



ERCOT Finance & Audit Committee Meeting
2705 West Lake Drive, Taylor, Texas
TCC1, Conference Room 254
April 15, 2008; 7:30am – 9:15am*

Item #	Agenda Item Type	Description/Purpose/Action Required	Presenter	Time
1.		Call to order Executive Session	C. Karnei	7:30am
2.	Decision required	2a. Approval of executive session minutes (Vote) (03/18/08)	C. Karnei	7:30am
	For discussion	2b. Review of Internal Audit department charter	B. Wullenjohn	7:33am
	Informative	2c. Internal Audit status report	B. Wullenjohn	7:40am
	Informative	2d. Internal Audit staffing update	B. Wullenjohn	7:45am
	Informative	2e. EthicsPoint update	B. Wullenjohn	7:50am
	Informative	2f. Quality assessment of the Internal Audit department	L. Smith	7:55am
	Informative	2g. Fixed assets update	S. Byone	8:15am
		Recess Executive Session		8:20am
		Convene General Session		
3.	Decision required	Approval of general session meeting minutes (Vote) (03/18/08)	C. Karnei	8:20am
4.	Decision required	Follow-up review and finalization of recommendation on 2009 budget, proposed fees and financial performance measures (Vote)	M. Petterson/S. Byone	8:20am
5.	Decision required	Update on annual financial audit (Vote)	M. Petterson	8:40am
6.	For discussion	Credit work group update	C. Yager	8:55am
7.	For discussion	Treasury update - Quarterly investment results - Other	C. Yager	9:00am
8.	Informative	Committee Briefs (Q&A only)	All	9:10am
9.	Informative	Future agenda items	S. Byone	9:15am
		Adjourn ISO meeting	C. Karnei	9:15am

** Background material is enclosed or will be distributed prior to meeting. All times shown in the agenda are approximate.
 The next Finance & Audit Committee Meeting will be held Tuesday, May 20, 2008, at ERCOT, 7620 Metro Center Drive, Austin, Texas 78744, in Room 168.

Decision required
For discussion

3. Approval of General Session Minutes Clifton Karnei

- **Approval of General Session Minutes**
 - Vote 03/18/08

DRAFT ERCOT ISO FINANCE & AUDIT COMMITTEE MEETING
GENERAL SESSION MINUTES
Met Center – Austin, Texas

Pursuant to notice duly given, the Finance & Audit Committee of the Electric Reliability Council of Texas, Inc. convened on **March 18, 2008**. **Clifton Karnei** confirmed that a quorum was present and called the meeting to order at approximately **7:45 a.m.** The Committee met in Executive Session from 7:45 a.m. to 9:12 a.m. and again for a few minutes after the General Session and immediately before adjournment.

General Session Attendance

Committee members:

Cox, Brad	Tenaska Power Services	Independent Power Marketer	Present
Espinosa, Miguel (Vice Chair)	Unaffiliated Board Member	Unaffiliated Board Member	Present
Fehrenbach, Nick	City of Dallas	Consumer	Present
Gent, Michehl	Unaffiliated Board Member	Unaffiliated Board Member	Present
Jenkins, Charles	Oncor Electric Delivery	Investor Owned Utility	Not Present
Karnei, Clifton (Chair)	Brazos Electric Cooperative	Cooperative	Present
Thomas, Robert	Green Mountain Energy	Ind. Retail Electric Provider	Present
Wilkerson, Dan	Bryan Texas Utilities	Municipal	Present

Other Board Members and Segment Alternates:

Bartley, Steve	CPS Energy	Municipal	Present
Crowder, Calvin	AEP	Investor Owned Utility	Present
Smitherman, Barry	PUCT	PUCT Chair	Present
Walker, Mark	NRG Texas	Independent Generator	Present

ERCOT staff and guests present:

Barry, Sean	PricewaterhouseCoopers
Bassett, Ryan	PricewaterhouseCoopers
Brenton, Jim	ERCOT
Brewer, Todd	Texas Regional Entity
Byone, Steve	ERCOT
Clay, Ryan	Texas Regional Entity
Doolin, Estrellita	ERCOT
Greer, Clayton	Jaron
Grimm, Larry	Texas Regional Entity
Haas, Jason	PUCT
Hancock, Misti	ERCOT
Kahn, Bob	ERCOT
Lester, Suzanne	ERCOT
Longsham, Kevin	Reliant Energy
Moseley, Cheryl	ERCOT
Petterson, Mike	ERCOT
Troxtehl, David	ERCOT
Twiggs, Thane	Direct Energy
Vincent, Susan	Texas Regional Entity

Wullenjohn, Bill	ERCOT
Yager, Cheryl	ERCOT

Approval of Previous Minutes

Nick Fehrenbach moved to approve the minutes for the Special Meeting of the Finance & Audit Committee held February 6, 2008 and the General Session of the Finance & Audit Committee meeting held on February 19, 2008; Michehl Gent seconded the motion. The motion passed unanimously.

Update on Credit Work Group Activities

Cheryl Yager provided an update on activities by the Credit Work Group (CWG) including its review of the Oliver Wyman results, development of credit risk appetite statement and revisions to form guarantee agreements. Robert Thomas commended the CWG on its efforts to involve TAC in its activities.

Ms. Yager also reported that the CWG had discussed the issue of whether ERCOT should accept guarantees from entities that do not meet ERCOT's credit standards in order to accept parent financial statements, understanding that no unsecured credit would be granted. The CWG did not raise any concerns with that practice. Ms. Yager noted that, given that CWG had no objections, ERCOT staff planned to allow entities to provide a guarantee and provide parent financials. She also noted that ERCOT staff would use their judgment to ensure that reasonable value was received from the market or guarantees would not be accepted.

Review of External Auditor Quality Control Procedures and Independence

Sean Barry of PricewaterhouseCoopers (PwC) confirmed the firm's independence of ERCOT and the Texas RE. He also provided an overview of the audit firms' quality control processes.

Update on Annual Financial Audit

Mr. Barry of PwC reported that fieldwork for the 2007 financial audit was underway and that a final report was expected in April. In response to Clifton Karnei's question regarding how PwC could conduct a full audit of the Texas RE (since it is a division of the ERCOT corporation), Mr. Barry said PwC performed audit testing based on agreed upon procedures in 2007 and expected to audit to a service agreement between ERCOT, Inc. and the Texas RE for the 2008 audit. Steve Byone added that the service agreement had not yet been finalized.

Preliminary Review of 2009 ERCOT Budget

Michael Petterson distributed a handout and reported on the status of efforts by ERCOT staff to prepare the 2009 operating budget. He noted the following key dates/events:

Thursday, 4/3/08	-Finance & Audit Committee Special Meeting
Tuesday, 5/20/08	-Board Meeting – Approve Budget
Friday, 5/30/08	-PUCT Fee Filing

Mr. Petterson and Mr. Byone responded to several questions. In response to Chairman Smitherman's comment about the growth rate assumption, Mr. Byone explained that the number tied to planning numbers prepared Bill Bojorquez and his group.

Committee Briefs

Staff provided written reports with information for the following areas:

1. Market Credit Status
2. Internal Control Management Program (ICMP)
3. Enterprise Risk Management (ERM)

4. Project Management Organization (PMO)

Cheryl Yager informed the Committee that the Risk Mitigation Report would be provided quarterly going forward instead of monthly. She confirmed that the Risk Management Event Profile Matrix ("Stop Light Report") would continue to be provided on a monthly basis.

David Troxtell noted that Ron Hinsley would present information about a large project during the executive session of the Board meeting.

Future Agenda Items

Steve Byone noted the following future agenda items:

1. Standing Internal Audit status report(s)
2. Follow-up review and finalization of recommendation on 2009 budget, proposed fees and financial measures
3. Annual Financial Audit Update
4. Credit Work Group Update
5. Committee briefs

Recess to Executive Session

The Committee met in Executive Session for a few minutes after the General Session and immediately before adjournment.

Adjournment

Clifton Karnei adjourned the Committee meeting at 9:55 a.m.

Estrellita J. Doolin, Secretary



2009 Preliminary Budget

ERCOT Board of Directors
April 15, 2008

Steve Byone / Mike Petterson

4. 2009 Budget Development Schedule

Mike Petterson and Steve Byone

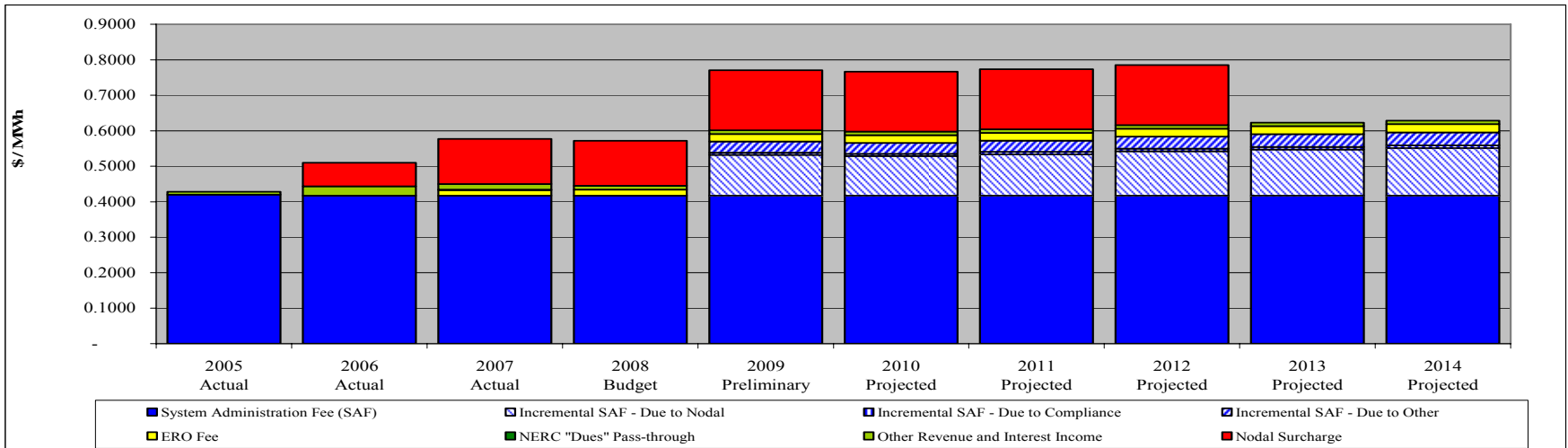
Date	Task	Status
Monday, Nov. 19	Executive Committee - 2009 Strategic Planning & Budget Discussion	√
Monday, Dec. 10	Executive Committee - 2009 Strategic Planning & Budgeting Assumptions	√
Tuesday, Feb. 19	Finance & Audit Committee Agenda - Budget/PPL Status Update	√
Tuesday, Feb. 19	Board Agenda - Strategic 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	
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	

- **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 preliminary 2009 budget –

- 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 resources necessary to comply with new federal reliability and security mandates
- Exclusions
 - Advanced metering
 - Texas RE Statutory functions (Federal)

4. Overview of Preliminary 2009 Budget & Strategic Financial Plan Historical and Projected Fee



Line	(\$ per MWh)	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Preliminary	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1	System Administration Fee (SAF)	0.4200	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171
2	Incremental SAF - Due to Nodal	0.0000	0.0000	0.0000	0.0000	0.1148	0.1117	0.1167	0.1252	0.1300	0.1341
3	Incremental SAF - Due to Compliance	0.0000	0.0000	0.0000	0.0000	0.0065	0.0063	0.0066	0.0070	0.0073	0.0075
4	Incremental SAF - Due to Other	0.0000	0.0000	0.0000	0.0000	0.0315	0.0306	0.0320	0.0343	0.0356	0.0368
5	Subtotal	0.4200	0.4171	0.4171	0.4171	0.5698	0.5657	0.5724	0.5836	0.5900	0.5955
6	Other Revenue and Interest Income	0.0077	0.0263	0.0160	0.0110	0.0105	0.0102	0.0100	0.0099	0.0097	0.0095
7	ERO Fee	0.0000	0.0000	0.0158	0.0169	0.0211	0.0216	0.0220	0.0225	0.0230	0.0234
8	NERC "Dues" Pass-through	0.0000	0.0000	0.0011	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
9	Subtotal	0.4277	0.4434	0.4499	0.4450	0.6014	0.5975	0.6045	0.6160	0.6227	0.6285
10	Nodal Surcharge	0.0000	0.0663	0.1270	0.1270	0.1690	0.1690	0.1690	0.1690	0.0000	0.0000
11	Total	0.4277	0.5097	0.5769	0.5720	0.7704	0.7665	0.7735	0.7850	0.6227	0.6285
12	MWh	298,782,420	304,373,763	305,482,175	313,723,759	319,088,823	326,056,929	332,575,434	338,312,141	344,156,776	349,877,783

Notes:

- (1) System Administration Fee covers ERCOT's base operations and interdependent projects.
- (2) Other revenue and interest income is comprised of wide-area network revenue, non-ERCOT load serving entity revenue, generation interconnection revenue, membership dues, map sales, interest income, and other non-operating income.
- (3) ERO Fee commenced in 2007. The method by which the ERO Fee is assessed and collected is subject to an active Protocol Revision Request (PRR 720).
- (4) NERC "Dues" Pass Through was reflected in the System Administration Fee until 2007. In 2007, the System Administration Fee includes approximately \$963,000 for "NERC Dues". New responsibility and reorganizations at NERC resulted in significant increases to the organization's dues assessments.
- (5) 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 .169 currently under review by PUCT.

4. 2009 System Administration Fee Incremental Increase Analysis

Mike Petterson and Steve Byone

ERCOT Fiscal Year 2009 Budget

2009 System Administration Fee Incremental Increase Analysis

2008 Budget System Admin. Fee	\$	0.4171
2009 Preliminary System Admin. Fee		0.5698
Incremental Increase over 2008 Budget		0.1527

	Incremental Increases due to Nodal									
	Operations & Maintenance		Met Relocation		Compliance		Other		Total	
	\$	\$/MWh	\$	\$/MWh	\$	\$/MWh	\$	\$/MWh	\$	\$/MWh
Labor & Benefits	13,975	0.0438	124	0.0004	1,935	0.0061	2,053	0.0064	18,086	0.0567
Allocations - Nodal Program	5,718	0.0179	-	-	-	-	-	-	5,718	0.0179
Outside Services	5,097	0.0160	-	-	127	0.0004	(553)	(0.0017)	4,671	0.0146
Utilities, Maintenance & Facilities	450	0.0014	-	-	-	-	809	0.0025	1,259	0.0039
HW/SW License and Maintenance	1,270	0.0040	-	-	-	-	2,001	0.0063	3,271	0.0102
Insurance	15	0.0000	-	-	-	-	(140)	(0.0004)	(125)	(0.0004)
Employee Expenses	83	0.0003	-	-	-	-	(259)	(0.0008)	(176)	(0.0005)
Property Taxes	-	-	400	0.0012	-	-	-	-	400	0.0012
Other	910	0.0028	-	-	-	-	331	0.0010	1,241	0.0039
Subtotal	27,518	0.0862	524	0.0016	2,062	0.0065	4,242	0.0133	34,346	0.1076
Debt Service - Interest Expense	-	-	461	0.0014	-	-	(1,818)	(0.0057)	(1,357)	(0.0043)
Debt Service - Principal Payments	-	-	-	-	-	-	7,463	0.0234	7,463	0.0234
Revenue-Funded Capital	-	-	-	-	-	-	(120)	(0.0004)	(120)	(0.0004)
Revenue-Funded Facility (Met Center)	-	-	8,160	0.0256	-	-	-	-	8,160	0.0256
Less Other Revenue	-	-	-	-	-	-	(447)	(0.0014)	(447)	(0.0014)
Less Interest Income	-	-	-	-	-	-	550	0.0017	550	0.0017
GWh	-	-	-	-	-	-	177	0.0006	177	0.0006
Subtotal	-	-	8,621	0.0270	-	-	5,805	0.0182	14,425	0.0452
Total ERCOT	27,518	0.0862	9,145	0.0286	2,062	0.0065	10,047	0.0315	48,771	0.1527

4. Comparison of Financing Options

Mike Petterson and Steve Byone

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.*

4. Overview of Preliminary 2009 Budget & Strategic Financial Plan

Mike Petterson and Steve Byone

- ERCOT region fees – approximate impact on Average Household

Fee Description	2008			2009 (preliminary)			2013 (preliminary)		
	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)
System Administration Fee	\$0.4171	\$0.42	\$5.04	\$0.5698	\$0.57	\$6.84	\$0.5900	\$0.59	\$7.08
Nodal Surcharge	\$0.1540	\$0.15	\$1.80	\$0.1690	\$0.17	\$2.04	\$0.0000	\$0.00	\$0.00
NERC ERO Reliability Fee (Federally mandated; ERCOT collects it but has no control over it)	\$0.0169	\$0.02	\$0.20	\$0.0211	\$0.02	\$0.25	\$0.0230	\$0.02	\$0.28
TOTAL	\$0.5880	\$0.59	\$7.04	\$0.7599	\$0.76	\$9.13	\$0.6130	\$0.61	\$7.36

* 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)

4. Discussion and Feedback on Assumptions

Mike Petterson and Steve Byone

- **Base Budget - Operating Expenses**

- Staffing

- 736 employees
- Employee benefits assumed at 33% 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 maintenance and support

- Based on specific identification by information technology staff

4. Discussion and Feedback on Assumptions

Mike Petterson and Steve Byone

- 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**
 - Approximately 1.7% MWh growth from 2008 projections based on preliminary analysis prepared by ERCOT's planning staff

4. Preliminary 2009 Budget Summary (with 5 year forecast)

Mike Petterson and Steve Byone

Line	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Preliminary	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1	ERCOT O&M Expense									
2	<i>Labor & Benefits</i>									
3	\$ 53,406	\$ 58,166	\$ 69,359	79,334	85,307	\$ 89,573	\$ 94,051	\$ 98,754	\$ 103,692	\$ 108,876
4	<i>Contra-Labor to Base Projects</i>									
5	(5,171)	(4,395)	(2,841)	(4,718)	(9,595)	(8,469)	(8,620)	(8,779)	(8,945)	(9,120)
6	<i>Contra-Labor to Nodal</i>									
7	-	(4,982)	(12,522)	(17,178)	-	-	-	-	-	-
8	<i>Subtotal - Labor & Benefits</i>									
9	48,235	48,789	53,996	57,439	75,712	81,103	85,431	89,975	94,747	99,757
10	<i>Support Allocations - Nodal Program</i>									
11	-	(1,673)	(4,957)	(1,673)	-	-	-	-	-	-
12	<i>Backfill Allocations - Nodal Program</i>									
13	-	(403)	(1,593)	(1,545)	-	-	-	-	-	-
14	<i>Facilities Allocations - Nodal Program</i>									
15	-	(120)	(2,813)	(2,500)	-	-	-	-	-	-
16	<i>Subtotal - Allocations - Nodal Program</i>									
17	-	(2,196)	(9,363)	(5,718)	-	-	-	-	-	-
18	<i>Tools, Equipment, & Supplies</i>									
19	1,165	1,089	1,295	1,124	1,215	1,241	1,267	1,293	1,320	1,349
20	<i>Hardware & Software Expenses</i>									
21	7,196	7,740	9,406	9,304	12,575	15,233	15,558	15,885	16,219	16,576
22	<i>Outside Services</i>									
23	7,417	9,104	11,226	12,768	17,443	9,289	8,926	9,219	9,456	9,267
24	<i>Special Audits</i>									
25	1,752	575	-	-	-	-	-	-	-	-
26	<i>Utilities, Maintenance & Facilities</i>									
27	6,591	6,940	6,880	7,392	8,653	8,835	9,936	10,190	10,451	10,723
28	<i>Employee Expenses</i>									
29	1,374	1,227	1,388	2,012	1,838	1,875	1,912	1,950	1,989	2,029
30	<i>Insurance</i>									
31	1,699	1,677	1,692	2,250	2,125	2,170	2,216	2,262	2,310	2,360
32	<i>Property Taxes</i>									
33	1,016	998	903	1,100	1,500	1,532	1,564	1,596	1,630	1,666
34	<i>NERC Dues</i>									
35	925	-	963	-	-	-	-	-	-	-
36	<i>Other</i>									
37	2,051	3,028	1,189	1,346	2,467	2,103	2,148	2,193	2,239	2,288
38	<i>Subtotal - O&M Expenses</i>									
39	79,421	78,970	79,577	89,017	123,528	123,381	128,958	134,565	140,361	146,015
40	<i>Debt service - interest expense</i>									
41	9,189	7,632	5,471	7,905	6,547	7,352	8,018	7,884	6,105	4,448
42	<i>Debt service - principal payments</i>									
43	26,137	26,137	26,137	26,137	33,600	27,900	36,100	36,800	47,040	46,640
44	<i>Revenue-funded capital</i>									
45	10,880	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
46	<i>Revenue-funded facility (Met Center)</i>									
47	-	-	-	-	8,160	11,240	480	-	-	-
48	<i>Protocol Services (TRE)</i>									
49	846	1,954	477	849	729	759	790	823	857	893
50	<i>Market Monitoring</i>									
51	-	600	1,650	1,750	1,700	1,850	1,700	1,700	1,700	1,700
52	<i>Total Revenue Requirement</i>									
53	126,473	134,950	132,295	136,657	185,144	187,792	193,705	200,782	206,403	211,696
54	<i>Less Other Revenue</i>									
55	2,050	5,795	3,737	2,642	3,089	3,089	3,089	3,089	3,089	3,089
56	<i>Less Interest Income</i>									
57	250	2,200	1,138	800	250	250	250	250	250	250
58	<i>Revenue Rqmt from System Admin Fee</i>									
59	\$ 124,173	\$ 126,955	\$ 127,420	\$ 133,215	\$ 181,805	\$ 184,452	\$ 190,366	\$ 197,443	\$ 203,064	\$ 208,356
60	<i>GWh</i>									
61	298,782	304,374	305,482	319,400	319,089	326,057	332,575	338,312	344,157	349,878
62	<i>% GWh Growth</i>									
63	3.6%	1.9%	0.4%	4.6%	1.7%	2.2%	2.0%	1.7%	1.7%	1.7%
64	ERCOT System Administration Fee									
65	\$ 0.42	\$ 0.4171	\$ 0.4171	\$ 0.4171	\$ 0.5698	\$ 0.5657	\$ 0.5724	\$ 0.5836	\$ 0.5900	\$ 0.5955
66	<i>Capital Spending - Revenue Funded</i>									
67	10,880	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
68	<i>Capital Spending - % Revenue Funded</i>									
69	66%	57%	44%	40%	40%	40%	40%	40%	40%	40%
70	<i>Capital Spending - Debt Funded</i>									
71	5,485	14,807	23,888	16,500	16,320	22,965	26,490	28,515	15,510	18,000
72	<i>Capital Spending - % Debt Funded</i>									
73	34%	43%	56%	60%	60%	60%	60%	60%	60%	60%
74	<i>Total Project Spending</i>									
75	16,365	34,465	42,871	27,500	27,200	38,275	44,150	47,525	25,850	30,000
76	<i>Facility Spending - Revenue Funded</i>									
77	-	-	-	-	8,160	11,240	480	-	-	-
78	<i>Facility Spending - % Revenue Funded</i>									
79	-	-	-	-	40%	40%	40%	-	-	-
80	<i>Facility Spending - Debt Funded</i>									
81	-	-	-	6,200	12,240	16,860	720	-	-	-
82	<i>Facility Spending - % Debt Funded</i>									
83	-	-	-	100%	60%	60%	60%	-	-	-
84	<i>Total Facility (Met Center) Spending</i>									
85	-	-	-	6,200	20,400	28,100	1,200	-	-	-
86	<i>Total Project/Facility Spending</i>									
87	16,365	34,465	42,871	33,700	47,600	66,375	45,350	47,525	25,850	30,000
88	<i>Total ERCOT Spending Authorization</i>									
89	131,958	149,757	156,183	159,357	213,704	227,617	220,915	229,297	221,913	229,696

Note:

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

4. Preliminary 2009 Resource Requirements

Mike Petterson and Steve Byone

	Funding				Full Time Equivalency			
	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2006 Actual	2007 Actual	2008 Budget	2009 Requested
ERCOT								
<i>Base Operations</i>	49,751,158	54,400,757	58,130,929	76,216,729	477	477	518	655
<i>Base Projects</i>	4,395,649	2,840,780	4,717,804	9,595,313	37	24	40	81
<i>Nodal Program</i>	4,984,423	12,523,443	17,177,910	-	42	106	145	-
<i>Labor & Benefits Total</i>	59,131,229	69,764,979	80,026,643	85,812,042	556	607	703	736
Corporate Administration								
<i>Base Operations</i>	10,821,418	13,326,237	12,252,170	12,162,803	111	109	119	131
<i>Base Projects</i>	(39,685)	111,557	1,030,393	559,559	-	1	9	5
<i>Nodal Program</i>	268,250	512,009	339,708	-	2	4	3	-
<i>Labor & Benefits Total</i>	11,049,982	13,949,803	13,622,271	12,722,362	113	114	131	136
Information Technology								
<i>Base Operations</i>	13,164,312	14,080,551	16,573,216	25,491,347	121	119	137	196
<i>Base Projects</i>	2,707,320	1,403,236	1,186,549	4,892,888	23	12	10	41
<i>Nodal Program</i>	2,226,401	6,106,911	7,684,315	-	19	52	65	-
<i>Labor & Benefits Total</i>	18,098,033	21,590,698	25,444,080	30,384,235	163	182	212	237
Market Operations								
<i>Base Operations</i>	10,998,926	10,966,455	11,043,735	14,420,169	106	106	107	129
<i>Base Projects</i>	1,350,328	1,068,324	2,410,954	3,371,550	11	9	20	29
<i>Nodal Program</i>	1,155,163	2,953,403	4,362,773	-	10	25	37	-
<i>Labor & Benefits Total</i>	13,504,416	14,988,182	17,817,461	17,791,719	127	140	164	157
System Operations								
<i>Base Operations</i>	14,766,502	12,879,166	13,447,228	17,964,081	139	117	116	152
<i>Base Projects</i>	377,686	212,751	89,908	747,656	3	2	1	6
<i>Nodal Program</i>	1,334,609	2,578,378	4,482,283	-	11	22	38	-
<i>Labor & Benefits Total</i>	16,478,797	15,670,295	18,019,419	18,711,737	153	141	155	158
System Planning								
<i>Base Operations</i>	-	3,148,347	4,814,580	6,178,330	-	27	38	48
<i>Base Projects</i>	-	44,912	-	23,660	-	-	-	-
<i>Nodal Program</i>	-	372,742	308,832	-	-	3	3	-
<i>Labor & Benefits Total</i>	-	3,566,001	5,123,413	6,201,990	-	30	41	48

Note: Data based on the organizational structure as it existed (exists) each year.

Fee Sensitivity Analysis

\$.01 of System Administration Fee equals:

- \$3.2 million of operating expense
 - $\$3.2 \text{ million} / 319,088,823 \text{ MWh} = \$0.01 / \text{MWh}$
 - 29.8 positions (Average Annual Salary of \$107,500)
(includes benefits and employee expenses)

- \$8 million of capital spending
 - 60% leverage (40% equity funding * \$8 million = \$3.2 million)

- 5.6 GWh
 - 1.76% deviation from MWh expected
 - Calculations:
 - $\$3.2 \text{ million} / \$05698 \text{ per MWh} = 5.6 \text{ GWh}$
 - $5.6 \text{ GWh} / 319 \text{ GWh} = 1.76\%$



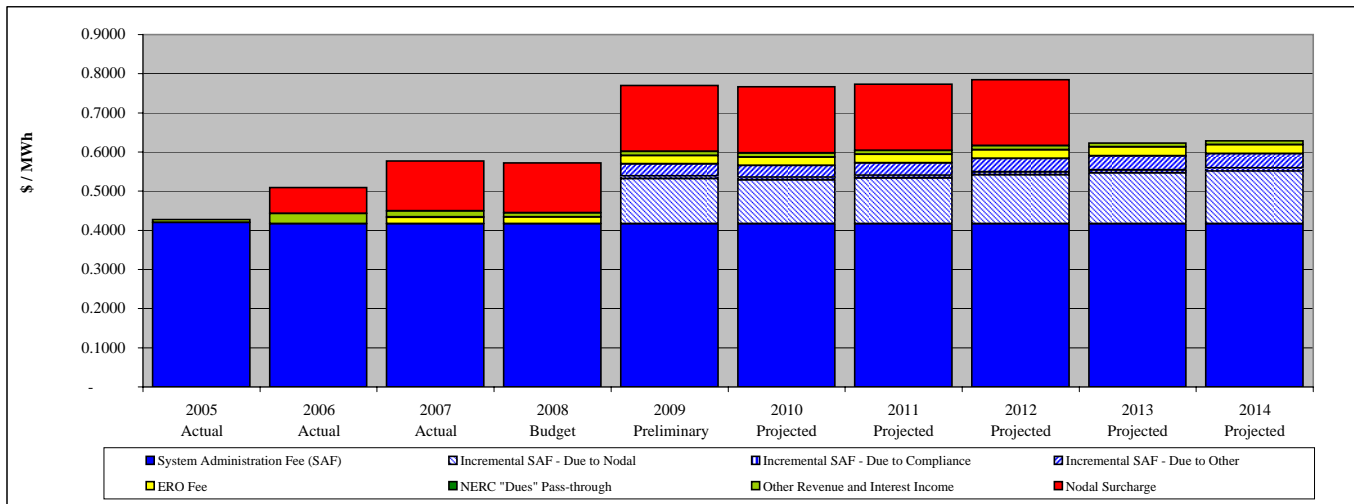
Feedback and Next Steps



Appendix A

Preliminary 2009 Budget Schedules

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



Line (\$ per MWh)	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Budget	Preliminary	Projected	Projected	Projected	Projected	Projected
1 System Administration Fee (SAF)	0.4200	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171	0.4171
2 Incremental SAF - Due to Nodal	0.0000	0.0000	0.0000	0.0000	0.1148	0.1117	0.1167	0.1252	0.1300	0.1341
3 Incremental SAF - Due to Compliance	0.0000	0.0000	0.0000	0.0000	0.0065	0.0063	0.0066	0.0070	0.0073	0.0075
4 Incremental SAF - Due to Other	0.0000	0.0000	0.0000	0.0000	0.0315	0.0306	0.0320	0.0343	0.0356	0.0368
5 Subtotal	0.4200	0.4171	0.4171	0.4171	0.5698	0.5657	0.5724	0.5836	0.5900	0.5955
6 Other Revenue and Interest Income	0.0077	0.0263	0.0160	0.0110	0.0105	0.0102	0.0100	0.0099	0.0097	0.0095
7 ERO Fee	0.0000	0.0000	0.0158	0.0169	0.0211	0.0216	0.0220	0.0225	0.0230	0.0234
8 NERC "Dues" Pass-through	0.0000	0.0000	0.0011	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
9 Subtotal	0.4277	0.4434	0.4499	0.4450	0.6014	0.5975	0.6045	0.6160	0.6227	0.6285
10 Nodal Surcharge	0.0000	0.0663	0.1270	0.1270	0.1690	0.1690	0.1690	0.1690	0.0000	0.0000
11 Total	0.4277	0.5097	0.5769	0.5720	0.7704	0.7665	0.7735	0.7850	0.6227	0.6285
12 MWh	298,782,420	304,373,763	305,482,175	313,723,759	319,088,823	326,056,929	332,575,434	338,312,141	344,156,776	349,877,783

Notes:

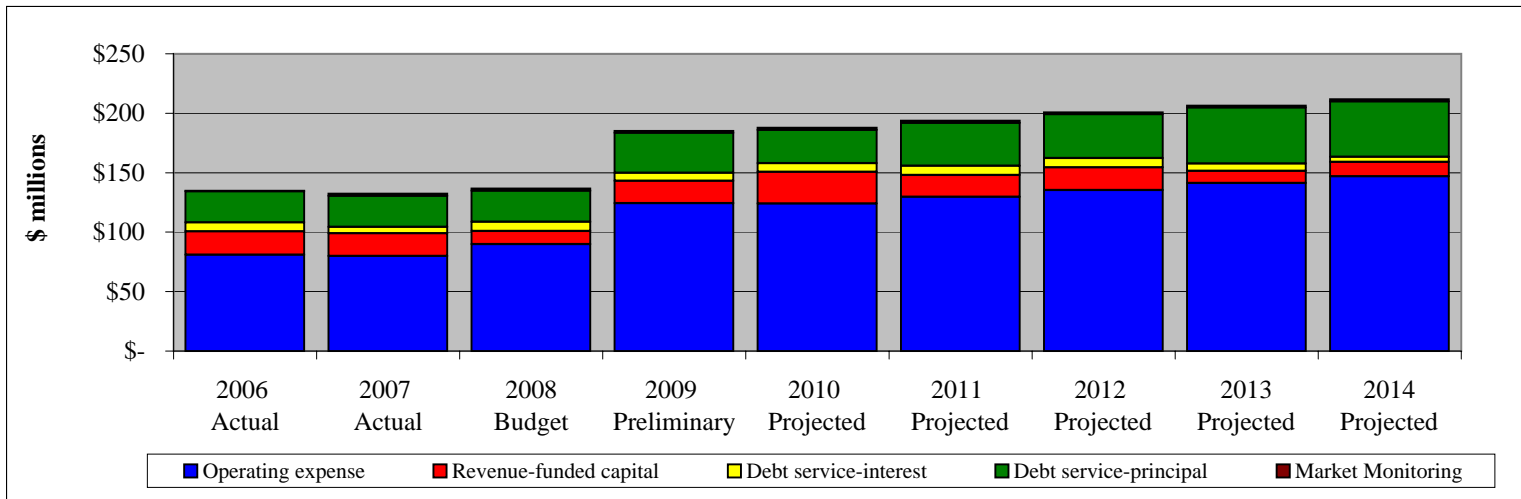
- (1) System Administration Fee covers ERCOT's base operations and interdependent projects.
- (2) Other revenue and interest income is comprised of wide-area network revenue, non-ERCOT load serving entity revenue, generation interconnection revenue, membership dues, map sales, interest income, and other non-operating income.
- (3) ERO Fee commenced in 2007. The method by which the ERO Fee is assessed and collected is subject to an active Protocol Revision Request (PRR 720).
- (4) NERC "Dues" Pass Through was reflected in the System Administration Fee until 2007. In 2007, the System Administration Fee includes approximately \$963,000 for "NERC Dues". New responsibility and reorganizations at NERC resulted in significant increases to the organization's dues assessments.
- (5) 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 .169 currently under review by PUCT.

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

2008 Budget System Admin. Fee	\$ 0.4171
2009 Preliminary System Admin. Fee	0.5698
Incremental Increase over 2008 Budget	0.1527

	Incremental Increases due to Nodal									
	Operations & Maintenance		Met Relocation		Compliance		Other		Total	
	\$	\$/MWh	\$	\$/MWh	\$	\$/MWh	\$	\$/MWh	\$	\$/MWh
Labor & Benefits	13,975	0.0438	124	0.0004	1,935	0.0061	2,053	0.0064	18,086	0.0567
Allocations - Nodal Program	5,718	0.0179	-	-	-	-	-	-	5,718	0.0179
Outside Services	5,097	0.0160	-	-	127	0.0004	(553)	(0.0017)	4,671	0.0146
Utilities, Maintenance & Facilities	450	0.0014	-	-	-	-	809	0.0025	1,259	0.0039
HW/SW License and Maintenance	1,270	0.0040	-	-	-	-	2,001	0.0063	3,271	0.0102
Insurance	15	0.0000	-	-	-	-	(140)	(0.0004)	(125)	(0.0004)
Employee Expenses	83	0.0003	-	-	-	-	(259)	(0.0008)	(176)	(0.0005)
Property Taxes	-	-	400	0.0012	-	-	-	-	400	0.0012
Other	910	0.0028	-	-	-	-	331	0.0010	1,241	0.0039
Subtotal	27,518	0.0862	524	0.0016	2,062	0.0065	4,242	0.0133	34,346	0.1076
Debt Service - Interest Expense	-	-	461	0.0014	-	-	(1,818)	(0.0057)	(1,357)	(0.0043)
Debt Service - Principal Payments	-	-	-	-	-	-	7,463	0.0234	7,463	0.0234
Revenue-Funded Capital	-	-	-	-	-	-	(120)	(0.0004)	(120)	(0.0004)
Revenue-Funded Facility (Met Center)	-	-	8,160	0.0256	-	-	-	-	8,160	0.0256
Less Other Revenue	-	-	-	-	-	-	(447)	(0.0014)	(447)	(0.0014)
Less Interest Income	-	-	-	-	-	-	550	0.0017	550	0.0017
GWh	-	-	-	-	-	-	177	0.0006	177	0.0006
Subtotal	-	-	8,621	0.0270	-	-	5,805	0.0182	14,425	0.0452
Total ERCOT	27,518	0.0862	9,145	0.0286	2,062	0.0065	10,047	0.0315	48,771	0.1527

ERCOT Fiscal Year 2009 Budget
Revenue Requirement and ERCOT System Administration Fee Summary



Line	2006 Actual	2007 Actual	2008 Budget	2009 Preliminary	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
1 Operating expense	80.9	80.1	89.9	124.3	124.1	129.7	135.4	141.2	146.9
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	6.5	7.4	8.0	7.9	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 Market Monitoring	0.6	1.7	1.8	1.7	1.9	1.7	1.7	1.7	1.7
6 Total revenue requirement	134.9	132.3	136.7	185.1	187.8	193.7	200.8	206.4	211.7
7 GWh	304.4	305.5	319.4	319.1	326.1	332.6	338.3	344.2	349.9
8 System Administration Fee	\$0.4171	\$0.4171	\$0.4171	\$0.5698	\$0.5657	\$0.5724	\$0.5836	\$0.5900	\$0.5955
9									
10 Total Project Spending	34.5	42.9	33.7	47.6	66.4	45.4	47.5	25.9	30.0
11									
12 (\$ / MWh)									
13 Operating expense	0.25	0.2524	0.2743	0.3824	0.3740	0.3834	0.3935	0.4037	0.4133
14 Revenue-funded capital	0.06	0.0599	0.0336	0.0586	0.0800	0.0536	0.0553	0.0296	0.0338
15 Debt service-interest	0.02	0.0172	0.0241	0.0201	0.0221	0.0237	0.0229	0.0175	0.0125
16 Debt service-principal	0.08	0.0824	0.0798	0.1034	0.0840	0.1067	0.1070	0.1345	0.1312
17 Market Monitoring	0.00	0.0052	0.0053	0.0052	0.0056	0.0050	0.0049	0.0049	0.0048
18 Total revenue requirement	\$0.4171	\$0.4171	\$0.4171	\$0.5698	\$0.5657	\$0.5724	\$0.5836	\$0.5900	\$0.5955

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 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		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
		Actual	Actual	Actual	Budget	Preliminary	Projected	Projected	Projected	Projected	Projected
1	ERCOT O&M Expense										
2	<i>Labor & Benefits</i>	\$ 53,406	\$ 58,166	\$ 69,359	79,334	85,307	\$ 89,573	\$ 94,051	\$ 98,754	\$ 103,692	\$ 108,876
3	<i>Contra-Labor to Base Projects</i>	(5,171)	(4,395)	(2,841)	(4,718)	(9,595)	(8,469)	(8,620)	(8,779)	(8,945)	(9,120)
4	<i>Contra-Labor to Nodal</i>	-	(4,982)	(12,522)	(17,178)	-	-	-	-	-	-
5	<i>Subtotal - Labor & Benefits</i>	48,235	48,789	53,996	57,439	75,712	81,103	85,431	89,975	94,747	99,757
6	<i>Support Allocations - Nodal Program</i>	-	(1,673)	(4,957)	(1,673)	-	-	-	-	-	-
7	<i>Backfill Allocations - Nodal Program</i>	-	(403)	(1,593)	(1,545)	-	-	-	-	-	-
8	<i>Facilities Allocations - Nodal Program</i>	-	(120)	(2,813)	(2,500)	-	-	-	-	-	-
9	<i>Subtotal - Allocations - Nodal Program</i>	-	(2,196)	(9,363)	(5,718)	-	-	-	-	-	-
10	<i>Tools, Equipment, & Supplies</i>	1,165	1,089	1,295	1,124	1,215	1,241	1,267	1,293	1,320	1,349
11	<i>Hardware & Software Expenses</i>	7,196	7,740	9,406	9,304	12,575	15,233	15,558	15,885	16,219	16,576
12	<i>Outside Services</i>	7,417	9,104	11,226	12,768	17,443	9,289	8,926	9,219	9,456	9,267
13	<i>Special Audits</i>	1,752	575	-	-	-	-	-	-	-	-
14	<i>Utilities, Maintenance & Facilities</i>	6,591	6,940	6,880	7,392	8,653	8,835	9,936	10,190	10,451	10,723
15	<i>Employee Expenses</i>	1,374	1,227	1,388	2,012	1,838	1,875	1,912	1,950	1,989	2,029
16	<i>Insurance</i>	1,699	1,677	1,692	2,250	2,125	2,170	2,216	2,262	2,310	2,360
17	<i>Property Taxes</i>	1,016	998	903	1,100	1,500	1,532	1,564	1,596	1,630	1,666
18	<i>NERC Dues</i>	925	-	963	-	-	-	-	-	-	-
19	<i>Other</i>	2,051	3,028	1,189	1,346	2,467	2,103	2,148	2,193	2,239	2,288
20	<i>Subtotal - O&M Expenses</i>	79,421	78,970	79,577	89,017	123,528	123,381	128,958	134,565	140,361	146,015
21	Debt service - interest expense	9,189	7,632	5,471	7,905	6,547	7,352	8,018	7,884	6,105	4,448
22	Debt service - principal payments	26,137	26,137	26,137	26,137	33,600	27,900	36,100	36,800	47,040	46,640
23	Revenue-funded capital	10,880	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
24	Revenue-funded facility (Met Center)	-	-	-	-	8,160	11,240	480	-	-	-
25	Protocol Services (TRE)	846	1,954	477	849	729	759	790	823	857	893
26	Market Monitoring	-	600	1,650	1,750	1,700	1,850	1,700	1,700	1,700	1,700
27	Total Revenue Requirement	126,473	134,950	132,295	136,657	185,144	187,792	193,705	200,782	206,403	211,696
28	Less Other Revenue	2,050	5,795	3,737	2,642	3,089	3,089	3,089	3,089	3,089	3,089
29	Less Interest Income	250	2,200	1,138	800	250	250	250	250	250	250
30	Revenue Rqmt from System Admin Fee	\$ 124,173	\$ 126,955	\$ 127,420	\$ 133,215	\$ 181,805	\$ 184,452	\$ 190,366	\$ 197,443	\$ 203,064	\$ 208,356
31	GWh	298,782	304,374	305,482	319,400	319,089	326,057	332,575	338,312	344,157	349,878
32	% GWh Growth	3.6%	1.9%	0.4%	4.6%	1.7%	2.2%	2.0%	1.7%	1.7%	1.7%
33	ERCOT System Administration Fee	\$ 0.42	\$ 0.4171	\$ 0.4171	\$ 0.4171	\$ 0.5698	\$ 0.5657	\$ 0.5724	\$ 0.5836	\$ 0.5900	\$ 0.5955
34	Capital Spending - Revenue Funded	10,880	19,658	18,983	11,000	10,880	15,310	17,660	19,010	10,340	12,000
35	Capital Spending - % Revenue Funded	66%	57%	44%	40%	40%	40%	40%	40%	40%	40%
36	Capital Spending - Debt Funded	5,485	14,807	23,888	16,500	16,320	22,965	26,490	28,515	15,510	18,000
37	Capital Spending - % Debt Funded	34%	43%	56%	60%	60%	60%	60%	60%	60%	60%
38	Total Project Spending	16,365	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	16,365	34,465	42,871	33,700	47,600	66,375	45,350	47,525	25,850	30,000
45	Total ERCOT Spending Authorization	131,958	149,757	156,183	159,357	213,704	227,617	220,915	229,297	221,913	229,696

Note:

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

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

	Funding				Full Time Equivalency			
	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2006 Actual	2007 Actual	2008 Budget	2009 Requested
ERCOT								
<i>Base Operations</i>	49,751,158	54,400,757	58,130,929	76,216,729	477	477	518	655
<i>Base Projects</i>	4,395,649	2,840,780	4,717,804	9,595,313	37	24	40	81
<i>Nodal Program</i>	4,984,423	12,523,443	17,177,910	-	42	106	145	-
<i>Labor & Benefits Total</i>	59,131,229	69,764,979	80,026,643	85,812,042	556	607	703	736
Corporate Administration								
<i>Base Operations</i>	10,821,418	13,326,237	12,252,170	12,162,803	111	109	119	131
<i>Base Projects</i>	(39,685)	111,557	1,030,393	559,559	-	1	9	5
<i>Nodal Program</i>	268,250	512,009	339,708	-	2	4	3	-
<i>Labor & Benefits Total</i>	11,049,982	13,949,803	13,622,271	12,722,362	113	114	131	136
Information Technology								
<i>Base Operations</i>	13,164,312	14,080,551	16,573,216	25,491,347	121	119	137	196
<i>Base Projects</i>	2,707,320	1,403,236	1,186,549	4,892,888	23	12	10	41
<i>Nodal Program</i>	2,226,401	6,106,911	7,684,315	-	19	52	65	-
<i>Labor & Benefits Total</i>	18,098,033	21,590,698	25,444,080	30,384,235	163	182	212	237
Market Operations								
<i>Base Operations</i>	10,998,926	10,966,455	11,043,735	14,420,169	106	106	107	129
<i>Base Projects</i>	1,350,328	1,068,324	2,410,954	3,371,550	11	9	20	29
<i>Nodal Program</i>	1,155,163	2,953,403	4,362,773	-	10	25	37	-
<i>Labor & Benefits Total</i>	13,504,416	14,988,182	17,817,461	17,791,719	127	140	164	157
System Operations								
<i>Base Operations</i>	14,766,502	12,879,166	13,447,228	17,964,081	139	117	116	152
<i>Base Projects</i>	377,686	212,751	89,908	747,656	3	2	1	6
<i>Nodal Program</i>	1,334,609	2,578,378	4,482,283	-	11	22	38	-
<i>Labor & Benefits Total</i>	16,478,797	15,670,295	18,019,419	18,711,737	153	141	155	158
System Planning								
<i>Base Operations</i>	-	3,148,347	4,814,580	6,178,330	-	27	38	48
<i>Base Projects</i>	-	44,912	-	23,660	-	-	-	-
<i>Nodal Program</i>	-	372,742	308,832	-	-	3	3	-
<i>Labor & Benefits Total</i>	-	3,566,001	5,123,413	6,201,990	-	30	41	48

Note: Data based on the organizational structure as it existed (exists) each year

ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2008 Budget vs. 2009 Requested	
					\$ Variance	% Variance
ERCOT						
<i>Labor & Benefits</i>	59,131,229	69,764,979	80,026,643	85,812,042	5,785,399	7.2%
<i>Labor for Capital Projects</i>	(4,395,649)	(2,840,780)	(4,717,804)	(9,595,313)	(4,877,509)	103.4%
<i>Labor for Nodal</i>	(4,984,423)	(12,523,443)	(17,177,910)	-	17,177,910	-100.0%
<i>Subtotal - Labor & Benefits</i>	49,751,158	54,400,757	58,130,929	76,216,729	18,085,800	31.1%
<i>Support Allocations - Nodal Program</i>	(1,673,237)	(4,936,766)	(1,673,212)	-	1,673,212	-100.0%
<i>Backfill Allocations - Nodal Program</i>	(402,772)	(1,592,512)	(1,545,000)	-	1,545,000	-100.0%
<i>Facilities Allocations - Nodal Program</i>	(120,484)	(2,813,090)	(2,500,000)	-	2,500,000	-100.0%
<i>Subtotal - Allocations - Nodal Program</i>	(2,196,493)	(9,342,368)	(5,718,212)	-	5,718,212	-100.0%
<i>Material, Supplies, Tools & Equipment</i>	1,092,541	1,295,740	1,126,860	1,248,537	121,677	10.8%
<i>Special Reviews</i>	575,026	-	-	-	-	NA
<i>Outside Services</i>	9,703,961	12,883,622	14,600,214	19,271,661	4,671,447	32.0%
<i>Utilities, Maintenance & Facilities</i>	6,939,517	6,919,240	7,459,650	8,713,480	1,253,830	16.8%
<i>HW/SW License and Maintenance</i>	7,740,246	9,405,715	9,303,714	12,574,694	3,270,980	35.2%
<i>Insurance</i>	1,676,549	1,691,854	2,250,000	2,125,369	(124,631)	-5.5%
<i>Employee Expenses</i>	1,259,905	1,393,957	2,016,283	1,840,000	(176,283)	-8.7%
<i>Interest & Fees</i>	7,631,714	5,470,556	7,904,525	6,547,275	(1,357,250)	-17.2%
<i>Property Taxes</i>	997,716	903,497	1,100,000	1,500,000	400,000	36.4%
<i>NERC Dues</i>	964,808	963,138	-	-	-	NA
<i>Other</i>	3,018,129	1,188,998	1,346,360	2,466,699	1,120,339	83.2%
Total - ERCOT	89,154,777	87,174,707	99,520,323	132,504,445	32,984,122	33.1%

ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2008 Budget vs. 2009 Requested	
					\$ Variance	% Variance
Corporate Administration						
<i>Labor & Benefits</i>	11,049,982	13,949,803	13,622,271	12,722,362	(899,909)	-6.6%
<i>Labor for Capital Projects</i>	39,685	(111,557)	(1,030,393)	(559,559)	470,834	-45.7%
<i>Labor for Nodal</i>	(268,250)	(512,009)	(339,708)	-	339,708	-100.0%
<i>Subtotal - Labor & Benefits</i>	10,821,418	13,326,237	12,252,170	12,162,803	(89,367)	-0.7%
<i>Support Allocations - Nodal Program</i>	(1,039,174)	(3,272,773)	(1,192,212)	-	1,192,212	-100.0%
<i>Backfill Allocations - Nodal Program</i>	(21,885)	(90,383)	(100,000)	-	100,000	-100.0%
<i>Facilities Allocations - Nodal Program</i>	(120,484)	(1,681,864)	(1,500,000)	-	1,500,000	-100.0%
<i>Subtotal - Allocations - Nodal Program</i>	(1,181,543)	(5,045,020)	(2,792,212)	-	2,792,212	-100.0%
<i>Material, Supplies, Tools & Equipment</i>	652,371	912,832	751,355	852,832	101,477	13.5%
<i>Special Reviews</i>	575,026	-	-	-	-	NA
<i>Outside Services</i>	5,756,207	5,023,295	4,388,118	5,010,950	622,832	14.2%
<i>Utilities, Maintenance & Facilities</i>	3,526,880	4,257,017	4,172,000	4,933,500	761,500	18.3%
<i>HW/SW License and Maintenance</i>	104,181	54,948	-	-	-	NA
<i>Insurance</i>	1,676,549	1,691,854	2,250,000	2,125,369	(124,631)	-5.5%
<i>Employee Expenses</i>	287,613	338,527	403,149	340,000	(63,149)	-15.7%
<i>Interest & Fees</i>	7,631,714	5,470,556	7,904,525	6,547,275	(1,357,250)	-17.2%
<i>Property Taxes</i>	997,716	903,497	1,100,000	1,500,000	400,000	36.4%
<i>NERC Dues</i>	964,808	-	-	-	-	NA
<i>Other</i>	2,354,972	603,057	780,710	837,110	56,400	7.2%
Total - Corporate Administration	34,167,912	27,536,800	31,209,815	34,309,839	3,100,024	9.9%

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Expenditure Summary by Office

	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2008 Budget vs. 2009 Requested	
					\$ Variance	% Variance
Information Technology						
<i>Labor & Benefits</i>	18,098,033	21,590,698	25,444,080	30,384,235	4,940,154	19.4%
<i>Labor for Capital Projects</i>	(2,707,320)	(1,403,236)	(1,186,549)	(4,892,888)	(3,706,339)	312.4%
<i>Labor for Nodal</i>	(2,226,401)	(6,106,911)	(7,684,315)	-	7,684,315	-100.0%
Subtotal - Labor & Benefits	13,164,312	14,080,551	16,573,216	25,491,347	8,918,130	53.8%
<i>Support Allocations - Nodal Program</i>	(65,628)	(287,931)	(75,000)	-	75,000	-100.0%
<i>Backfill Allocations - Nodal Program</i>	(45,866)	(374,372)	(445,000)	-	445,000	-100.0%
<i>Facilities Allocations - Nodal Program</i>	-	(1,131,226)	(1,000,000)	-	1,000,000	-100.0%
Subtotal - Allocations - Nodal Program	(111,494)	(1,793,529)	(1,520,000)	-	1,520,000	-100.0%
<i>Material, Supplies, Tools & Equipment</i>	368,656	347,177	343,805	350,505	6,700	1.9%
<i>Special Reviews</i>	-	-	-	-	-	NA
<i>Outside Services</i>	1,045,059	2,279,701	2,836,830	7,676,940	4,840,110	170.6%
<i>Utilities, Maintenance & Facilities</i>	3,283,139	2,644,909	3,247,050	3,739,230	492,180	15.2%
<i>HW/SW License and Maintenance</i>	7,634,923	9,328,909	9,303,714	12,574,694	3,270,980	35.2%
<i>Insurance</i>	-	-	-	-	-	NA
<i>Employee Expenses</i>	397,326	378,489	572,400	592,500	20,100	3.5%
<i>Depreciation & Amortization</i>	-	-	-	-	-	NA
<i>Interest & Fees</i>	-	-	-	-	-	NA
<i>Property Taxes</i>	-	-	-	-	-	NA
<i>NERC Dues</i>	-	-	-	-	-	NA
<i>Other</i>	329,747	297,371	148,550	1,389,889	1,241,339	835.6%
Total - Information Technology	26,111,669	27,563,578	31,505,566	51,815,105	20,309,539	64.5%

ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2008 Budget vs. 2009 Requested	
					\$ Variance	% Variance
Market Operations						
<i>Labor & Benefits</i>	13,504,416	14,988,182	17,817,461	17,791,719	(25,742)	-0.1%
<i>Labor for Capital Projects</i>	(1,350,328)	(1,068,324)	(2,410,954)	(3,371,550)	(960,596)	39.8%
<i>Labor for Nodal</i>	(1,155,163)	(2,953,403)	(4,362,773)	-	4,362,773	-100.0%
Subtotal - Labor & Benefits	10,998,926	10,966,455	11,043,735	14,420,169	3,376,435	30.6%
<i>Support Allocations - Nodal Program</i>	(309,998)	(844,171)	(110,000)	-	110,000	-100.0%
<i>Backfill Allocations - Nodal Program</i>	(334,490)	(999,015)	(600,000)	-	600,000	-100.0%
<i>Facilities Allocations - Nodal Program</i>	-	-	-	-	-	NA
Subtotal - Allocations - Nodal Program	(644,488)	(1,843,186)	(710,000)	-	710,000	-100.0%
<i>Material, Supplies, Tools & Equipment</i>	28,088	10,245	14,050	20,300	6,250	44.5%
<i>Special Reviews</i>	-	-	-	-	-	NA
<i>Outside Services</i>	1,830,583	2,746,695	3,291,792	2,589,452	(702,340)	-21.3%
<i>Utilities, Maintenance & Facilities</i>	29,497	16,048	40,600	40,750	150	0.4%
<i>HW/SW License and Maintenance</i>	401	9,656	-	-	-	NA
<i>Insurance</i>	-	-	-	-	-	NA
<i>Employee Expenses</i>	229,203	310,046	458,302	392,500	(65,802)	-14.4%
<i>Interest & Fees</i>	-	-	-	-	-	NA
<i>Property Taxes</i>	-	-	-	-	-	NA
<i>NERC Dues</i>	-	-	-	-	-	NA
<i>Other</i>	106,941	93,281	164,100	164,600	500	0.3%
Total - Market Operations	12,579,152	12,309,241	14,302,579	17,627,771	3,325,193	23.2%

ERCOT Fiscal Year 2009 Budget

Expenditure Summary by Office

	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2008 Budget vs. 2009 Requested	
					\$ Variance	% Variance
System Operations						
<i>Labor & Benefits</i>	16,478,797	19,236,296	23,142,831	24,913,727	1,770,895	7.7%
<i>Labor for Capital Projects</i>	(377,686)	(257,663)	(89,908)	(771,316)	(681,408)	757.9%
<i>Labor for Nodal</i>	(1,334,609)	(2,951,120)	(4,791,115)	-	4,791,115	-100.0%
<i>Subtotal - Labor & Benefits</i>	14,766,502	16,027,513	18,261,808	24,142,411	5,880,603	32.2%
<i>Support Allocations - Nodal Program</i>	(258,437)	(531,891)	(296,000)	-	296,000	-100.0%
<i>Backfill Allocations - Nodal Program</i>	(532)	(128,742)	(400,000)	-	400,000	-100.0%
<i>Facilities Allocations - Nodal Program</i>	-	-	-	-	-	NA
<i>Subtotal - Allocations - Nodal Program</i>	(258,969)	(660,633)	(696,000)	-	696,000	-100.0%
<i>Material, Supplies, Tools & Equipment</i>	43,425	25,486	17,650	24,900	7,250	41.1%
<i>Special Reviews</i>	-	-	-	-	-	NA
<i>Outside Services</i>	1,072,112	2,833,931	4,083,474	3,994,319	(89,155)	-2.2%
<i>Utilities, Maintenance & Facilities</i>	100,000	1,267	-	-	-	NA
<i>HW/SW License and Maintenance</i>	742	12,202	-	-	-	NA
<i>Insurance</i>	-	-	-	-	-	NA
<i>Employee Expenses</i>	345,763	366,895	582,432	515,000	(67,432)	-11.6%
<i>Interest & Fees</i>	-	-	-	-	-	NA
<i>Property Taxes</i>	-	-	-	-	-	NA
<i>NERC Dues</i>	-	963,138	-	-	-	NA
<i>Other</i>	226,469	195,289	253,000	75,100	(177,900)	-70.3%
Total - System Operations	16,296,044	19,765,088	22,502,364	28,751,730	6,249,366	27.8%

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	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	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	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.	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	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.

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
5	CO	180	Performance of required Statement on Auditing Standard SAS70 Type II External Audit	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"
6	IO	300	Staff Augmentation for Market systems integration during post-Nodal go live stabilization period	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	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 	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.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
9	SO	410	Staff augmentation to assist with analysis and reporting	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.	No additional resource 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	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.
11	IO	300	Nodal Support Contractor	552,000	Necessary to augment resources during the transition the Zonal to the Nodal market systems.	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.	Risk to the success of the migrations from DEV to EDS and Production for the Nodal program
12	CO	120	Outside Legal Services regarding litigation or areas requiring specialized legal knowledge and skills not possessed by in-house legal staff.	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.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
13	SO	450	Consulting support to assist with: - live Congestion Revenue Rights market activity - Congestion Revenue Rights (CRR) ITEST - market trials by resources that are highly knowledgeable with ERCOT's CRR software.	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).
14	IO	300	Release Coordinator - is charged with the tracking, scheduling, and Coordination of changes to ERCOT's production environment.	384,000	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.
15	SO	420	Black Start Study - Simulation of complete restoration procedure as described in NERC EOP-005 R7	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.	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.
16	CO	111	Cash/Banking Services - Bank service fees including wire fees, account maintenance fees and lockbox deposits.	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.	Required bank services.	Inability to process cash payments and/or deposits.
17	CO	130	Immigration Assistance	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 for 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%.
18	IO	300	Staff Augmentation for the Nodal market database systems during post-Nodal go live stabilization period.	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)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
19	IO	300	PPM administrator - - charged with performing development and testing of required modifications to existing workflows and processes and maintenance of PPM.	278,400	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.
20	IO	300	TripWire support - charged with completing requests to activate tripwire on additional servers with auto email notifications/ reports enabled and provide training.	262,320	To perform services to utilize the Tripwire application for it's intended purpose. To integrate with PPM tool so unauthorized changes are detected and proper attention/resolution is provided for unauthorized actions.	The skill set and the bandwidth is not present.	Underutilization of a powerful configuration management tool that when used properly will more quickly remediate Nodal go live stabilization issues.
21	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.	200,000	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.
22	CO	325	Voice/Data cabling data center assistance - provides the voice, data, fiber optic, and video cabling necessary, for advanced networks at ERCOT.	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 the requested funding for outside services	If ERCOT does not procure this service there will be delays on cabling requests.
23	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.	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.
24	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.	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	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.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
25	IO	300	ClearCase administrator - charged with performing daily/weekly manual activities and maintenance of Clear Case.	192,000	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.
26	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	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 North American Electric Reliability Corporation (NERC) CIP 5.4 which states "Cyber Vulnerability Assessment — The Responsibility	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
27	CO	114	Financial Audit - Price Waterhouse Cooper	175,000	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.
28	CO	114	Property Tax services (Rash & Associates)	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
29	CO	702	Non- Statutory services related to Texas Regional Entity (TRE)	128,650	Services such as Board of Trustee Fees, Support Allocation, Audit, Legal Fees, and Insurance are necessary for the operation of the 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.
30	IO	300	OSIsoft PI development and/or consulting expertise	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.
31	IO	302	Staff augmentation for administrative work relating to software license compliance activities and contract administration	120,000	Renewal of hardware/software maintenance and renewable license agreements and activities related to software license compliance. ERCOT compliance.	Lack of internal resources	Potential non-compliance with software license agreements and late renewal of hardware and software maintenance contracts.
32	IO	345	Areva Software Support for Non-Standard Products	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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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
33	IO	357	Applications Security enhancements (previously PMO Tools upgrade)	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.
34	IO	300	Staff Augmentation for the Nodal market MIS, CDR, VBP and MPIM systems during post-Nodal go live stabilization period.	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.
35	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.	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.
36	MO	550	Consultant review of Verifiable Cost submittals	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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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
37	SO	473	Analysis of Impact of Energy Efficiency on Long-Term Load Forecast	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.
38	SO	473	Validation Study of Wind Dynamic Models	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.
39	IO	330	Staff augmentation for Desk side Services Team (DSST)	96,000	Services are needed to maintain service levels	Lack of internal resources to accommodate volume of work	Failure to meet service levels
40	SO	422	Common Information Model (CIM) Consultant/Contractor to assist with integration efforts and requirements as part of the Nodal transition.	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.
41	CO	130	Performance Management	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.
42	IO	354	Operations and Maintenance deliverables (SIR) development work	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.
43	CO	130	Career Builder, Monster, Dice and Energy Central	85,000	Recruiting tools to attract candidates for staffing open positions	Services are necessary to provide for candidate searches.	Inability to fill open positions.
44	IO	355	IBM Rational Professional Services related to enhancing protocol traceability and quality assurance	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.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
45	SO	420	Electrical Power Research Institute (EPRI) display conversion standard	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.
46	CO	114	Federal Energy Regulatory Commission (FERC) General Ledger Setup Consulting for Texas Regional Entity - (Lawson Consultants)	79,000	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
47	CO	114	Invoice Imaging	79,000	Cost Savings Project.	Requires unique expertise for invoice imaging process.	Continue using existing processes
48	CO	114	Inventory/Fixed Asset Review	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 .	Performing inventory by existing Fixed Asset Staff
49	SO	473	Completion of a Loss of Load Expectation (LOLE) Study	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.
50	IO	310	Citrix Quarterly Checkups and Architectural advice	73,000	Expert Citrix consulting services to maintain this software environment	Lack of internal expertise with these systems	Inefficient use of this software tool
51	SO	422	Common Information Model (CIM) for Electrical Power Research Institute (EPRI) Initiative.	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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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
52	SO	460	REC or Labeling Program Enhancements per Legislative and PUCT mandate	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
53	IO	300	Application Monitoring - Professional Services	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
54	CO	130	Management Training	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.
55	CO	130	Compensation review and update of salary information	60,000	Database and Data Management services	To provide support to our compensation program.	Paying employee above or below market and resulting consequences of overpayment or underpayment and turnover.
56	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.	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.
57	MO	660	Business Analyst services during Nodal stabilization period (through Q3).	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.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
58	CO	120	Expert witness fees, court reporter fees and related items.	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.	The services could not be provided and the company could decide to take the risk of not prevailing on some issues in lawsuits because we did not hire an expert. Also, if ERCOT does not obtain copies of transcripts (from court reporters), we cannot know ex
59	IO	310	Symantec Project Server (PS) Support for projects and tuning	50,000	Expert Symantec consulting services to maintain this software environment	Lack of internal expertise with these systems	Inefficient use of this software tool
60	IO	310	Veritas Project Server (PS) Support for projects and tuning	50,000	Expert Veritas consulting services to maintain this software environment	Lack of internal expertise with these systems	Inefficient use of this software tool
61	SO	472	Risk Based and Probabilistic Planning in Power System study	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.
62	SO	472	Power System Stabilizer (PSS) settings review.	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.
63	SO	472	Electrical Power Research Institute (EPRI) Gen Dynamic Model Parameters Identification and Validation	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.
64	SO	473	Analysis of Methods to Develop Load Forecasts for Stochastic Planning Studies	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.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
65	IO	357	Sharepoint Portal Upgrade and Support for internal departments	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 effective upgrade the software.	Unsupported software
66	IO	357	Lawson Integration and Maintenance	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.
67	CO	114	Nodal Accountant- Contractor (Accounting Principals)	46,800	Nodal Accounting functions require additional accounting resources that are not available from existing Accounting staff.	No one available to perform required Nodal accounting functions	Accounting for NODAL project would not occur
68	IO	356	Siebel Technical Account Manager package. This package allows for a certain number of technical hours to aid in analysis and development.	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.

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Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
69	IO	357	Remedy and Atrium Configuration Management Data Base (CMDB) Maintenance	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
70	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.	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 cushion for unforeseen needs.
71	SO	473	Continuation of Wind Generation Modeling Project	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.
72	SO	473	Econometric Data for Load Forecast Development	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.
73	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.	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	

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Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
74	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.	34,000	Specific application knowledge is required to more efficiently and effectively upgrade the software.	This service will be performed along with ERCOT staff. Specific application expertise will be needed	Unsupported software
75	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).	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.
76	MO	550	Consultant review of Reliability Must Run (RMR) actual cost submittals	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.
77	CO	130	Drug Testing and background check program	30,600	Drug testing and Background checks as required by standards or North American Electric Reliability Corporation (NERC)	Not allowed and do not have equipment necessary	Compliance issues
78	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.	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.
79	IO	356	Meta Data changes to the LODESTAR Database Schema	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.	Same as above - We would not be able to upgrade or patch our LODESTAR application
80	MO	605	Perception Survey (deliver and report results) for Market Participants, Market Committees, and Board of Directors.	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.

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81	SO	471	Competitive Constraint Modeling	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.
82	SO	473	Membership in the Utility Wind Integration Group and the Operating Impact and Wind Plant Modeling Users Groups	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.
83	CO	130	Determine the Financial Accounting Standards Board (FASB) 106 Liability for post retiree medical benefits for ERCOT (Rudd and Wisdom Actuaries)	28,000	Accounting support for determining the Financial Accounting Standards Board (FASB) 106 liability for ERCOT	Performed by actuaries	Compliance and tax reporting issues
84	IO	310	Offsite storage and retrieval services for tape cartridges	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	Failing to meet protocol, audits and potential disaster recovery
85	IO	330	Time and materials for Private Branch Exchange (PBX) and voicemail maintenance.	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.
86	CO	111	Bloomberg - Automated data feeds of financial information (financial statements, ratings, etc) directly to Rome credit monitoring system.	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.
87	IO	357	Development Tool Upgrade	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.

ERCOT Fiscal Year 2009 Budget

Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
88	IO	300	Nodal After Market Support	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.
89	CO	130	Benefit Audit (401K and Medical Claims)	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.
90	CO	325	Architectural services to ERCOT for space planning and design layout.	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.
91	IO	354	COGNOS System Administrator advanced training, User training	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.
92	CO	325	Indoor Environmental Consultants provide indoor air quality sampling and infrared thermo graphic inspection for all ERCOT buildings.	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.	The health of ERCOT staff, contractors and visitors may be compromised if the internal air quality is not verified. Air quality testing also confirms the safety of ERCOT's internal air quality allowing staff and visitors to focus their attention on their

ERCOT Fiscal Year 2009 Budget

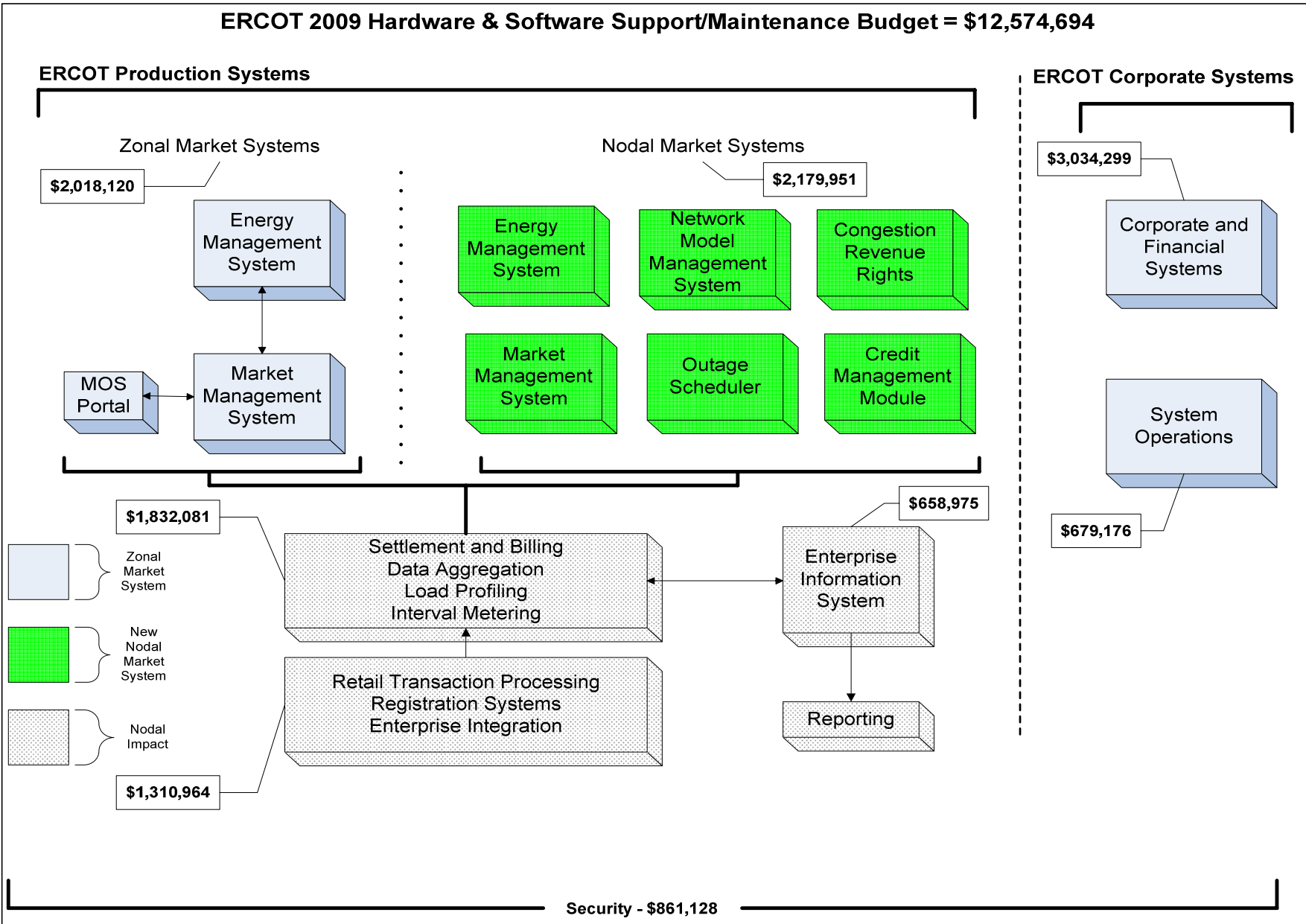
Outside Services Expense Detail

Line	Office	Dept	Description of Service(s)	2009 Requested	Why are Services Necessary	Why Can't Staff Perform Tasks	Consequence(s) of Not Procuring Services
93	SO	422	Common Information Model (CIM) Tool updates which are anticipated requirements with the transition to Nodal and as CIM standards are updated.	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.
94	SO	471	CIM (Common Information Model) for planning (development and training)	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.
95	CO	114	Tax Service -Internal Revenue Service (IRS) Form 990 (Price Waterhouse Cooper)	12,000	Required statutory audit.	External audit required.	Non compliance with law.
96	SO	427	Computer Based Training (CBT) software for system operators to maintain NERC certification	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.
97	CO	130	Diversity and Harassment Training	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.
98	MO	540	Statistical consulting services in the areas of load profiling, sample design, or other related areas.	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.
99	MO	540	Consulting services for the development or review of Renewable Generation Load Profiles	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.
100	MO	585	Analytical and data management support	10,000	Augment daily staff operations in support of ERCOT Protocols and Statement on Auditing Standard (SAS) 70.	Over allocated resources	Decline in progression of work for daily operations and development of commercial operations business services.
101	CO	114	1099-Misc and 1099-INT Programming portion only for Reporting Service (NEPS)	1,000	NEPS's proprietary software requires coding from same company	Additional Lawson expertise must be obtained to ensure modifications are done properly	Violation of Federal Tax requirements to issue 1099 tax forms

19,271,661

ERCOT Fiscal Year 2009 Budget
Hardware & Software Support/Maintenance

ERCOT 2009 Hardware & Software Support/Maintenance Budget = \$12,574,694



**ERCOT Fiscal Year 2009 Budget
Facilities Summary**

Description	Account	2006 Actual	2007 Actual	2008 Budget	2009 Requested	2008 Budget vs. 2009 Requested \$ Variance	2008 Budget vs. 2009 Requested % Variance
<u>Utilities</u>							
Electricity	73120	1,194,744	1,422,453	1,323,000	1,570,000	247,000	18.7%
Water Service	73122	45,512	-	20,000	20,000	-	0.0%
Fuel Oil	73128	6,020	11,739	12,000	12,000	-	0.0%
Water/Gas/Sewer/Trash	73160	2,203	75,272	55,000	55,000	-	0.0%
Subtotal - Utilities		1,248,479	1,509,464	1,410,000	1,657,000	247,000	17.5%
<u>Rent</u>							
Office Rental	67000	831,127	690,252	864,000	1,314,000	450,000	52.1%
Miscellaneous Rental	67010	-	5,343	-	-	-	NA
Storage Rental	67060	6,341	51,314	28,200	25,000	(3,200)	-11.3%
Subtotal - Rent		837,468	746,909	892,200	1,339,000	446,800	50.1%
<u>Telecom</u>							
PBX Lease for ISO	63080	6,268	-	-	-	-	NA
Telephone - Local	73080	737,121	182,230	174,000	205,200	31,200	17.9%
Telephone - Long Distance	73085	78,640	103,072	126,000	99,180	(26,820)	-21.3%
Telephone - Conf. Calls	73090	43,381	35,373	59,200	73,800	14,600	24.7%
Internet Service	73200	92,323	83,302	85,000	108,000	23,000	27.1%
Subtotal - Telecom		957,733	403,977	444,200	486,180	41,980	9.5%
<u>WAN</u>	73500	2,364,889	2,258,066	2,846,000	3,310,800	464,800	16.3%
<u>Building Maintenance</u>							
Building Maintenance	73180/73181	445,493	570,308	525,000	525,000	-	0.0%
Grounds Maintenance	73182	58,300	64,666	45,000	45,000	-	0.0%
Custodial Service	73183	212,895	228,803	248,000	248,000	-	0.0%
Miscellaneous Services	73184	118,885	105,000	134,250	122,500	(11,750)	-8.8%
Bldg Security Services	73185	848,453	993,053	1,050,000	1,120,000	70,000	6.7%
Subtotal - Maintenance		1,684,027	1,961,830	2,002,250	2,060,500	58,250	2.9%
<u>Nodal and ERO Allocation</u>	68027	(373,564)	(2,813,090)	(2,635,000)	(140,000)	2,495,000	-94.7%
Totals		6,719,033	4,067,156	4,959,650	8,713,480	3,753,830	75.7%

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

	2006 Actual	2007 Actual	2008 Budget	2009 Preliminary	2008 Budget vs. 2009 Preliminary	
					\$ Variance	% Variance
ERCOT						
Professional Dues	31,658	31,058	53,726	46,488	(7,238)	-13.5%
College Education Reimbursement	4,585	29,033	112,608	82,576	(30,032)	-26.7%
Cellular Phone	123,407	167,386	170,433	173,552	3,118	1.8%
Remote System Access	69,072	59,784	81,601	72,212	(9,390)	-11.5%
Wireless PC Card	-	19,910	22,038	29,412	7,374	33.5%
Training Registration Fees	437,277	415,673	519,963	503,181	(16,782)	-3.2%
Training Mileage Reimbursement	155,993	100,145	63,624	58,961	(4,663)	-7.3%
Training - Meals	48,238	37,659	55,050	52,064	(2,986)	-5.4%
Training -Travel-Airfare	133,953	87,672	136,592	118,470	(18,123)	-13.3%
Training -Travel-Lodging	184,349	132,613	125,525	123,104	(2,421)	-1.9%
Training -Travel-Other	37,499	21,006	25,161	28,916	3,755	14.9%
Business Registration Fees	2,150	10,252	80,484	79,625	(859)	-1.1%
Business - Mileage Reimbursement	6,860	54,186	215,867	137,702	(78,165)	-36.2%
Business - Meals	792	31,888	61,888	51,149	(10,739)	-17.4%
Business-Travel - Airfare	8,864	69,756	139,403	146,297	6,894	4.9%
Business - Travel - Lodging	11,789	104,976	102,611	109,892	7,281	7.1%
Business - Travel - Other	2,019	20,960	49,709	26,400	(23,308)	-46.9%
<i>Total - ERCOT</i>	<u>1,259,905</u>	<u>1,393,957</u>	<u>2,016,283</u>	<u>1,840,000</u>	<u>(176,283)</u>	<u>-8.7%</u>

ERCOT Fiscal Year 2009 Budget
Other Expense Detail by Account

					2008 Budget vs. 2009 Preliminary	
	2006 Actual	2007 Actual	2008 Budget	2009 Preliminary	\$ Variance	% Variance
ERCOT						
Dues	48,216	-	78,150	35,050	(43,100)	-55.2%
Late Fee Payment	17,047	13,699	-	6,000	6,000	NA
Write Off Adjustments	(9,721)	2,954	-	-	-	NA
Subscriptions & Publications	315,764	432,135	414,750	279,750	(135,000)	-32.5%
Corporate Events	5,234	7,025	-	12,500	12,500	NA
Sponsored Meetings	50,200	40,811	126,750	141,750	15,000	11.8%
Misc Expenses	13,582	-	7,800	7,600	(200)	-2.6%
Job Posting Advertising	13,288	38,158	25,250	25,250	-	0.0%
Recruiting Expense	314,602	155,277	148,500	142,600	(5,900)	-4.0%
Temp-to-Hire Fees	-	-	1,000	-	(1,000)	-100.0%
Freight	2,219	-	-	-	-	NA
Relocation Benefit	335,343	187,017	350,000	360,000	10,000	2.9%
Postage and Delivery	51,101	16,022	38,460	59,610	21,150	55.0%
Express Shipping	-	30,630	-	-	-	NA
Report Printing	55,488	54,318	59,700	24,050	(35,650)	-59.7%
Stationery & Office Forms	-	1,631	-	-	-	NA
Media - Print	-	-	-	30,000	30,000	NA
Reward & Recognition	(2,541)	2,657	96,000	100,800	4,800	5.0%
Tax - Sales, Excise and Use	56,970	150,588	-	-	-	NA
Gain/Loss on Sale of Assets	1,747,447	55,241	-	-	-	NA
Operator Training Services	(17,777)	824	-	-	-	NA
Training Cost Recovery	1,185	-	-	-	-	NA
Claim Settlements	20,482	-	-	-	-	NA
	3,018,129	1,188,988	1,346,360	1,224,960	(121,400)	-9.0%

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

Corporate Project Highlights - 2009

Project Type	Budget	Count
Facilities - Met Center Disposition	\$ 20,400,000	1
Cyber Security	\$ 1,650,000	7
Document Management / Workflow / Reporting	\$ 800,000	7
Technology Upgrades	\$ 700,000	3
Credit Model Integration with ROME	\$ 300,000	1
Physical Security	\$ 100,000	2
Total Funding Request	\$ 23,950,000	21
Total Unfunded Projects	\$ 1,355,000	6

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

Information Technology Project Highlights - 2009

Project Type	Budget	Count
Add Storage Capacity	\$ 4,100,000	2
Minor Capital	\$ 1,750,000	1
Hardware Replacement	\$ 1,600,000	4
Infrastructure Monitoring Enhancements	\$ 500,000	1
Other Projects	\$ 400,000	1
Total Funding Request	\$ 8,350,000	9
Total Unfunded Projects	\$ 600,000	2

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

Market Operations Project Highlights - 2009

Project Type	Budget	Count
Post-Nodal Go-Live Enhancements	\$ 3,425,000	6
Demand Response for Settlement	\$ 425,000	1
COMS Extract, Report & Web Services Monitoring & Usage Stats	\$ 425,000	1
ERCOT System Throughput for IDR (Advanced Metering)	\$ 25,000	1
Total Funding Request	\$ 4,300,000	9
Total Unfunded Projects	\$ -	0

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

Retail Operations Project Highlights - 2009

Project Type	Budget	Count
PUCT Rulemakings	\$ 1,275,000	3
Retail Application Upgrades	\$ 1,000,000	1
TML Transition to MIS	\$ 500,000	1
EDW (Enterprise Data Warehouse)	\$ 475,000	3
MarkeTrak Enhancements	\$ 250,000	2
Total Funding Request	\$ 3,500,000	10
Total Unfunded Projects	\$ 2,350,000	9

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

System Operations Project Highlights - 2009

Project Type	Budget	Count
Post-Nodal Go-Live Enhancements	\$ 4,250,000	10
Conversion of Operator Training Simulator to Nodal	\$ 1,700,000	1
Placeholder for Future NPRRs & Mandates	\$ 1,000,000	1
Implementation of Functionality Developed by Nodal but not Implemented at Go-Live	\$ 550,000	4
Total Funding Request	\$ 7,500,000	16
Total Unfunded Projects	\$ -	0

ERCOT Fiscal Year 2009 Budget
2009 Project Priority List / Unfunded Projects

CART	Budget	Count
CO - Corporate Operations	\$ 1,355,000	6
IO - IT Operations	\$ 600,000	2
MO - Market Operations	\$ -	0
RO - Retail Operations	\$ 2,350,000	9
SO - System Operations	\$ -	0
Total Unfunded Projects	\$ 4,305,000	17

Comments

- Due to accelerated timeline and uncertainty due to Nodal implementation, the project teams focused on identifying the most critical needs in 2009
- This resulted in a limited number of lower priority projects that remain unfunded

2009 Initiatives by CART

CART Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
CO 1	Identity and Access Management	\$100k-\$250k	Automate and provide ability to generate SAS70, NERC and 17799 compliance reports	ERCOT / Carryover
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
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	ERCOT / Carryover
CO 4	Corporate Document Management	\$250k-\$500k	Implement Corporate Document Management strategy in the following departments: HR, Finance, Procurement, Security	ERCOT / Carryover
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	ERCOT / Carryover
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 netw	ERCOT / Carryover
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 Sta	ERCOT
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
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
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 por	ERCOT / Carryover
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
CO 12	Process Flows - HR	<\$50k	Automate and provide auditable checkpoints for the hiring and termination of ERCOT employees	ERCOT / Carryover
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

2009 Initiatives by CART

CART Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
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
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
CO 16	Credit Model Integration with ROME	\$250k-\$500k	Placeholder to respond to NPRRs and mandates	ERCOT
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: eDiscover)	ERCOT
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
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 i	ERCOT
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
CO 21	SharePoint Hosting	\$250k-\$500k	Potential hosting of SharePoint at an external site	ERCOT
Subtotal		\$ 23,550,000		
IO 1	Network - Switches	\$250k-\$500k	Replaced every 5 years.	ERCOT
IO 2	Network - Firewalls	\$100k-\$250k	Replaced every 4-5 years.	ERCOT
IO 3	Infrastructure Monitoring Enhancement Project	\$500k-\$1M	System enhancement to the existing Remedy and OpenView systems	ERCOT
IO 4	Other Projects TBD	\$250k-\$500k	TBD	ERCOT
IO 5	Computing Hardware - X-series Replacement	\$1M-\$2M	Replaced every 3-4 years.	ERCOT
IO 6	Computing Hardware - Desktops	\$250k-\$500k	Replaced every 3 years	ERCOT
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
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
IO 9	Minor Capital	\$1M-\$2M	Average minor capital expenditure (not budget) over the last 3 years is \$2M.	ERCOT
Subtotal		\$ 8,350,000		

ERCOT Fiscal Year 2009 Budget

2009 Initiatives by CART

CART Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
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
MO 2	Demand Response for Settlement	\$500k-\$1M	Implementation resulting from PUCT project 34610 or related PUCT order	Market
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
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
MO 5	MPIM integration with Siebel	\$100k-\$250k	Eliminate manual workaround and dual entry (2009 deferral necessary due to Siebel freeze)	ERCOT
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
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
MO 8	NPRRs & Mandates	\$2M-\$3M	Additional post-nodal efforts - not yet defined and not covered under stabilization or Operations and Maintenance.	Market
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
Subtotal		\$ 4,300,000		
RO 1	MarkeTrak Enhancements (Workflow & Reporting)	\$50k-\$100k	Planned Enhancements to the functionality of MarkeTrak per SCR749	Market / Carryover
RO 2	Small Renewables/Distributed Generation - RMWG	<\$50k	Legislature / PUCT project	PUCT / Carryover
RO 3	Advanced Metering - Mkt Changes for PUCT 34610 (fka RMWG/TX SET)	\$250k-\$500k	PUCT Project	PUCT / Carryover
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
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
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 outc	PUCT
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
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

2009 Initiatives by CART

CART Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
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
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
Subtotal		\$ 3,500,000		
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
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
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
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	ERCOT / Carryover
SO 5	NPRRs & Mandates	\$1M-\$2M	In flight & new NPRRs. Legislative or PUCT mandates.	Market
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.	IMM
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
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 owne	Market
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.	Market
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	ERCOT
SO 11	MMS Weekly RUC Enhancements	\$50k-\$100k	Provide enhanced configurability of WRUC study periods. Needed for daily run to support PASA	ERCOT

ERCOT Fiscal Year 2009 Budget

2009 Initiatives by CART

CART Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
SO 12	Implementation of "shelf-ready" functionality for co-optimizing energy and A/S for self-committed resources in DAM	\$250k-\$500k	Need approved NPPR 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 data	Market
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 stor	ERCOT
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
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
SO 16	Outage Scheduler Enhancements	\$100k-\$250k	Provide enhancements to the Outage Scheduler	Market / ERCOT
	Subtotal	\$ 7,500,000		
	Grand Total	\$ 47,200,000		

ERCOT Fiscal Year 2009 Budget

2009 Unfunded Initiatives by CART

CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
CO	9	Physical Security Project	\$250k-\$500k		ERCOT
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 bal	ERCOT
CO	15	Quality Center	\$250k-\$500k	5 Major components Defect Manager, WinRunner, LoadRunner, QTP, Quality Center:	ERCOT
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
CO	18	Mercury -- SOA Framework	\$100k-\$250k	Mercury's Systinet software is required by the testing team to test SOA services at ERCOT.	ERCOT
CO	19	Cyber Security Project	\$100k-\$250k		ERCOT
		Subtotal	\$ 1,355,000		
IO	4	Network - Misc.	\$250k-\$500k	Allotment for additional network maintenance projects	ERCOT
IO	9	Computing Hardware - TBD	\$250k-\$500k	Allotment for additional computing hardware projects	ERCOT
		Subtotal	\$ 600,000		
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
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
RO	8	Systematic Exception Reprocessing Functionality	\$500k-\$1M	Automate current exception processing to meet protocol. Create reporting features after processing occurs.	ERCOT
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

ERCOT Fiscal Year 2009 Budget

2009 Unfunded Initiatives by CART

CART	Rank	Project Name / Type	Estimated Budget Range	Candidate Projects / Additional Details	Source
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
RO	12	Commercial Apps - Calendar Consolidation	\$250k-\$500k	Develop single business calendar for use by all retail applications	ERCOT
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
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
RO	17	Enrollment Postcard Notification Process	\$100k-\$250k	Enhancements to enrollment postcard process to improve exception handling, auditability, and monitoring capabilities.	ERCOT
Subtotal			\$ 2,350,000		
Grand Total			\$ 4,305,000		



Appendix B

Financing Considerations

4. Financing Considerations

Cheryl Yager

- **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 capex 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.

4. Comparison of Financing Options

Cheryl Yager

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

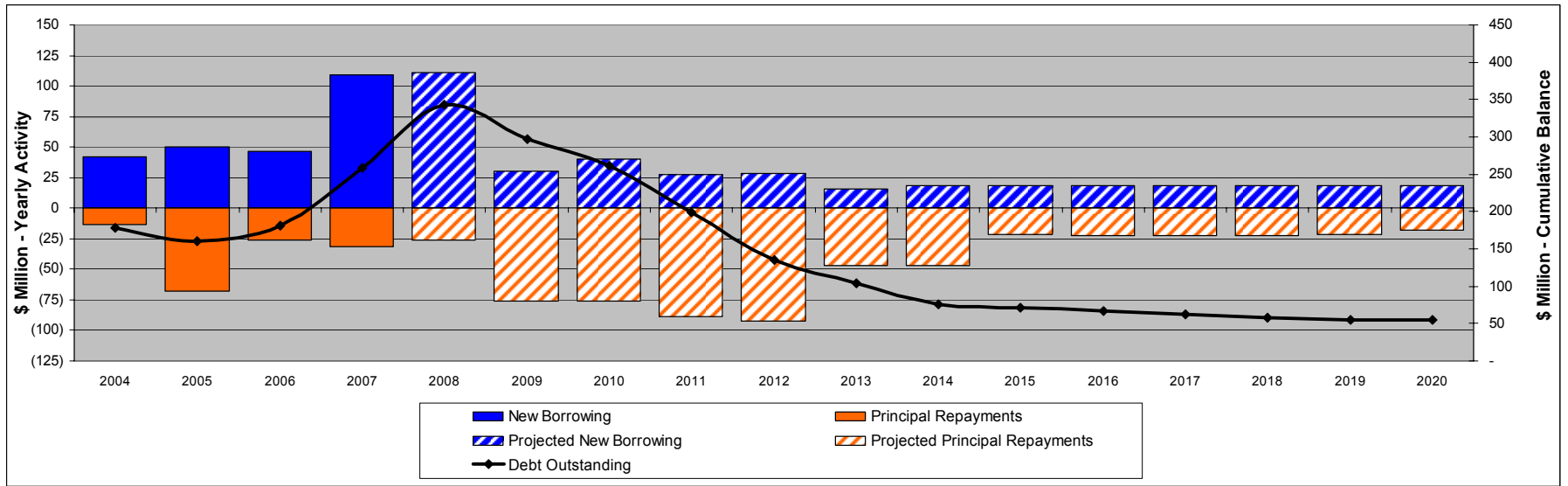
Notes:

- 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.*

4. Debt Profile Associated with Base Case Option

Cheryl Yager



	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)



Board Approved ERCOT Financial Standard

ERCOT CORPORATE STANDARD

Document Name:	Financial Standard
Document ID:	CS3.1
Effective Date:	Upon Approval
Owner:	Board of Directors, F&A Committee
Approved:	

1.0 PURPOSE

This financial standard is a framework from which ERCOT's financial integrity will be maintained while serving the long-term interests of the company and the ERCOT market. ERCOT recognizes that maintaining financial integrity is critical to accomplishing its corporate goals and discharging ERCOT's primary responsibilities.

2.0 DEFINITIONS

TERM	DEFINITION
Budget	The Budget consists of Project Budgets, an Operating and Maintenance Budget and a Texas Regional Entity Division of ERCOT ("TRE") Budget as a component.
Project Budgets	Project Budgets consist of proposed expenditures to be made to develop capital assets during ERCOT's Fiscal Year. Any significant projects not included in the approved project budgets will be presented to ERCOT's Board of Directors for approval as they arise.
Cash Operating and Maintenance Expenses	Cash Operating and Maintenance Expenses consist of all reasonable and necessary costs (excluding non-cash items such as depreciation and amortization) incurred in the operation and maintenance of ERCOT's facilities, equipment and systems.
Fiscal Year	ERCOT's fiscal year is January 1 st through December 31 st .
Operating and Maintenance Budget	The Operating and Maintenance Budget consists of all reasonable and necessary costs expected to be incurred during ERCOT's Fiscal Year.
TRE Budget	The TRE Budget is the budget (which can include both operating and maintenance and project budgets) for the TRE which is approved by NERC and Federal Energy Regulatory Commission (FERC) and which is used exclusively for the TRE's proposal and enforcement of Reliability Standards (Federal Statutory duties) and for ERCOT Protocol and Operating Guide compliance investigation activities.

TERM	DEFINITION
Scheduled Debt Service	Scheduled Debt Service is all interest and mandatory principal payments due on ERCOT's outstanding indebtedness (both long-term and short-term) for a stated period.
Strategic Financial Plan	The Strategic Financial Plan will provide current financial information and a five-year projection, which addresses all sources of revenues, including any proposed fee adjustments. It will include projections of operating and maintenance expenses, project expenditures, the funding sources of project expenditures, and debt service requirements as well as the resulting capital structure.

3.0 FINANCIAL OBJECTIVES

In seeking to fulfill its corporate objectives, ERCOT will maintain a high level of financial stability and will not compromise long-term financial integrity to achieve short-term benefits.

Strategic Financial Plan and Budget. Prior to or in conjunction with the submission of the annual Budget, the Chief Financial Officer will submit an update to the Strategic Financial Plan.

The Budget will be substantially consistent with the Strategic Financial Plan and will be submitted to the Board with sufficient time for the review and approval of the Board prior to the beginning of the Fiscal Year. The TRE Budget component of the Budget may be approved in advance of the full Budget if required to meet deadlines set by regulators.

In developing the Strategic Financial Plan and Budget, ERCOT staff will work to ensure that financial ratios required for compliance with debt instruments are maintained.

ERCOT will pursue financial objectives that will allow it to maintain an investment grade debt rating with Standard & Poor's, Moody's or Fitch. If a rating below investment grade is received or expected to be received, staff will promptly recommend a plan for Board consideration to recover or maintain the targeted rating within 18 months.

Overall, the Strategic Financial Plan and the related Budget will seek to assure ERCOT's financial stability. They will be approved by the Board and will guide ERCOT's financial planning process.

Fees and Charges. ERCOT will assess fees consistent with the ERCOT Protocols and PUCT rulings. Established fees will include payment of the portion of the TRE Budget for ERCOT Protocol and Operating Guide compliance investigation activities. ERCOT will also collect fees on behalf of the Electric Reliability Organization as approved by FERC. The TRE will also receive funding for its Federal Statutory duties from NERC, pursuant to its Delegation Agreement. Fees, funding, and charges will be requested to recover the Board-approved Operating and Maintenance Budget (excluding depreciation and amortization), Scheduled Debt Service (less any principal payments reasonably expected to be refinanced), and the portions of Project Budgets that are to

be financed with revenue. Fee adjustments, if necessary, will generally be developed and proposed in connection with ERCOT's annual Budget.

ERCOT will use all reasonable means to operate within the approved Budget for the current year. When unforeseen events occur (e.g. MWh's are significantly over or under projected levels, functionality is added or removed, etc.) and as a result, ERCOT experiences or expects to experience in the next 12 month period more than a 25% variance from 1) its Project Budgets, 2) its Operating and Maintenance Budget (excluding depreciation and amortization), or 3) its projected revenue stream, staff will promptly recommend a plan for Board consideration, which may include cost reductions or additions, fee increases or decreases, or other means to ensure that approved functions can be maintained, capital expended and expenses paid in the normal course of business.

Sources of Financing. ERCOT will use a combination of equity (revenue funding) and debt to finance projects. In determining the combination of equity and debt to be used in any particular year, ERCOT will consider the impact of the current year decision on future years.

Generally, ERCOT will structure debt issues such that the average maturity of the debt approximates the average life of the assets financed; however, debt issues may be structured with a longer or shorter average maturity if economically justified.

ERCOT may use variable-rate debt to provide flexibility in its overall financing program and to manage its overall interest rate exposure. However, in no event will ERCOT allow unhedged, variable rate debt to be more than 40% of total debt outstanding.

ERCOT will periodically evaluate the interest rate environment and review ways to manage interest rate exposure within that environment.

As appropriate, ERCOT will periodically evaluate mechanisms to restructure or refinance debt. ERCOT will regularly evaluate alternatives to conventional financing to obtain the lowest overall cost of borrowing while still meeting the objectives of this financial standard.

Liquidity. ERCOT will seek to maintain adequate liquidity to meet its business needs. Liquidity is the combination of available 1) operating cash on hand, 2) operating cash equivalents / short term investments and 3) undrawn borrowing capacity under credit facilities.

ERCOT's targeted minimum level of liquidity will factor in: 1) six months of forecasted Scheduled Debt Service, other than principal payments reasonably expected to be refinanced, 2) two months of average Cash Operating and Maintenance Expenses, net of projected administrative fee receipts, 3) two months of budgeted project expenditures, and 4) two months of estimated TCRs expected to be paid, net of projected TCR receipts during the same period.

If at any time ERCOT's liquidity is less than or is expected to be less than the targeted minimum level set forth in this standard, staff will promptly recommend a plan for Board consideration to achieve the liquidity target within six months.

Funds received in conjunction with TCR auctions may be utilized to fund ERCOT working capital and project expenditure needs so long as liquidity is at or above the target levels and ERCOT's issuer rating remains investment grade. These funds may be utilized in place of borrowing under short term credit facilities to meet liquidity needs.

4.0 RESPONSIBILITIES

It is the responsibility of the Chief Executive Officer, Chief Compliance Officer and Chief Financial Officer to ensure that this standard is implemented and to recommend changes in the standard as needed.

5.0 FINANCIAL STANDARD ADOPTION

ERCOT's financial standard will be adopted by resolution of the Board of Directors. The standard will be reviewed annually by the Finance and Audit Committee and any modifications made thereto must be approved by the Board of Directors.

5. Update on Annual Financial Audit

Mike Petterson

- **Sean Barry and team from PwC will present the results of the 2007 Financial audit**
- **Audited statements are expected to be available at the meeting**

- **Vote – The Committee is expected to develop a recommendation to the Board that the audit report be accepted**
 - See Board agenda item 11A – “Audited Financial Statements” for the decision template

For discussion

Quarterly Investment Update

- **Recap of check fraud attempt**
 - An individual or individuals attempted a check fraud scheme using ERCOT bank information available on the ERCOT website at the time
 - 9 separate “bad” checks have been reported to ERCOT, all under \$10,000 individually, total of known items less than \$30,000
 - Internal audit was involved early on and researched each item, obtaining documents from those reporting events
 - Documentation has been forwarded to both the FBI and the bank
 - ERCOT lost no money in the attempted fraud
 - As designed, controls in place caught the attempt and prevented losses
 - Actions taken
 - Wiring instructions removed from website
 - Closed impacted bank account and opened a new one

- **Highlights of controls over cash accounts**
 - Checks
 - Access to check stock is limited
 - All checks over \$50,000 must be signed by 2 signers
 - Wire transfers
 - Generally use repetitive instructions
 - All wire transfers must be “touched” by 2 people
 - Bank accounts
 - Positive pay - payee
 - Debit block

Q&A only

ERCOT Market Credit Status

as of 2/29/2008

as of 3/31/2008

Exposure in the ERCOT Market (owed to ERCOT)

QSEs that meet ERCOT Creditworthiness Standards

Ratings over BBB-

# of QSEs*	Estimated Aggregate Liability (\$)	% of EAL	Total Unsec Credit Limit / Security Posted	
10	23,368,214	6%	107,483,796	U

# of QSEs*	Estimated Aggregate Liability (\$)	% of EAL	Total Unsec Credit Limit / Security Posted	
10	34,230,373	8%	104,483,796	U

QSEs that do not meet ERCOT Creditworthiness Standards

Ratings below BBB- or not rated

Cash & Letters of Credit

Guarantee Agreements

48	204,554,972	49%	297,549,977	S
18	187,482,263	45%	534,946,393	S

48	200,441,762	44%	305,967,817	S
18	216,816,048	48%	553,446,393	S

Total Exposure

76	415,405,449	100%		
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76	451,488,183	100%		
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Other QSEs in the ERCOT Market (ERCOT owes)

QSEs that meet ERCOT Creditworthiness Standards

Ratings over BBB-

6	(7,926,771)	-14%	24,953,810	U
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6	(3,056,496)	-4%	32,953,810	U
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QSEs that do not meet ERCOT Creditworthiness Standards

Ratings below BBB- or not rated

Cash & Letters of Credit

Guarantee Agreements

55	(37,313,031)	-65%	69,871,210	S
8	(12,316,186)	-21%	139,000,000	S

57	(55,384,519)	-78%	86,771,894	S
7	(12,402,082)	-18%	139,500,000	S

Total

69	(57,555,988)	-100%		
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70	(70,843,097)	-100%		
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Total

145

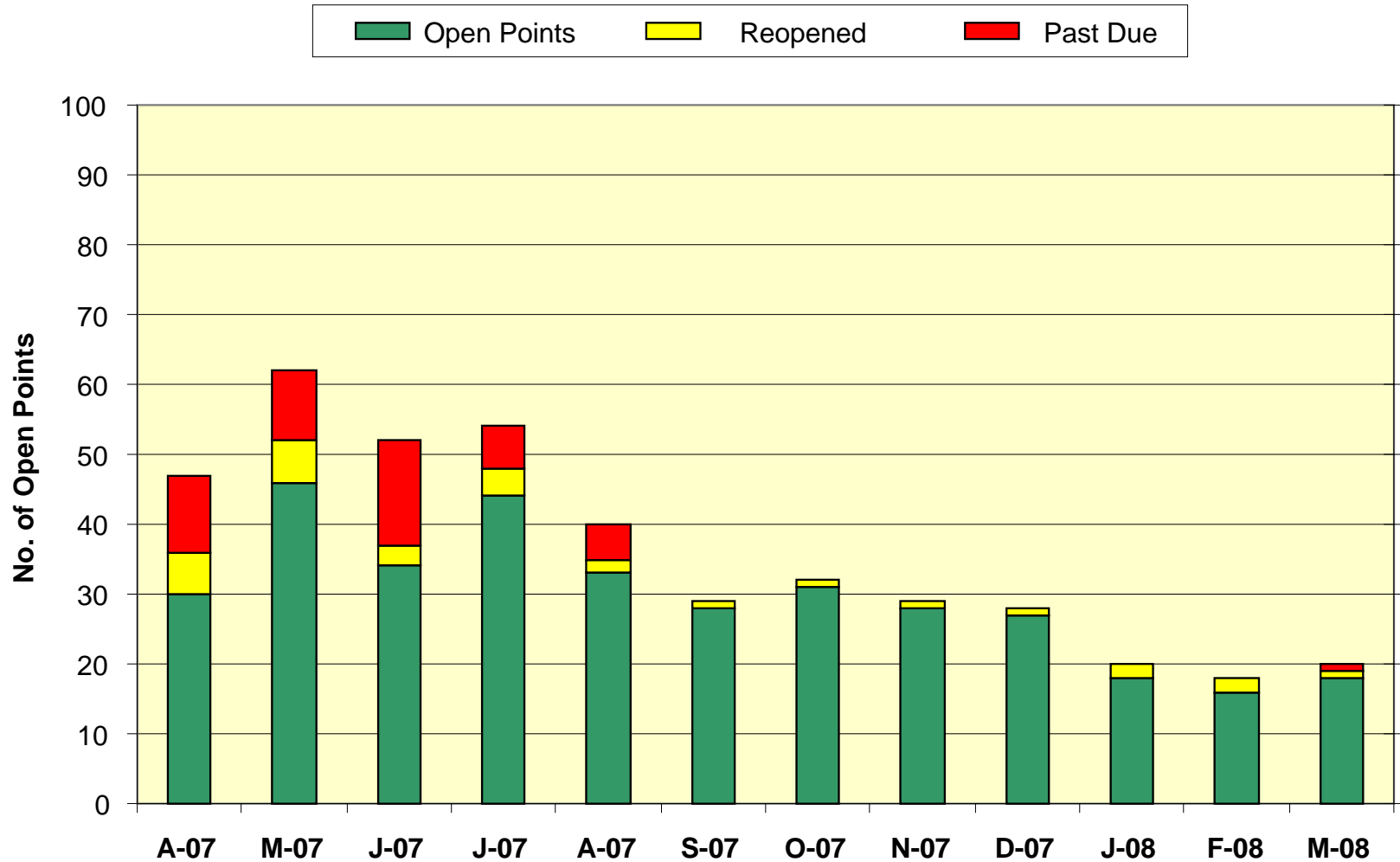
146

U: Unsecured since these QSEs meet the creditworthiness standards

S: Secured i.e. required to post collateral since these QSEs do not meet the creditworthiness standards

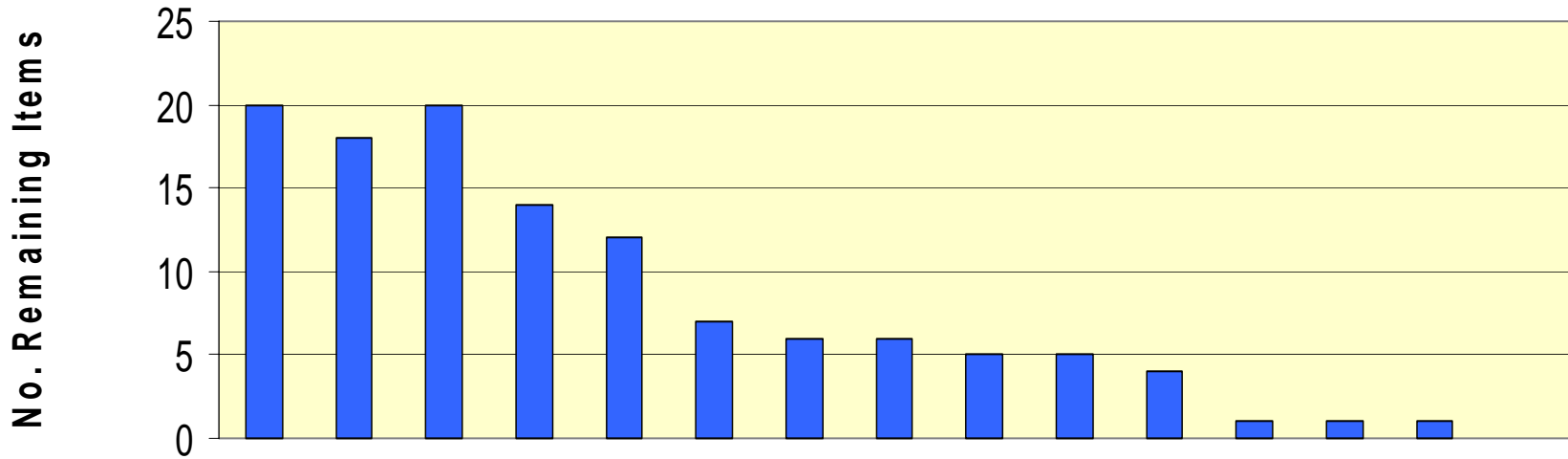
8. Committee Brief: ICMP – Status of Open Audit Points

Cheryl Moseley



	A-07	M-07	J-07	J-07	A-07	S-07	O-07	N-07	D-07	J-08	F-08	M-08
Audits Completed	3	3	1	4	1	1	3	1	3	0	1	3
Points Added	7	18	3	17	1	4	20	1	5	0	5	11
Points Completed	2	3	13	15	15	15	17	4	6	8	7	9

Projected Audit Point Progress



	J-08	F-08	M-08	A-08	M-08	J-08	J-08	A-08	S-08	O-08	N-08	D-08	J-09	F-09	M-09
■ Audit Points	20	18	20	14	12	7	6	6	5	5	4	1	1	1	0

Audits Completed

(last 3 months)

Internal Audits

- Review of ERCOT Shared Drives (Special Request)
- 2007 Fraud Auditing Program Review
- Nodal Contractor Time Reporting
- MarkeTrak
- Year-end Accrual Validations (Special Request)

External Audits

- Texas Nodal Program Controls – Review #5 (IBM - Managed by IAD)
- QA Review of Internal Audit (Institute of Internal Auditors)

Open Audits

Internal Audits

- Contractor Ethics Compliance
- Business Continuity/Disaster Recovery Plans
- Audit Required by Protocol 1.4 (Confidentiality Compliance)

External Audits

- 2007 Financial Audit (Pricewaterhouse Coopers)
- Texas Nodal Program Controls – Review #6 (Nodal Readiness Evaluation) (IBM - Managed by IAD)

Planned Audits

(next 3 months)

Internal Audits

- Nodal Project SOWs
- Nodal Compliance w/Procurement Guidelines
- Nodal Spending
- Pre-Audit Testing for the Nodal 2009 SAS70 Audit
- Fixed Assets (Review of Plan to Control Personal Computers)

External Audits

- Benefit Plan Audit (Maxwell, Locke & Ritter)
- Texas Nodal Program Review #7 (Nodal Readiness Evaluation) (IBM – Managed by IAD)

**Consultation/
Analysis Reports
Completed**
(last 3 months)

External Assessments

























**Open Consultation/
Analysis Reviews**


External Assessments

**Planned Consultation/
Analysis Reviews**
(next 3 months)

External Assessments

1 security assessment
planned
1 security assessment
planned for Nodal

ELECTRIC RELIABILITY COUNCIL OF TEXAS, INC. RISK MANAGEMENT EVENT PROFILE MATRIX (as of April 1st, 2008)					
Strategic Risks	Operational Excellence	Market Facilitation	Grid Reliability	Reporting Risk	Legal and Regulatory Compliance Risks
<p>Strategy Development </p> <p>Corporate objective setting adequately incorporates informed stakeholder input, market realities and management expertise.</p> <p>Current planning effort only at tactical level (5-10 years). Risk assessment and business planning horizon needs to be extended. New Strategic Plan approved by Board in March.</p>	<p>Performance Monitoring </p> <p>Clearly defined and actively monitored performance metrics linked to mission and goals. Performance status communicated and corrective action taken.</p>	<p>Customer Choice </p> <p>Market design promotes efficient choice by customers of energy providers with effective mechanisms to change incumbent market participants as desired.</p> <p>We currently manage disaster recovery events on a case-by-case basis and will continue to do so to meet stakeholder expectations for accurate and timely processing. A detailed disaster recovery plan with processes and procedures is anticipated upon completion of the Business Continuity project under Steve Grendel.</p>	<p>Grid Operations </p> <p>Information required to operate the grid is efficiently gathered. Appropriate tools are prudently configured to efficiently operate the system.</p>	<p>Review Practices </p> <p>Prudent measures are taken to insure that company disclosures are properly vetted and not misleading.</p>	<p>Legal & Legislative </p> <p>Operations are conducted in compliance with all laws and regulations. Impacts of current and proposed legislation are understood and communicated.</p>
<p>Mission and Goals </p> <p>Corporate objectives and performance standards are understood and followed.</p> <p>New Strategic Plan needs to be integrated into the latest business planning cycle.</p>	<p>Business Practices </p> <p>Business planning, processes and management standards are effective and efficient.</p> <p>Emergency Management Corporate Standard approved by Executive Review Team. Revisions to Business Continuity, Emergency Response and Pandemic Preparedness plans complete and approved. High level Business Continuity training completed for eight of nine teams. High level Business Continuity Drill completed. Disaster Recovery Plans for Energy and Market Management systems are complete, approved and tested. Commercial systems DR plans and testing to be completed by end of April. Internal Audit of business continuity plan initiated on April 1st. Focus of BC/DR planning will begin shifting to Nodal systems.</p>	<p>Nodal Implementation Project </p> <p>Nodal implementation on budget on schedule, and within defined scope.</p> <p>Scope and schedule remain unchanged (green and amber respectively). Budget risk remains red until the new fee is approved by the Public Utility Commission of Texas. Delays in the delivery of Common Information Model (CIM) is the most significant issue facing the program. All efforts are being made to bring this aspect of the program back in line. A significant software drop for the market management system is planned on April 22 and is the last of the major software deliveries. All significant infrastructure changes have been made. ERCOT remains on schedule to reach the December 1 go-live date for Nodal.</p>	<p>Planning </p> <p>Long-range planning methods enable efficient responses to system changes that are necessary to maintain reliability standards.</p> <p>The CREZ Transmission Optimization (CTO) Study and the surge of generation interconnection requests in the five-year horizon are tying up all available resources in System Planning. Open engineer positions are being filled and trained and we expect to start the Long Term System Assessment in April, 2008.</p>	<p>Disclosure </p> <p>Reporting and other disclosures to intended parties is timely, accurate and effective.</p>	<p>Internal Control Compliance </p> <p>Internal Control Compliance, processes and management standards are effective and efficient.</p> <p>The Internal Control department (ICMP) has developed an initial plan for business process training for certain areas. ICMP is working with the business process owners and HR to set up company-wide training for delivery in 2008.</p>
<p>Reputation </p> <p>Positive perceptions by stakeholders lead to less cost and greater flexibility resulting in enhanced enterprise value.</p> <p>Increased publicity associated with the implementation of the Nodal market and anticipated new fee filings for the nodal surcharge and System Administration fee have the potential to negatively impact ERCOT's reputation.</p>	<p>Workforce </p> <p>Organization design, managerial and technical skills, bench strength and reward systems aligned with corporate goals.</p> <p>ERCOT continues to face an increased demand for the skill sets of employees. Open positions decreased to 49 in March. We expect turnover to increase this year as market participants prepare for nodal implementation and solicit our talent. College recruiting has produced excellent results and we expect our new internship program to provide hiring resources for the future. Continuing to review additional options to retain talent. ERCOT is currently meeting the objective for training and nodal preparedness.</p>	<p>Counterparty Credit </p> <p>Maintain credit risk exposure for overall market within acceptable limits.</p> <p>Results of the credit evaluation study have been reported to the Board. At the BOD's request, the Credit Working Group is working on a credit risk appetite statement based on the OW credit loss model.</p>	<p>Bulk System Resources </p> <p>Market Participants construct and make available adequate bulk electric grid resources.</p> <p>ERCOT is developing new transmission interconnection solutions for new proposed power plants included in the new CDR update. Two new generation interconnection agreements have been signed since the December 2007 CDR update and will bring reserves above 12.5% through 2010.</p>	<p>Communication </p> <p>Internal & external communications are timely and effective.</p>	<p>Industry Standards </p> <p>Business practices provide stakeholders with required assurances of quality.</p> <p>Initiation of ERO/TRE reliability standard Compliance Monitoring and Regional Entity Compliance Program in June introduces additional audit and penalty risks which ERCOT is still assessing. Although current decentralized compliance activities are adequate, ERCOT is in the process of centralizing the compliance function to provide more focus on these issues.</p>
<p>Fiscal Management </p> <p>ISO design requires competent, prudent and cost effective provision of services.</p>	<p>Technology Infrastructure </p> <p>Information systems, supporting facilities and data are effectively managed and are reliable.</p> <p>Infrastructure environment has been stable since the move to the new IBM (AIX) equipment. Performance has been at or above expectations in most areas. Reliability has been outstanding. Data Center constraints still exist and will be tight until Taylor Data Center expansion and replacement of Met Data Center is complete. Storage requirements continue to grow at a very high rate. An outside review has been ordered to look into storage demands and to ensure ERCOT is doing all possible to control the growth and efficiently manage the environment.</p>	<p>Administration, Settlement & Billing </p> <p>Market rules fairly applied to all participants. Accounting is timely and accurately reflects electricity production and delivery.</p> <p>We currently manage disaster recovery events on a case-by-case basis and will continue to do so to meet stakeholder expectations for accurate and timely processing. A detailed disaster recovery plan with processes and procedures is anticipated upon completion of the Business Continuity project under Steve Grendel.</p>	<p>Operational Responsibility </p> <p>Market participant conduct their operations in a manner which facilitates consistent grid reliability.</p> <p>Response of generators and LaaRs to grid operation events has been improving. Enhanced enforcement of NERC standards and ERCOT Protocols and Operating Guides will exist through the ERO / TRE and IMM which will provide additional incentive for improved performance. Increased wind generation will present additional operational challenges that are currently being defined in a special study which should be completed in the first quarter of 2008.</p>	<p>Adequacy and Integrity </p> <p>Robust processes exist to support management assertions embodied within financial reports.</p>	<p>Regulatory Filings </p> <p>Evidence, testimony and other supporting materials are compelling and successful.</p> <p>Nodal Implementation and System Admin Fee rate case applications will be filed with PUCT in 2008.</p>

Legend:  Elevated Risk Level  Reduced Risk Level (New Risk Categories / Descriptions Indicated in Green)

8. Committee Brief: PMO David Troxtell

March 2008 Year to Date Project Activity by Division

	Phase	Not Started	Initiation	Planning	Execution	Closing	Closed	Totals Excluding Non-Active	Cancelled	On Hold	Deferred	Totals by CART	Go-Live* (To Date)	Projected Go-Live (by Y.E.)
CART	Corporate Operations	14	3	6	11	5	1	40	6	0	4	50	3	16
	IT Operations	5	0	1	8	2	2	18	0	0	0	18	5	16
	Market/Retail Operations	3	0	3	7	3	1	17	1	1	13	32	2	12
	System Operations	0	0	1	2	1	1	5	0	0	0	5	1	3
	Totals by Phase	22	3	11	28	11	5	80	7	1	17	105	11	47
	Total Non-Active								25					

* Note: Some projects in Closing and Closed Status went live in 2007

* Note: Projects Gone Live in February 2008:

(CO) PR-70044_01 MET Center Facility Analysis

* Note: Projects Gone Live in March 2008:

(MO) PR-70038_01 ERCOT.com Infrastructure Enhancement

(CO) PR-70013_01 Corporate Document Management

(CO) PR-70041_01 Taylor Control Room Display Replacement

(IO) PR-60013_01 Enhanced Digital Certificates

(IO) PR-60055_01 Enterprise Service Management

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Year to Date Project Priority List (PPL) Status

PPL Iterations	Origination	Project Phases								Deferred Projects	Subtotal	Grand Total
		Not Started	Initiation	Planning	Execution	Closing	Closed	On Hold	Cancelled			
Original 2008 (October) PPL											64	
	PUCT										0	
	Market			0	2					1	3	
	ERCOT	21	2	7	7	1	2		5	16	61	
Unexpected Carry Over From 2007											30	
	PUCT										0	
	Market				1		1				2	
	ERCOT		1	2	13	8	2	1	1		28	
New Projects Added (Since PPL Approval in October 2007)											11	
	PUCT										0	
	Market	1									1	
	ERCOT			2	5	2			1		10	
2008 PPL Totals to Date											105	
	PUCT	0	0	0	0	0	0	0	0	0	0	
	Market	1	0	0	3	0	1	0	0	1	6	
	ERCOT	21	3	11	25	11	4	1	7	16	99	
Totals by Project Phase		22	3	11	28	11	5	1	7	17	105	

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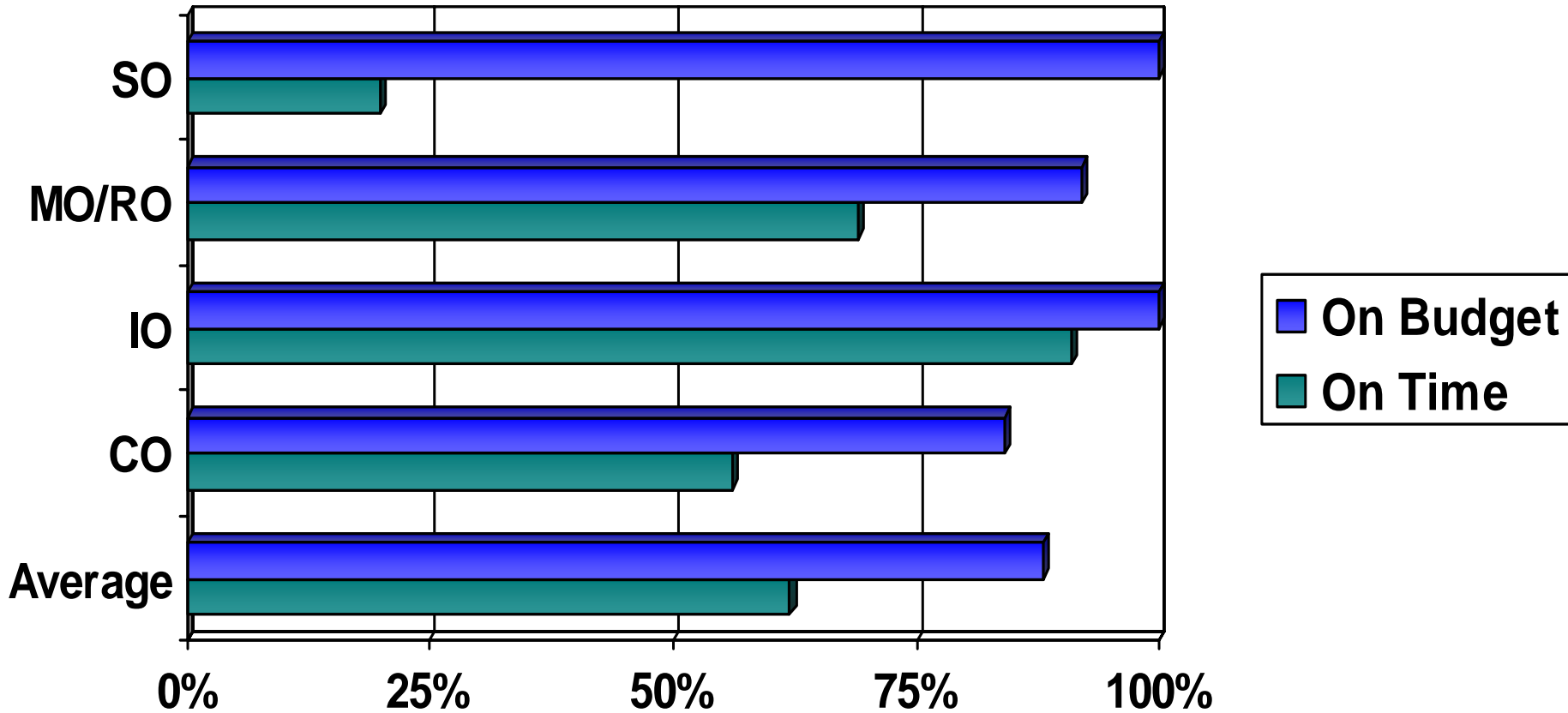
Projects Over \$1 Million

March 2008 Year to Date

(CART) Project Number and Description	Total Budget	Total Committed	Metrics	
(Duration) Phase (Sponsor)	Scheduled Completion		Schedule	Budget
(IO) PR-70049_01: SAN Hardening	\$880K	\$871K		
<i>(2007) Currently in Closing (R. Hinsley)</i>	<i>Go Live Dec. 2007</i>			
(MO/RO) PR-50024:(2 sub-projects) Enhancements to SCR727 PR-50024_01 is closed in Lawson, PR-50024_02 is Closing	\$1.61M	\$1.48M		
<i>(2005-2008) Currently in Execution (R. Giuliani)</i>	<i>Go Live Nov. 2007</i>			
(CO) PR-60099_01: TCC2 Build-Out Phase One <i>Total committed is reduced due to removal of invoices that were incorrectly charged against the project.</i>	\$2.64M	\$2.15M		
<i>(2007) Currently in Closing (B. Kahn)</i>	<i>Go Live Oct. 2007</i>			
(IO) PR-60055_01: Enterprise Service Management	\$1.61M	\$1.42M		
<i>(2006-2007) Currently in Execution (R. Hinsley)</i>	<i>Go Live Mar. 2008</i>			
(CO) PR-60075_01:Identity Access Management	\$2.46M	\$1.76M		
<i>(2006-2007) Currently in Execution (B. Kahn)</i>	<i>Expected Completion 4th Qtr 2008</i>			
(CO) PR-80001_01: MET Center Facility Analysis Deployment Phase 2	\$70M	\$0K		
<i>(2008) Currently in Initiation (B. Kahn)</i>	<i>Expected Completion 4th Qtr 2011</i>			
(IO) PR-80022_01: Additional SAN Capacity for Projects	\$1.75M	\$1.66M		
<i>(2008) Currently in Execution (R. Hinsley)</i>	<i>Expected Completion 3rd Qtr 2008</i>			
(MO/RO) PR-70007_01: MarkeTrak Enhancements	\$1.62M	\$636K		
<i>(2007-2008) Currently in Execution (R. Giuliani)</i>	<i>Expected Completion 1st Qtr 2009</i>			
(IO) PR-70054_01: Blade Refresh	\$2.50M	\$1.89M		
<i>(2007-2008) Currently in Planning (R. Hinsley)</i>	<i>Expected Completion 4th Qtr 2008</i>			
(IO) PR-70055_01: SAN Capacity (part one)	\$1.75M	\$737K		
<i>(2007-2008) Currently in Execution (R. Hinsley)</i>	<i>Expected Completion 2nd Qtr 2008</i>			

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2008 Completed and Active Projects Performance



Note: Includes projects started in previous years.

Go Live Project for March 2008

- **PR-60055_01: Enterprise Service Management**
 - **Scope:** Deliver and implement an enterprise service management suite of applications, using ITIL best practices, to track systems installations and changes and to report and track issues through resolution.
 - **Deliverables:** Implemented the following:
 - Change Management module for Data Center Hardware provisioning and decommissioning.
 - Incident and Problem Management Modules for issue reporting, tracking, and resolution.
 - Integration of the Aperture application used for device physical location tracking and Remedy Change Management module.
 - Configuration Management Data Base (CMDB) and Application Discovery Tool to auto-populate key fields in the CMDB
 - **Timeline:** March 2007 – March 2008

Go Live Project for March 2008

- **PR-60013_01: Enhanced Digital Certificates**

- **Scope:** This project is a follow-up VeriSign effort that will take advantage of digital certificate features and enhancements in VeriSign Enterprise edition already installed at ERCOT.
- **Deliverables:** Automate the current manual Digital Certificate process by providing the following:
 - Reduced total cost of ownership, maintenance and support
 - Improve security for critical resources enabling ERCOT to better adhere to security regulations
 - Allow self service, decreasing Market Participants dependency on ERCOT resources, improving customer satisfaction
 - Improve productivity by streamlining processes
 - Integrate with Market Participant Identity Management (MPIM)
- **Timeline:** April 2006 – March 2008

Go Live Project for March 2008

- **PR-70038_01: ERCOT.com Infrastructure Enhancement**
 - **Scope:** Reduce the deployment times for posting data to ERCOT.com and provide improved supportability.
 - **Deliverables:** Redesign of the Collage architecture and the nightly process to mitigate risk of website content delays or failures. Project has reduced processing to under 2 hours.
 - **Timeline:** April 2007 – March 2008

Go Live Project for March 2008

- **PR-70013_01: Corporate Document Management**

- **Scope:** Deployment of the OpenText LiveLink document management system in the Procurement & Contracts Administration Department.
- **Deliverables:**
 - Development of file structure within OpenText LiveLink application to allow upload of documents in the area of Procurement & Contract Administration
 - Upload of documents in the area of Procurement & Contract Administration
- **Timeline:** July 2007 – March 2008

Go Live Project for March 2008

- **PR-70041_01: Taylor Control Room Display System Replacement**
 - **Scope:** Replace the projectors in the Taylor and Austin Control Rooms with systems that require less expensive bulbs that are more readily available.
 - **Deliverables:** Updated projection system in Taylor and Austin Control Rooms.
 - **Timeline:** August 2007 – March 2008

Go Live Project for February 2008

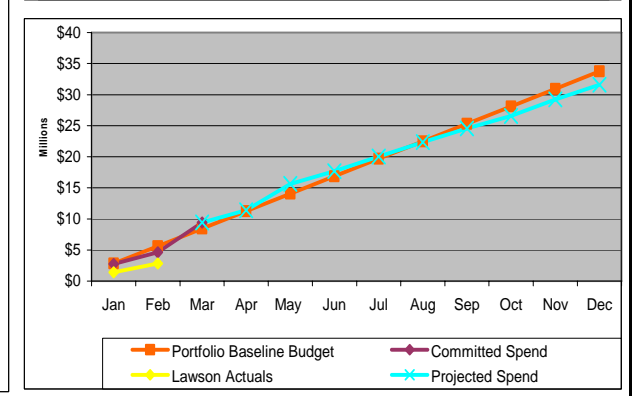
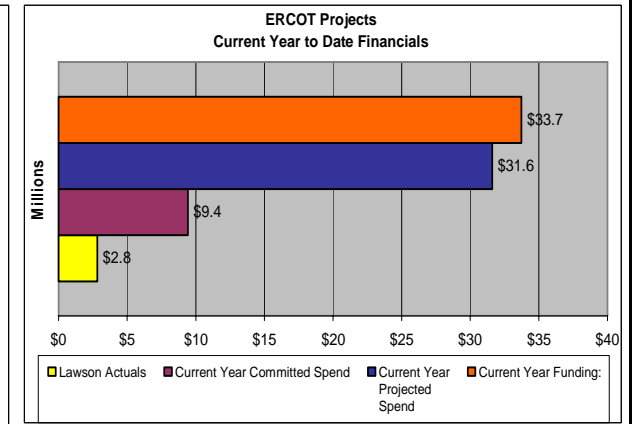
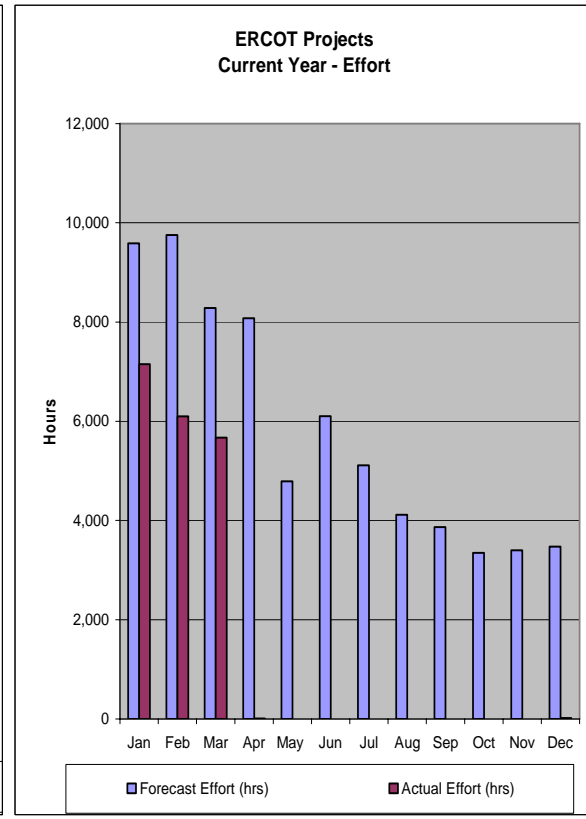
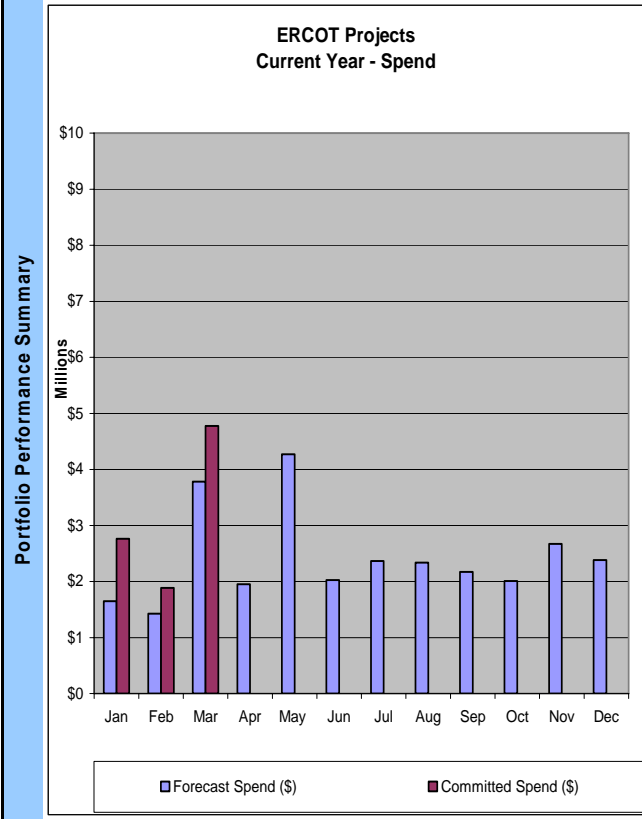
- **PR-70044_01: MET Center Facility Analysis**
 - **Scope:** Conduct a study to develop alternatives to house the activities presently served by the MET Center facility.
 - **Deliverables:**
 - Definition and verification of requirements
 - Data Center Capacity and availability requirements
 - Location requirements
 - Office & Meeting space requirements
 - Security Requirements
 - Based on the requirements defined above, provide alternative approaches and obtain BOD approval of an approach to a MET Center Disposition Strategic Plan.
 - **Timeline:** July 2007 – February 2008

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ERCOT Enterprise Projects Summary Report

ERCOT Overall Projects Report Reporting Period: **4/1/2008**

Summary	ERCOT Projects Leadership		Projects in ERCOT's Portfolio					Portfolio Performance			
	Executives		On Hold	Initiation	Planning	Execution	Closing	Schedule	Budget	Risk	Milestones
	Kent Saathoff	Ray Giuliani	1	3	11	29	11	Y	G	G	Y
Ron Hinsley	Steve Byone	Closed	5	Total Active		54					
		Cancelled	7	Projects Not Started:		22			Current Year Funding:	\$33,732,880	



Notes: Portfolio Baseline budget was increased by \$6,232,880. per BoD approved for PR-80001_01 the MET Center Facility Project.
Project/Status Count/Budget Variance:
 CO:(4 Deferred); MORO:(13 Deferred); SO-DPO:(1 NODAL in Execution).



Future Agenda Items – May 2008

- **Review annual report**
- **Review procedures for handling reporting violations**
- **Review insurance coverage(s)**
- **Briefing on status of revised Nodal market implementation surcharge**
- **Final review of proposed 2009 budget, proposed fees and financial performance measures**
- **Update on Credit Work Group activities**
- **Review of ERCOT Security projects**
- **Committee briefs**
- **Future agenda items**

F&A Yearly Schedule

Quarter 1

- √ •Elect officers and confirm financial qualifications
- √ •Review of external auditor quality control procedures and independence
- √ •Review scope of annual financial audit
- √ •Vote on CWG Chair/Vice Chair

Quarter 2

- Report results of annual independent audit to the Board
- Review the procedures for handling Reporting violations
- Review results of annual audit, together with significant accounting policies (including required communications)
- Review ERCOT Annual Report
- √ •Review operating plan and budget assumptions
- Review and approve Internal Audit Department Charter
- Conduct annual review of insurance coverage(s)
- Review the Company's dealings with any financial institutions that are also market participants

Quarter 3

- Appoint the independent auditors for upcoming year
- Approval of independent auditor fees for upcoming year
- Review of committee charter
- Approve the Guidelines for Engagements of External auditors for Other Services (pre-approval policy)
- Assessment of compliance, the internal control environment and systems of internal controls
- Review and approval of annual operating budget
- Report by CWG Chair on ERCOT credit policy
- Review updated year-end forecast

Quarter 4

- Approve audit committee meeting planner for the upcoming year, confirm mutual expectations with management and the auditors
- Review and approval of Financial & Investment policies
- Approve scope of internal auditing plan for upcoming year
- Assessment of the adequacy and effectiveness of the Internal Audit staff
- Perform Finance & Audit committee Self Assessment
- Review requirements for membership in CWG
- Review and approve CWG charter
- Review updated year-end forecast
- Review the Company's dealings with any financial institutions that are also market participants

Recurring Items

- Review minutes of previous meeting
- Report monthly matters to the Board (chair)
- Review EthicsPoint activity
- Review significant audit findings and status relative to annual audit plan
- Review investment results quarterly