



2009 Budget Request

Board of Directors
May 20, 2008

Steve Byone / Mike Petterson

Reference Agenda Item 10a.

2009 Budget Development Schedule

Date	Task	Status
Monday, Nov. 19	Executive Committee - 2009 Strategic Planning & Budget Discussion	√
Monday, Dec. 10	Executive Committee - 2009 Strategic Planning & Budgeting Assumptions	√
Tuesday, Feb. 19	Finance & Audit Committee Agenda - Budget/PPL Status Update	√
Tuesday, Feb. 19	Board Agenda - Strategic Planning & Budgeting Assumptions (<i>briefing & request for public comment</i>)	√
Thursday, Feb. 28	Budget Kick-off Meeting	√
Monday, Mar. 3 - Friday, Mar. 7	Departmental Compilation and Director/VP Review	√
Friday, Mar. 7	Submit Departmental Budget Request	√
Monday, Mar. 10 - Tuesday, Mar. 11	Calculate & Compile DRAFT Categorical Budget (Budget staff)	√
Tuesday, Mar. 11	PUCT Staff - Assumption & Timeline Discussion	√
Wednesday, Mar. 12 - Friday, Mar. 14	Preliminary Budget Review by Office-- VP/Director/Manager Budget Revisions (as necessary)	√
Monday, Mar. 17	Executive Committee Review - Consolidated Schedules	√
Tuesday, Mar. 18	Begin Testimony Preparation	√
Tuesday, Mar. 18	Finance & Audit Committee Agenda - Preliminary Budget/PPL Presentation (<i>Courtesy copy to all Board members</i>)	√
Tuesday, Mar. 18	Public Meeting - Preliminary 2009 Budget Presentation (in conjunction w/Finance & Audit Committee Meeting)	√
Wednesday, Mar. 19 - Friday, Apr. 4	PUCT Staff Review	Ongoing
Monday, Mar. 24	Executive Committee Review - Consolidated Schedules	√
Wednesday, Apr. 2	Executive Committee Review - Consolidated Schedules	√
Thursday, Apr. 3	Finance & Audit Committee Special Meeting - 2009 Budget Review	√
Friday, Apr. 4	Testimony - 1st Draft Due	Ongoing
Monday, Apr. 7	Executive Committee Review - Consolidated Schedules	√
Tuesday, Apr. 15	Board Agenda - Finance & Audit Committee 2009 Budget Recommendation & Board Review	√
Friday, May 9	Testimony Finalized	Ongoing
Tuesday, May 20	Board Agenda - 2009 Budget Approval/Vote	
Wednesday, May 21 - Wednesday, May 28	Review and Finalize PUCT Fee Filing	
Friday, May 30	PUCT Fee Filing	

2009 Budget Modifications *(since April presentation)*

Revenue Modifications	
Increases:	
NERC Electric Reliability Org. Fee	(8,613)
Generation Interconnection Revenue	(750)
MWh Increase (updated projection)	(154)
Interest Income	(125)
Subtotal - Increases	(9,642)
Decrease:	
Non LSE Revenue	125
Total - Revenue	\$ (9,517)
Expenditure Modifications	
Increases:	
NERC Dues	8,613
Staffing - CO and IT	2,207
Interest Expense	1,355
Protocol Services	51
Subtotal - Increases	12,226
Decreases:	
Outside Services	(1,248)
Benefits % Reduction (33% to 32%)	(663)
HW/SW Renewable License & Maint.	(443)
Texas RE Allocations	(355)
Subtotal - Decreases	(2,709)
Total - Expenditures	\$ 9,517

- System Administration Fee remains at \$0.5698. Changes in revenues and expenditures net to zero with no “bottom line” impact.
- Inclusion of federally mandated NERC Electric Reliability Organization Fee collection and payment
- Replace outside services with internal resources
- Update interest projections

- **Provide high-value, cost-effective service to the citizens of Texas**
- **Provide market participants predictable, stable fees**
- **Control costs while:**
 - Maintaining grid reliability
 - Maintaining and supporting the wholesale market and the retail market
 - Maintaining critical information technology infrastructure
 - Ensuring business controls and oversight
- **Accurately anticipate resource requirements in response to regular and substantial market changes:**
 - Effective operations within a Nodal market framework
 - New protocol revisions
 - Legislative action

The 2009 Budget Request –

- Assumes operations within a Nodal market framework
- Funds resources necessary to fulfill legislative obligations and responsibilities (SB 7)
- Funds priority projects approved through the Technical Advisory Committee process
- Provides direct funding and support of the independent market monitoring function
- Funds the PURA functions of the Texas RE
- Funds the federally mandated pass-through charge for the ERCOT region's share of the annual budgeted operating costs of the NERC Electric Reliability Organization
- Funds resources necessary to comply with new federal reliability and security mandates

Overview of 2009 Budget & Strategic Financial Plan

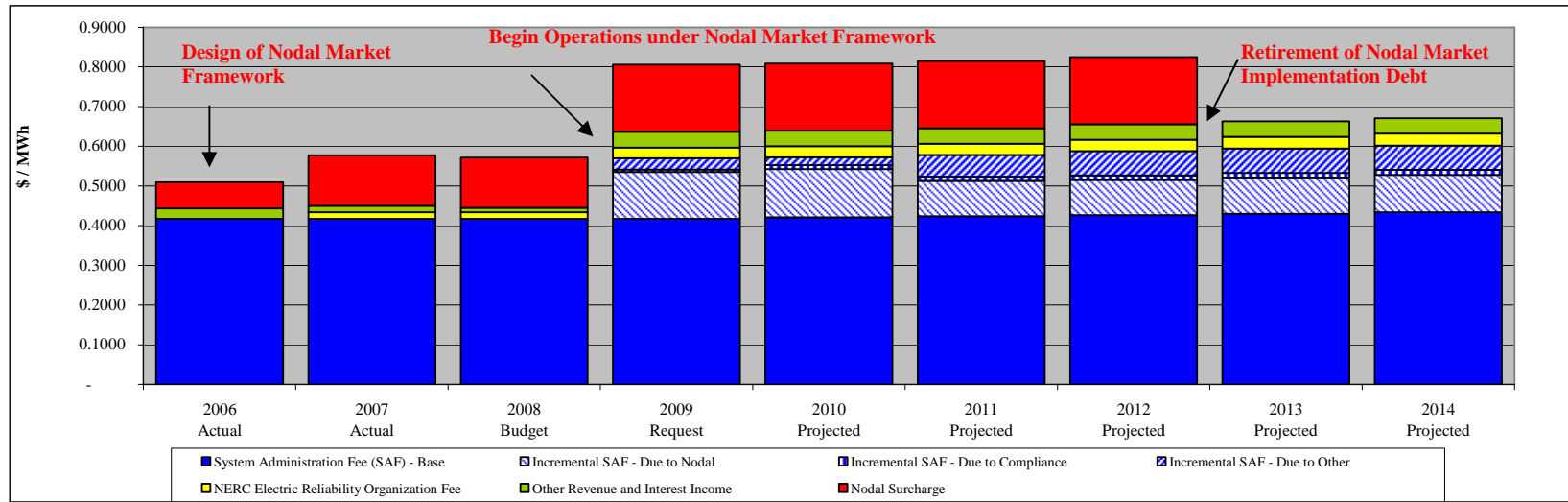
- **Exclusion**

- Advanced metering (includes limited funding for project study, excludes major redesign of existing systems)
- 2009 Budget includes 4 funded projects (currently on the project initiative list for Retail and Market Operations)

Project	Estimated Budget	Page Reference
ERCOT system throughput for IDR	<\$50k	Page 54, line 33
Demand response for resettlement	\$500k - \$1M	Page 54, line 34
Advanced metering – market changes for PUCT	\$250k - \$500k	Page 54, line 45
Advanced metering infrastructure	\$1M - \$2M	Page 55, line 48

Overview of 2009 Budget & Strategic Financial Plan

Historical and Projected Fee



Line	(\$ / MWh)	2006 Actual	2007 Actual	2008 Budget	2009 Request	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1	System Administration Fee (SAF) - Base	0.4171	0.4171	0.4171	0.4171	0.4211	0.4236	0.4263	0.4296	0.4337
2	Incremental SAF - Due to Nodal	0.0000	0.0000	0.0000	0.1180	0.1212	0.0891	0.0888	0.0914	0.0942
3	Incremental SAF - Due to Compliance	0.0000	0.0000	0.0000	0.0064	0.0101	0.0107	0.0115	0.0122	0.0129
4	Incremental SAF - Due to Other	0.0000	0.0000	0.0000	0.0284	0.0201	0.0551	0.0613	0.0611	0.0612
5	Subtotal	0.4171	0.4171	0.4171	0.5698	0.5724	0.5784	0.5879	0.5943	0.6019
6	Other Revenue and Interest Income	0.0263	0.0160	0.0108	0.0398	0.0395	0.0392	0.0391	0.0390	0.0390
7	NERC Electric Reliability Organization Fee	0.0000	0.0169	0.0169	0.0270	0.0276	0.0281	0.0287	0.0293	0.0300
8	Subtotal	0.4434	0.4500	0.4448	0.6366	0.6395	0.6458	0.6558	0.6627	0.6709
9	Nodal Surcharge	0.0663	0.1270	0.1270	0.1690	0.1690	0.1690	0.1690	0.0000	0.0000
10	Total	0.5097	0.5770	0.5718	0.8056	0.8085	0.8148	0.8248	0.6627	0.6709
11	MWh	304,373,763	305,482,175	319,399,903	319,355,145	326,256,628	332,937,669	338,981,537	344,811,527	350,225,192

Notes:

- (1) System Administration Fee covers ERCOT's base operations, debt service activities, and revenue funded project activities (including the interdependent projects).
- (2) Other revenue and interest income is comprised of wide-area network revenue, generation interconnection revenue, membership dues, map sales, interest income, and other non-operating income.
- (3) NERC Electric Reliability Organization (ERO) Fee commenced in 2007. Fee is a federally mandated, pass-through charge established to recover an amount approved by FERC for the ERCOT region's share of the annual operating costs of the Electric Reliability Organization. Fee amounts included for 2009 - 2014 are estimates and will be finalized upon NERC notification. The method by which the ERO Fee is assessed and collected is subject to an active Protocol Revision Request (PRR 720).
- (4) The Nodal Surcharge will remain in effect until the costs of implementing the Nodal Program, as approved by the Public Utility Commission of Texas, are fully recovered. It is currently expected the Nodal Surcharge will cease to be collected in late 2012. Surcharge increase to \$0.169 was approved by PUCT in May, 2008 with a June 1, 2008 effective date.
- (5) MWh projections for 2009 -2014 are based on forecasts contained in the Long-Term Hourly Peak Demand & Energy Forecast published in May, 2008.

2009 System Administration Fee Incremental Increase Analysis

2008 System Admin. Fee (Budget)	\$ 0.4171
2009 System Admin. Fee (Request)	0.5698
Incremental Increase over 2008 Budget	0.1527

Line	Incremental Increase due to Nodal				Compliance		Other		Total		
	Operations & Maintenance		Met Center Relocation		\$	\$/ MWh	\$	\$/ MWh	\$	\$/ MWh	
	\$	\$/ MWh	\$	\$/ MWh							
1	Labor & Benefits	15,373	0.0481	124	0.0004	1,935	0.0061	2,186	0.0068	19,617	0.0614
8	Allocations - Nodal Program	5,718	0.0179	-	-	-	-	-	-	5,718	0.0179
3	Material, Supplies, Tools & Equipment	71	0.0002	1	0.0000	9	0.0000	10	0.0000	91	0.0003
5	Outside Services	3,994	0.0125	-	-	142	0.0004	(760)	(0.0024)	3,376	0.0106
5	Utilities, Maintenance & Facilities	450	0.0014	-	-	-	-	627	0.0020	1,077	0.0034
6	HW/SW Renewable License & Maint.	1,956	0.0061	-	-	-	-	872	0.0027	2,828	0.0089
7	Insurance	15	0.0000	-	-	-	-	(140)	(0.0004)	(125)	(0.0004)
8	Employee Expenses	48	0.0002	-	-	13	0.0000	(189)	(0.0006)	(128)	(0.0004)
9	Property Taxes	-	-	400	0.0013	-	-	-	-	400	0.0013
10	NERC Dues	-	-	-	-	8,613	0.0270	-	-	8,613	0.0270
11	Other	910	0.0028	-	-	-	-	210	0.0007	1,120	0.0035
12	Subtotal	28,536	0.0893	524	0.0016	10,711	0.0335	2,817	0.0088	42,589	0.1333
13											
14	Debt Service - Interest Expense	-	-	461	0.0014	-	-	(464)	(0.0015)	(3)	(0.0000)
15	Debt Service - Principal Payments	-	-	-	-	-	-	7,463	0.0234	7,463	0.0234
16	Revenue-Funded Capital	-	-	-	-	-	-	(120)	(0.0004)	(120)	(0.0004)
17	Revenue-Funded Facility (Met Center)	-	-	8,160	0.0255	-	-	-	-	8,160	0.0255
18	Protocol Services (Texas RE)	-	-	-	-	(69)	(0.0002)	-	-	(69)	(0.0002)
19	Less Other Revenue	-	-	-	-	(8,613)	(0.0270)	(1,072)	(0.0034)	(9,685)	(0.0303)
20	Less Interest Income	-	-	-	-	-	-	425	0.0013	425	0.0013
21	MWh Projection	-	-	-	-	-	-	26	0.0001	26	0.0001
22	Subtotal	-	-	8,621	0.0270	(8,682)	(0.0272)	6,258	0.0196	6,196	0.0194
23											
24	Total	28,536	0.0893	9,145	0.0286	2,029	0.0064	9,075	0.0284	48,785	0.1527

Comparison of Financing Options

Options	System Administration Fee (SAF) Impact		Total SAF Interest Expense through 2020 \$ (Millions)	Projected Debt Outstanding at 12/31/2012 \$ (Millions)
	2009 - 2012 \$/MWh	Thereafter		
1 Met Center relocation @ 60% debt; all other capital expense @ 60% debt	0.1832	0.183 (through 2014)	64	135
2 Met Center relocation @ 80% debt; all other capital expense @ 60% debt	0.1729	0.173 (through 2014)	71	152
3 Met Center relocation @ 100% debt; all other capital expense @ 60% debt	0.1578	0.177 (through 2015)	76	174
4 Met Center relocation @ 100% debt; all other capital expense @ 100% debt thru 2012	0.1310	0.230 (through 2015)	80	214

Notes:

- The System Administration Fee impact considers the combined effects of the following:
 - a) revenue funded portion of capital expenditures
 - b) debt payments required for the year
 - c) interest expense for the year
- In all options, the Met Center relocation project is repaid by 2019. In Option 1, repayment begins in 2011. In Options 2 - 4, repayment begins in 2015. All other assets (expected to be primarily software and hardware) are scheduled for repayment over 3-4 years.

Recommendation: *ERCOT staff utilized Option 1 in the development of the 2009 budget request as it best meets the stated objectives. Option 1 provides the lowest overall cost, leaves ERCOT in the best financial position at 2012, minimizes spikes in the fee, and provides the best match of cost with benefit of the assets purchased.*

ERCOT Region Fees – Average Household Impact (Approximate)

Line	Fee Description	2008 (Forecast)			2009 (Request)			2014 (Projection)		
		Fees per MWh	Per Month (1000 KWh/ Month)	Per Year (1000 KWh/ Month)	Fees per MWh	Per Month (1000 KWh/ Month)	Per Year (1000 KWh/ Month)	Fees per MWh	Per Month (1000 KWh/ Month)	Per Year (1000 KWh/ Month)
1	System Administration Fee	\$0.4171	\$0.42	\$5.01	\$0.5698	\$0.57	\$6.84	\$0.6019	\$0.60	\$7.22
2	Nodal Surcharge	\$0.1540	\$0.15	\$1.85	\$0.1690	\$0.17	\$2.03	\$0.0000	\$0.00	\$0.00
3	NERC Electric Reliability Organization Fee	\$0.0169	\$0.02	\$0.20	\$0.0270	\$0.03	\$0.32	\$0.0300	\$0.03	\$0.36
4	TOTAL	\$0.5880	\$0.59	\$7.06	\$0.7658	\$0.77	\$9.19	\$0.6319	\$0.63	\$7.58

Note:

2008 Forecast is an average of 2008 expected fees, based on current filings.

- **Previous policy decisions drive ERCOT funding requirements**
 - Operation within the protocols (now Nodal)
 - Significant new functions necessary for Nodal operations
 - Primary cost drivers:
 - » Staffing new functions
 - » Required new technology applications/systems
 - » Facilities to house new staff and systems
 - » One-time items for Nodal stabilization
 - Facilities
 - New space demands are a function of Nodal
 - Data center space for Nodal servers
 - Incremental Nodal staffing
 - MET Center lease is expiring
 - Opportunity to simultaneously address security concerns
 - Mandates from Energy Policy Act (Reliability and Security)
 - Board Financial Policy
 - Project equity contribution rates (40% equity funding)
 - Debt amortization (extinguished by end of asset useful life)

- **Base Budget - Operating Expenses**

- Staffing

- 753 employees
- Employee benefits assumed at 32% of base salaries
- Average annual merit award consistent with long-term market trend assumed at 3% of base salaries
- Average annual allowance for employee promotions and other market adjustments assumed at 2% of base salaries
- Reward & Recognition program assumed at 2% of base salaries
- Vacancy savings assumed at 7% of base salaries
- Labor allocated to project priority list activity based on managers' resource allocation

- Consultants and contractors

- Based on specific requests

- Hardware and software licenses, maintenance and support

- Based on specific identification by information technology staff

- Interest cost
 - Based on outstanding debt projections
- All other categories
 - Increased for average long-term inflation of approximately 2.1% per year based on CPI
- **Project expenditures**
 - \$47.6 million planned for 2009
 - Met Center – \$20.4M
 - All Other – \$27.2M
 - Assumed 40% revenue-funded and 60% debt-funded
 - Reviewed by market committees
- **Energy consumption**
 - Projections based on Long-Term Hourly Peak Demand & Energy Forecast prepared by ERCOT's planning staff and published May, 2008

2009 Budget Summary (with 5 year forecast)

Line		2006 Actual	2007 Actual	2008 Budget	2009 Request	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1	ERCOT O&M Expense									
2	Labor & Benefits	\$ 58,166	\$ 69,359	\$ 79,334	\$ 86,877	\$ 91,221	\$ 95,782	\$ 100,571	\$ 105,599	\$ 110,879
3	Contra Labor - Base Projects	(4,395)	(2,841)	(4,718)	(9,814)	(8,679)	(8,829)	(8,987)	(9,153)	(9,327)
4	Contra Labor - Nodal Program	(4,982)	(12,522)	(17,178)	-	-	-	-	-	-
5	Subtotal - Labor & Benefits	48,789	53,996	57,439	77,063	82,542	86,952	91,584	96,446	101,552
6	Support Allocations - Nodal Program	(1,673)	(4,957)	(1,673)	-	-	-	-	-	-
7	Backfill Allocations - Nodal Program	(403)	(1,593)	(1,545)	-	-	-	-	-	-
8	Facilities Allocations - Nodal Program	(120)	(2,813)	(2,500)	-	-	-	-	-	-
9	Subtotal - Allocations - Nodal Program	(2,196)	(9,363)	(5,718)	-	-	-	-	-	-
10	Materials, Supplies, Tools & Equipment	1,089	1,295	1,124	1,215	1,241	1,267	1,293	1,320	1,349
11	HW/SW Renewable License & Maint.	7,740	9,406	9,304	12,132	15,233	15,558	15,885	16,219	16,576
12	Outside Services	9,104	11,226	12,768	16,195	9,845	9,463	9,727	9,966	10,197
13	Special Audits	575	-	-	-	-	-	-	-	-
14	Utilities, Maintenance & Facilities	6,940	6,880	7,392	8,468	8,896	9,999	10,254	10,516	10,790
15	Employee Expenses	1,227	1,388	2,012	1,883	1,920	1,959	1,998	2,038	2,078
16	Insurance	1,677	1,692	2,250	2,125	2,170	2,216	2,262	2,310	2,360
17	Property Taxes	998	903	1,100	1,500	1,532	1,564	1,596	1,630	1,666
18	NERC Dues	-	963	-	8,613	8,794	8,978	9,167	9,359	9,565
19	Other	3,028	1,189	1,346	2,467	2,103	2,148	2,193	2,239	2,288
20	Subtotal - O&M Expenses	78,970	79,577	89,017	131,660	134,275	140,103	145,959	152,043	158,422
21	Debt Service - Interest	7,632	5,471	7,905	7,902	8,292	8,604	8,017	6,105	4,448
22	Debt Service - Principal	26,137	26,137	26,137	33,600	27,900	36,100	36,800	47,040	46,640
23	Revenue Funded Capital	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
24	Revenue Funded Facility (Met Center Relocation)	-	-	-	8,160	11,240	480	-	-	-
25	Protocol Services (Texas RE)	1,954	477	849	779	771	844	923	1,007	1,098
26	Market Monitoring	600	1,650	1,750	1,700	1,850	1,850	1,850	1,850	1,850
27	Total Revenue Requirement	134,950	132,295	136,657	194,681	199,638	205,642	212,560	218,385	224,457
28	Less: Other Revenue	5,795	3,737	2,642	12,327	12,508	12,693	12,881	13,074	13,270
29	Less: Interest Income	2,200	1,138	800	375	375	375	375	375	375
30	Revenue Rqmt from System Admin Fee	126,955	127,420	133,215	181,979	186,755	192,574	199,303	204,937	210,812
31	GWh	304,374	305,482	319,400	319,355	326,257	332,938	338,982	344,812	350,225
32	% GWh Growth	1.9%	0.4%	4.6%	1.7%	2.2%	2.0%	1.8%	1.7%	1.6%
33	ERCOT System Administration Fee	\$ 0.4171	\$ 0.4171	\$ 0.4171	\$ 0.5698	\$ 0.5724	\$ 0.5784	\$ 0.5879	\$ 0.5943	\$ 0.6019
34	Capital Spending - Revenue Funded	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
35	Capital Spending - % Revenue Funded	57%	44%	40%	40%	40%	40%	40%	40%	40%
36	Capital Spending - Debt Funded	14,807	23,888	16,500	16,320	22,965	26,490	28,515	15,510	18,000
37	Capital Spending - % Debt Funded	43%	56%	60%	60%	60%	60%	60%	60%	60%
38	Total Project Spending	34,465	42,871	27,500	27,200	38,275	44,150	47,525	25,850	30,000
39	Facility Spending - Revenue Funded	-	-	-	8,160	11,240	480	-	-	-
40	Facility Spending - % Revenue Funded	-	-	-	40%	40%	40%	-	-	-
41	Facility Spending - Debt Funded	-	-	6,200	12,240	16,860	720	-	-	-
42	Facility Spending - % Debt Funded	-	-	100%	60%	60%	60%	-	-	-
43	Total Facility (Met Center) Spending	-	-	6,200	20,400	28,100	1,200	-	-	-
44	Total Project/Facility Spending	34,465	42,871	33,700	47,600	66,375	45,350	47,525	25,850	30,000
45	Total ERCOT Spending Authorization	149,757	156,183	159,357	223,241	239,463	232,852	241,075	233,895	242,457

Notes:

(1) 2008 Total Project Spending includes \$6.2 million for the Met Center relocation project which was authorized subsequent to the 2008 Budget approval and has been reflected as 100% debt funded.

(2) 2009 % GWh growth is based on the 2008 projection of 313,946,301.

2009 Resource Requirements

Line	Funding				Full Time Equivalency				
	2006 Actual	2007 Actual	2008 Budget	2009 Request	2006 Actual	2007 Actual	2008 Budget	2009 Request	
1	ERCOT								
2	<i>Base Operations</i>	48,789,183	53,996,364	57,438,597	77,062,747	467	477	518	673
3	<i>Base Projects</i>	4,395,008	2,840,780	4,717,804	9,814,168	37	24	40	83
4	<i>Nodal Program</i>	4,981,666	12,521,964	17,177,910	-	42	106	145	-
5	<i>Labor & Benefits Total</i>	58,165,857	69,359,107	79,334,311	86,876,915	546	607	703	756
6									
7	Corporate Administration								
8	<i>Base Operations</i>	9,859,443	12,921,844	11,559,838	11,619,513	98	109	119	132
9	<i>Base Projects</i>	(40,326)	111,557	1,030,393	559,559	-	1	9	5
10	<i>Nodal Program</i>	265,493	510,530	339,708	-	2	4	3	-
11	<i>Labor & Benefits Total</i>	10,084,610	13,543,931	12,929,939	12,179,072	100	114	131	137
12									
13	Information Technology								
14	<i>Base Operations</i>	13,164,312	14,080,551	16,573,216	26,822,032	121	120	137	209
15	<i>Base Projects</i>	2,707,320	1,403,236	1,186,549	5,111,743	23	12	10	43
16	<i>Nodal Program</i>	2,226,401	6,106,911	7,684,315	-	19	51	65	-
17	<i>Labor & Benefits Total</i>	18,098,033	21,590,698	25,444,080	31,933,775	163	182	212	252
18									
19	Market Operations								
20	<i>Base Operations</i>	10,998,926	10,966,455	11,043,735	14,480,064	107	106	107	129
21	<i>Base Projects</i>	1,350,328	1,068,324	2,410,954	3,371,550	11	9	20	29
22	<i>Nodal Program</i>	1,155,163	2,953,403	4,362,773	-	10	25	37	-
23	<i>Labor & Benefits Total</i>	13,504,416	14,988,182	17,817,461	17,851,614	128	140	164	158
24									
25	System Operations								
26	<i>Base Operations</i>	14,766,502	12,880,415	13,447,343	18,009,440	141	117	116	152
27	<i>Base Projects</i>	377,686	212,751	89,908	747,656	3	2	1	6
28	<i>Nodal Program</i>	1,334,609	2,578,378	4,482,168	-	11	22	38	-
29	<i>Labor & Benefits Total</i>	16,478,797	15,671,544	18,019,419	18,757,096	155	141	155	158
30									
31	System Planning								
32	<i>Base Operations</i>	-	3,147,098	4,814,465	6,131,698	-	27	38	48
33	<i>Base Projects</i>	-	44,912	-	23,660	-	-	-	-
34	<i>Nodal Program</i>	-	372,742	308,947	-	-	3	3	-
35	<i>Labor & Benefits Total</i>	-	3,564,752	5,123,413	6,155,358	-	30	41	48

Notes:

- (1) Data based on the organizational structure as it existed (exists) each year.
- (2) The former Compliance department is excluded from 2006; the Texas RE is excluded from 2007 - 2009.
- (3) The full-time equivalency columns are based on a calculation which may result in a slight variance due to rounding.

\$0.01 of System Administration Fee equals:

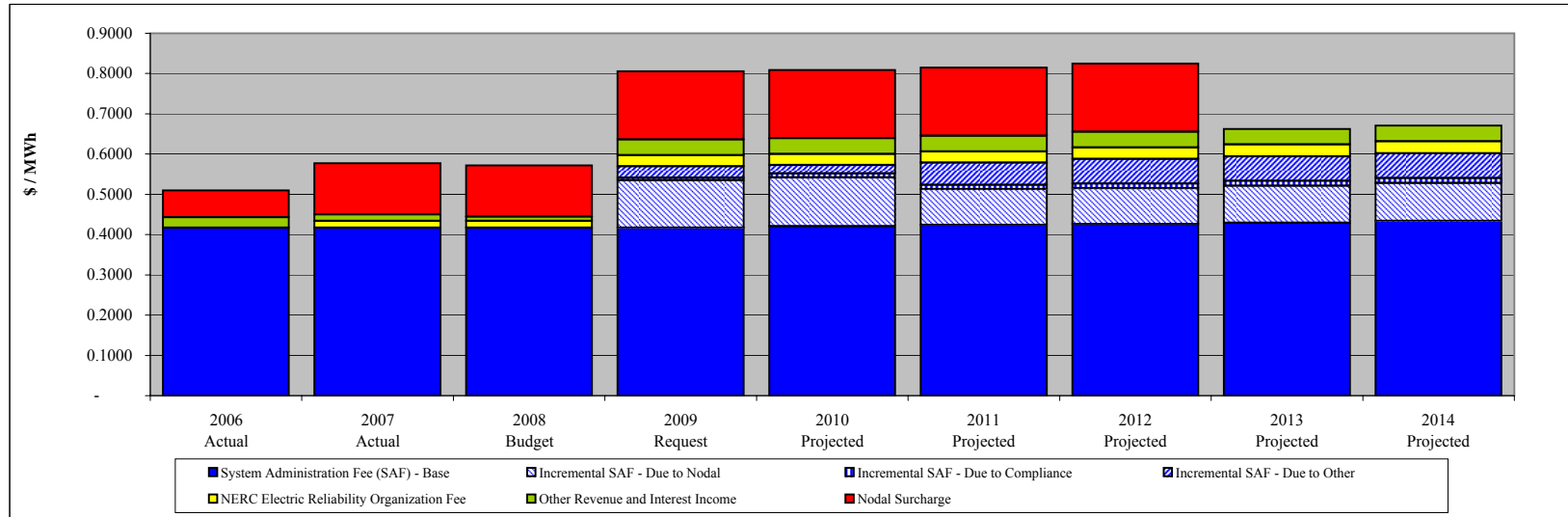
- \$3.2 million of operating expense
 $\$3.2 \text{ million} / 319,355,145 \text{ MWh} = \$0.01 / \text{MWh}$
- \$8 million of capital spending
60% leverage (40% equity funding of \$8 million = \$3.2 million)
- 5.6 GWh
1.76% deviation from MWh expected
Calculations:
 - $\$3.2 \text{ million} / \$0.5698 \text{ per MWh} = 5.6 \text{ GWh}$
 - $5.6 \text{ GWh} / 319 \text{ GWh} = 1.76\%$



Appendix A

2009 Budget Schedules

ERCOT Fiscal Year 2009 Budget
All ERCOT Income on a per MWh Basis



Line	(\$ / MWh)	2006 Actual	2007 Actual	2008 Budget	2009 Request	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1	System Administration Fee (SAF) - Base	0.4171	0.4171	0.4171	0.4171	0.4211	0.4236	0.4263	0.4296	0.4337
2	Incremental SAF - Due to Nodal	0.0000	0.0000	0.0000	0.0000	0.1180	0.1212	0.0891	0.0888	0.0942
3	Incremental SAF - Due to Compliance	0.0000	0.0000	0.0000	0.0064	0.0101	0.0107	0.0115	0.0122	0.0129
4	Incremental SAF - Due to Other	0.0000	0.0000	0.0000	0.0284	0.0201	0.0551	0.0613	0.0611	0.0612
5	Subtotal	0.4171	0.4171	0.4171	0.5698	0.5724	0.5784	0.5879	0.5943	0.6019
6	Other Revenue and Interest Income	0.0263	0.0160	0.0108	0.0398	0.0395	0.0392	0.0391	0.0390	0.0390
7	NERC Electric Reliability Organization Fee	0.0000	0.0169	0.0169	0.0270	0.0276	0.0281	0.0287	0.0293	0.0300
8	Subtotal	0.4434	0.4500	0.4448	0.6366	0.6395	0.6458	0.6558	0.6627	0.6709
9	Nodal Surcharge	0.0663	0.1270	0.1270	0.1690	0.1690	0.1690	0.1690	0.0000	0.0000
10	Total	0.5097	0.5770	0.5718	0.8056	0.8085	0.8148	0.8248	0.6627	0.6709
11	MWh	304,373,763	305,482,175	319,399,903	319,355,145	326,256,628	332,937,669	338,981,537	344,811,527	350,225,192

Notes:

- (1) System Administration Fee covers ERCOT's base operations, debt service activities, and revenue funded project activities (including the interdependent projects).
- (2) Other revenue and interest income is comprised of wide-area network revenue, generation interconnection revenue, membership dues, map sales, interest income, and other non-operating income.
- (3) NERC Electric Reliability Organization (ERO) Fee commenced in 2007. Fee is a federally mandated, pass-through charge established to recover an amount approved by FERC for the ERCOT region's share of the annual operating costs of the Electric Reliability Organization. Fee amounts included for 2009 - 2014 are estimates and will be finalized upon NERC notification. The method by which the ERO Fee is assessed and collected is subject to an active Protocol Revision Request (PRR 720).
- (4) The Nodal Surcharge will remain in effect until the costs of implementing the Nodal Program, as approved by the Public Utility Commission of Texas, are fully recovered. It is currently expected the Nodal Surcharge will cease to be collected in late 2012. Surcharge increase to \$0.169 was approved by PUCT in May, 2008 with a June 1, 2008 effective date.
- (5) MWh projections for 2009 -2014 are based on forecasts contained in the Long-Term Hourly Peak Demand & Energy Forecast published in May, 2008.

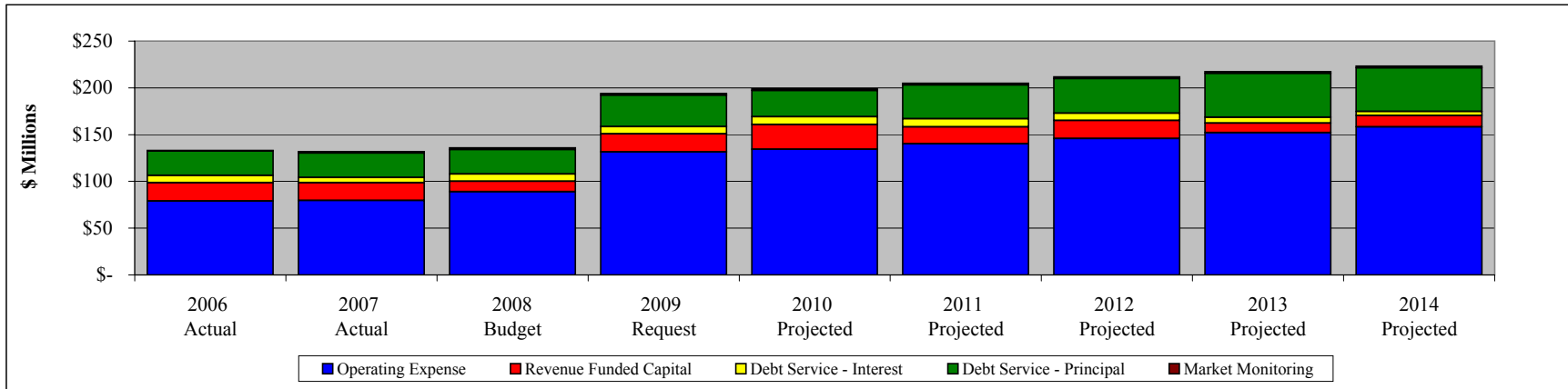
ERCOT Fiscal Year 2009 Budget
2009 System Administration Fee Incremental Increase Analysis

2008 System Admin. Fee (Budget)	\$	0.4171
2009 System Admin. Fee (Request)		0.5698
Incremental Increase over 2008 Budget		0.1527

Line	Incremental Increase due to Nodal				Compliance		Other		Total	
	Operations & Maintenance		Met Center Relocation		\$	\$/ MWh	\$	\$/ MWh	\$	\$/ MWh
	\$	\$/ MWh	\$	\$/ MWh						
1 Labor & Benefits	15,373	0.0481	124	0.0004	1,935	0.0061	2,186	0.0068	19,617	0.0614
8 Allocations - Nodal Program	5,718	0.0179	-	-	-	-	-	-	5,718	0.0179
3 Material, Supplies, Tools & Equipment	71	0.0002	1	0.0000	9	0.0000	10	0.0000	91	0.0003
5 Outside Services	3,994	0.0125	-	-	142	0.0004	(760)	(0.0024)	3,376	0.0106
5 Utilities, Maintenance & Facilities	450	0.0014	-	-	-	-	627	0.0020	1,077	0.0034
6 HW/SW Renewable License & Maint.	1,956	0.0061	-	-	-	-	872	0.0027	2,828	0.0089
7 Insurance	15	0.0000	-	-	-	-	(140)	(0.0004)	(125)	(0.0004)
8 Employee Expenses	48	0.0002	-	-	13	0.0000	(189)	(0.0006)	(128)	(0.0004)
9 Property Taxes	-	-	400	0.0013	-	-	-	-	400	0.0013
10 NERC Dues	-	-	-	-	8,613	0.0270	-	-	8,613	0.0270
11 Other	910	0.0028	-	-	-	-	210	0.0007	1,120	0.0035
12 Subtotal	28,536	0.0893	524	0.0016	10,711	0.0335	2,817	0.0088	42,589	0.1333
13										
14 Debt Service - Interest Expense	-	-	461	0.0014	-	-	(464)	(0.0015)	(3)	(0.0000)
15 Debt Service - Principal Payments	-	-	-	-	-	-	7,463	0.0234	7,463	0.0234
16 Revenue-Funded Capital	-	-	-	-	-	-	(120)	(0.0004)	(120)	(0.0004)
17 Revenue-Funded Facility (Met Center)	-	-	8,160	0.0255	-	-	-	-	8,160	0.0255
18 Protocol Services (Texas RE)	-	-	-	-	(69)	(0.0002)	-	-	(69)	(0.0002)
19 Less Other Revenue	-	-	-	-	(8,613)	(0.0270)	(1,072)	(0.0034)	(9,685)	(0.0303)
20 Less Interest Income	-	-	-	-	-	-	425	0.0013	425	0.0013
21 MWh Projection	-	-	-	-	-	-	26	0.0001	26	0.0001
22 Subtotal	-	-	8,621	0.0270	(8,682)	(0.0272)	6,258	0.0196	6,196	0.0194
23										
24 Total	28,536	0.0893	9,145	0.0286	2,029	0.0064	9,075	0.0284	48,785	0.1527

ERCOT Fiscal Year 2009 Budget

Revenue Requirement and ERCOT System Administration Fee Summary



Line	(\$ Millions)	Reference	2006 Actual	2007 Actual	2008 Budget	2009 Request	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1	Operating Expense		79.0	79.6	89.0	131.7	134.3	140.1	146.0	152.0	158.4
2	Revenue Funded Capital		19.7	19.0	11.0	19.0	26.6	18.1	19.0	10.3	12.0
3	Debt Service - Interest		7.6	5.5	7.9	7.9	8.3	8.6	8.0	6.1	4.4
4	Debt Service - Principal		26.1	26.1	26.1	33.6	27.9	36.1	36.8	47.0	46.6
5	Protocol Services (Texas RE)		2.0	0.5	0.8	0.8	0.8	0.8	0.9	1.0	1.1
6	Market Monitoring		0.6	1.7	1.8	1.7	1.9	1.9	1.9	1.9	1.9
7	Total Revenue Requirement		134.9	132.3	136.7	194.7	199.6	205.6	212.6	218.4	224.5
8	GWh		304.4	305.5	319.4	319.4	326.3	332.9	339.0	344.8	350.2
9	System Administration Fee		\$0.4171	\$0.4171	\$0.4171	\$0.5698	\$0.5724	\$0.5784	\$0.5879	\$0.5943	\$0.6019
10											
11	Total Project Spending		34.5	42.9	33.7	47.6	66.4	45.4	47.5	25.9	30.0
12											
13											
14											
15	Operating Expense		0.2441	0.2509	0.2717	0.3854	0.3850	0.3941	0.4037	0.4138	0.4248
16	Revenue Funded Capital		0.0608	0.0599	0.0336	0.0557	0.0761	0.0510	0.0526	0.0281	0.0322
17	Debt Service - Interest		0.0236	0.0172	0.0241	0.0231	0.0238	0.0242	0.0222	0.0166	0.0119
18	Debt Service - Principal		0.0808	0.0824	0.0798	0.0983	0.0800	0.1015	0.1018	0.1280	0.1251
19	Protocol Services (Texas RE)		0.0060	0.0015	0.0026	0.0023	0.0022	0.0024	0.0026	0.0027	0.0029
20	Market Monitoring		0.0019	0.0052	0.0053	0.0050	0.0053	0.0052	0.0051	0.0050	0.0050
21	Total Revenue Requirement		\$0.4171	\$0.4171	\$0.4171	\$0.5698	\$0.5724	\$0.5784	\$0.5879	\$0.5943	\$0.6019

Notes:

- (1) Other revenue will supplement System Administration Fee to meet total funding requirement.
- (2) Revenues collected in excess of funding requirement are utilized to reduce debt funding.
- (3) 2008 Total Project Spending includes \$6.2 million for the Met Center Relocation project which was authorized subsequent to the 2008 budget approval and has been reflected as 100% debt funded.

ERCOT Fiscal Year 2009 Budget

Revenue Requirement and ERCOT System Administration Fee Summary Table

(in thousands)

Line	2006 Actual	2007 Actual	2008 Budget	2009 Request	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1	ERCOT O&M Expense								
2	\$ 58,166	\$ 69,359	\$ 79,334	\$ 86,877	\$ 91,221	\$ 95,782	\$ 100,571	\$ 105,599	\$ 110,879
3	(4,395)	(2,841)	(4,718)	(9,814)	(8,679)	(8,829)	(8,987)	(9,153)	(9,327)
4	(4,982)	(12,522)	(17,178)	-	-	-	-	-	-
5	Subtotal - Labor & Benefits 48,789 53,996 57,439 77,063 82,542 86,952 91,584 96,446 101,552								
6	(1,673)	(4,957)	(1,673)	-	-	-	-	-	-
7	(403)	(1,593)	(1,545)	-	-	-	-	-	-
8	(120)	(2,813)	(2,500)	-	-	-	-	-	-
9	Subtotal - Allocations - Nodal Program (2,196) (9,363) (5,718) - - - - -								
10	1,089	1,295	1,124	1,215	1,241	1,267	1,293	1,320	1,349
11	7,740	9,406	9,304	12,132	15,233	15,558	15,885	16,219	16,576
12	9,104	11,226	12,768	16,195	9,845	9,463	9,727	9,966	10,197
13	575	-	-	-	-	-	-	-	-
14	6,940	6,880	7,392	8,468	8,896	9,999	10,254	10,516	10,790
15	1,227	1,388	2,012	1,883	1,920	1,959	1,998	2,038	2,078
16	1,677	1,692	2,250	2,125	2,170	2,216	2,262	2,310	2,360
17	998	903	1,100	1,500	1,532	1,564	1,596	1,630	1,666
18	-	963	-	8,613	8,794	8,978	9,167	9,359	9,565
19	3,028	1,189	1,346	2,467	2,103	2,148	2,193	2,239	2,288
20	Subtotal - O&M Expenses 78,970 79,577 89,017 131,660 134,275 140,103 145,959 152,043 158,422								
21	7,632	5,471	7,905	7,902	8,292	8,604	8,017	6,105	4,448
22	26,137	26,137	26,137	33,600	27,900	36,100	36,800	47,040	46,640
23	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
24	-	-	-	8,160	11,240	480	-	-	-
25	1,954	477	849	779	771	844	923	1,007	1,098
26	600	1,650	1,750	1,700	1,850	1,850	1,850	1,850	1,850
27	134,950	132,295	136,657	194,681	199,638	205,642	212,560	218,385	224,457
28	5,795	3,737	2,642	12,327	12,508	12,693	12,881	13,074	13,270
29	2,200	1,138	800	375	375	375	375	375	375
30	126,955	127,420	133,215	181,979	186,755	192,574	199,303	204,937	210,812
31	304,374	305,482	319,400	319,355	326,257	332,938	338,982	344,812	350,225
32	1.9%	0.4%	4.6%	1.7%	2.2%	2.0%	1.8%	1.7%	1.6%
33	\$ 0.4171	\$ 0.4171	\$ 0.4171	\$ 0.5698	\$ 0.5724	\$ 0.5784	\$ 0.5879	\$ 0.5943	\$ 0.6019
34	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
35	57%	44%	40%	40%	40%	40%	40%	40%	40%
36	14,807	23,888	16,500	16,320	22,965	26,490	28,515	15,510	18,000
37	43%	56%	60%	60%	60%	60%	60%	60%	60%
38	34,465	42,871	27,500	27,200	38,275	44,150	47,525	25,850	30,000
39	-	-	-	8,160	11,240	480	-	-	-
40	-	-	-	40%	40%	40%	-	-	-
41	-	-	6,200	12,240	16,860	720	-	-	-
42	-	-	100%	60%	60%	60%	-	-	-
43	-	-	6,200	20,400	28,100	1,200	-	-	-
44	34,465	42,871	33,700	47,600	66,375	45,350	47,525	25,850	30,000
45	149,757	156,183	159,357	223,241	239,463	232,852	241,075	233,895	242,457

Notes:

(1) 2008 Total Project Spending includes \$6.2 million for the Met Center relocation project which was authorized subsequent to the 2008 Budget approval and has been reflected as 100% debt funded.

(2) 2009 % GWh growth is based on the 2008 projection of 313,946,301.

ERCOT Fiscal Year 2009 Budget
PUCT Docket No.
Summary of Estimated Income Sources

Line	Description	Protocols Reference	Calculation/Rate/Comment	2009 Request	
				\$	%
1	ERCOT system administration fee	9.7.1	\$0.5698 per MWh	\$ 181,979,192	93.0%
2	NERC Electric Reliability Organization Fee	NA	A federally mandated, pass-through charge established to recover an amount approved by FERC for the ERCOT region's share of the annual operating costs of the Electric Reliability Organization.	8,612,797	4.0%
3	Private wide-area network fees	9.7.6	Recovery of budgeted costs. Actual cost of using third party communications network, initial equipment installation cost not to exceed \$18,000, and monthly network management fee not to exceed \$865.	2,297,400	1.0%
4	Generation interconnection study fees	NA	Security screening study fee Modeling fee	1,150,000	1.0%
5	Interest income	NA	Computed based on assumed bank rates and deposit balances	375,000	0.0%
6	Membership dues	NA	\$2,000 for corporate members and \$500 for associate and adjunct members	250,000	0.0%
7	Map sale fees	NA	\$20 - \$40 per map request	1,000	0.0%
8	Qualified scheduling entity application fee	9.7.5	\$500 per entity	7,500	0.0%
9	Competitive retailer application fee	9.7.5	\$500 per entity	7,500	0.0%
10	Mismatched schedule processing fee	9.7.4	\$1 per mismatched event	1,000	0.0%
11	Voluminous copy fee	NA	\$0.15 per page in excess of 50 pages	-	0.0%
12	Late fees	9.4.6	Wall Street Journal prime interest rate plus two (2) percent	-	0.0%
13					
14		Total		<u>\$ 194,681,389</u>	100.0%

Note:
 In addition to the items listed above, ERCOT also collects a Nodal market surcharge which is currently \$0.169 per MWh. The Nodal Surcharge will remain in effect until the costs of implementing the Nodal Program, as approved by the Public Utility Commission of Texas, are fully recovered. It is currently expected the Nodal Surcharge will cease to be collected in late 2012.

ERCOT Fiscal Year 2009 Budget
Staffing Summary by Office (Full Time Equivalency)

Line		Funding				Full Time Equivalency			
		2006 Actual	2007 Actual	2008 Budget	2009 Request	2006 Actual	2007 Actual	2008 Budget	2009 Request
1	ERCOT								
2	Base Operations	48,789,183	53,996,364	57,438,597	77,062,747	467	477	518	673
3	Base Projects	4,395,008	2,840,780	4,717,804	9,814,168	37	24	40	83
4	Nodal Program	4,981,666	12,521,964	17,177,910	-	42	106	145	-
5	Labor & Benefits Total	58,165,857	69,359,107	79,334,311	86,876,915	546	607	703	756
6									
7	Corporate Administration								
8	Base Operations	9,859,443	12,921,844	11,559,838	11,619,513	98	109	119	132
9	Base Projects	(40,326)	111,557	1,030,393	559,559	-	1	9	5
10	Nodal Program	265,493	510,530	339,708	-	2	4	3	-
11	Labor & Benefits Total	10,084,610	13,543,931	12,929,939	12,179,072	100	114	131	137
12									
13	Information Technology								
14	Base Operations	13,164,312	14,080,551	16,573,216	26,822,032	121	120	137	208
15	Base Projects	2,707,320	1,403,236	1,186,549	5,111,743	23	12	10	43
16	Nodal Program	2,226,401	6,106,911	7,684,315	-	19	51	65	-
17	Labor & Benefits Total	18,098,033	21,590,698	25,444,080	31,933,775	163	182	212	251
18									
19	Market Operations								
20	Base Operations	10,998,926	10,966,455	11,043,735	14,480,064	107	106	107	133
21	Base Projects	1,350,328	1,068,324	2,410,954	3,371,550	11	9	20	29
22	Nodal Program	1,155,163	2,953,403	4,362,773	-	10	25	37	-
23	Labor & Benefits Total	13,504,416	14,988,182	17,817,461	17,851,614	128	140	164	162
24									
25	System Operations								
26	Base Operations	14,766,502	12,880,415	13,447,343	18,009,440	141	117	116	152
27	Base Projects	377,686	212,751	89,908	747,656	3	2	1	6
28	Nodal Program	1,334,609	2,578,378	4,482,168	-	11	22	38	-
29	Labor & Benefits Total	16,478,797	15,671,544	18,019,419	18,757,096	155	141	155	158
30									
31	System Planning								
32	Base Operations	-	3,147,098	4,814,465	6,131,698	-	27	38	48
33	Base Projects	-	44,912	-	23,660	-	-	-	-
34	Nodal Program	-	372,742	308,947	-	-	3	3	-
35	Labor & Benefits Total	-	3,564,752	5,123,413	6,155,358	-	30	41	48

Notes:

- (1) Data based on the organizational structure as it existed (exists) each year.
- (2) The former Compliance department is excluded from 2006; the Texas RE is excluded from 2007 - 2009.
- (3) The full-time equivalency columns are based on a calculation which may result in a slight variance due to rounding.

ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

Line		2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
						\$ Variance	% Variance
1	ERCOT						
2	<i>Labor & Benefits</i>	58,165,857	69,359,107	79,334,311	86,876,915	7,542,604	9.5%
3	<i>Contra Labor - Base Projects</i>	(4,395,008)	(2,840,780)	(4,717,804)	(9,814,168)	(5,096,364)	108.0%
4	<i>Contra Labor - Nodal Program</i>	(4,981,666)	(12,521,964)	(17,177,910)	-	17,177,910	-100.0%
5	<i>Subtotal - Labor & Benefits</i>	48,789,183	53,996,364	57,438,597	77,062,747	19,624,150	34.2%
6	<i>Support Allocations - Nodal Program</i>	(1,673,237)	(4,957,175)	(1,673,212)	-	1,673,212	-100.0%
7	<i>Backfill Allocations - Nodal Program</i>	(402,772)	(1,592,512)	(1,545,000)	-	1,545,000	-100.0%
8	<i>Facilities Allocations - Nodal Program</i>	(120,484)	(2,813,090)	(2,500,000)	-	2,500,000	-100.0%
9	<i>Subtotal - Allocations - Nodal Program</i>	(2,196,493)	(9,362,777)	(5,718,212)	-	5,718,212	-100.0%
10	<i>Material, Supplies, Tools & Equipment</i>	1,088,745	1,295,059	1,124,310	1,215,010	90,700	8.1%
11	<i>Special Reviews</i>	575,026	-	-	-	-	NA
12	<i>Outside Services</i>	9,703,961	12,876,391	14,518,214	17,894,691	3,376,477	23.3%
13	<i>Utilities, Maintenance & Facilities</i>	6,939,517	6,880,245	7,391,650	8,468,480	1,076,830	14.6%
14	<i>HW/SW Renewable License & Maint.</i>	7,740,246	9,405,715	9,303,714	12,131,638	2,827,924	30.4%
15	<i>Insurance</i>	1,676,549	1,691,854	2,250,000	2,125,369	(124,631)	-5.5%
16	<i>Employee Expenses</i>	1,226,999	1,388,442	2,012,383	1,882,500	(129,883)	-6.5%
18	<i>Interest & Fees</i>	7,631,714	5,470,556	7,904,525	7,902,013	(2,512)	0.0%
19	<i>Property Taxes</i>	997,716	903,497	1,100,000	1,500,000	400,000	36.4%
20	<i>NERC Dues</i>	-	963,138	-	8,612,797	8,612,797	NA
21	<i>Other</i>	3,028,055	1,188,776	1,346,360	2,466,699	1,120,339	83.2%
22	Total - ERCOT	87,201,218	86,697,261	98,671,541	141,261,944	42,590,404	43.2%
23							

ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

Line		2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
						\$ Variance	% Variance
24	Corporate Administration						
25	<i>Labor & Benefits</i>	10,084,610	13,543,931	12,929,939	12,179,072	(750,866)	-5.8%
26	<i>Contra Labor - Base Projects</i>	40,326	(111,557)	(1,030,393)	(559,559)	470,834	-45.7%
27	<i>Contra Labor - Nodal Program</i>	(265,493)	(510,530)	(339,708)	-	339,708	-100.0%
28	<i>Subtotal - Labor & Benefits</i>	9,859,443	12,921,844	11,559,838	11,619,513	59,675	0.5%
29	<i>Support Allocations - Nodal Program</i>	(1,039,174)	(3,293,182)	(1,192,212)	-	1,192,212	-100.0%
30	<i>Backfill Allocations - Nodal Program</i>	(21,885)	(90,383)	(100,000)	-	100,000	-100.0%
31	<i>Facilities Allocations - Nodal Program</i>	(120,484)	(1,681,864)	(1,500,000)	-	1,500,000	-100.0%
32	<i>Subtotal - Allocations - Nodal Program</i>	(1,181,543)	(5,065,429)	(2,792,212)	-	2,792,212	-100.0%
33	<i>Material, Supplies, Tools & Equipment</i>	648,576	912,151	748,805	819,305	70,500	9.4%
34	<i>Special Reviews</i>	575,026	-	-	-	-	NA
35	<i>Outside Services</i>	5,756,207	5,016,064	4,306,118	4,882,300	576,182	13.4%
36	<i>Utilities, Maintenance & Facilities</i>	3,526,880	4,218,022	4,104,000	4,688,500	584,500	14.2%
37	<i>HW/SW Renewable License & Maint.</i>	104,181	54,948	-	-	-	NA
38	<i>Insurance</i>	1,676,549	1,691,854	2,250,000	2,125,369	(124,631)	-5.5%
39	<i>Employee Expenses</i>	254,707	333,012	399,249	342,500	(56,749)	-14.2%
41	<i>Interest & Fees</i>	7,631,714	5,470,556	7,904,525	7,902,013	(2,512)	0.0%
42	<i>Property Taxes</i>	997,716	903,497	1,100,000	1,500,000	400,000	36.4%
43	<i>NERC Dues</i>	-	-	-	8,612,797	8,612,797	NA
44	<i>Other</i>	2,364,898	602,835	780,710	837,110	56,400	7.2%
45	Total - Corporate Administration	32,214,353	27,059,354	30,361,033	43,329,407	12,968,374	42.7%
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ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

Line	2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
					\$ Variance	% Variance
47	Information Technology					
48	Labor & Benefits	18,098,033	21,590,698	25,444,080	31,933,775	6,489,695 25.5%
49	Contra Labor - Base Projects	(2,707,320)	(1,403,236)	(1,186,549)	(5,111,743)	(3,925,194) 330.8%
50	Contra Labor - Nodal Program	(2,226,401)	(6,106,911)	(7,684,315)	-	7,684,315 -100.0%
51	Subtotal - Labor & Benefits	13,164,312	14,080,551	16,573,216	26,822,032	10,248,816 61.8%
52	Support Allocations - Nodal Program	(65,628)	(287,931)	(75,000)	-	75,000 -100.0%
53	Backfill Allocations - Nodal Program	(45,866)	(374,372)	(445,000)	-	445,000 -100.0%
54	Facilities Allocations - Nodal Program	-	(1,131,226)	(1,000,000)	-	1,000,000 -100.0%
55	Subtotal - Allocations - Nodal Program	(111,494)	(1,793,529)	(1,520,000)	-	1,520,000 -100.0%
56	Material, Supplies, Tools & Equipment	368,656	347,177	343,805	350,505	6,700 1.9%
57	Special Reviews	-	-	-	-	- NA
58	Outside Services	1,045,059	2,279,701	2,836,830	6,428,620	3,591,790 126.6%
59	Utilities, Maintenance & Facilities	3,283,139	2,644,909	3,247,050	3,739,230	492,180 15.2%
60	HW/SW Renewable License & Maint.	7,634,923	9,328,909	9,303,714	12,131,638	2,827,924 30.4%
61	Insurance	-	-	-	-	- NA
62	Employee Expenses	397,326	378,489	572,400	630,000	57,600 10.1%
63	Depreciation & Amortization	-	-	-	-	- NA
64	Interest & Fees	-	-	-	-	- NA
65	Property Taxes	-	-	-	-	- NA
66	NERC Dues	-	-	-	-	- NA
67	Other	329,747	297,371	148,550	1,389,889	1,241,339 835.6%
68	Total - Information Technology	26,111,669	27,563,578	31,505,566	51,491,914	19,986,348 63.4%
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ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

Line	2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
					\$ Variance	% Variance
70	Market Operations					
71	Labor & Benefits	13,504,416	14,988,182	17,817,461	17,851,614	34,153 0.2%
72	Contra Labor - Base Projects	(1,350,328)	(1,068,324)	(2,410,954)	(3,371,550)	(960,596) 39.8%
73	Contra Labor - Nodal Program	(1,155,163)	(2,953,403)	(4,362,773)	-	4,362,773 -100.0%
74	Subtotal - Labor & Benefits	10,998,926	10,966,455	11,043,735	14,480,064	3,436,330 31.1%
75	Support Allocations - Nodal Program	(309,998)	(844,171)	(110,000)	-	110,000 -100.0%
76	Backfill Allocations - Nodal Program	(334,490)	(999,015)	(600,000)	-	600,000 -100.0%
77	Facilities Allocations - Nodal Program	-	-	-	-	- NA
78	Subtotal - Allocations - Nodal Program	(644,488)	(1,843,186)	(710,000)	-	710,000 -100.0%
79	Material, Supplies, Tools & Equipment	28,088	10,245	14,050	20,300	6,250 44.5%
80	Special Reviews	-	-	-	-	- NA
81	Outside Services	1,830,583	2,746,695	3,291,792	2,589,452	(702,340) -21.3%
82	Utilities, Maintenance & Facilities	29,497	16,048	40,600	40,750	150 0.4%
83	HW/SW Renewable License & Maint.	401	9,656	-	-	- NA
84	Insurance	-	-	-	-	- NA
85	Employee Expenses	229,203	310,046	458,302	395,000	(63,302) -13.8%
87	Interest & Fees	-	-	-	-	- NA
88	Property Taxes	-	-	-	-	- NA
89	NERC Dues	-	-	-	-	- NA
90	Other	106,941	93,281	164,100	164,600	500 0.3%
91	Total - Market Operations	12,579,152	12,309,241	14,302,579	17,690,166	3,387,588 23.7%
92						

ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

Line		2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
						\$ Variance	% Variance
93	System Operations						
94	<i>Labor & Benefits</i>	13,532,788	15,671,544	18,019,419	18,757,096	737,677	4.1%
95	<i>Contra Labor - Base Projects</i>	(366,255)	(212,751)	(89,908)	(747,656)	(657,748)	731.6%
96	<i>Contra Labor - Nodal Program</i>	(1,226,408)	(2,578,378)	(4,482,168)	-	4,482,168	-100.0%
97	<i>Subtotal - Labor & Benefits</i>	11,940,125	12,880,415	13,447,343	18,009,440	4,562,097	33.9%
98	<i>Support Allocations - Nodal Program</i>	(258,437)	(531,891)	(148,000)	-	148,000	-100.0%
99	<i>Backfill Allocations - Nodal Program</i>	(532)	(128,742)	(400,000)	-	400,000	-100.0%
100	<i>Facilities Allocations - Nodal Program</i>	-	-	-	-	-	NA
101	<i>Subtotal - Allocations - Nodal Program</i>	(258,969)	(660,633)	(548,000)	-	548,000	-100.0%
102	<i>Material, Supplies, Tools & Equipment</i>	33,313	12,592	6,650	10,300	3,650	54.9%
103	<i>Special Reviews</i>	-	-	-	-	-	NA
104	<i>Outside Services</i>	671,853	2,061,167	3,244,474	2,898,319	(346,155)	-10.7%
105	<i>Utilities, Maintenance & Facilities</i>	-	1,267	-	-	-	NA
106	<i>HW/SW Renewable License & Maint.</i>	-	12,202	-	-	-	NA
107	<i>Insurance</i>	-	-	-	-	-	NA
108	<i>Employee Expenses</i>	287,400	290,083	442,074	395,000	(47,074)	-10.6%
110	<i>Interest & Fees</i>	-	-	-	-	-	NA
111	<i>Property Taxes</i>	-	-	-	-	-	NA
112	<i>NERC Dues</i>	-	963,138	-	-	-	NA
113	<i>Other</i>	188,897	166,126	227,500	49,600	(177,900)	-78.2%
114	Total - System Operations	12,862,620	15,726,357	16,820,040	21,362,659	4,542,618	27.0%
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ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

Line	2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
					\$ Variance	% Variance
116	System Planning					
117	Labor & Benefits	2,946,009	3,564,752	5,123,413	6,155,358	1,031,946 20.1%
118	Contra Labor - Base Projects	(11,431)	(44,912)	-	(23,660)	(23,660) NA
119	Contra Labor - Nodal Program	(108,201)	(372,742)	(308,947)	-	308,947 -100.0%
120	Subtotal - Labor & Benefits	2,826,377	3,147,098	4,814,465	6,131,698	1,317,233 27.4%
121	Support Allocations - Nodal Program	-	-	(148,000)	-	148,000 -100.0%
122	Backfill Allocations - Nodal Program	-	-	-	-	- NA
123	Facilities Allocations - Nodal Program	-	-	-	-	- NA
124	Subtotal - Allocations - Nodal Program	-	-	(148,000)	-	148,000 -100.0%
125	Material, Supplies, Tools & Equipment	10,111	12,894	11,000	14,600	3,600 32.7%
126	Special Reviews	-	-	-	-	- NA
127	Outside Services	400,258	772,764	839,000	1,096,000	257,000 30.6%
128	Utilities, Maintenance & Facilities	100,000	-	-	-	- NA
129	HW/SW Renewable License & Maint.	742	-	-	-	- NA
130	Insurance	-	-	-	-	- NA
131	Employee Expenses	58,363	76,812	140,358	120,000	(20,358) -14.5%
133	Interest & Fees	-	-	-	-	- NA
134	Property Taxes	-	-	-	-	- NA
135	NERC Dues	-	-	-	-	- NA
136	Other	37,572	29,163	25,500	25,500	- 0.0%
137	Total - System Planning	3,433,424	4,038,731	5,682,323	7,387,798	1,705,475 30.0%

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
1	IO	300	Nodal post Go-Live Fixes and Enhancements	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	\$ 2,188,280	Anticipated need to fund Nodal market systems vendors professional services for post-go live bug fixes.	Lack of internal expertise with these vendor systems and anticipated volume of work.	Delayed delivery of bug fixes during the post nodal go live stabilization period.
2	SO	410	Potomac Economics - Independent Market Monitor (IMM) Fees - contract in place	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	1,700,000	The Independent Market Monitor is responsible for monitoring the wholesale electricity market in the ERCOT power region, including all markets for energy, ancillary services, and congestion revenue rights, and monitoring all aspects of ERCOT's operations that effect supply, demand, and the efficient functioning of the competitive wholesale electricity market.	Independent third party monitoring is required for compliance.	ERCOT would be out of compliance.
3	MO	630	Outsourced 24X7 call center; postcard printing and mailing; switch cancellation processing and databases services.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	1,263,960	This activity is required under the ERCOT Protocols and the Public Utility Regulatory Act as stated in the Customer Protection Rules of the Public Utility Commission of Texas.	This function would require ERCOT to operate and maintain a 24X7 customer call center, as well as operate a mass volume printing and mailing service for the creation and distribution of the daily notices. To date, the outsourced solution has been a more viable option from a cost perspective.	Non-compliance of protocols and state utility regulations.
4	MO	550	Zonal backfill for Nodal transition - 9 contractors	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	1,007,100	ERCOT will maintain both zonal and nodal activities for at least the first 6 months after nodal goes live. Once the zonal market activities cease completely, the contract staff will roll off.	Not feasible to hire the additional FTEs to manage both markets and then lay off when zonal ceases.	No resources to operate the zonal market.
5	CO	180	Performance of required Statement on Auditing Standard SAS70 Type II External Audit	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	808,500	These audits are required by ERCOT By-Laws and Sarbanes-Oxley requirements that are in place for our Market Participants. PwC is performing the audit in 2007 and PwC is ERCOT's external auditor. Protocol Section 1.4 Operational Audit, requires an annual operational or "settlements" audit, otherwise commonly known as the SAS70 Type II Audit. Note: The SAS70 budget for 2009 is escalated by an additional 5 percent (plus an expected inflation adjustment of 5 percent) above the 2008 budget to allow for the uncertainties caused by the transition from Zonal to Nodal. The transition from Zonal to Nodal during the 2009 SAS70 Audit testing period of October 1, 2008, through September 30, 2009, will create an undetermined amount of additional work on the part of the external audit team.	SAS70 Audits are required to be performed by an external independent certified public accounting firm.	ERCOT could not express an independent opinion on the adequacy and effectiveness of the internal control environment. ERCOT would not be in compliance with Protocol Section 1.4 Operational Audit. This Protocol requires an annual operational or "settlement"

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
6	IO	300	Staff Augmentation for Market systems integration during post-Nodal go live stabilization period	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	750,000	Software integration professional services needed to build, support, and troubleshoot Nodal defect and project work.	Inadequate permanent FTE staff resources to perform the anticipated volume of work associated with Nodal go-live stabilization issues. These resources will not be required long-term.	Inability to react quickly to stabilization issues related to the Nodal market systems, potentially resulting in market outages while issues are being resolved.
7	IO	300	Staff Augmentation for Nodal market data warehousing and reporting during post-Nodal go live stabilization period	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	702,000	Services are needed to support bug fix and stabilization efforts relating to data extracts and reports during go-live without sacrificing service to PUCT (Public Utilities Commission of Texas), Market Participants, or internal ERCOT customers.	Work load during this period of time is expected to be at a level that cannot be managed by existing staff. However, it is also expected to be short-term during the stabilization period. Therefore, additional headcount for this purpose is not needed and staff augmentation is requested.	Delays in analysis, development, testing, and implementation of nodal bug fixes. Delays in service provided to internal ERCOT customers, PUCT (Public Utilities Commission of Texas) requests, or Market Participants requests.
8	CO	101	Expenses associated with the ongoing support and administration of the Board of Directors <ul style="list-style-type: none"> • Independent member compensation • Member replacement • Business expense reimbursement • Special meetings and retreats as necessary 	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	600,000	ERCOT is governed by a board of directors made up of independent members, consumers and representatives from each of ERCOT's electric market segments.	Governance structure requires board oversight and inclusion of independent members.	Failure to comply with governance requirements.
9	SO	410	Staff augmentation to assist with analysis and reporting	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	576,000	During the Market Management System (MMS) walkthrough with ABB in late 2007 there were a number of enhancements to the ABB deliverables that were identified to aid in gathering information or make the information from MMS more user ready for analysis. During the deep dive process, the expectation was that these enhancements would be in production prior to Nodal go-live. Since then, these enhancements have been removed from ABB's go-live deliverables and now being placed in the 2009 capital projects budget as a discretionary item. If either (1) the enhancements are incorporated into production in early 2009 or (2) it's determined that the current staff is sufficient to perform all the required Nodal activities, this item can be removed.	The current resources have no additional bandwidth.	Market Operations Support activities will need to be prioritized and those items with the lowest priority will not be performed even though they may be high value to ERCOT.
10	IO	300	Staff Augmentation for Market systems during post-Nodal go live stabilization period	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	566,400	Stabilization and maintenance of Nodal Market Systems. These contract labor resources will focus on debugging software issues, coordinating and implementing patch releases, maintenance of source code and of the development environment. These resources will also participate in 2009 NPRR/mandates and stabilization projects.	These resources are seasoned professionals with substantial experience managing these software platforms. ERCOT staff in this area are comparatively inexperienced and may not initially be able to provide the quick turnaround required by the ERCOT market.	Inability to react quickly to stabilization issues related to the Nodal market systems, potentially resulting in market outages while issues are being resolved.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
11	CO	120	Outside Legal Services regarding litigation or areas requiring specialized legal knowledge and skills not possessed by in-house legal staff.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	549,996	The services are necessary because with a Legal Dept. as small as ERCOT's, it is impossible to have attorneys who possess all the knowledge and skills required for all legal issues confronting the company (e.g. Employee Retirement Income Security Act (ERISA), bankruptcy, antitrust, litigation, etc.).	The services are necessary because with a Legal Dept. as small as ERCOT's, it is impossible to have attorneys who possess all the knowledge and skills required for all legal issues confronting the company.	The legal services could not be provided and the company could decide to take the risk of not complying with the law and/or governmental rules and regulations.
12	SP	450	Consulting support to assist with: - live Congestion Revenue Rights market activity - Congestion Revenue Rights (CRR) ITTEST - market trials by resources that are highly knowledgeable with ERCOT's CRR software.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	400,000	New staff will be learning new software and will need to assist market participants with their interactions with this system. Although a minimal level of vendor support (8 hours per month) is available through system license agreements, it will not be sufficient to handle the expected demand.	A highly effective way to learn new software is to work alongside an experienced user. Since ERCOT will have new staff learning new software, having access to highly knowledgeable (vendor) support should ensure a successful Congestion Revenue Rights (CRR) market implementation.	Without access to highly knowledgeable vendor support to respond to market participant questions and concerns, market participants are likely to be dissatisfied with CRR market implementation resulting in a higher level of questions and disputes. If this situation is allowed to persist, market participants are likely to fix the Congestion Revenue Rights market through protocol revisions or PUCT rule changes. These activities result in a higher level of ERCOT response in other areas (Market Services / External Relations).
13	SO	420	Black Start Study - Simulation of complete restoration procedure as described in NERC EOP-005 R7	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	350,000	To be compliant with NERC requirement EOP-005 R7, ERCOT must complete simulation of restoration procedures. We are meeting this standard with current processes, but feel it is important to strengthen our compliance.	This procedure requires specialized expertise and tools.	ERCOT will not have a solid criteria for testing the feasibility of ERCOT Black Start plan. In addition, ERCOT may not clearly comply with North American Electric Reliability Corporation (NERC) requirement EOP-005-1 R7.
14	CO	111	Cash/Banking Services - Bank service fees including wire fees, account maintenance fees and lockbox deposits.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	325,200	ERCOT will be required to increase its banking services under the Nodal market primarily due to the addition of the Day-ahead and the Congestion Revenue Rights (CRR) markets.	Bank services are required.	Inability to process cash payments and/or deposits.
15	CO	130	Immigration Assistance	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	324,000	These fees cover the specialized legal expertise in the immigration area as well as the filing fees associated with the hiring of non-US citizens. These fees are increasing at a rapid rate and are required to recruit power engineers and certain Information Technology functions.	The legal expertise in immigration is a very specialized area and ERCOT does not require a full-time position. Approximate 1/2 of the expense in this area is for legal services and the rest covers the actual fees.	If we do not pay for the immigration process for our new employees, we would not be able to staff many of the functions or meet the required needs of the nodal project. Ongoing expenses for current employees are approximately 70%.
16	IO	300	Staff Augmentation for the Nodal market database systems during post-Nodal go live stabilization period.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	306,000	The volume of work anticipated with the Nodal market going live will likely exceed available staff resources.	The quantity of issues may be too great to handle in an acceptable time frame.	Delay in deliverables and potential operational problems.

ERCOT Fiscal Year 2009 Budget
Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
17	IO	300	PPM administrator - - charged with performing development and testing of required modifications to existing workflows and processes and maintenance of PPM.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	228,400	To perform development, implementation into production, and maintenance for the existing tool.	The skill set and staff resources are not present.	ERCOT has invested significant resources in tools that provide a coordinated software release and management approach, if these tools are not utilized with post-Nodal go live stabilization activities it will likely lead to continued problems later.
18	CO	101	Based on historical trending, each year independent studies/reviews are requested by regulatory bodies and/or ERCOT management to ensure effective and efficient organization and market operations.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	200,000	These studies provide organizational/market procedural assessment/review.	Outside consultant brings independence and expertise that is not available within current ERCOT resources.	Ineffective and inefficient policies and processes could exist and remain unidentified with ERCOT and the market.
19	CO	325	Voice/Data cabling data center assistance - provides the voice, data, fiber optic, and video cabling necessary, for advanced networks at ERCOT.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	200,000	The facilities department is responsible for data center and office area voice/data fiber optic and video cabling. We have one FTE position within the department to perform the steady state work and utilize contractors for peak activities.	ERCOT is experiencing significantly higher demand for this service and therefore require additional funding.	If ERCOT does not procure this service there will be delays on cabling requests.
20	CO	370	Security assessment of a sample of ERCOT's applications for vulnerabilities and exploits. The assessment will identify exploitable Application vulnerabilities that exist in the ERCOT Information Technology systems. Creation of a remediation action plan for all identified security issues.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	200,000	In order to show due diligence and non partiality, it is best practice to have these types of assessments performed by an external party. In addition, ERCOT cannot be compliant for North American Electric Reliability Corporation (NERC) CIP 7 R8 which states "The Responsible Entity shall perform a cyber vulnerability assessment of all Cyber Assets within the Electronic Security Perimeter at least annually."	A significant contribution of this type of service is the peer review concept where the use of outsiders confirms or corrects the staff view of the security model.	ERCOT's security posture may be compromised because of changing application vulnerabilities, exploits or threats.
21	CO	370	Security assessment of a sample of ERCOT's databases for vulnerabilities that may lead to exploits where critical information may be destroyed, altered or disclosed. Creation of a remediation action plan for all identified security issues.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	200,000	In order to show due diligence and non partiality, it is best practice to have these types of assessments performed by an external party. In addition, the assessment results will be used for SAS70 CO 14.1.4 which states "System configuration requirements have been established for operating systems, databases, and firewalls which include security hardening, and documented exceptions. " and NERC CIP 7 R8 which states "The Responsible Entity shall perform a cyber vulnerability assessment of all Cyber Assets within the Electronic Security Perimeter at least annually."	A significant contribution of this type of service is the peer review concept where the use of outsiders confirms or corrects the staff view of the security model.	ERCOT's security posture may be compromised because of changing database vulnerabilities, exploits or threats.

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
22	IO	300	Release Coordinator - is charged with the tracking, scheduling, and Coordination of changes to ERCOT's production environment.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	192,000	Nodal development efforts require additional staffing levels than were previously experienced with zonal due to the additional nodal functional areas (Congestion Revenue Rights (CRR), Nodal Market Management System (NMMS), Credit Monitoring and Management (CMM)), more intense integration, triple the number of supported servers, and the increase in volume of all functional areas.	The ERCOT Full Time Equivalents (FTE) Release Management team is currently staffed for the existing zonal, pre-nodal project, functional areas and level of release complexity. The current FTE staff will not suffice for steady state post nodal go-live.	Full Time Equivalents (FTEs) are working at above maximum capacity but coverage is stretched to the point where quality is decreasing. These resources will mitigate the risk of increased service degradation to test and production controlled environments.
23	CO	370	Security assessment of ERCOT's Electronic Security Perimeter around Critical Cyber Assets in accordance with requirement R4 of North American Electric Reliability Corporation (NERC) CIP 005-01. The testing will identify exploitable access point vulnerable	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	180,000	In order to show due diligence and non partiality, it is best practice to have these types of assessments performed by an external party. In addition, ERCOT cannot be compliant for NERC CIP 5.4 which states "Cyber Vulnerability Assessment — The Responsible Entity shall perform a cyber vulnerability assessment of the electronic access points to the Electronic Security Perimeter(s) at least annually."	A significant contribution of this type of service is the peer review concept where the use of outsiders confirms or corrects the staff view of the security model.	ERCOT's security posture may be compromised because of changing Internet facing vulnerabilities or threats. Failure of North American Electric Reliability Corporation (NERC) CIP 5 R4.
24	CO	114	Financial Audit - Price Waterhouse Cooper	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	175,000	Mandatory to be compliant with Public Utility Commission of Texas (PUCT) rules.	Must be performed by External auditing firm.	Inability to get credit, obtain affordable insurance, or establish reasonable vendor relations.
25	CO	114	Property Tax services (Rash & Associates)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	140,000	To ensure property tax rates from taxing authorities are accurate. Amount paid is directly linked to savings achieved for ERCOT.	ERCOT accounting staff does not have necessary expertise in property valuations and associated tax strategies to effectively represent ERCOT with tax authorities.	May over pay property taxes.
26	IO	300	OS/soft PI development and/or consulting expertise	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	120,000	Functional requirements will likely be discovered once the Nodal market is live.	ERCOT does not have FTE resources with this skill set.	Some business requirements will not be met.
27	IO	302	Staff augmentation for administrative work relating to software license compliance activities and contract administration	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	120,000	Renewal of hardware/software maintenance and renewable license agreements and activities related to software license compliance. ERCOT compliance.	Lack of internal resources to perform tasks.	Potential non-compliance with software license agreements and late renewal of hardware and software maintenance contracts.
28	IO	345	Areva Software Support for Non-Standard Products	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	120,000	These cost are not covered by the Standard Product Areva support agreement and these are critical to Energy and Market Monitoring Systems (EMMS) production operation.	Some Software source is not provided by Areva and some internals of the Market Operating System (MOS) are best modified by Areva.	Areva could refuse to service critical parts of the Zonal Market operating system and some sections of the Energy Monitoring System leading to excessive downtime.

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Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
29	IO	357	Applications Security enhancements (previously PMO Tools upgrade)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	120,000	ERCOT engaged a vendor to complete an assessment of application security which included 22 web applications, 3 code reviews, 3 threat models and 1 Web service review. Recommendations were made in the following areas: infrastructure, authentication, authorization, data validation, sensitive data, session management, configuration management and exception management. These remediation areas have been classified by Risk and Priority. Some of the applications included are: TML, REC, ERCOT.COM, Outage Scheduler, ETOD, Siebel, MarkeTrak, AppWorx, Intranet, EDW, ETOD, NAESB/Paperfree. This project will review and address recommendations that can not be addressed in 2008.	This service will be performed along with ERCOT staff. Specific security expertise will be needed in several areas.	Potential Cyber attacks, data corruption, confidential data leaks, etc.
30	IO	300	Staff Augmentation for the Nodal market MIS, CDR, VBP and MPIM systems during post-Nodal go live stabilization period.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	112,000	The volume of work anticipated with the Nodal market going live will likely exceed available staff resources.	This service will be performed along with ERCOT staff. Nodal will be transitioned as much as possible. However, to meet the demands of support in a timely and quality manner, it will be necessary to engage resources who have had direct experience on these projects.	Not meeting protocols and/or delivering requested functions to stabilize Nodal in an appropriate time frame.
31	CO	370	Security assessment of ERCOT's internal network assets from an external and internal perspective. The security assessment will identify exploitable vulnerabilities that exist on the ERCOT network and operating systems.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	100,000	In order to show due diligence and non partiality, it is best practice to have these types of assessments performed by an external party. In addition, ERCOT cannot be compliant for North American Electric Reliability Corporation (NERC) CIP 7 R8 which states "The Responsible Entity shall perform a cyber vulnerability assessment of all Cyber Assets within the Electronic Security Perimeter at least annually."	A significant contribution of this type of service is the peer review concept where the use of outsiders confirms or corrects the staff view of the security model.	ERCOT's security posture may be compromised because of changing security vulnerabilities, exploits or threats.
32	IO	395	Analysts to document NERC Compliance, Nodal procedures as they evolve from theoretical to practice, and develop procedures for the same documents to be maintained in the future.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	100,000	New business requirements have been discovered as NERC CIP becomes active, and have been and will be discovered once the Nodal market goes live.	Expertise will be committed to Nodal stabilization effort.	Some NERC CIP requirements will not be met. Nodal processes will take longer and incur additional risk.
33	MO	550	Consultant review of Verifiable Cost submittals	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	100,000	To review submission data for Verifiable Costs.	Expertise in power plant operations, which staff do not have, is critical to verify the costs; external consultants provide independent review of submissions.	Possibility of inaccurate verifiable costs which would result in disputes and potentially cost the market millions of dollars.

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34	SP	473	Analysis of Impact of Energy Efficiency on Long-Term Load Forecast	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	100,000	Recent state legislation mandates an increase in energy-efficiency initiatives to reduce peak load growth in ERCOT. This study will provide an analysis of methods to incorporate the impacts of these energy efficiency initiatives into the long-term load forecasting process.	Outside consultant brings independent viewpoint, technical expertise, market knowledge, and software that is not cost effective to maintain within ERCOT.	ERCOT System Assessment will not be able to provide a credible analysis of long-term conditions, as required by statute, without this service.
35	SP	473	Validation Study of Wind Dynamic Models	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	100,000	ERCOT System Planning requires models simulating the response of specific wind units to system disturbances in order to conduct system analyses of transient stability and the likelihood of voltage collapse. Development of generic models allows system studies to be shared with market participants. Several of these models have been developed, and are being used in system analyses. However, these models have not been validated through field tests, which are required in order to ensure their accuracy.	Outside consultant brings independent viewpoint, technical expertise, market knowledge, and software that is not cost effective to maintain within ERCOT.	Misidentification of stability limits within the system will lead either to excessive market costs (a result of overly conservative transfer limits) or unacceptable levels of risk of transient instability resulting from system disturbances. Field validation is required in order to ensure accuracy of simulation models, and therefore to validate the results of system wide dynamic analyses.
36	TRE	702	Non- Statutory services related to Texas Regional Entity (TRE)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	98,650	Various services such as Board of Trustee Fees, Support Allocation, Audit, Legal Fees, and Insurance are necessary for the operation of the Texas Regional Entity.	Staffing level and skills necessary are not sufficient to perform these critical services.	Risks associated with legal and insurance exposure and non compliance issues.
37	IO	300	ClearCase administrator - charged with performing daily/weekly manual activities and maintenance of Clear Case.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	96,000	To perform development, implementation into production, and maintenance for the existing tool.	The skill set and staff resources are not present.	ERCOT has invested significant resources in tools that provide a coordinated software release and management approach, if these tools are not utilized with post-Nodal go live stabilization activities it will likely lead to continued problems later.
38	SO	422	Common Information Model (CIM) Consultant/Contractor to assist with integration efforts and requirements as part of the Nodal transition.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	96,000	The CIM technology will continue to mature, which necessitates some integration effort requirements.	ERCOT requires knowledgeable consultants to help implement updates.	Inefficient and possibly ineffective integration efforts that knowledgeable consultants offer.
39	CO	130	Performance Management	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	90,000	Create easily understood metrics that establish the effectiveness of ERCOT in fulfilling duties.	Third party objectivity in developing metrics and the cost of creating our own software would triple the cost of this project.	Inadequate metrics to evaluate success or failure company-wide.
40	IO	354	Operations and Maintenance deliverables (SIR) development work	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	90,000	These services are needed in conjunction with the post delivery of capital project deliverables. Should a consultant fulfill the task of delivering a solution for ERCOT, that consultant may be called upon to provide support or required to provide enhancement work, post stabilization for any given product component.	ERCOT staff may not have availability or necessary skills to resolve these urgent ERCOT, PUCT, or Market facing issues on a component recently delivered by the highly qualified consultant.	ERCOT, the PUCT, or the Market could face an outage of information services violating protocols or other service expectations.
41	CO	130	Career Builder, Monster, Dice and Energy Central	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	85,000	These are recruiting tools to attract candidates for staffing open positions.	Services are necessary to provide for candidate searches.	Inability to fill open positions.

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42	SO	420	Electrical Power Research Institute (EPRI) display conversion standard	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	80,000	We currently maintain displays manually. Development of this standard would allow ERCOT to purchase a program to convert its Nodal Market Monitoring System (NMMS) displays to EMS and eliminate the equivalent of .5 FTE in display maintenance while improving quality.	Requires specialized expertise.	Continued expense and some risk (low) of receiving non-compliance fines from NERC for poor operator awareness.
43	IO	355	IBM Rational Professional Services related to enhancing protocol traceability and quality assurance	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	80,000	These services will ensure ERCOT maintains satisfactory traceability to the protocols and operating guides through the use of high-quality, reliable tools.	The vendor brings expert level knowledge.	ERCOT staff will spend more time researching.
44	CO	114	Federal Energy Regulatory Commission (FERC) General Ledger Setup Consulting for Texas Regional Entity - (Lawson Consultants)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	79,000	This is a North American Electric Reliability Corporation (NERC) requirement for Texas Regional Entity.	Additional Lawson expertise must be obtained to ensure modifications are done properly.	Violation of North American Electric Reliability Corporation (NERC) requirements.
45	CO	114	Invoice Imaging	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	79,000	This is being proposed to assist with cost savings and efficiencies.	Requires unique expertise for invoice imaging process.	Continue using existing processes.
46	CO	114	Inventory/Fixed Asset Review	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	75,000	Public Utility Commission of Texas (PUCT) / Board of Directors directive to ensure ERCOT's fixed assets are properly maintained and tracked.	Bringing in outside specialists provides greater expertise with the fixed asset inventory process. A third party also provides greater internal controls with the inventory process .	Existing Fixed Asset Staff would perform inventory.
47	SP	473	Completion of a Loss of Load Expectation (LOLE) Study	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	75,000	The relationship between system reserve margin and the risk of loss of load events varies depending on system characteristics. Regulators and market participants expect ERCOT to analyze and report on the risks associated with system conditions.	Outside consultant brings independent viewpoint, technical expertise, and software that is not cost effective to maintain within ERCOT.	ERCOT will not be able to maintain the required level of reliability of the transmission system without completion of a loss-of-load expectation study.
48	IO	310	Citrix Quarterly Checkups and Architectural advice	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	73,000	Expert Citrix consulting services to maintain this software environment.	Lack of internal expertise with these systems.	Inefficient use of this software tool.
49	SO	422	Common Information Model (CIM) for Electrical Power Research Institute (EPRI) Initiative.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	70,000	This is in support and development of CIM for Operations, Planning, Dynamic, and Market Models. This is important for ERCOT to manage model data flow and to prepare for future developments with the industry and Nodal Market Monitoring System (NMMS) technology.	This service is a conduit for the entire industry and ERCOT sponsors a piece of the overall cost. Meetings have been held this year that involved International Electro-technical Committee (IEC) Working Group members, ERCOT Market Participant members, and multiple members in the utilities industry in the United States.	Involvement will help ensure that ERCOT meets its needs and the needs of ERCOT Market Participants.

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50	SP	460	REC or Labeling Program Enhancements per Legislative and PUCT mandate	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	66,000	Changes to the Texas Renewable Energy and the Emissions Labeling programs have occurred at each legislative session since the program started in 2002. Further changes to these programs are currently being discussed by various stakeholders. Between 2005 and 2007, ERCOT spent about \$200,000 in maintenance and enhancement activities for the Renewable Energy and the Emissions Labeling programs.	Current IT staff is working at maximum capacity at this time. Rule changes characteristically have extremely short development time lines. Next change may require very significant changes to the REC program.	ERCOT would be out of compliance with PUCT Rules.
51	IO	300	Application Monitoring - Professional Services	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	65,000	To develop application monitoring interfaces with the new Nodal market systems during the post go live stabilization period.	ERCOT staff is not expertly trained in the new applications and how they interact with ERCOT monitoring applications.	There is risk to the success of application support for new applications introduced through the Nodal program.
52	CO	130	Management Training	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	64,800	To provide training for our managers and supervisors on employment laws and improved understanding of how to manage others.	Current staff will assist in the administration of this service but we are not staffed to perform the training. About 1/2 of the cost is related to the diagnostic tools required.	Increased turnover and potential of employment litigation for failure to train managers on how to properly handle disciplinary actions, performance coaching, selection and terminations.
53	CO	130	Compensation review and update of salary information. Membership in the Executive Counsel for compensation data and benchmarking.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	60,000	To provide support to our compensation program.	ERCOT does not have access to the resources on market data on compensation levels.	Paying employee above or below market and resulting consequences of overpayment or underpayment and turnover.
54	CO	111	Moody's KMV - The credit risk analysis tools -- Credit Edge and Risk Calc provide information on default probabilities for publicly held entities and also help ERCOT to analyze privately held entities.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	55,000	To provide more "real time" insight into credit quality of market participants. This tool factors in bond and stock prices and other factors that provide more current information on potential defaults by ERCOT market participants.	ERCOT staff does not have the background or tools (e.g. Bloomberg info, etc) to efficiently conduct this analysis.	Credit function will not have adequate information to make credit decisions concerning ERCOT counterparties.
55	MO	660	Business Analyst services during Nodal stabilization period (through Q3).	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	54,000	Staff augmentation needed due to anticipation of a surge in nodal settlement disputes, additional market education, the addition of Market Participant Identity Management (MPIM) system for Market Participant digital certificate responsibilities, and scheduled registration projects.	Expectation is that staff will have an increase work load during the transition to a Nodal market.	ERCOT may not be able to meet time line for completing settlement disputes according to protocol and to support the need for market education through the first three quarters of 2009.
56	CO	120	Expert witness fees, court reporter fees and related items.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	50,004	The services are necessary because ERCOT does not possess all the knowledge and skills required for all issues confronting the company (e.g. property values, legal fees, etc.). Also, ERCOT must obtain copies of transcripts (from court reporters) to know exactly what transpired at legal proceedings.	The services are necessary because ERCOT does not possess all the knowledge and skills required for all issues confronting the company (e.g. property values, legal fees, etc.). Also, ERCOT must obtain copies of transcripts (from court reporters) to know exactly what transpired at legal proceedings.	ERCOT's regulatory and litigatory positions would be badly compromised without expert advice and testimony or without accurate transcripts.

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Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
57	SP	472	Risk Based and Probabilistic Planning in Power System study	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	50,000	NERC standards mandate the ability to identify critical transmission facilities.	Outside consultant brings independence and expertise that is not available within current ERCOT resources.	Could impact system reliability or result in loss of load, blackouts, and cascading outages. NERC standards mandate review of Power System Stabilizer (PSS) settings and having all PSS in-service.
58	SP	472	Power System Stabilizer (PSS) settings review.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	50,000	NERC standards mandate periodic review of Power System Stabilizer (PSS) settings to determine if there is a need for any Power System Stabilizer (PSS) to be tuned for inter-area modes.	Outside consultant brings independence and expertise that is not available within current ERCOT resources.	Could impact system reliability or result in loss of load, blackouts, and cascading outages.
59	SP	472	Electrical Power Research Institute (EPRI) Gen Dynamic Model Parameters Identification and Validation	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	50,000	Provide modern tools and techniques for performance of generator parameter estimation of a regular basis will enable ERCOT to satisfy industry reliability mandates.	Outside consultant brings independence and expertise that is not available within current ERCOT resources.	Could impact system reliability or result in loss of load, blackouts, and cascading outages.
60	SP	473	Analysis of Methods to Develop Load Forecasts for Stochastic Planning Studies	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	50,000	ERCOT System Assessment is required by statute to complete a Long-Term System Assessment every even-numbered year. NERC requirements also specify completion of long-term analyses of expected system conditions. A key input to the analysis of future system conditions is the type and potential locations of future generating units.	Outside consultant brings independent viewpoint, technical expertise, market knowledge, and software that is not cost effective to maintain within ERCOT.	ERCOT System Assessment will not be able to provide a credible analysis of long-term conditions, as required by statute, without this service.
61	IO	357	Sharepoint Portal Upgrade and Support for internal departments	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	48,000	The Corporate Applications team is transitioning from Sharepoint Portal Server 2003 to Microsoft Office Sharepoint Server 2007 (MOSS) which is basically an upgraded version with many more features. There are already many Sharepoints sites in use at ERCOT including some heavily used sites such as the nodal sites and Release Management. As the tool becomes more visible, the demand is increasing at an extraordinary rate. It is possible that this tool will be used for the new ERCOT intranet. It also has the possibility of being used for some external sites as well. One of the biggest advantages of using this tool is rapid deployment and the ease of use allows non-Information Technology (IT) resources to be in control of their own sites. In order to support the demand, ERCOT will need to invest in some experts to assist in the standardization, deployment strategies and build out of some sites which will build the foundation and set us up to provide a good service with internal resources.	Specific application knowledge is required to more efficiently and effectively upgrade the software.	We would have unsupported software.

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Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
62	IO	357	Lawson Integration and Maintenance	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	48,000	These interfaces are necessary to provide services for the Corporate Operations division and all ERCOT employees. Without the interfaces, there would be a very high volume of manual work. ERCOT does not have the resources to do the work manually and it would not be cost effective.	The hosting vendor has already developed interfaces with all the major organizations such as Cigna, Fidelity, etc. It is much more cost effective to have them implement a solution they already have than it would be to write one from scratch.	Data could not be shared easily with external partners for payroll, 401K, MPP, healthcare, etc.
63	CO	114	Nodal Accountant- Contractor (Accounting Principals)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	46,800	Nodal Accounting functions require additional accounting resources that are not available from existing Accounting staff. Daily workload through end of Nodal Program and External Audit process.	No one available to perform required Nodal accounting functions.	Accounting for NODAL project would not occur.
64	IO	356	Siebel Technical Account Manager package. This package allows for a certain number of technical hours to aid in analysis and development.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	46,440	We currently use the Siebel System to support our Retail Choice Registration System. Based on the complexity of the business model and the fact that there is not another system even similar, it would be advantageous to have the Software Vendor engaged in our design and deployments.	ERCOT is not the software company for the development of the Siebel application and has no visibility into its code.	Does not allow vendor company to take into account ERCOT's special deployment. May cause vendor to make application changes that will adversely effect our ability to upgrade.
65	MO	500	Recognition of coverage for unforeseen events such as PUCT, Board of Director, or Independent System Operator/Regional Transmission Organization (ISO/RTO) Council requests for information and/or studies not otherwise budgeted.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	40,000	This is a small amount being requested for services that are not anticipated at this time that may surface in 2009.	We will procure only if specialized services are needed which in house staff is unable to perform.	No contingency for unforeseen needs.
66	IO	357	Remedy and Atrium Configuration Management Data Base (CMDDB) Maintenance	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	40,000	Expert professional services to aid in the tuning and maintenance of the Configuration Management Database.	Volume of work is too great for ERCOT staff to perform during post-Nodal go live period.	Inefficient use of this software tool that could lead to delayed problem and incident resolution times.
67	SP	473	Continuation of Wind Generation Modeling Project	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	40,000	ERCOT System Planning requires models simulating the response of specific wind units to system disturbances in order to conduct system analysis of the likelihood of voltage collapse and transient stability. Development of generic models allows system studies to be shared with market participants. These studies are required to comply with NERC requirements and to maintain acceptable levels of system reliability.	Outside consultant brings independent viewpoint, technical expertise, and software that is not cost effective to maintain within ERCOT.	Not identifying stability limits within the system will lead either to excessive market costs (a result of overly conservative transfer limits) or unacceptable levels of risk of transient instability resulting from system disturbances.

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68	SP	473	Econometric Data for Load Forecast Development	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	40,000	ERCOT System Assessment is responsible for the annual development of the long-term load and demand forecast. Econometric forecasts are required as an input to the process used to develop the long-term load and demand forecast. The long-term load and demand forecast is provided to regulators and stakeholders, is included in the annual system analysis of forecasted capacity and demand, and is utilized in all system planning modeling and analyses. Development of the long-term load forecast is required to meet PUC regulations, NERC requirements, and numerous requests from stakeholders including State legislative committees.	Outside consultant brings independent viewpoint, technical expertise, market knowledge, and software that is not cost effective to maintain within ERCOT.	The long-term load and demand forecast cannot be developed without thoroughly researched econometric analysis and forecasts. Without a credible long-term load forecast, ERCOT System Planning will not be able to perform its required job functions of analysis of system reliability and transmission upgrades.
69	IO	300	Information Technology Committee (ITC) Independent System Operators (ISO) Council - ERCOT's share of consulting fees for a council of the Chief Information Officers of the Independent System Operators that meet quarterly.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	35,000	ERCOT's share of consulting fees for a council of the Chief Information Officers for the Independent System Operator's that meet quarterly.	Council is made up of the Chief Information Officers of the Independent System Operators.	ERCOT may not be able to participate in the quarterly Information Technology Committee meetings.
70	IO	357	ERCOT is currently using Aperture View and Vista. Vista is used to manage components in the data center whereas View is used to manage the facilities in Taylor and Austin. It is likely that a major upgrade will need to occur in 2009. The last major upgrade for Vista was 2007. There have been no updates to View since it was implemented in 2005. Specific application expertise is required.	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	34,000	Specific application knowledge is required to more efficiently and effectively upgrade the software.	This service will be performed along with ERCOT staff; however, specific application expertise is needed.	We would have unsupported software.
71	MO	660	L-Soft-ListPlex outsourcing service for "List Net" email distribution services, which provides self-serve access to a list of email distribution lists for market participant communications (ERCOT Governance, ERCOT Market Notices, etc).	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	32,400	There are numerous references in ERCOT Protocols specifying the Independent System Operator's (ISO's) responsibilities for timely communications with market participants, governance groups, and regulatory parties.	The ListPlex service was selected over setting up and maintaining this service in house due to cost and available resources.	ERCOT would not be able to meet obligation for timely market notification and governance communications per protocol.
72	MO	550	Consultant review of Reliability Must Run (RMR) actual cost submittals	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	31,992	To verify the appropriateness of costs submitted by Reliability Must Run units.	External consultants with industry wide knowledge and experience offer independence and confirmation of accurate costs submitted by Reliability Must Run units.	Possibility of inaccurate Reliability Must Run contracts costing the market millions of dollars.

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73	CO	130	Drug Testing and background check program	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	30,600	Drug testing and Background checks as required by standards and/or North American Electric Reliability Corporation (NERC).	Third party must provide these services.	We would be out of compliance.
74	SP	471	Competitive Constraint Modeling	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	30,000	Necessary to allow model to better match actual operation of system and improve estimation of the benefits of proposed transmission.	Manual processes for doing this could be developed, but it would have ongoing costs in addition to a similar fixed cost for developing the process and databases. If this is automated in Uplan software, the other ERCOT users of Uplan can also utilize the increased functionality.	Will need to incur similar fixed costs and develop in house databases and processes that will have ongoing costs not incurred if included in the Uplan software.
75	CO	111	Fitch ratings service and data feed to ERCOT's new credit program for Nodal from Rome. The use of these services is contingent on the Board of Directors approving creditworthiness standards that include Fitch ratings.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	30,000	The current draft of proposed updates to the creditworthiness standards include the use of Fitch ratings. This item covers the cost of that service. The service is contingent upon approval of creditworthiness standards by the Board of Directors with include the use of Fitch.	Some level of credit analysis is performed by ERCOT staff as well; however, not at the depth provided by Fitch.	Inability to comply with Protocols and Creditworthiness Standards.
76	IO	356	Meta Data changes to the LODESTAR Database Schema	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	30,000	Any need to add meta-data to support the Settlements process and generally tied to ERCOT Protocols.	We can actually do the changes, but if the changes are not included in the vendor product (which is what we are paying for), we will be unable to upgrade or patch the product as the meta data definition would cause a data relationship issue.	We would not be able to upgrade or patch our LODESTAR application.
77	MO	605	Perception Survey (deliver and report results) for Market Participants, Market Committees, and Board of Directors.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	30,000	ERCOT Executive management requests this type of survey in order to obtain perceptions from external stakeholders for various services offered to the market such as meeting management, website revisions, Lessons Learned, etc.	Third party provider offers confidentiality, objectivity, and professional expertise.	Non-compliance with the request from CEO and CMO, in regards to confidentiality and objectivity.
78	SP	473	Membership in the Utility Wind Integration Group and the Operating Impact and Wind Plant Modeling Users Groups	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	30,000	An increasing amount of wind capacity is being connected to the ERCOT transmission system. These uncontrolled generating facilities create challenges for transmission planning. Participation in the Utility Wind Integration Group provides a forum for discussions with other utility and Regional Transmission Organization (RTO) planning organizations regarding wind integration issues.	Outside consultant brings independent viewpoint and technical expertise that is not cost effective to maintain within ERCOT.	ERCOT will not be able to maintain the required level of reliability of the transmission system without the information that the Utility Wind Integration Group (UWIG) provides. Without the technical expertise of this organization, ERCOT will not be able to adequately analyze the optimal methods for limiting the risks associated with increasing wind integration.
79	CO	130	Determine the Financial Accounting Standards Board (FASB) 106 Liability for post retiree medical benefits for ERCOT (Rudd and Wisdom Actuaries)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	28,000	Accounting support for determining the Financial Accounting Standards Board (FASB) 106 liability for ERCOT.	This is performed by actuaries.	We would have compliance and tax reporting issues.
80	IO	310	Offsite storage and retrieval services for tape cartridges	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	27,000	In order to meet Protocol and audit requirements, cartridges must be stored offsite for disaster recovery.	Storing tape cartridges in an employees house or garage is not recommended.	Failure to meet protocol, audits and potential disaster recovery policies.

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
81	IO	330	Time and materials for Private Branch Exchange (PBX) and voicemail maintenance.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	25,500	Services are critical to maintaining communication systems.	Not enough ERCOT staff with the skills necessary to maintain these systems.	Improperly maintained systems may be subject to malfunctions.
82	CO	111	Bloomberg - Automated data feeds of financial information (financial statements, ratings, etc) directly to Rome credit monitoring system.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	24,000	After implementation of Nodal, ERCOT will receive financial information in an automated way to reduce need to manually enter financial information, to ensure information is updated timely and to be sure information is entered accurately.	Service could be performed by ERCOT staff with the addition of new headcount within the credit department.	Manual preparation and entry of data which would be more costly and error prone.
83	IO	357	Development Tool Upgrade	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	24,000	The Corporate Applications team uses many different development tools and technologies. Some of these tools will require upgrades in 2009 bringing ERCOT up to the latest stable versions that are consistent with the ERCOT technical roadmap. Outside services are required to augment staff in order to continue service in other areas. We have not yet identified the specific tools that will require upgrades. The following would be under consideration: CVS, JBOSS, Java, Siteminder, Verisign, Jira, TIBCO portal builder and Ruby on Rails.	This service will be performed along with ERCOT staff. If ERCOT staff were to completely implement these changes, other critical responsibilities would be at risk.	Upgrading will help us realize immediate benefits through the richer, broader applications, and applets you develop. Also, the vendor might stop supporting the current version.
84	IO	300	Nodal After Market Support	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	21,600	Based on the complexity and numbers of new market functions and the likelihood that we will be needing to make changes it will be necessary to keep technical experts on to help us react quickly to issues or new requirements to aid in smoothing out market operations.	The quantity of issues may be too great to handle in an acceptable time frame.	Not meeting protocols and/or delivering requested functions to stabilize Nodal in an appropriate time frame.
85	CO	130	Benefit Audit (401K and Medical Claims)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	20,000	Federal law requires that ERCOT include audited benefit plan financial statements with its annual Internal Revenue Service (IRS) Form 5500 filing.	The benefit plan audits must be performed by an independent audit firm.	Loss of the qualified tax status of the benefit plans resulting in significant liability to the company and possible ERCOT employees.
86	CO	325	Architectural services to ERCOT for space planning and design layout.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	20,000	These services are necessary when planning and designing new space like for example, TCC2 2nd floor build out, Independent Market Monitoring (IMM)/Texas Regional Entity (TRE) construction at the Met Center and expansion of the TCC2 parking lot.	Requirements go above and beyond ERCOT staff capabilities.	Without this service ERCOT would likely spend a more time and money designing the most efficient and cost effective layout of space.

ERCOT Fiscal Year 2009 Budget
Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
87	IO	354	COGNOS System Administrator advanced training, User training	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	20,000	COGNOS training for internal ERCOT business users should be occurring as a deliverable of a capital project.	Enterprise Information Services (EIS) lost key COGNOS resources last year. Some training has been provided but no one has a proficiency to instruct business users as of yet. Contract staff with COGNOS abilities are involved in Enterprise Data Warehouse (EDW) project for nodal effort and do not have bandwidth to do training. There is some advanced training that will need to occur to bring existing Enterprise Information Services (EIS) staff up to an advanced level to be able to support COGNOS related efforts going forward.	Inability of business users to use tools required by nodal. Inability of Enterprise Information Services (EIS) personnel to support COGNOS related efforts.
88	CO	325	Indoor Environmental Consultants provide indoor air quality sampling and infrared thermo graphic inspection for all ERCOT buildings.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	18,900	ERCOT's facilities experience water penetration events and internal water leaks over the course of each year which could negatively impact indoor air quality. It is appropriate to verify the indoor air quality of ERCOT's facilities to ensure the safety and health of all occupants.	It is most cost effective to utilize outside services to perform ERCOT's air quality analysis. To perform the work internally would require additional staffing, purchase of air quality sampling and analysis equipment and on going training.	If this service isn't procured ERCOT runs the risk of employees becoming ill due to inhalation of toxic air.
89	SO	422	Common Information Model (CIM) Tool updates which are anticipated requirements with the transition to Nodal and as CIM standards are updated.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	15,000	This tool is required to verify (validate) CIM changes, and is needed to prepare for future developments with the industry and Nodal Market Monitoring System (NMMS) technology. The tool is required to verify (validate) CIM changes.	This service is a conduit for the entire industry and ERCOT sponsors a piece of the overall cost. Meetings have been held this year that involved International Electro-technical Committee (IEC) Working Group members, ERCOT Market Participant members, and multiple members in the utilities industry in the United States.	Protocols call for CIM to be utilized but do not necessarily dictate release timing. This will be a coordination effort between NMMS, EMS, and MMS along with other ERCOT software.
90	SP	471	CIM (Common Information Model) for planning (development and training)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	15,000	Necessary to improve the transmission planning process by improving the ability to exchange models through a common format.	This is a highly specialized area and there are consultants that are subject matter experts in CIM that can perform tasks more efficiently to develop the CIM for planning.	Incorrect exchange of planning data can lead to delay and unknown errors in the planning of transmission facilities.
91	CO	114	Tax Service -Internal Revenue Service (IRS) Form 990 (Price Waterhouse Cooper)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	12,000	This is a required statutory audit.	External audit is required.	Non compliance with U.S. law.
92	SO	427	Computer Based Training (CBT) software for system operators to maintain NERC certification	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	11,319	Currently, all system operators are enrolled in this program. Anticipated personnel turnover will require new hires to be enrolled in the course since it is non-transferable.	This service augments the overall ERCOT training program.	Loss of operator certification.
93	CO	130	Diversity and Harassment Training	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	10,500	Provide training for our managers and supervisors on employment laws which require training on diversity and sexual harassment.	We are currently not staffed to provide training and if we staffed up for this training, it would be more costly.	Non-compliance with legal requirements and potential for increased employment litigation or administrative charges.
94	MO	540	Statistical consulting services in the areas of load profiling, sample design, or other related areas.	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	10,000	To assist load profiling staff in analysis required by Protocols.	Given the volume of current workload, these types of ad-hoc analyses can be performed using consulting services without requiring additional Full Time Equivalents.	Analysis may not be completed on-time. Other high priority work items may be impacted as well.

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

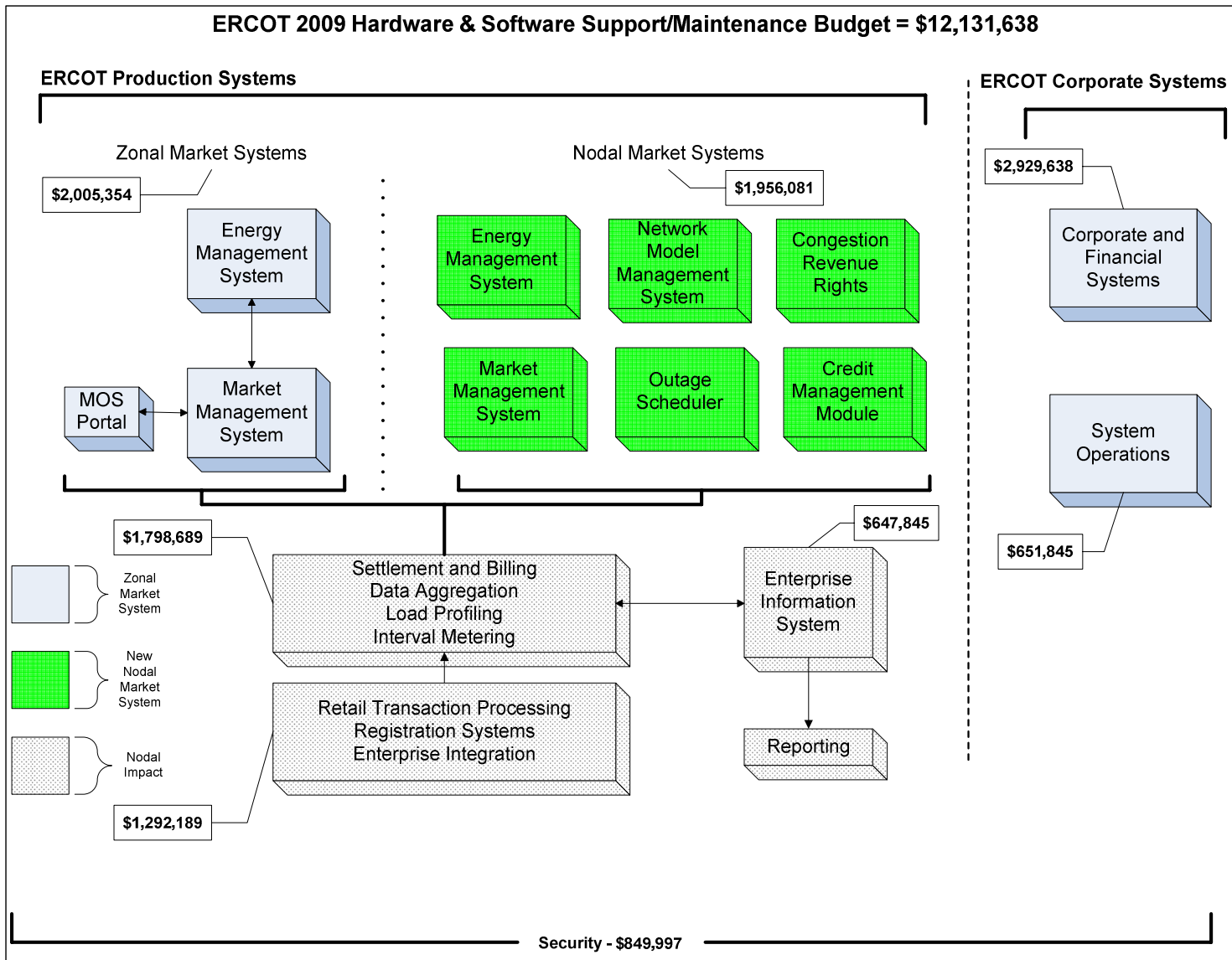
Line	Office	Dept	Description of Service(s)	Type of Service	2009 Request	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
95	MO	540	Consulting services for the development or review of Renewable Generation Load Profiles	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	10,000	To assist load profiling staff in analysis required by Protocols.	Given the volume of current workload, these types of ad-hoc analyses can be performed using consulting services without requiring additional Full Time Equivalents.	Analysis may not be completed on-time. Other high priority work items may be impacted as well.
96	MO	585	Analytical and data management support	<input checked="" type="checkbox"/> Staff Augmentation <input type="checkbox"/> Professional Service	10,000	Augment daily staff operations in support of ERCOT Protocols and Statement on Auditing Standard (SAS) 70.	Resources are over allocated.	Decline in progression of work for daily operations and development of commercial operations business services.
97	CO	114	1099-Misc and 1099-INT Programming portion only for Reporting Service (NEPS)	<input type="checkbox"/> Staff Augmentation <input checked="" type="checkbox"/> Professional Service	1,000	NEPS's proprietary software requires coding from the same company.	Additional Lawson expertise must be obtained to ensure modifications are done properly.	Violation of Federal Tax requirements to issue 1099 tax forms.

98
99
100
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\$ 17,993,341

Note:
Schedule excludes the Texas RE.

ERCOT Fiscal Year 2009 Budget
Hardware/Software Support & Maintenance



ERCOT Fiscal Year 2009 Budget
Utilities, Maintenance & Facility Summary

Line	Description	Reference	2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
							\$ Variance	% Variance
1	Utilities							
2	Electricity		\$ 1,194,744	\$ 1,422,453	\$ 1,323,000	\$ 1,570,000	\$ 247,000	18.7%
3	Water Service		45,512	-	20,000	20,000	-	0.0%
4	Fuel Oil		6,020	11,739	12,000	12,000	-	0.0%
5	Water/Gas/Sewer/Trash		2,203	75,272	55,000	55,000	-	0.0%
7	Subtotal - Utilities		1,248,479	1,509,464	1,410,000	1,657,000	247,000	17.5%
8								
9	Rent							
10	Office Rental		831,127	690,252	864,000	1,314,000	450,000	52.1%
11	Miscellaneous Rental		-	5,343	-	-	-	NA
12	Storage Rental		6,341	51,314	28,200	25,000	(3,200)	-11.3%
14	Subtotal - Rent		837,468	746,909	892,200	1,339,000	446,800	50.1%
15								
16	Telecom							
17	PBX Lease for ISO		6,268	-	-	-	-	NA
18	Telephone - Local		737,121	182,230	174,000	205,200	31,200	17.9%
19	Telephone - Long Distance		78,640	103,072	126,000	99,180	(26,820)	-21.3%
20	Telephone - Conf. Calls		43,381	35,373	59,200	73,800	14,600	24.7%
21	Internet Service		92,323	83,302	85,000	108,000	23,000	27.1%
23	Subtotal - Telecom		957,733	403,977	444,200	486,180	41,980	9.5%
24								
25	WAN		2,364,889	2,258,066	2,846,000	3,310,800	464,800	16.3%
26								
27	Building Maintenance							
28	Building Maintenance		445,493	570,308	525,000	525,000	-	0.0%
29	Grounds Maintenance		58,300	64,666	45,000	45,000	-	0.0%
30	Custodial Service		212,895	228,803	248,000	248,000	-	0.0%
31	Miscellaneous Services		118,885	105,000	134,250	122,500	(11,750)	-8.8%
32	Bldg. Security Services		848,453	993,053	1,050,000	1,120,000	70,000	6.7%
34	Subtotal - Building Maintenance		1,684,027	1,961,830	2,002,250	2,060,500	58,250	2.9%
35								
36	Nodal & Texas RE Allocations		(373,564)	(2,813,090)	(2,635,000)	(385,000)	2,250,000	-85.4%
37								
38	Total - ERCOT		\$ 6,719,033	\$ 4,067,156	\$ 4,959,650	\$ 8,468,480	\$ 3,508,830	70.7%

Notes:

- (1) Nodal & Texas RE Allocation includes recovery for facility and information technology utilization.
(2) Assumes Nodal program will implement as scheduled in December, 2008; thus, allocation credit to Base Operations will cease at that time

**ERCOT Fiscal Year 2009 Budget
Employee Expense Detail**

Line	Reference	2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request	
						\$ Variance	% Variance
1	ERCOT						
2	Business - Meals	\$ 792	\$ 31,888	\$ 61,888	\$ 74,527	\$ 12,639	20.4%
3	Business - Mileage Reimbursement	6,860	54,186	215,867	115,931	(99,935)	-46.3%
4	Business - Travel - Lodging	11,789	104,976	102,611	110,827	8,216	8.0%
5	Business - Travel - Other	2,019	20,960	49,709	26,625	(23,084)	-46.4%
6	Business Registration Fees	2,150	10,252	80,484	110,477	29,993	37.3%
7	Business-Travel - Airfare	8,864	69,756	139,403	147,542	8,139	5.8%
8	Cellular Phone	122,345	167,386	170,433	175,029	4,595	2.7%
9	College Education Reimbursement	4,585	29,033	112,608	83,278	(29,330)	-26.0%
10	Miscellaneous Entertainment	1,400	-	-	-	-	NA
11	Professional Dues	31,207	31,058	53,726	46,883	(6,843)	-12.7%
12	Remote System Access	69,062	59,784	81,601	72,826	(8,775)	-10.8%
13	Training - Meals	45,207	37,659	55,050	52,507	(2,543)	-4.6%
14	Training Mileage Reimbursement	148,722	100,145	63,624	59,463	(4,162)	-6.5%
15	Training Registration Fees	434,472	410,158	516,063	506,631	(9,432)	-1.8%
16	Training -Travel-Airfare	125,278	87,672	136,592	119,478	(17,115)	-12.5%
17	Training -Travel-Lodging	176,564	132,613	125,525	124,152	(1,373)	-1.1%
18	Training -Travel-Other	35,683	21,006	25,161	29,162	4,001	15.9%
19	Wireless PC Card	-	19,910	22,038	29,662	7,625	34.6%
20	Total - ERCOT	\$ 1,226,999	\$ 1,388,442	\$ 2,012,383	\$ 1,885,000	\$ (127,383)	-6.3%

Note:
Schedule excludes activity related to the Texas Regional Entity.

ERCOT Fiscal Year 2009 Budget

Other Expense Detail

Line	2006 Actual	2007 Actual	2008 Budget	2009 Request	2008 Budget vs. 2009 Request		
					\$ Variance	% Variance	
1	ERCOT						
2	41,549	-	78,150	35,050	(43,100)	-55.2%	
3	17,047	13,699	-	6,000	6,000	NA	
4	(9,721)	2,954	-	-	-	NA	
5	315,764	432,135	414,750	1,521,489	1,106,739	266.8%	
6	5,234	7,025	-	12,500	12,500	NA	
7	50,200	40,811	126,750	141,750	15,000	11.8%	
8	13,582	-	7,800	7,600	(200)	-2.6%	
9	13,288	38,158	25,250	25,250	-	0.0%	
10	314,602	155,277	148,500	142,600	(5,900)	-4.0%	
11	-	-	1,000	-	(1,000)	-100.0%	
16	2,219	-	-	-	-	NA	
12	335,343	187,017	350,000	360,000	10,000	2.9%	
13	51,101	16,022	38,460	59,610	21,150	55.0%	
14	-	30,630	-	-	-	NA	
15	55,488	54,318	59,700	24,050	(35,650)	-59.7%	
16	-	1,631	-	-	-	NA	
17	-	-	-	30,000	30,000	NA	
18	(2,541)	2,657	96,000	100,800	4,800	5.0%	
19	56,970	150,588	-	-	-	NA	
20	1,747,447	55,241	-	-	-	NA	
21	(1,184)	612	-	-	-	NA	
22	Total - ERCOT	3,028,055	1,188,776	1,346,360	2,466,699	1,120,339	83.2%

Notes:

(1) Subscription & Publication category includes weather and wind related forecasting and modeling services.

(2) Schedule excludes activity related to the Texas Regional Entity.

ERCOT Fiscal Year 2009 Budget
2009 Project Priority List / Funding Level Review

Line	Project Type	Project Funding Request		Unfunded Projects	
		#	\$	#	\$
1	Corporate Administration				
2	Facilities - Met Center Relocation	1	20,400,000		
3	Cyber Security	7	1,650,000		
4	Document Management / Workflow / Reporting	7	800,000		
5	Technology Upgrades	3	700,000		
6	Credit Model Integration with ROME	1	300,000		
7	Physical Security	2	100,000		
8		21	23,950,000	6	\$ 1,355,000
9					
10	Information Technology				
11	Add Storage Capacity	2	4,100,000		
12	Minor Capital	1	1,750,000		
13	Hardware Replacement	4	1,600,000		
14	Infrastructure Monitoring Enhancements	1	500,000		
15	Other Projects	1	400,000		
16		9	8,350,000	2	\$ 600,000
17					
18	Market Operations				
19	Post-Nodal Go-Live Enhancements	6	\$ 3,425,000		
20	Demand Response for Settlement	1	\$ 425,000		
21	COMS Extract, Report & Web Services Monitoring & Usage Stats	1	\$ 425,000		
22	ERCOT System Throughput for IDR (Advanced Metering)	1	\$ 25,000		
23		9	\$ 4,300,000	0	\$ -
24					
25	Retail Operations				
26	PUCT Rulemakings	3	\$ 1,275,000		
27	Retail Application Upgrades	1	\$ 1,000,000		
28	TML Transition to MIS	1	\$ 500,000		
29	EDW (Enterprise Data Warehouse)	3	\$ 475,000		
30	MarkeTrak Enhancements	2	\$ 250,000		
31		10	\$ 3,500,000	9	\$ 2,350,000
32					
33	System Operations				
34	Post-Nodal Go-Live Enhancements	10	\$ 4,250,000		
35	Conversion of Operator Training Simulator to Nodal	1	\$ 1,700,000		
36	Placeholder for Future NPRRs & Mandates	1	\$ 1,000,000		
37	Implementation of Functionality Developed by Nodal but not Implemented at Go-Live	4	\$ 550,000		
38		16	\$ 7,500,000	0	\$ -
39					
40	Total - ERCOT	65	\$ 47,600,000	17	\$ 4,305,000

ERCOT Fiscal Year 2009 Budget
2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
1	CO	1	Identity and Access Management	\$100k-\$250k	Automate and provide ability to generate SAS70, NERC and 17799 compliance reports	ERCOT / Carryover
2	CO	2	Vendor Contract Management (Phase 2)	\$50k-\$100k	Automate and link Hummingbird's contract approval process with the contract and vendor database.	ERCOT / Carryover
3	CO	3	Microsoft Project Server Upgrade	\$250k-\$500k	Upgrade or replace the current Enterprise Project Management (EPM) tool and to implement portfolio management & reporting processes by streamlining management, access, and availability to project and portfolio data ultimately automating project dashboard reporting thereby reducing the effort required by PMs, BAs, project resources, etc. utilizing manual tools.	ERCOT / Carryover
4	CO	4	Corporate Document Management	\$250k-\$500k	Implement Corporate Document Management strategy in the following departments: HR, Finance, Procurement, Security	ERCOT / Carryover
5	CO	5	SEM Enhancement (Security Event Mgr)	\$100k-\$250k	The SEM was originally implemented to monitor, collect and correlate information from the primary systems at ERCOT, firewalls, servers (Unix, Linux and Windows) databases (SQL Server & Oracle) and IDS. Its functionality has been demonstrated successfully and ISSD has determined to expand its data gathering capabilities and upgrade the software to improve its correlation and reporting abilities as well	ERCOT / Carryover
6	CO	6	IDS Capability Enhancement (Intrusion Detection System)	\$250k-\$500k	The current IDS-IPS will be three years old and much of the implementation was based on network design that is no longer current. The system must be redesigned to appropriately monitor and (in the case of IPS) manage traffic into and within the ERCOT network.	ERCOT / Carryover
7	CO	7	Security Configuration Management	\$250k-\$500k	Due to the current issues with the present Security Configuration Management software (NetIQ), it may be necessary to research, purchase and implement an alternative solution prior to the July 2008 timeframe in order to ensure compliance with NERC CIP Standards.	ERCOT
8	CO	8	Critical Area Notification and Isolation	\$50k-\$100k	Provide operations personnel with notification of an emergency or intrusion. Provide those personnel the ability to isolate themselves mechanically if necessary in such a way as to negate the possibility of entry by compromise of the access control.	ERCOT / Carryover

ERCOT Fiscal Year 2009 Budget
2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
9	CO	9	Procurement Process Flows	<\$50k	Programs developed with the Lawson Process Flow toolset which automates the flow of information during various steps to business processes. The number, type, and requirements will be determined as part of the overall Procurement business process review.	ERCOT / Carryover
10	CO	10	Physical Security Perimeter Hardening	<\$50k	This project will address any areas of the perimeter of the ERCOT facility that is exposed to threats such as direct assault or accidents. Project will upgrade or augment as needed existing fence intrusion alarms, install re-enforcement cabling along portions of the perimeter.	ERCOT / Carryover
11	CO	11	Finance Process Flows	<\$50k	Programs developed with the Lawson Process Flow toolset which automates the flow of information during various steps to business processes. The number, type, and requirements will be determined as part of the overall Finance business process review	ERCOT / Carryover
12	CO	12	Process Flows - HR	<\$50k	Automate and provide auditable checkpoints for the hiring and termination of ERCOT employees	ERCOT / Carryover
13	CO	13	E-Procurement	<\$50k	Included in Lawson's Requisition Self Service is the E-Procurement application. E-Procurement allows for designated individuals to shop for goods from pre-approved outside vendors within the Requisition Self Service screens. Vendors establish and maintain	ERCOT / Carryover
14	CO	14	Network Anomaly Detection	<\$50k	Implement a system of anomaly behavior sensors on the ERCOT network, tightly integrated with our, current, IDS-IPS, Internet Scanner, Fusion and Site Protector systems to monitor network traffic for anomalous behavior indicative of malicious activity.	ERCOT / Carryover
15	CO	15	MET Center Disposition	\$10M-\$25M	Project to deliver: 1) Austin Control Center & Data Center; 2) Taylor Data Center Expansion; 3) Executive and Administrative Staff Office Lease Space	ERCOT / Carryover
16	CO	16	Credit Model Integration with ROME	\$250k-\$500k	Placeholder to respond to NPRRs and mandates	ERCOT

ERCOT Fiscal Year 2009 Budget
2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
17	CO	17	Corporate Document Management (ENTERPRISE)	\$250k-\$500k	Develop a strategy for ERCOT organization document management in 2008 and implement the strategy in 2009 to accomplish the following: Managed Security of Records and Information; Statutory and Regulatory Compliance (new rules of civil procedure: eDiscovery); Improved efficiency and productivity.	ERCOT
18	CO	18	Endpoint Security	\$250k-\$500k	Our current model does not allow for the network monitoring we currently employ for ensuring that traffic into and across our network does not represent a threat to ERCOT's data processing capability. NERC requirement.	ERCOT
19	CO	19	Security Monitoring Enhancement	\$250k-\$500k	The original IDS/IPS equipment which is the backbone of our NERC required security monitoring system will exceed 3 years of age and requires replacement. This project is to identify what sensors available from ISS will meet our requirements, procure and install.	ERCOT
20	CO	20	Asset Management Integration (Altiris, Remedy, Lawson)	\$100k-\$250k	ERCOT currently has several Asset Management tools including Altiris, Aperture, Remedy and Lawson. Each of these tools provide a unique purpose and data. Integration between the systems is necessary to eliminate errors resulting from duplicate data.	ERCOT
21	CO	21	SharePoint Hosting	\$250k-\$500k	Potential hosting of SharePoint at an external site	ERCOT
22			Subtotal	\$ 23,550,000		
23	IO	1	Network - Switches	\$250k-\$500k	Replaced every 5 years.	ERCOT
24	IO	2	Network - Firewalls	\$100k-\$250k	Replaced every 4-5 years.	ERCOT
25	IO	3	Infrastructure Monitoring Enhancement Project	\$500k-\$1M	System enhancement to the existing Remedy and OpenView systems	ERCOT
26	IO	4	Other Projects TBD	\$250k-\$500k	TBD	ERCOT
27	IO	5	Computing Hardware - X-series Replacement	\$1M-\$2M	Replaced every 3-4 years.	ERCOT
28	IO	6	Computing Hardware - Desktops	\$250k-\$500k	Replaced every 3 years	ERCOT
29	IO	7	Data Storage	\$3M-\$4M	Storage Requirements for all environments to support data virtualization and ensure adequate capacity for ongoing operations and growth	ERCOT
30	IO	8	Storage - Misc.	\$250k-\$500k	Allotment for additional storage projects for supporting equipment - SAN directors & switches, eg. to allow implementation of storage equipment	ERCOT

ERCOT Fiscal Year 2009 Budget
2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
31	IO	9	Minor Capital	\$1M-\$2M	Average minor capital expenditure (not budget) over the last 3 years is \$2M.	ERCOT
32			Subtotal	\$ 8,350,000		
33	MO	1	ERCOT System Throughput for IDR (Advanced Metering)	<\$50k	Planned carryover for closing: Provide incremental increases in IDR processing capability for ERCOT systems.	ERCOT / Carryover
34	MO	2	Demand Response for Settlement	\$500k-\$1M	Implementation resulting from PUCT project 34610 or related PUCT order	Market
35	MO	3	Verifiable Cost Management System	\$100k-\$250k	Creation of the Verifiable Cost Management System (VCMS), the interface QSEs will use for submitting and tracking their verifiable costs requested by TPTF.	Market
36	MO	4	Web-enabled Registration	\$100k-\$250k	Create an interface and provide web-enabled registration forms (including RARF, NOI, interconnect, etc.) - total of around 50 forms. Nodal Go-live manual process.	Market
37	MO	5	MPIM integration with Siebel	\$100k-\$250k	Eliminate manual workaround and dual entry (2009 deferral necessary due to Siebel freeze)	ERCOT
38	MO	6	Nodal.ercot.com Retirement	\$250k-\$500k	Migration of content from nodal.ercot.com website to ERCOT.com website; retirement of nodal.ercot.com website.	ERCOT
39	MO	7	Enhancements to API for Disputes	\$500k-\$1M	MPs (from COPs) have requested that ERCOT enhance an API to programmatically submit disputes. The API would interface with Siebel and would be created in the integration layer.	Market
40	MO	8	NPRRs & Mandates	\$2M-\$3M	Additional post-nodal efforts - not yet defined and not covered under stabilization or Operations and Maintenance.	Market
41	MO	9	COMS Extract, Report & Web Services Monitoring & Usage Statistics	\$250k-\$500k	Provide research capabilities for Commercial Operations extract, report and web services data for internal business users, which include monitoring functionality and usage analysis capabilities.	ERCOT
42			Subtotal	\$ 4,300,000		
43	RO	1	MarkeTrak Enhancements (Workflow & Reporting)	\$50k-\$100k	Planned Enhancements to the functionality of MarkeTrak per SCR749	Market / Carryover
44	RO	2	Small Renewables/Distributed Generation - RMWG	<\$50k	Legislature / PUCT project	PUCT / Carryover
45	RO	3	Advanced Metering - Mkt Changes for PUCT 34610 (fka RMWG/TX SET)	\$250k-\$500k	PUCT Project	PUCT / Carryover
46	RO	4	Data Research and Reporting (formerly ETS Transition to EDW)	\$100k-\$250k	Deliver a data research and reporting tool for ERCOT Commercial Operations.	ERCOT / Carryover

ERCOT Fiscal Year 2009 Budget
2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
47	RO	5	EDW EAI Transition Phase 1(inc. PaperFree & NAESB)	\$50k-\$100k	Phase 1 will transition Paperfree and NAESB data from the Data Archive to Operational Data Store and begin replication. Necessary to decommission outdated DA hardware.	ERCOT / Carryover
48	RO	6	Advanced Metering Infrastructure - ERCOT	\$1M-\$2M	This project will begin implementation of the approved CSD from PR70057 for a system wide enhancement of data throughput for Market Operations. MKT Project is PUCT 34610. This project expected to be a phased approach across multiple years. Supports outcome of PUCT 34610 for ERCOT changes.	PUCT
49	RO	7	TML Transition to MIS	\$500k-\$1M	Migration from TML to MIS of functions that support the Retail market and/or Zonal-related reporting that will continue past Nodal Go-Live. Will maintain 2 systems until this transition occurs.	ERCOT
50	RO	8	EDW EAI Transition Phase 2 (including PaperFree & NAESB)	\$100k-\$250k	Phase 2 will build reporting from the Paperfree and NAESB Data Archive into the Operational Data Store. Critical infrastructure project.	ERCOT
51	RO	9	MarkeTrak Phase 3	\$100k-\$250k	Additional efficiencies not limited to a version upgrade. Will include Market requests. Required to maintain vendor support of application.	ERCOT
52	RO	10	Retail Application Upgrades	\$1M-\$2M	Version upgrades of retail applications and infrastructure components that will introduce new functionality. Required to maintain vendor support of applications.	ERCOT
53			Subtotal	\$ 3,500,000		
54	SO	1	MMS Multiple Network Models	\$50k-\$100k	Ability to provide separate models for DAM & RUC. Functionality currently being developed by Nodal per requirements	Market / Carryover
55	SO	2	MMS Dynamically scheduled resource incremental and decremental energy offer curves.	\$50k-\$100k	ERCOT implemented functionality based on their original interpretation; further discussion yielded a new interpretation for ERCOT that will require a change to the requirements and design. Part of Nodal requirements delivery.	Market / Carryover
56	SO	3	MMS S&B Information only calculations	<\$50k	S&B information only calculations DAOPTPRINFO & RTOPTPRINFO will not be available until after go-live. Part of Nodal requirements delivery.	Market / Carryover

ERCOT Fiscal Year 2009 Budget
2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
57	SO	4	OTS (Operator Training Simulator)	\$1M-\$2M	AREVA components – Base OTS functions, Power System Modeling changes, QSE model revamp and implementation and Time Synch ABB components – Case development, Operational market data feed to OTS, Interface with simulation engine, Instructor control functions. In-flight Nodal project completing in 2009 needed for Operator training.	ERCOT / Carryover
58	SO	5	NPRRs & Mandates	\$1M-\$2M	In flight & new NPRRs. Legislative or PUCT mandates.	Market
59	SO	6	IMM & ERCOT Market Operations Support Study Tools	\$1M-\$2M	Enhancements to the ABB base product to improve functionality as a study tool. This is required by the IMM to monitor the Nodal Market. At this time it is expected that both the IMM and ERCOT Market Operations Support will benefit from these enhancements. If the needs of the IMM and ERCOT are determined to be significantly different a separate project may be necessary. This budget estimate includes the cost of hardware for the IMM as well as the study tool enhancements.	IMM
60	SO	7	ERCOT System Operations User Interfaces & Alarm Improvements	\$500k-\$1M	Improve EMS & MMS User Interfaces (UI's) for enhanced ERCOT Operator situational awareness. Improve Alarm Handling/Presentation – Control Room/EMS. Operators will be able to use delivered interfaces.	ERCOT
61	SO	8	CRR API	\$500k-\$1M	System to system interactions for the uploading and downloading of data between ERCOT and Market Participants without manual intervention. Nomination submittals (upload), Auction bid/offer submittals (upload), CRR Network Model files (download), CRR ownership records (download), CRR Auction results (download) Market Participants will be able to access CRR without API.	Market

ERCOT Fiscal Year 2009 Budget
2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
62	SO	9	NMMS API	\$500k-\$1M	System to system interactions for the uploading and possible future downloading of data between ERCOT and Market Participants with minimal manual intervention. NOMCR submittals (upload) including data submittals, one-line submittals and CIM XML submittal. Various other submittals such as Rating Methodologies, SPS documents, etc. Market Participants will be able to submit NOMCRs without API.	Market
63	SO	10	MMS A/S Deliverability Evaluation Function (DEF) Enhancements	\$250k-\$500k	This tool is used by ERCOT operators to determine if there is a situation where Ancillary Service (AS) over a given time horizon is undeliverable. During MMS 2 pre-FAT where this tool was tested, certain enhancements in the scenarios simulated and results presented were proposed. ERCOT still has work to do to evaluate the proposed enhancements. There is a concern that it will take to long for the Operator to set and run once an hour.	ERCOT
64	SO	11	MMS Weekly RUC Enhancements	\$50k-\$100k	Provide enhanced configurability of WRUC study periods. Needed for daily run to support PASA	ERCOT
65	SO	12	Implementation of "shelf-ready" functionality for co-optimizing energy and A/S for self-committed resources in DAM	\$250k-\$500k	Need approved NPRR and requirements (NOTE: This is a preliminary estimate. A TPTF sub-group is still defining the requirements. Once protocol and requirement changes are approved, MMS will work with ABB to estimate the work. Design and implementation details may also alter the estimate.	Market
66	SO	13	MMS Save Case Format Enhancement	\$50k-\$100k	All major processes (SCED, DAM, RUC) inputs/outputs are archived (referred to as save cases). These save cases can be reloaded into MMS for future analysis. To aid in analysis it was considered beneficial if the binary files in the save case could be stored in a ASCII file format. Workaround is available as data in binary file is still accessible after loading into MMS	ERCOT
67	SO	14	MMS CCT Data Enhancement	<\$50k	Provide additional data in the database for monthly and annual CCTs for further analysis (Congestion management group) Workaround is available as raw data will be available in files	ERCOT

ERCOT Fiscal Year 2009 Budget

2009 Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
68	SO	15	MMS Credit Check Performance Enhancement	\$50k-\$100k	Improve the performance of Phase 2 validation for the credit limit check component. At present it is not known whether further performance improvements are needed	ERCOT
69	SO	16	Outage Scheduler Enhancements	\$100k-\$250k	Provide enhancements to the Outage Scheduler	Market / ERCOT
70			Subtotal	\$ 7,500,000		
71						
72			Grand Total	\$ 47,200,000		

ERCOT Fiscal Year 2009 Budget
2009 Unfunded Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
1	CO	9	Physical Security Project	\$250k-\$500k		ERCOT
2	CO	13	Proxy Refresh	\$250k-\$500k	The current hardware components that provide us with our proxy systems to the Internet will be three years old in 2009 and approaching end of life. This project is to do a one for one replacement of the current systems hardware components and add load balancing.	ERCOT
3	CO	15	Quality Center	\$250k-\$500k	5 Major components Defect Manager, WinRunner, LoadRunner, QTP, Quality Center:	ERCOT
4	CO	17	Application Services Quality Initiative	\$100k-\$250k	Implement a process and tool to track defects during the development cycle of a project in order to create a more agile application services environment and improve quality.	ERCOT
5	CO	18	Mercury -- SOA Framework	\$100k-\$250k	Mercury's Systinet software is required by the testing team to test SOA services at ERCOT.	ERCOT
6	CO	19	Cyber Security Project	\$100k-\$250k		ERCOT
7			Subtotal	\$ 1,355,000		
8	IO	4	Network - Misc.	\$250k-\$500k	Allotment for additional network maintenance projects	ERCOT
9	IO	9	Computing Hardware - TBD	\$250k-\$500k	Allotment for additional computing hardware projects	ERCOT
10			Subtotal	\$ 600,000		
11	RO	6	Website Enhancements for ERCOT Outages	\$250k-\$500k	ERCOT requested enhancements to automate the email notification and the helpdesk alert. Dependent on Remedy Helpdesk tool expected to deliver in	ERCOT
12	RO	7	Exception Reporting / Monitoring Enhancements	\$250k-\$500k	Automate current exception reporting to monitor protocol compliance for processing exceptions. Create new exception reports using new data available from RBP and/or EDW projects.	ERCOT
13	RO	8	Systematic Exception Reprocessing Functionality	\$500k-\$1M	Automate current exception processing to meet protocol. Create reporting features after processing occurs.	ERCOT

ERCOT Fiscal Year 2009 Budget
2009 Unfunded Project Initiatives by CART

Line	CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
14	RO	10	EDI Transaction Logging	\$100k-\$250k	Change the Paper Free application system to log all ANSI records to TRLOG and to log all TXSET records to a new table which will better support current and future business needs.	ERCOT
15	RO	11	814 inbound XML rewrite (impacts input from portal only)	\$100k-\$250k	Rewrite of Inbound 814 XML maps to Increase Efficiency, Reliability and Stability of ERCOT transaction data processing.	ERCOT
16	RO	12	Commercial Apps - Calendar Consolidation	\$250k-\$500k	Develop single business calendar for use by all retail applications	ERCOT
17	RO	13	Name to DUNS Conversion	\$100k-\$250k	Change the Paper Free application system to utilize DUNS numbers as opposed to Market Participant company names.	ERCOT
18	RO	14	MP Configuration Table	\$100k-\$250k	The complexity of adding new MP to the system must be reduced in order to remove the number of errors that are encountered when adding / modifying MP information.	ERCOT
19	RO	17	Enrollment Postcard Notification Process	\$100k-\$250k	Enhancements to enrollment postcard process to improve exception handling, auditability, and monitoring capabilities.	ERCOT
20			Subtotal	\$ 2,350,000		
21						
22			Grand Total	\$ 4,305,000		



Appendix B

Financing Considerations

- **The Financial Standard allows capital expenditures to be funded with a mixture of revenue and debt; however, the Financial Standard**
 - Requires ERCOT to consider the impact of the current year decision on future years
 - Indicates that, when ERCOT uses debt to fund a portion of capital expenditures, ERCOT should generally structure debt such that the average maturity of the debt approximates the average life of the assets financed
- **In developing the financing plan, ERCOT considered the combined impact of 3 key components**
 - **The costs to be funded with revenue in the year purchased/developed**
 - In recent history, the Board has elected to fund 40% of capital expenditures in the year purchased/developed
 - **The debt payments required in future years**
 - Payments are lower in forward years when initial investment is high
 - Payments are higher in forward years when initial investment is low
 - **The interest expense related to outstanding debt**
 - Interest expense is lower in forward years when initial investment is high
 - Interest expense is higher in forward years when initial investment is low

- **Key factors considered when evaluating what blend of revenue and debt to use to fund capital expenditures:**
 - Impact on ERCOT's financial position. Higher debt levels can negatively impact ERCOT's balance sheet. Higher levels of revenue funding via the SAF strengthen ERCOT's balance sheet.
 - Overall cost to the rate payers. The more debt incurred, the more interest cost must be paid and thus the higher the overall cost of the project.
 - Matching cost with benefit. Matching of the payment for capital expenditures through the SAF with the benefit from those assets once they are in place.
 - Desire to minimize "spiking" in the SAF. The need or desire to have a consistent, predictable fee that will not fluctuate significantly.

Comparison of Financing Options

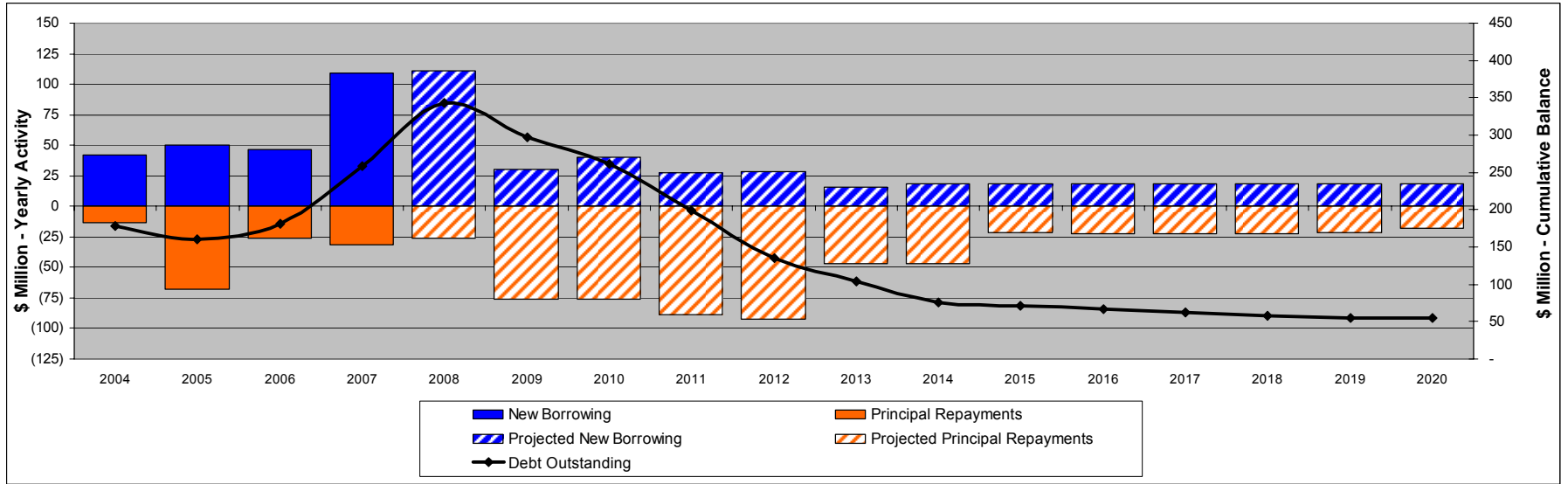
Options	System Administration Fee (SAF) Impact		Total SAF Interest Expense through 2020 \$ (Millions)	Projected Debt Outstanding at 12/31/2012 \$ (Millions)
	2009 - 2012 \$/MWh	Thereafter		
1 Met Center relocation @ 60% debt; all other capital expense @ 60% debt	0.1832	0.183 (through 2014)	64	135
2 Met Center relocation @ 80% debt; all other capital expense @ 60% debt	0.1729	0.173 (through 2014)	71	152
3 Met Center relocation @ 100% debt; all other capital expense @ 60% debt	0.1578	0.177 (through 2015)	76	174
4 Met Center relocation @ 100% debt; all other capital expense @ 100% debt thru 2012	0.1310	0.230 (through 2015)	80	214

Notes:

- The System Administration Fee impact considers the combined effects of the following:
 - a) revenue funded portion of capital expenditures
 - b) debt payments required for the year
 - c) interest expense for the year
- In all options, the Met Center relocation project is repaid by 2019. In Option 1, repayment begins in 2011. In Options 2 - 4, repayment begins in 2015. All other assets (expected to be primarily software and hardware) are scheduled for repayment over 3-4 years.

Recommendation: *ERCOT staff utilized Option 1 in the development of the 2009 budget request as it best meets the stated objectives. Option 1 provides the lowest overall cost, leaves ERCOT in the best financial position at 2012, minimizes spikes in the fee, and provides the best match of cost with benefit of the assets purchased.*

Debt Profile Associated with Base Case Option



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Outstanding Debt - Beginning Balance	150.0	178.4	160.3	181.1	258.9	343.3	297.3	260.9	199.5	135.3	103.8	75.1	71.3	67.0	62.8	58.6	54.8
New Borrowing	42.0	50.0	46.9	109.6	110.6	30.2	39.8	27.2	28.5	15.5	18.0	18.0	18.0	18.0	18.0	18.0	18.0
Principal Repayments	(13.6)	(68.1)	(26.1)	(31.8)	(26.2)	(76.2)	(76.2)	(88.7)	(92.7)	(47.0)	(46.6)	(21.8)	(22.3)	(22.2)	(22.2)	(21.8)	(18.0)
Outstanding Debt - Ending Balance	178.4	160.3	181.1	258.9	343.3	297.3	260.9	199.5	135.3	103.8	75.1	71.3	67.0	62.8	58.6	54.8	54.8
Change in Debt Outstanding	28.4	(18.1)	20.8	77.8	84.4	(46.0)	(36.4)	(61.5)	(64.2)	(31.5)	(28.6)	(3.8)	(4.3)	(4.2)	(4.2)	(3.8)	-
Projected New Borrowing					110.6	30.2	39.8	27.2	28.5	15.5	18.0	18.0	18.0	18.0	18.0	18.0	18.0
Projected Principal Repayments					(26.2)	(76.2)	(76.2)	(88.7)	(92.7)	(47.0)	(46.6)	(21.8)	(22.3)	(22.2)	(22.2)	(21.8)	(18.0)



Appendix C

Supplemental Nodal Information

Partial Listing of New/Changed (Nodal) Activities Driving Operating Cost Increases

- Increased price points (~600 settlement price points)
- Day Ahead Market
- Replacing Transmission Congestion Rights (TCR) with more complex Congestion Revenue Rights (CRR) Market
- Replacing Replacement Reserve Service (RPRS) with more complex Daily Reliability Unit Commitment (DRUC) and Hourly Reliability Unit Commitment (HRUC)
- More complex outage scheduling process
- Increased model maintenance
- Increased quantity of charge types for Settlements & Billing
- Increased internal and external support required due to system and operational complexity
- Increased emphasis on change management
- Increased licensing and maintenance contracts

- **Market Restructuring Cost-Benefit Analysis**
- **Excerpt from Tabors Caramanis & Associates and KEMA consulting, Inc. November 30, 2004 report**

Description	\$M High	\$M Low
Implementation Cost	76.3	59.8
Operating Costs	4.0	3.2
Savings to Load 10-year NPV	823.0 6.3 Billion	-

** Cost estimate made prior to Nodal protocols, Nodal requirements, or any decision to customize Texas Nodal market. Customization has increased costs but is expected to increase benefits as well.*