



To: Human Resources and Governance (HR&G) Committee

From: Pablo Vegas, President and Chief Executive Officer

Date: April 13, 2026

Re: Objectives and Key Results (OKRs) – 2025 Final Results and New 2026 OKRs

Executive Summary

Each year, ERCOT establishes objectives and key results to measure performance of work toward the Objectives in the Strategic Plan approved by the ERCOT Board of Directors (Board).

The attached report presents the final results of the 2025 OKRs and the new 2026 OKRs that guide and measure performance of work for corporate priorities in alignment with the 2024–2028 Strategic Plan. All 2025 OKRs were completed.

Completion Targets

All 2026 OKRs are targeted for completion by December 2026.

Objectives and Key Results (OKRs)

2025 Final Results and New 2026 OKRs

Public

April 10, 2026

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Overview

This report presents the final results of ERCOT's 2025 Enterprise Objectives and Key Results (OKRs) and introduces the new 2026 OKRs, both aligned to the 2024–2028 Strategic Plan approved by the Board in June 2023. All 14 Key Results across the three 2025 objectives were completed, spanning grid reliability and resilience, economic competitiveness, and organizational excellence. For 2026, ERCOT has established 10 new Key Results that continue advancing Strategic Plan priorities.

2024-2028 Objectives

Following stakeholder discussion and analysis of external and internal factors to identify drivers and risks, on June 20, 2023 the Electric Reliability Council of Texas, Inc. (ERCOT) Board of Directors (Board) [approved](#) the high-level priorities that guide ERCOT work via the [2024-2028 Strategic Plan](#). The plan aims to deliver the most value to the consumers of Texas with the following objectives:

1. Be an industry leader for grid reliability and resilience – **Objective 1**
2. Enhance the ERCOT region's economic competitiveness with respect to trends in wholesale power rates and retail electricity prices to consumer – **Objective 2**
3. Advance ERCOT, Inc. as an independent leading industry expert and an employer of choice by fostering innovation, investing in our people, and emphasizing the importance of our mission – **Objective 3**

2025 / 2026 Key Results

ERCOT establishes Key Results to help measure performance of work to achieve Objectives in the Strategic Plan.

All 2025 OKRs were completed.

2026 OKRs were created to continue work for corporate priorities in alignment with the 2024-2028 Strategic Plan.

2025 ERCOT Enterprise OKRs

Objective 1

BE AN INDUSTRY LEADER FOR GRID RELIABILITY AND RESILIENCE.

Key Results		
Improve Grid Stability	Completed 10/24/25	✓
Modernize Transmission Planning processes to match the challenges of a rapidly changing grid	Completed 12/01/25	✓
Increase cyber security awareness of employees	Completed 12/31/25	✓
Improve rules, processes and internal procedures related to RMR/MRA and Contract for Capacity requirements	Completed 12/16/25	✓
Enhance infrastructure patching period for production assets	Completed 12/31/25	✓
Better manage the grid with large penetration of distributed energy resources	Completed 10/27/25	✓

Objective 2

ENHANCE THE ERCOT REGION'S ECONOMIC COMPETITIVENESS WITH RESPECT TO TRENDS IN WHOLESALE POWER RATES AND RETAIL ELECTRICITY PRICES TO CONSUMERS.

Key Results		
Implement key milestones for the Real-Time Co-optimization plus Batteries (RTC+B) Program	Completed 12/31/25	✓
Inclusion of operational probabilistic assessment in ancillary services	Completed 09/23/25	✓
Implement key milestones for HB1500 Dispatchable Reliability Reserve Service (DRRS) Requirements	Completed 12/16/25	✓
Enhance demand response approach and programs	Completed 08/26/25	✓
Advance and improve enterprise risk management (ERM) initiative at ERCOT	Completed 10/24/25	✓
Enabling AI and Data Analytics capabilities to empower data driven decision making	Completed 10/30/25	✓
Better manage the grid with large penetration of energy storage resources	Completed 10/27/25	✓

Objective 3

ADVANCE ERCOT, INC. AS AN INDEPENDENT LEADING INDUSTRY EXPERT AND AN EMPLOYER OF CHOICE BY FOSTERING INNOVATION, INVESTING IN OUR PEOPLE, AND EMPHASIZING THE IMPORTANCE OF OUR MISSION.

Key Results		
Promote better talent identification and acclimation into ERCOT	Completed 12/31/25	✓

2026 ERCOT Enterprise OKRs

Objective 1

BE AN INDUSTRY LEADER FOR GRID RELIABILITY AND RESILIENCE.

Key Results	
Improve Grid Stability	Dec-26
Improve Large Load Processes	Dec-26
Increase employee engagement and responsiveness in phishing simulations to strengthen ERCOT's cybersecurity posture and resilience against social engineering threats	Dec-26
Implement Requirements for SB6	Dec-26

Objective 2

ENHANCE THE ERCOT REGION'S ECONOMIC COMPETITIVENESS WITH RESPECT TO TRENDS IN WHOLESALE POWER RATES AND RETAIL ELECTRICITY PRICES TO CONSUMERS.

Key Results	
Implement HB 1500 requirements	Dec-26
Enable AI and data analytics capabilities to empower data driven decision making	Dec-26
Better manage the grid with large penetration of energy storage resources	Dec-26
Develop a data governance strategy for structured data management	Dec-26

Objective 3

ADVANCE ERCOT, INC. AS AN INDEPENDENT LEADING INDUSTRY EXPERT AND AN EMPLOYER OF CHOICE BY FOSTERING INNOVATION, INVESTING IN OUR PEOPLE, AND EMPHASIZING THE IMPORTANCE OF OUR MISSION.

Key Results	
Foster a culture of continuous learning by increasing employee engagement in professional development	Dec-26
Implement the ercot.com redesign project into a testing environment (Sandbox) for Market Participant and other stakeholder feedback *The Production release will occur by March 31, 2027.	Dec-26