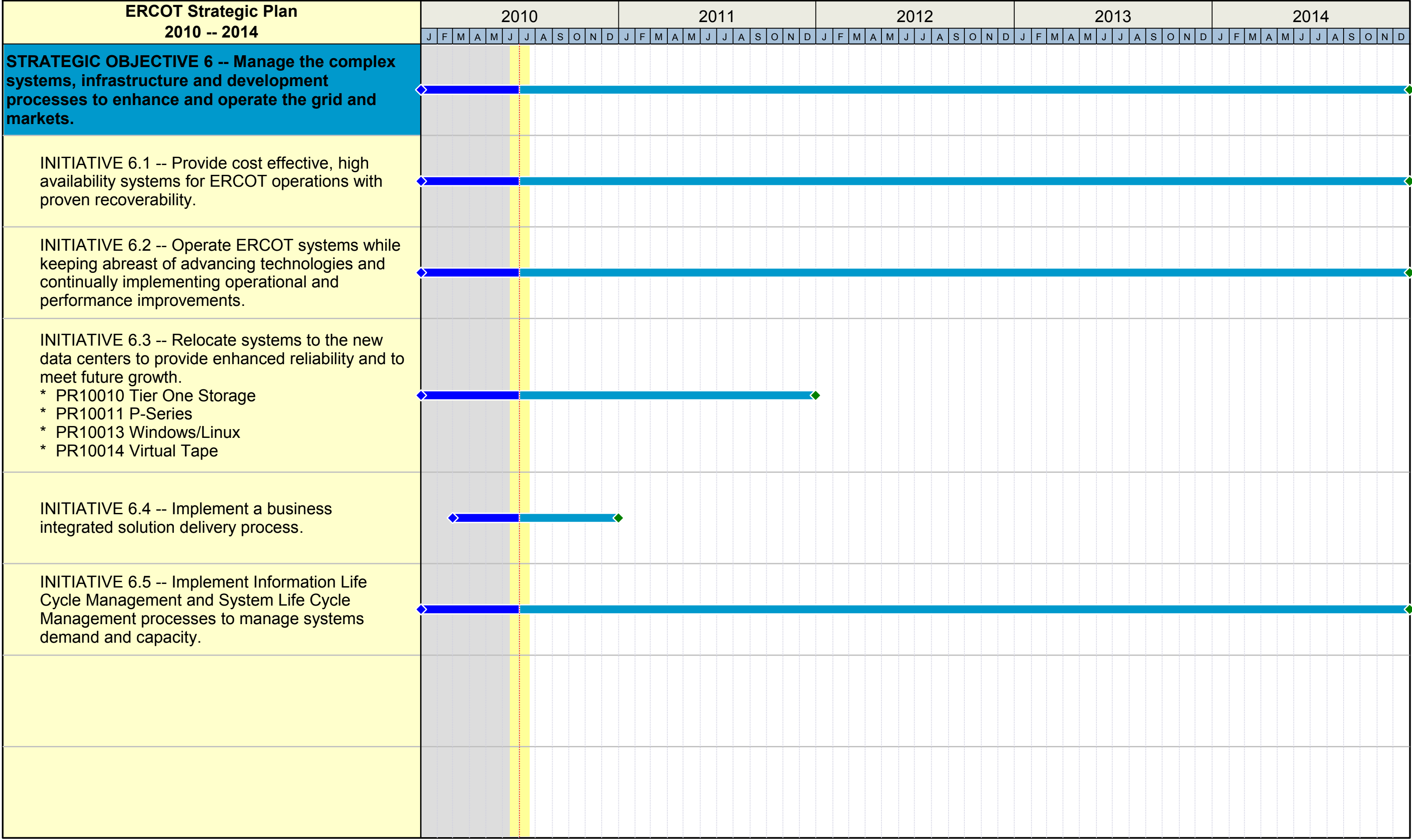


ERCOT Strategic Plan 2010 -- 2014	2010												2011												2012												2013												2014											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
STRATEGIC OBJECTIVE 1 -- Manage the grid in a manner that maintains a high level of reliability.																																																												
INITIATIVE 1.1 -- Lead the market in the development and implementation of strategy and policy to integrate renewable generation into the ERCOT grid.																																																												
INITIATIVE 1.2 -- Study and make recommendations to develop a long-term transmission strategy for the region and mechanism for incorporating that framework into																																																												
INITIATIVE 1.3 -- Evaluate and recommend a plan to develop a back-up method of calculating transmission limits in the event of EMS failures.																																																												
INITIATIVE 1.4 -- Develop and implement a coordinated oversight process for generation interconnection through energizing to ensure																																																												
INITIATIVE 1.5 -- Prepare requirements, develop specifications, and facilitate installation of improved visualization tools for ERCOT operators.																																																												
INITIATIVE 1.6 -- To improve the potential for better operating decisions ERCOT will identify, initiate and complete projects that will: (a) use synchrophasor data to improve dynamic study models and state estimator results; (b) provide system operators displays or applications using synchrophasors that will be of value in making																																																												
INITIATIVE 1.7 -- Evaluate and recommend a plan that that would assign responsibilities to Operator desks according to NERC registered functions (RC, BA, TOP, IA, TSP) and decide whether to implement the plan or identify reasons why it should not be done.																																																												
INITIATIVE 1.8 -- Develop a strategy and processes to incorporate new technologies (such as: Distributed Generation, Plug-in Hybrids, AMR-enabled DR/price response, and energy storage) into planning and operations.																																																												

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	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
STRATEGIC OBJECTIVE 2 -- Effectively manage the evolution of the wholesale and retail markets to meet the changing business environment																																																												
INITIATIVE 2.1 -- Examine and make recommendations to lead the structured evolution of the wholesale market in cooperation with Market Participants and Regulatory bodies.																																																												
INITIATIVE 2.2 -- Implement a transparent pricing model to ensure appropriate price signals are communicated in support of a viable financial environment within the ERCOT market.																																																												
INITIATIVE 2.3 -- Evaluate opportunities for loads and other technologies (such as energy storage) to participate in Ancillary Service Markets.																																																												
INITIATIVE 2.4 -- Study and make recommendations to continue to enhance and develop price validation tools.																																																												
INITIATIVE 2.5 -- Study and make recommendations regarding the appropriate credit requirements to ensure continued financial stability within the ERCOT market.																																																												
INITIATIVE 2.6 -- Evaluate and implement market incentives to ensure the right mix of needed resources.																																																												
INITIATIVE 2.7 -- Study and make recommendations in an effort to lead the evolution of the retail market given advanced metering and technology deployment.																																																												

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	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
STRATEGIC OBJECTIVE 5 -- Continue to demonstrate a reputation of excellent reliability performance while meeting the increasingly demanding and complex requirements for compliance with Federal Reliability Standards and cyber and physical security requirements and ensuring ERCOT ISO’s compliance with ERCOT Protocols and Operating Guides.																																																												
INITIATIVE 5.1 -- Enhance and expand “Culture of Compliance” within ERCOT & Texas Interconnect.																																																												
INITIATIVE 5.2 -- Demonstrate compliance with all ERCOT Protocol, NERC & FERC requirements through audits.																																																												
INITIATIVE 5.3 -- Actively participate in key committees and in partnership with NERC/FERC and ISO industry experts to address increasing cyber security requirements, changing reliability																																																												
INITIATIVE 5.4 -- Explore strategies to build a foundation of confidence through collaboration with our stakeholders.																																																												
INITIATIVE 5.5 -- Prioritize security initiatives to align with IT infrastructure to defend ERCOT ISO sensitive information and critical assets.																																																												
INITIATIVE 5.7 -- Minimize NERC-related risk by achieving the best possible Reliability Standards, registration state, audit performance, and enforcement engagement.																																																												
INITIATIVE 5.6 -- Engage in development of NAESB and NIST Standards.																																																												



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	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D												
STRATEGIC OBJECTIVE 8 -- Attract and retain the right people with the right skills in the right position to develop a culture of excellence that empowers, incents, recognizes and celebrates our																																																												
INITIATIVE 8.1 -- Review the organizational structure and skills required to implement needed changes to ensure ERCOT is providing services in the most efficient and cost effective matter.																																																												
INITIATIVE 8.2 -- Implement improved performance management and talent identification processes.																																																												
INITIATIVE 8.3 -- Implement a training program that addresses career development and growing skills needed for advancing technologies and changing business drivers.																																																												
INITIATIVE 8.4 -- Enhance current succession planning process for Executive/Director level positions that looks at the long-term direction of the organization and evaluate the benefits of expanding the process to other positions within the organization																																																												
INITIATIVE 8.5 -- Enhance our recruiting by capitalizing on ERCOT’s image as industry leader in Retail, Wholesale and Systems.																																																												
INITIATIVE 8.6 -- Assess available functionality in existing toolsets to automate processes within support areas and implement recommendations.																																																												
INITIATIVE 8.7 -- Enhance reward and recognition program to incent and celebrate achievements.																																																												

