2011
ERCOT KEY PERFORMANCE INDICATOR MATRIX
1ST Quarter Reporting Period

		4th Quarter Performance		3rd Quarter Performance		2nd Quarter Performance		1st Quarter Performance	
		Green	Red	Green	Red	Green	Red	Green	Red
20%	TRANSMISSION SYSTEM OPERATION								
	SYSTEM PLANNING								
	TRANSMISSION CONNECTION MANAGEMENT								
	GRID SECURITY MANAGEMENT / REAL-TIME SYSTEM CONTROL / SCHEDULING & DISPATCH								
	OUTAGE COORDINATION/PLANNING								
	FORECASTING								
	COMPLIANCE MONITORING & REPORTING								
15%	RETAIL OPERATION								
	CUSTOMER SWITCHING/REGISTRY								
	MARKET INFORMATION								
	DISPUTE MANAGEMENT								
20%	WHOLESALE SPOT/CASH MARKET OPERATION								
	BIDDING, SCHEDULING AND PRICING								
	WHOLESALE METERING, DATA COLLECTION AND DATA AGGREGATION								
	SETTLEMENT & BILLING								
	MARKET INFORMATION								
	CRR/FTR MANAGEMENT								
	DISPUTE MANAGEMENT								
10%	RENEWABLE ENERGY CREDITS								
	DETERMINE REC OBLIGATIONS AND VERIFY COMPLIANCE								
10%	CUSTOMER CARE								
	ACCOUNT MANAGEMENT								
15%	INFORMATION TECHNOLOGY								
	IT APPLICATION SERVICES								
	IT STRATEGY & PLANNING								
10%	OTHER SUPPORT & MANAGEMENT FUNCTIONS								
	STRATEGY & BUSINESS PLANNING								
	INTERNAL AUDIT								
	FINANCE								
	HUMAN RESOURCES								
	FACILITIES/SECURITY								
	STAKEHOLDER RELATIONS								
	PROJECT/PROGRAM MANAGEMENT								

2011
ERCOT KEY PERFORMANCE INDICATOR MATRIX
Transmission System Operation
1ST Quarter Reporting Period

	TARGET	STRETCH	PERFORMANCE
SYSTEM PLANNING			
Regional Planning project Review performance	At least 90% of project review studies completed on time without substantive errors	At least 95% of project review studies completed on time without substantive errors	
TRANSMISSION CONNECTION MANAGEMENT			
Generation Interconnection Request (GIR) review performance	At least 90% of GIR screening studies completed on time without errors	At least 95% of GIR screening studies completed on time without errors	
GRID SECURITY MANAGEMENT / REAL-TIME SYSTEM CONTROL / SCHEDULING & DISPATCH			
Control Performance Standard 1 (CPS1) frequency control performance	Rolling 12 month CPS1 score > 125	Rolling 12 month CPS1 score > 135	
Interconnection Reliability Operating Limit (IROL)	No IROL exceedance longer than 30 minutes	No IROL exceedances longer than 15 minutes	
OUTAGE COORDINATION/PLANNING			
Outage Coordination performance	At least 95% of outage requests approved or denied within timeline and with mitigation plans developed if required	At least 97% of outage requests approved or denied within timeline and with mitigation plans developed if required	
Network model update frequency	No more than two instances of models not being provided for scheduled and supplemental data base loads and no more than 4 emergency database loads due to staff error	All models provided for scheduled and supplemental data base loads and no more than 2 emergency database loads due to staff error	
FORECASTING			
Operations Load Forecast performance - Mean Average Percent Error (MAPE)	Monthly average day ahead load forecasts used for DRUC MAPE all less than 4.0%	Monthly average day ahead load forecasts used for DRUC MAPE all less than 3.5%	
Wind forecast performance - MAPE based on installed wind capacity	Monthly average day ahead wind forecasts used for DRUC MAPE all less than 20%	Monthly average day ahead wind forecasts used for DRUC MAPE all less than 15%	
COMPLIANCE MONITORING & REPORTING			
Required Planning Report performance	No more than two reports required by PUCT Rule, DOE project, NERC or State law filed late or with error	100% of reports required by PUCT Rule, DOE project, NERC or State law completed on time without errors.	
Achieve full compliance with NERC/FERC planning and operating standards, OPS, Protocols (this measurement will be monitored by HR&G and adjusted as directed)	No more than 1 high severity and no more than 5 total exceptions from NERC Standards as found in a NERC Compliance Audit excluding current registration mitigation plan regarding TOP	No high severity and no more than 4 total exceptions from NERC Standards as found in a NERC Compliance Audit.	
Assure property, personnel, and cyber assets are protected (cyber and physical) in accordance with NERC CIP Standards.	No more than 1 high severity and no more than 5 total alleged violations from NERC Standards as found in a NERC or TRE initiated CIP CMEP in 2011. Unqualified opinion on logical physical security controls.	No high severity and no more than 5 total alleged violations from NERC Standards as found in a NERC or TRE initiated CIP CMEP in 2011. Unqualified opinion and no noted exceptions.	
Achieve compliance with all operating procedures	Greater than or equal to 96% but less than 99% compliance as found in the annual internal Operations Audit	Greater than or equal to 99% compliance as found in the annual internal Operations Audit	
Achieve compliance with ERCOT Protocols and Operating Guides	No more than 3 operating related exceptions from ERCOT Protocols and Operating Guides as found in Protocol Compliance Audit	No more than 1 operating related exceptions from ERCOT Protocols and Operating Guides as found in Protocol Compliance Audit	
Ensure ERCOT ISO compliance with protocol Section 8 and operating guide Section 9 requirements (include in aggregate above)	Ensure EROCT ISO is 95% compliant with responsibilities (shalls) and reliability requirements in Protocols Section 8 and Operating Guides Section 9. Results based on PUCT and Reliability Monitor 2011 audit (Self Reports excluded).	Ensure EROCT ISO is 100% compliant with responsibilities (shalls) and reliability requirements in Protocols Section 8 and Operating Guides Section 9. Results based on PUCT and Reliability Monitor 2011 audit (Self Reports excluded).	

2011
ERCOT KEY PERFORMANCE INDICATOR MATRIX
Retail Operation
1ST Quarter Reporting Period

	TARGET	STRETCH	PERFORMANCE
CUSTOMER SWITCHING/REGISTRY			
Retail Market Operation: Conduct retail transaction processing per Protocol timelines	98%	99%	
Retail Market Operation: End use customer switch notifications processed per PUCT rules	99%	99.90%	
MARKET INFORMATION			
Retail Market Operation: Retail extracts available per Protocol timelines	90%	95%	
DISPUTE MANAGEMENT			
Retail Market Operation: Manage retail transaction issues and disputes within defined timelines	95%	97%	

2011
ERCOT KEY PERFORMANCE INDICATOR MATRIX
Wholesale Spot / Cash Market Operation
1ST Quarter Reporting Period

	TARGET	STRETCH	PERFORMANCE
BIDDING, SCHEDULING AND PRICING			
DAM executions completed and posted successfully	% of days with successful DAM solution is 97-99 % of time	% of days with successful DAM solution is > 99 % of time	
DAM executions completed in acceptable timeframe	% of days with posting solution before 1600 is 97-99 % of time	% of days with successful DAM solution posted by 1600 is > 99 % of time	
DAM quality of solution as measure with price corrections	% of hours requiring DAM price correction is 1-3 % of time	% of hours requiring DAM price correction is < 1 % of time	
DRUC results posted by 18:00	# of posted DRUCs past 18:00 per month is 2 - 5	# of posted DRUCs past 18:00 per month is < 2	
DRUC solution is solved and posted	% of hours the forecasted demand and ancillary services requirements are satisfied is 97 - 99 %	% of hours the forecasted demand and ancillary services requirements are satisfied is > 99 %	
HRUC executed every hour(5.5.3)	% of completed HRUCs per month is 95 - 97 %	% of completed HRUCs per month is > 97 %	
HRUC solution is solved and posted	% of hours the forecasted demand and ancillary services requirements are satisfied is 97 - 99 %	% of hours the forecasted demand and ancillary services requirements are satisfied is > 99 %	
SCED executes at least every five minutes (6.3.2.2)	% of missed SCED intervals per month, excluding intervals during database loads and site failovers is < =2 %. No more than 2 days per month with more than 12 consecutive missed SCED intervals	% of missed SCED intervals per month, excluding intervals during database loads and site failovers is < =1% with no more than 12 consecutive missed SCED intervals	
SCED solution is solved and posted	% of 15-Minute Settlement Intervals where price corrections are performed is 1 - 3 %	% of 15-Minute Settlement Intervals where price corrections are performed is < 1 %	
WHOLESALE METERING, DATA COLLECTION AND DATA AGGREGATION			
AMS interval data is loaded into ERCOT systems by final settlement from the MRE in accordance with Protocols for data loading.	99%	99.75%	
IDR meter data is loaded into ERCOT systems by true-up settlement from the MRE in accordance with Protocols for settlement.	99%	99.75%	
EPS meter data is accurate and complete as measured by the percent of data that doesn't change after an initial settlement	99%	99.9%	
SETTLEMENT & BILLING			
Timely settlements per Protocol timelines.	99%	99.90%	
Accurate settlements as measured by number of resettlements due to manual data errors	2%	1%	
MARKET INFORMATION			
Wholesale extracts available per Protocol timelines	90%	95%	
CRR/FTR MANAGEMENT			
CRR auctions are performed according to Nodal Protocols Requirements (7.5.1)	By end of month	Auction takes less than 5 days to complete and post	
Monthly de-ratings of CRRs are within acceptable tolerances	80%	95%	
DISPUTE MANAGEMENT			
Process disputes within protocol timelines	95%	98%	

	TARGET	STRETCH	PERFORMANCE
DETERMINE REC OBLIGATIONS AND VERIFY COMPLIANCE			
Fulfill the protocol obligations for RPS mandate calculations and reporting on time and accurately	99%	99.9%	

2011
ERCOT KEY PERFORMANCE INDICATOR MATRIX
Retail Operation
1ST Quarter Reporting Period

	TARGET	STRETCH	PERFORMANCE
ACCOUNT MANAGEMENT			
Establish and Maintain Targeted Account Plans and execute per guidelines and schedule.	90%	95%	
Create, distribute and post Market Notices per the COPs Communication Guide, Section 5, Appendix A.	90%	95%	
Respond/acknowledge MP account management inquiries within One Business Day of receipt for those inquiries not involving disputes.	90%	98%	

2011
ERCOT KEY PERFORMANCE INDICATOR MATRIX
Information Technology
1ST Quarter Reporting Period

	TARGET	STRETCH	PERFORMANCE
IT APPLICATION SERVICES			
Retail Processing Availability - Bus. Hours and Non bus. hours (*Business hours availability under review*)	99.2% Bus Hrs 99% Off Hrs	99.5% Bus Hrs 99.2% Off Hrs	
Texas Market Link Availability	99%	99.5%	
Texas Market Link Report Explorer Availability	99%	99.5%	
Retail API Availability	99%	99.5%	
MarkeTrak Availability	98%	99.5%	
Congestion Revenue Rights (CRR) Availability	98%	99%	
Market Information System (MIS) Availability	99%	99.5%	
Market Management System Aggregate Availability	98%	99.5%	
Energy Management System Aggregate Availability	99%	99.5%	
Security Constrained Economic Dispatch (SCED) Availablity No outages greater than 30 consecutive minutes No more than 12 outages per year	98%	99%	
Load Frequency Control (LFC) Availability No outages greater than 30 consecutive minutes No more than 12 outages per year	99.93%	n/a	
Outage Scheduler Availability	99%	99.5%	
Network Model Management System (NMMS) Availability with no more than 2 unplanned outages per month	97%	99%	
IT STRATEGY & PLANNING			
Data Center Relocation and Asset Replacement Strategy implemented on time and on budget	W0 - Equipment Feb W1 -Supp & Corporate May FR - Comm Bastrop Control Center June W2 Development Systems June W3 Austin Control Room / EMMS Aug W4 DR cap Aug W5 TCC1 Prod December	System and Control Room relocated - October	

2011
ERCOT KEY PERFORMANCE INDICATOR MATRIX
Other Support and Management Functions
1ST Quarter Reporting Period

	TARGET	STRETCH	PERFORMANCE
STRATEGY & BUSINESS PLANNING			
Begin program to integrate risk analysis into all major ERCOT cost/benefit, impact analysis, strategic planning, budget preparation and control assessment activities.	* Appointment VP of Risk * Structure Risk Organization * Review current risk profile	n/a	
INTERNAL AUDIT			
Execute the 2011 Internal Audit Plan as approved by the Finance and Audit Committee, and complete the plan by December 31, 2011.	90% completion by year end	100% completion by year end	
FINANCE			
Manage spending to be equal to or less than the board-approved expenditure budget for 2011.	Between 0 - 5 percent favorable variance	Greater than 5 percent favorable variance	
Management recommended and board-approved budget filed with the Public Utility Commission of Texas (PUCT)	Fee filing made with PUCT as instructed by the BOD	n/a	
SAS70 audit (Type 2)	Unqualified opinion of all control activities	Unqualified opinion of all control activities with no exceptions noted	
HUMAN RESOURCES			
Retain top talent (Lose no more than 3% of top talent population annually).	3%	0%	
Percent of targeted managers to complete management certificate program annually.	90%	100%	
Number of E-learning courses utilized (assuming average staff level of 600)	1200	1800	
Percent of employees who have completed annual development training	90%	95%	
Percent of critical positions with named successors.	90%	100%	
Identification and review of top talent process.	Completed by end of June	Completed by end of April	
Percent of position filled through college campus recruiting	10%	20%	
Manage training program to enhance career development and skill improvement through the development of Individual Development Plans (IDPs) for the population.	90%	95%	
FACILITIES/SECURITY			
Operate data centers providing availability consistent with data center designed objectives	99.982% Met Center 99.75% No unplanned outages	100%	
Update Strategic Facilities Plan	Updated Strategic Facilities Plan completed by July 30th, 2011	Updated Strategic Facilities Plan completed by June 30th, 2011	
Detail plan for disposition of the MET Center Facility approved and ready for executive.	No later than September 30, 2011	No later than August 31, 2011	
STAKEHOLDER RELATIONS			
Annually, respond to media queries within 24 hours.	95%	100%	
Annually, provide timely, thorough and accurate news releases on all ERCOT board meetings, major reports and filings, board and officer changes, and other newsworthy events.	95%	100%	
Annually, ensure postings of current information, reports , and presentations on the ERCOT website and maintain accurate information about ERCOT executives, board members, and general organizational profile.	100%	100%	
Annually, ensure the completion of an annual report and concise fact sheets for use with external constituents as needed.	100%	100%	
PROJECT/PROGRAM MANAGEMENT			
Deliver projects on-time	n/a	Projects meet planning and execution completion dates. Schedule Metric-Variance between target date and forecast date.	

Deliver projects within budget		n/a Projects will have a 0% budget variance.	
Deliver projects within scope		n/a 100% of scope, requirements and objectives are delivered.	