



**DRAFT MINUTES OF THE 2011 STRATEGIC PLANNING EVENT OF
THE BOARD OF DIRECTORS OF
ELECTRIC RELIABILITY COUNCIL OF TEXAS, INC.**

2705 West Lake Drive, Rooms 252/253
Taylor, Texas 76574
August 17, 2011 at 8:30 a.m.

Pursuant to notice duly given, the 2011 Strategic Planning Event meeting of the Board of Directors (Board) of Electric Reliability Council of Texas, Inc. (ERCOT) convened on the above-referenced date.

Meeting Attendance:

Board Members:

Director	Affiliation	Segment
Bermudez, Jorge	Unaffiliated	Unaffiliated Director
Crowder, Calvin	American Electric Power Service Corporation	Investor Owned Utility (IOU)
Doggett, Trip	ERCOT	President and Chief Executive Officer
Doll, Laura (Chair)	Unaffiliated	Unaffiliated Director
Dreyfus, Mark	Austin Energy	Municipal
Espinosa, Miguel		Unaffiliated
Fehrenbach, Nick	City of Dallas	Commercial Consumer
Gent, Michehl		Unaffiliated, Vice Chairman
Givens, Sheri	Office of Public Utility Counsel	Residential Consumer
Helton, Bob	International Power America Services	Independent Generator
Hendrick, Eric	Stream Energy	Independent Retail Electric Provider
Karnei, Clifton	Brazos Electric Power Cooperative, Inc.	Cooperative
Ryall, Jean	Constellation Energy	Independent Power Marketer

Staff and Guests:

Bowling, Shannon	Cirro Group, Independent Retail Electric Provider Segment Alternate
Cleary, Mike	ERCOT Senior Vice President and Chief Operating Officer
Day, Betty	ERCOT Vice President of Business Integration
Feuerbacher, Paula	ERCOT Manager of Strategic and Organizational Development
Gage, Theresa	ERCOT Director of External Affairs
Goodman, Dale	ERCOT Director of Market Services
Hobbs, Kristi	ERCOT Manager of Market Rules

Jones, Brad	Luminant Energy, Technical Advisory Committee (TAC) Chair
Leady, Vickie	ERCOT Assistant General Counsel and Assistant Corporate Secretary
Manning, Chuck	ERCOT Vice President of Human Resources and Chief Compliance Officer
Morgan, Richard	ERCOT Vice President and Chief Information Officer
Ober, Mary	Facilitator
Ogelman, Kenan	CPS Energy, TAC Vice Chair
Petterson, Mike	ERCOT Vice President of Finance and Treasury
Ruane, Mark	ERCOT Vice President of Credit and Enterprise Risk Management
Saathoff, Kent	ERCOT Vice President of Grid Operation and System Planning
Wilkins, Tisa	ERCOT External Relations Specialist

Welcome and Opening Words (Agenda Item 1)

Trip Doggett, ERCOT President and Chief Executive Officer (CEO) and Laura Doll, Board Chair, opened the Strategic Planning Event (Event) at 8:30 a.m. They welcomed the Board and guests to the Event and introduced Mary Ober, the Event facilitator.

Session Objectives/Ground Rules (Agenda Item 2)

Ms. Ober provided the Board with an explanation of the session objectives and ground rules for the Strategic Plan.

Opening Activity – What We Have in Common (Agenda Item 3)

Ms. Ober facilitated the participation of the Board and ERCOT management in an opening activity called “What We Have in Common”.

Strategic Initiative Update (Agenda Item 4)

Mr. Doggett provided the Board with an update on ERCOT’s 2012-2016 Strategic Plan.

SWOT Feedback and Themes (Agenda Item 5)

Ms. Ober reviewed general themes related to responses to a survey soliciting feedback on the categories of ERCOT’s strengths, weaknesses, opportunities and threats (SWOT) and facilitated a discussion on these topics.

Strategic Planning Best Practices and Pitfalls (Agenda Item 6)

Ms. Ober reviewed best practices and pitfalls of strategic planning generally.

Break (Agenda Item 7)

The meeting was recessed for a brief break.

Priority Issues Activity (Agenda Item 8)

Ms. Ober facilitated an activity which focused on the prioritization of relevant issues.

Small Group Work (Agenda Item 9)

Ms. Ober facilitated an activity in which the Board and ERCOT management participants worked in smaller groups to develop strategic priorities – that is, those which should be started, stopped or continued.

Lunch (Agenda Item 10)

The meeting was recessed for a brief lunch break.

Small Group Reports and Feedback (Agenda Item 11)

The small group discussions regarding strategic priorities were continued after lunch. After extensive discussion, each group provided a report with their conclusions as to such strategic priorities.

Next Steps (Agenda Item 12)

After discussion, next steps regarding the refinement of the Strategic Plan were outlined. In addition, a schedule was developed for ERCOT management to bring a status update on the development of a refined Strategic Plan to the Board (based on comments received during this meeting) at the September 2011 Board meeting and for the Board to provide final consideration of the refined Strategic Plan at the October 2011 Board meeting.

Close and Wrap Up (Agenda Item 13)

After soliciting comments on the session objectives, Ms. Ober adjourned the meeting at approximately 1:45 p.m.

Vickie G. Leadly
Assistant Corporate Secretary