operations, need to dedicate resources to maintaining and complying with Texas SET requirements on an ongoing basis

Q. HOW DOES THE DEVELOPMENT AND IMPLEMENTATION OF ERCOT'S SYSTEMS COMPARE TO THE EFFORT REQUIRED BY EGSI?

A. There are two principal differences between ERCOT's implementation effort and the effort required by the Company: the functional scope and the implementation timeline.

Regarding the functional scope, the difference between ERCOT and EGSI is that the Company, like ERCOT itself, had to develop systems and capabilities to perform for ESAT the same centralized functions performed by ERCOT, but EGSI *also* had to provide all the labor, systems and processes necessary to put itself in a position of becoming an *unbundled participant* in that same market.

Specifically, the Company was similar to ERCOT in that it had to build and provide the load profiling and data aggregation functionality for the ESAT region in the same fashion that ERCOT performs these functions for retail choice in the ERCOT region. In addition to the Company performing the data aggregation and load profiling that ERCOT provides for the ERCOT IOUs, in parallel with ERCOT's system development, the Company was also developing a new system to support the new Texas market retail transaction requirements. It is important to

note that electric utilities in the ERCOT region served a dual role during the pilot project—as vertically-integrated utilities providing electricity to retail customers who did not participate in the pilot, and as TDSPs to deliver power to customers who switched to REPs. EGSI maintained those two roles and also a third role to apply load profiles and aggregated meter data for the ESAT region in the same fashion that ERCOT does.

ERCOT and EGSI also had vast differences in functional requirements. For example, ERCOT was consolidating control areas and implementing significant wholesale market operations functions and changes to its Energy Management System where the Company was not required to implement similar functions. On the other side, however, EGSI was preparing for business separation and asset unbundling that ERCOT did not have to perform.

The second principal difference is the implementation timeline. While the official start of the pilot project was June 1, 2001, with full retail access on January 1, 2002, there were many activities that started for ERCOT before that date, such as the development of market rules and protocols, and the design and testing of computer and communications systems. As I discussed earlier in my testimony, ERCOT developed bid documents during the fall of 1999 to acquire the systems necessary to support the restructuring of the Texas electric market. This equates to approximately 26 months of defining the requirements and completing the design, development and testing of the retail applications before

transitioning to full retail choice. In contrast, EGSI also underwent an aggressive development and testing program to participate in the pilot by June 1, 2001, but was then required to maintain its ongoing communications and technical connectivity to keep its pilot operational until July 2004, equating to 60 months from initiation through termination of pilot operations.

Q. HOW MUCH DID ERCOT SPEND TO MEET THE REQUIREMENTS OF SB 7?

A. In my research, I found a statement by Sam Jones, the Chief Operating Officer for ERCOT, made at a FERC Conference on Standard Market Design held January 23, 2002. Mr. Jones stated that "[t]he total wholesale and retail conversion cost was in the neighborhood of $120 million for facilities and systems." The excerpt of this discussion is included in Exhibit VGC-7, FERC SMD Conference Transcript Excerpt. Mr. Jones also stated "[t]he retail and the wholesale was so intermixed," indicating that it is very difficult to distinguish the costs between wholesale or retail functions. While this presents an apples-to-oranges comparison to the Company because the functional scope was different in many regards, I include this number to provide a frame of reference of the costs ERCOT incurred to launch the ERCOT market.

Q. ARE THERE ASPECTS OF ERCOT'S EFFORT TO MEET THE REQUIREMENTS OF SB 7 THAT ARE COMPARABLE TO THE COMPANY?

A. Yes. Both ERCOT and the Company were on very tight implementation timescales, each initiating an aggressive system design and implementation schedule to meet a targeted June 1, 2001 start of a retail choice pilot shortly after SB 7 was signed by the Texas Legislature. In fact, all Texas market participants were undergoing significant development efforts to build systems and processes to support the new market. This intense implementation effort throughout the state created a shortage of resources available with energy restructuring expertise. For example, in the 2001 ERCOT Readiness update, attached to my testimony at Exhibit VGC-3, ERCOT System Overview, ERCOT reported that during the peak of development, nearly 300 developers, engineers, and analysts were working on the new ERCOT systems. Likewise, EGSI also was in need of, and relying on outside experts and developers, in part, to prepare the systems necessary to participate in the pilot and, ultimately, ROA. This indicates to me that entities preparing for retail choice in Texas were largely competing for outside expertise, and I factor this condition into the assumptions that I have made in creating an estimation model that I discussed in Section III of my testimony.

Q. AFTER THE COMPLETION OF THE PILOT AND THE START OF FULL RETAIL CHOICE ON JANUARY 1, 2002, DID ERCOT SEE A DECLINE IN ITS COSTS?

A. No. ERCOT's operational costs continued to rise through 2004. Margot Lutzenheiser, an associate economist for the Public Power Council performed a "Comparative Analysis of RTO/ISO Operating Costs," attached to my testimony as Exhibit VGC-8, RTO Comparative Analysis. In Ms. Lutzenheiser's report, she captures how ERCOT's Annual Operating Expenses skyrocketed from approximately $20 million in the year 2000 to over $138 million budgeted in 2004, representing over a six-fold increase.

Q. ARE ERCOT'S RISING COSTS RELEVANT TO THIS PROCEEDING?

A. Yes. I think the increasing costs of supporting a retail market and the volume of changes that have occurred, and continue to occur, indicate that effective market implementation has cost more than originally anticipated and tasks were harder to do than expected. The Texas competitive market is the result of an on-going, stakeholder driven, evolutionary process. Over 328 protocol change requests alone were submitted between the actual start of the retail pilot on July 31, 2001 and the end of 2004. In a nutshell, the intensity and the workload continued after the market started.

Q. WHY ARE ERCOT'S CHANGING MARKET REQUIREMENTS RELEVANT TO THE COMPANY'S TRANSITION TO RETAIL CHOICE?

A. Every retail transaction change, system change, or protocol change that occurred in the ERCOT market that impacted *retail* operations had to be monitored, mirrored, and tested by the Company because ERCOT centrally administered retail transactions statewide. In essence, even though the EGSI pilot had much smaller customer participation than full ROA in ERCOT, the Company was subject to all of the retail requirements that were driven and modified in the ERCOT stakeholder process. The workload that ERCOT required to sustain a robust retail market is corollary to the effort the Company incurred to maintain pilot operations.

Q. SHOULD THE NUMBER OF UTILITY CUSTOMERS BE A PRINCIPAL OR SOLE DRIVER OF A UTILITY'S TRANSITION COSTS?

A. No. The number of customers served by a utility is neither the principal nor the sole driver of the amount of transition costs incurred by a utility. The more significant cost drivers with regard to transitioning from a regulated market to a competitive market is "time to implement" the systems and the complexity of the market structure. The transition costs I compare fall into two broad categories: (1) regulatory-related costs, and (2) utility business processes and systems changes. I understand that Company witness May discusses at length in his testimony the regulatory process in Texas as enormous, complex, and lengthy. The Company's

TTC costs were incurred over a six-year period, rather than a shorter two and one-half-year period, as was originally anticipated through SB 7. Further, I understand that this effort required significant support by outside counsel, with regard to both time and expense, for the over 50 dockets and rulemakings in which the Company was involved. In that regard, SB 7 placed a similar regulatory burden on the Texas portion of EGSI as it did for TXU Electric Company and Reliant Energy Inc., despite the significantly greater size of the latter two companies.

The second driver of cost is the change needed in the utility business processes and systems. The Texas market structure and the ERCOT Protocols are complex and created large volumes of transactions. The volume of transactions and the complexity of rules demanded robust systems and controls to appropriately support the level of service envisioned by the Commission. Given the comprehensive requirements of the Texas market rules and ERCOT Protocols, and the volume of transactions and customers, the creation of a comprehensive retail market solution was a very significant effort.

V. REASONABLENESS OF EGSI TRANSITION COSTS

Q. HOW IS THIS SECTION OF YOUR TESTIMONY ORGANIZED?

A. In this section, I discuss the reasonableness of EGSI's transition costs, and cost control and reductions mechanisms that I understand the Company used to manage the total transition costs.

Q. ARE THE TRANSITION COSTS REQUESTED BY EGSI REASONABLE?

A. Yes. In comparing just the two categories of EGSI TTC cost on which I have focused (approximately $144 million)[1] to the results of my estimation model for implementing ROA in ESAT (approximately $169 million), EGSI's request is significantly lower than the estimate. When considering this range and the nature of the more than five-year transition that EGSI experienced from 1999 through June 2005, I conclude that EGSI's TTC costs are reasonable. Furthermore, compared to the estimate I derived, the Company acted prudently to manage costs of its expenditures as its requested costs in these categories were below my estimate. If I were to include an AFUDC component in my estimate model figures, which would be reasonable in light of the length of the transition period experienced by EGSI, my figures would be even larger in comparison to EGSI's TTC requested costs.

Q. WHY DO YOU BELIEVE EGSI HAD TRANSITION COSTS BELOW YOUR COST ESTIMATE?

A. The Company used a combination of cost controls, project ramp-down and outsourcing as mechanisms to effectively manage their overall project costs.

[1] Again, the two categories of EGSI's TTC costs on which I focused do not include the Company's System Benefit Fund & RECs class; the Energy Efficiency class, or the Rates/Riders Preparation class.

First, addressing cost controls, I understand the Company reviewed the time and expenses of internal resources for reasonableness and adherence to travel and accounting policies. I also know from direct experience that invoices of outside services were reviewed for reasonableness prior to authorizing payment. This audit and review mechanism generally assists in mitigating unexpected costs that sometimes arise over long-term projects without adequate checks and balances. Secondly, during times when the near-term commencement of ROA in ESAT became less certain, EGSI significantly reduced the resources allocated to transition efforts, allowing for cost savings. While my estimation model does have a natural ramp-down and decline of resources allocated to the project, I understand that EGSI took a more dramatic approach to reducing headcount during these times of uncertainty, thus reducing the resource costs. Finally, the Company outsourced its Information Technology function. The Company successfully moved 350 former Entergy employees and 100 contractors to an outsource company's payroll, and the outsourcing agency also agreed to provide direction to 160 Entergy-retained employees whose services and costs are part of its contractual incentives. This structural change leads me to believe that the Company was able to better manage its transition costs by reducing its operational and infrastructure costs through outsourcing agreements.

VI. CONCLUSION

Q. DOES THIS CONCLUDE YOUR DIRECT TESTIMONY?

A. Yes, at this time.

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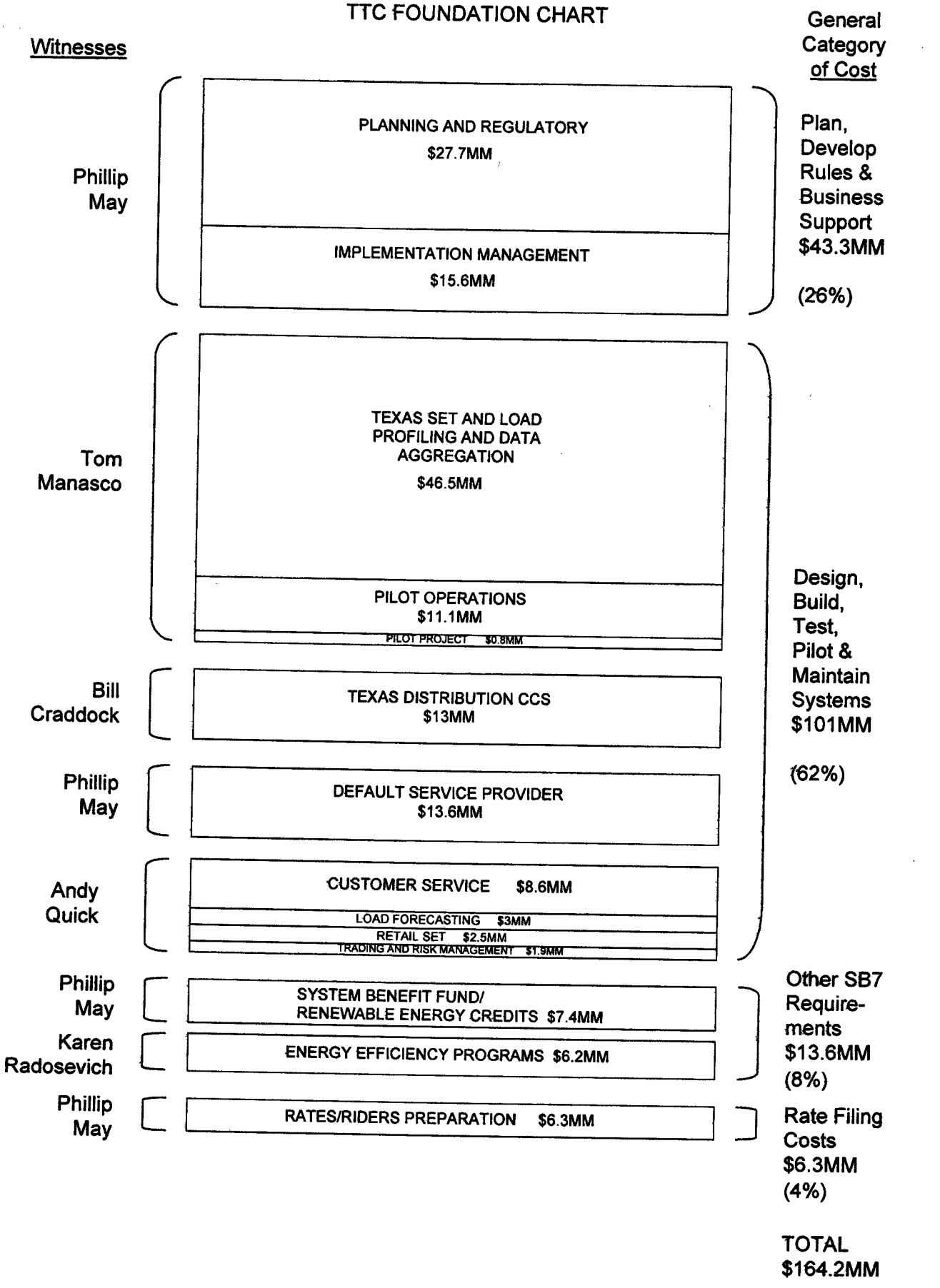
TTC FOUNDATION CHART



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EGSI Comparative Cost Estimate

Workbook Overview and Guidelines

This workbook is organized as follows:

Contents shows the table of contents for all Schedules and Workpapers.
Each major area of analysis is represented by a Schedule.
The results and inputs on the Schedules will reference their source, primarily with references to Workpapers.
Each Workpaper will provide drill-down detail for the information summarized on Schedules.
The Schedules are numbered S1, S2 etc.
The Factors tab containts input variables that are used on multiple Workpapers or have a high liklihood of sensitivity analysis.
Other input variables that are only used in one Workpaper will be housed in that Workpaper.

This workbook is guided by the following objectives:

The workbook will be simple and flexible, yet thorough. It is intended to present cost estimate.
Impact assessment for changes in inputs will be quick.
Benchmark data from other markets will be provided where relevant.

Cost Analysis Assumptions:

All currency is presented in US dollars.
Dollars are undiscounted and in 2005 dollars
Transition costs are represented as total dollars
Transition costs are represented as total dollars
Timeline covers 1-Jun-1999 to 1-Sep-2004

EGSI Comparative Cost Estimate
Index of Schedules and Workpapers

Schedules

S1	Schedule 1: Summary of Total Transition Costs	Roll-up estimate by year of Transition and Operating Costs

Workpapers

W1	Workpaper 1: External Resource Consulting and Development	Detailed cost estimate of external FTE resources
W2	Workpaper 2: Internal Resource Loading Detail by Role	Detailed cost estimate of internal FTE resources
W3	Workpaper 3: Facilities Summary	Detailed cost summary of facilities
W4	Workpaper 4: Systems Summary	Detailed cost summary of systems by division
W5	Workpaper 5: Other Transition Expenses Summary	Summary of other transition costs

Input and Reference Tables

I1	Input 1: Estimating Factors	Input variables that are used on multiple Schedules and Workpapers
I2	Input 2: Resource Salary/Cost	Salary Scale and steps based on labor statistics
I3	Input 3: Internal Resource Loading Detail by Role	Hiring Rate and Salary Correlation
R1	Reference 1: Benchmark References	Document sources for benchmarks and comparison data
R2	Reference 2: Chart Supporting Material	Data used by charts in reference section
R3	Reference 3: Internal FTE Resource Loading by Project	Chart of number of internal FTEs by project and quarter
R4	Reference 5: External FTE Resource Loading by Project	Chart of number of external FTEs by project and quarter
R5	Reference 6 : Internal and External FTE Resource Loading by Employee Type	Chart of number of FTE resources by employee type
R6	Reference 7: FTE Resource Loading Comparison	Chart comparison of Internal to External FTE loadings
R7	Reference 8: Total FTE Resource Count by Project	Chart of total resources by project

Version Notes:

EGSI Comparative Cost Estimate

Input 1: Estimating Factors

Category	Type	Factor Name	Description	Estimate	Data Source / Basis for Estimate
Facilities	Calculated	#_workstations	Number of Workstations	137	Org Design - scaled based on headcount
Facilities	Direct	$_utilities_per_em	Annual electricity cost, water, fuel oil, waste disposal per employee	1,518	{E1} ERCOT: $759,000 in 2004$
Facilities	Direct	$_building_services_per_em	Annual security services, custodial and ground maintenance	3,002	ERCOT Rate Case with employee adjustment
Facilities	Direct	$_workstation	Cost per Workstation	2,500	American Productivity & Quality Center (APCQ): $2,500
Facilities	Direct	$_lease_ft	Cost per sq. ft of leased space per year	19.00	
Facilities	Direct	#_ft_per_employee	Number of square feet to allocated per employee	160	officefinder.com
Facilities	Direct	$_furniture_lease_per_ft	Annual furniture lease per sq ft	$5	5-10/sq ft per year for 5 year lease http://www.fastfacility.com/FastInfo/info5.asp
General	Direct	#_yrs_transition	Number of years of utilities, telecom, etc incurred during transition	5.00	
General	Direct	$_miscellaneous	Annual miscellaneous cost	15,925	ERCOT Rate Case with employee adjustment
General	Direct	#_initial_load	Initial MW Annual Consumption (MWh)	3,652	Peak Load for pilot customers
General	Direct	#_corporate_members	Number of Market Participants		Based on participation from market rule development
General	Direct	$_non_ERCOT_LSE_Fee	Annual Fee per ESI ID to non-ERCOT LSEs	1.15	$1.15 per ESI per year
General	Direct	#_ESI_ID	Number of ESI ID	383500	Number of Customer in ESAT Pilot
General	Direct	$_CIS_fee_per_ESI_ID	Average license cost per ESI ID to purchase a CIS system	6	[TMG1] Utilities can expect to spend between $3.00 and $7.00 per customer
Infrastructure	Direct	$_per_meter_fee	Monthly meter fee for use of EDI Clearinghouse	0.3	
Infrastructure	Direct	$_meter_operating_cost	Approximate monthly operating costs for hourly meters	1.00	{PLX1} Average monthly operating cost of interval or profiled meters is $1-$2
General	Direct	$_profiling_per_month_per_customer	Average monthly load research and analysis costs per customer	0.05	{PLX1} On a per customer basis, averages $.05 to $.25 per customer per month
General	Direct	%_capital_interest_rate	Capital Interest Rate	6%	
General	Direct	%_om_rate	Operation & Maintenance rate (percentage)	20%	Industry Standard
General	Direct	$_average_monthly_expense	Average monthly expenses for consultants	3000	
Infrastructure	Direct	$_communications	Annual cost for meetings, events, communication, publications, printing, etc	125,000	Facility space and documentation of materials for PUC workshops, etc
Infrastructure	Direct	$_per_hourly_meter	Average cost to install retail compliant metering	1,000	{PLX1} Average hourly metering at commercial sites
Infrastructure	Direct	%_hourly_noncompliant_meters	Average percentage of meters requiring upgrade to be retail compliant	0.5%	
Infrastructure	Calculated	$_data_service_per_em	Annual fiber cost, internet service, O3C (all non-WAN data)	1,947	ERCOT Rate Case with employee adjustment
Infrastructure	Calculated	$_wan_cost	Annual WAN cost	-	Not required for pilot or TDSP operations
Infrastructure	Direct	$_voice_service_per_em	Annual telephone, long-distance, telecom, wireless/cell	500	{E1} ERCOT: $462,120 in 2004$
Personnel	Calculated	#_employees	Peak Internal Resources	113.75	
Personnel	Direct	$_expenses_per_fte	Annual expenses per employee	5,000	{E1} ERCOT: $5,000/fte/yr approximately
Personnel	Direct	$_other_expenses_per_fte	Training, Travel & Other Employee Expenses	500	
Personnel	Direct	$_supplies_per_fte	Annual supplies per employee	1,000	Industry Standard
Personnel	Direct	%_loading_rate	Benefit loading rate per employee	25%	
Personnel	Direct	%_payroll_benefit_administration	Loading cost for payroll and benefits administration	3%	Payroll = 1% of salary expense, benefit administration = 2%
Personnel	Direct	%_annual_salary_escalation	Percent of annual salary escalation	2.5%	COLA Average from 1999-2004
Personnel	Direct	%_transition_recruiting	Percent of start up labor costs for recruiting and relocations	2.0%	
Personnel	Direct	$_new_employee_transition	Cost per new employee joining project team	3,000	

EGSI Comparative Cost Estimate

Input 2: Resource Salary/Cost

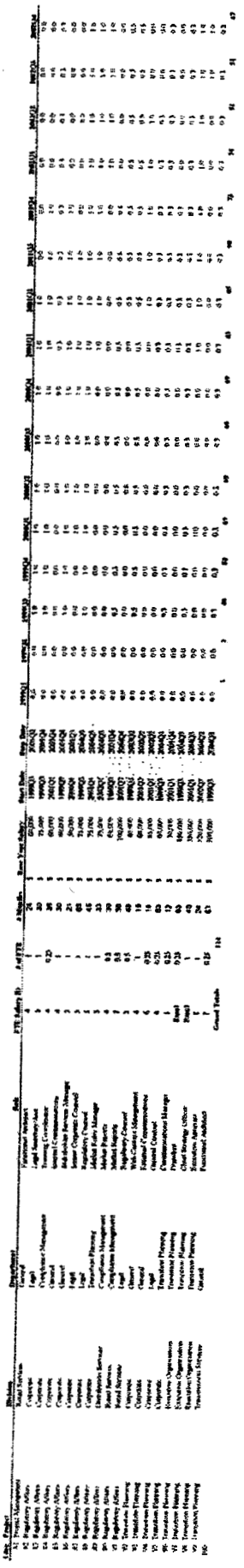
Factors:

%_loading_rate 25%

FTE ID	Fully Loaded	Salary Cost (NZ$)
1	37500	30000
2	50000	40000
3	62500	50000
4	75000	60000
5	93750	75000
6	106250	85000
7	125000	100000
8	150000	120000
Exec1	437500	350000
Exec2	281250	225000
Exec3	250000	200000
Partner	378000	378000
Senior Manager	390000	390000
Manager	384000	384000
Consultant	288000	288000
Analyst	192000	192000

Hourly Rate	Hours/Month
$ 350	90
$ 250	130
$ 200	160
$ 150	160
$ 100	160

EGSI Comparative Cost Estimate
Input 3: Interest Reserve Loading Detail by Role



EGSI Comparative Cost Estimate
Input 2: Internal Resource Loading Detail by Role

EGSI Comparative Cost Estimate

Schedule 1: Summary of Total Transition Costs

Line	Description	Factors	Reference	Subtotal	Transition Estimate	EGSI Cost	% Variance
1							
2	Internal Resource Costs			$ 35,065,854			0%
3	*Labor & Benefits*		Workpaper W2		24,859,375		
4	*Training, Travel & Other Employee Expenses*		Workpaper W2		1,599,000		
5	*Utilities, Maintenance & Building Facilities*		Workpaper W3		5,200,542		
6	*Other*		Workpaper W5		3,406,938		
7							
8	External Resource Costs			$ 67,456,500			0%
9	*Consulting for Implementation*		Workpaper W1		67,456,500		
10							
11							
12	*Systems Costs*						
13	*Acquistion*			$ 21,777,331			0%
14	*Customer Care System (CCS)*		Workpaper W4		9,664,200		
15	*Competitive Retailer Information System*		Workpaper W4		214,500		
16	*Load Profiling and Data Aggregation*		Workpaper W4		2,210,700		
17	*Data Exchange*		Workpaper W4		5,776,710		
18	*Load Forecasting*		Workpaper W4		330,100		
19	*Counterparty Trading System*		Workpaper W4		1,040,000		
20	*Other*		Workpaper W4		2,541,121		
21	*Maintainence*	%_om_rate	#_yrs_transition	$ 29,573,737			0%
22	*Customer Care System (CCS)*		Workpaper W4		6,442,800		
23	*Competitive Retailer Information System*		Workpaper W4		338,000		
24	*Load Profiling and Data Aggregation*		Workpaper W4		6,442,800		
25	*Data Exchange*		Workpaper W4		12,436,840		
26	*Load Forecasting*		Workpaper W4		920,400		
27	*Counterparty Trading System*		Workpaper W4		960,000		
28	*Other*		Workpaper W4		2,032,897		
29							
30	Contingency		10%	$ 15,387,342	15,387,342.18		
31							
32	**Total Transition Costs**				$ 169,260,764	$ 144,300,000	-17%

EGSI Comparative Cost Estimate

Workpaper J: External Resource Consulting and Development

Factors Reference
S_average_monthly_expense 3000

Line	Project	Division	Phase	Role	FTE Salary ID	# FTE	# Months	Annual Cost	End of Year FTE Count: Start Date	End Date	1999Q1	1999Q2	1999Q3	1999Q4	2000Q1	2000Q2	2000Q3	2000Q4	2001Q1	2001Q2	2001Q3	2001Q4	2002Q1	2002Q2	2002Q3
1	Business Continuity	Corporate	Design,Build,Test	Solution Architect	Senior Manager	1.0	27	$ 300,000	1999Q4	2001Q4				74								75			
2	Business Continuity	Distribution Services	Design,Build,Test	Developer	Consultant	8.0	9	$ 288,000	1999Q1	2001Q1	$0	$0	$0	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,000	$0	$0	$0
3	Business Continuity	Information Services	Solution Integration	Application Architect	Manager	1.0	27	$ 324,000	1999Q3	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$585,000	$585,000	$585,000	$0	$0	$0	$0
4	Business Continuity	Information Services	Solution Integration	Integration Architect	Manager	1.0	27	$ 324,000	1999Q3	2001Q3	$0	$0	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$0	$0	$0	$0
5	Business Continuity	Information Services	Solution Integration	Developer	Analyst	2.0	27	$ 192,000	1999Q3	2001Q3	$0	$0	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$0	$0	$0	$0
6	Business Continuity	Information Services	Solution Integration	Tester	Analyst	2.0	27	$ 192,000	1999Q3	2001Q3	$0	$0	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$0	$0	$0	$0
7	Business Continuity	Information Services	Solution Integration	DBA	Consultant	2.0	27	$ 288,000	1999Q3	2001Q3	$0	$0	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$0	$0	$0	$0
8	Business Continuity	Information Services	Solution Integration	Release Manager	Manager	1.0	21	$ 324,000	2000Q1	2001Q3	$0	$0	$0	$0	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$0	$0	$0	$0
9	Business Continuity	Information Services	Operate	Maintenance Lead	Consultant	1.0	30	$ 240,000	2000Q1	2002Q4	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
10	Business Continuity	Information Services	Design,Build,Test	Integration Test Lead	Analyst	1.0	33	$ 297,000	2000Q1	2002Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
11	Business Continuity	Retail Services	Design,Build,Test	Developer	Consultant	8.0	24	$ 288,000	1999Q3	2001Q3	$0	$0	$0	$0	$67,000	$67,000	$67,000	$67,000	$67,000	$67,000	$67,000	$67,000	$67,000	$67,000	$67,000
12	Market Mechanics	Distribution Services	Requirements Definition	Functional Architect	Manager	2.0	27	$ 324,000	1999Q3	2001Q3	$0	$0	$441,000	$441,000	$441,000	$441,000	$441,000	$441,000	$441,000	$441,000	$441,000	$0	$0	$0	$0
13	Market Mechanics	Distribution Services	Requirements Definition	Technical Architect	Manager	2.0	27	$ 324,000	1999Q3	2001Q3	$0	$0	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$0	$0	$0	$0
14	Market Mechanics	General	Requirements Definition	Process Analyst	Analyst	2.0	21	$ 192,000	1999Q3	2001Q3	$0	$0	$201,000	$201,000	$201,000	$201,000	$201,000	$201,000	$201,000	$201,000	$201,000	$0	$0	$0	$0
15	Market Mechanics	Retail Services	Requirements Definition	Functional Architect	Manager	2.0	27	$ 324,000	1999Q3	2001Q3	$0	$0	$249,000	$249,000	$249,000	$249,000	$249,000	$249,000	$249,000	$249,000	$249,000	$0	$0	$0	$0
16	Market Mechanics	Retail Services	Requirements Definition	Technical Architect	Manager	2.0	27	$ 324,000	1999Q3	2001Q3	$0	$0	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$0	$0	$0
17	Market Rules	Corporate	Legal	Rules Analyst	Senior Manager	2.0	15	$ 360,000	2000Q1	2001Q3	$0	$0	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$0	$0	$0
18	Market Rules	General	Requirements Definition	Facilitator	Senior Manager	2.0	15	$ 360,000	2000Q1	2002Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
19	Pilot Readiness	Corporate	Requirements Definition	Process Analyst	Analyst	3.0	24	$ 288,000	2000Q1	2002Q4	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$204,000	$204,000	$204,000	$204,000
20	Pilot Operations	Corporate	Requirements Definition	Process Analyst	Analyst	3.0	24	$ 288,000	2000Q1	2002Q4	$0	$0	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$0	$204,000	$204,000	$204,000	$204,000
21	Pilot Operations	Distribution Services	Operate	Tier-3 Team	Analyst	6.0	15	$ 192,000	2000Q1	2002Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
22	Pilot Operations	Retail Services	Operate	Tier-3 Team	Analyst	6.0	15	$ 192,000	2000Q1	2002Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$153,000	$153,000	$153,000	$153,000
23	Pilot Readiness	Distribution Services	Design,Build,Test	Functional Analyst	Consultant	3.0	12	$ 192,000	2000Q1	2002Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$249,000	$249,000	$249,000	$249,000
24	Pilot Operations	Distribution Services	Design,Build,Test	Functional Analyst	Consultant	3.0	24	$ 288,000	1999Q3	2001Q3	$0	$0	$225,000	$225,000	$225,000	$225,000	$225,000	$225,000	$225,000	$225,000	$0	$0	$67,000	$67,000	$67,000
25	Pilot Readiness	Distribution Services	Design,Build,Test	Functional Analyst	Analyst	12.0	24	$ 192,000	1999Q3	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
26	Pilot Readiness	Distribution Services	Design,Build,Test	Technical Analyst	Consultant	3.0	24	$ 288,000	1999Q3	2001Q3	$0	$0	$666,000	$666,000	$666,000	$666,000	$666,000	$666,000	$666,000	$666,000	$0	$225,000	$225,000	$225,000	$225,000
27	Pilot Readiness	Distribution Services	Design,Build,Test	Technical Analyst	Consultant	3.0	24	$ 288,000	1999Q3	2001Q3	$0	$0	$81,000	$81,000	$81,000	$81,000	$81,000	$81,000	$81,000	$81,000	$0	$0	$0	$0	$0
28	Pilot Readiness	Distribution Services	Design,Build,Test	Technical Analyst	Analyst	6.0	24	$ 192,000	1999Q3	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
29	Pilot Readiness	Distribution Services	Design,Build,Test	Test Lead	Manager	1.0	6	$ 324,000	2001Q1	2001Q3	$0	$0	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$297,000	$81,000	$81,000	$81,000	$81,000
30	Pilot Readiness	Distribution Services	Design,Build,Test	Tester	Analyst	12.0	6	$ 192,000	2001Q1	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
31	Pilot Readiness	Distribution Services	General	Compliance Analyst	Analyst	1.0	6	$ 192,000	2001Q1	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
32	Pilot Readiness	Retail Services	General	Compliance Analyst	Analyst	1.0	9	$ 192,000	2001Q1	2002Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
33	Pilot Readiness	Retail Services	Design,Build,Test	Functional Analyst	Consultant	3.0	24	$ 288,000	1999Q3	2001Q3	$0	$0	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$153,000	$0	$0	$0	$0	$0
34	Pilot Readiness	Retail Services	Design,Build,Test	Functional Analyst	Consultant	3.0	24	$ 288,000	1999Q3	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$153,000	$153,000	$153,000	$153,000
35	Pilot Readiness	Retail Services	Design,Build,Test	Technical Analyst	Consultant	1.0	24	$ 192,000	1999Q3	2001Q3	$0	$0	$81,000	$81,000	$81,000	$81,000	$81,000	$81,000	$81,000	$81,000	$0	$0	$0	$0	$0
36	Project Management	Corporate	General	Quality Advisor	Partner	1.0	24	$ 288,000	1999Q3	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
37	Project Management	Distribution Services	General	Project Lead	Senior Manager	1.0	51	$ 300,000	1999Q3	2003Q3	$0	$0	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500
38	Project Management	Distribution Services	General	Project Analyst	Analyst	1.0	18	$ 192,000	2000Q1	2001Q1	$0	$0	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500
39	Project Management	Retail Services	General	Project Lead	Senior Manager	1.0	51	$ 300,000	1999Q3	2003Q3	$0	$0	$0	$0	$57,000	$57,000	$57,000	$57,000	$57,000	$57,000	$0	$0	$0	$0	$0
40	Project Management	Retail Services	General	Project Analyst	Analyst	1.0	18	$ 192,000	2000Q1	2001Q1	$0	$0	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500	$108,500
41	Regulatory Affairs	Corporate	Legal	Risk Advisor	Partner	1.0	63	$ 378,000	1999Q3	2002Q3	$0	$0	$0	$0	$57,000	$57,000	$57,000	$57,000	$57,000	$57,000	$0	$0	$0	$0	$0
42	Regulatory Affairs	Corporate	Legal	Risk Analyst	Senior Manager	2.0	21	$ 360,000	2001Q1	2003Q3	$0	$0	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500
43	Regulatory Affairs	Corporate	Legal	Regulatory Aid	Senior Manager	2.0	60	$ 360,000	1999Q3	2003Q3	$0	$0	$0	$0	$0	$0	$0	$0	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000
44	Transition Planning	Corporate	General	Project Analyst	Analyst	2.0	27	$ 192,000	1999Q3	2001Q3	$0	$0	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000
45	Transition Planning	Corporate	Design,Build,Test	Market Analyst	Manager	1.0	30	$ 324,000	2001Q1	2003Q3	$0	$0	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000	$105,000
46	Transition Planning	Executive Organization	Requirements Definition	Senior Advisor	Partner	1.0	27	$ 324,000	1999Q3	2001Q3	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
47											$0	$0	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500
48						134.0			Quarterly Totals:		$0	$0	$4,872,500	$5,078,500	$5,365,000	$5,365,000	$5,365,000	$5,365,000	$7,268,000	$7,151,000	$4,814,000	$2,662,500	$3,474,000	$2,479,000	$2,524,500
									Yearly Totals:					$19,681,000				$21,438,000				$21,457,500			

EGSI Comparative Cost Estimate

Workpaper 1: External Resource Consulting and Development

External Resources
$_average_monthly_expense

2003

Line	Project	Division	Phase	Role	21				5				0		0	
					2003Q1	2003Q2	2003Q3	2003Q4	2004Q1	2004Q2	2004Q3	2004Q4	2005Q1	2005Q2		Total
1	Business Continuity	Corporate	Design,Build,Test	Solution Architect	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$950,500
2	Business Continuity	Distribution Services	Design,Build,Test	Developer	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,756,000
3	Business Continuity	Information Services	Solution Integration	Application Architect	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$945,000
4	Business Continuity	Information Services	Solution Integration	Integration Architect	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$945,000
5	Business Continuity	Information Services	Solution Integration	Developer	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$945,000
6	Business Continuity	Information Services	Solution Integration	Tester	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$945,000
7	Business Continuity	Information Services	Solution Integration	PMA	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$945,000
8	Business Continuity	Information Services	Solution Integration	Release Manager	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,377,000
9	Business Continuity	Information Services	Operate	Maintenance Lead	$61,000	$61,000	$61,000	$61,000	$61,000	$61,000	$61,000	$0	$0	$0	$0	$736,000
10	Business Continuity	Information Services	Design,Build,Test	Integration Test Lead	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$810,000
11	Business Continuity	Retail Services	Design,Build,Test	Developer	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$827,000
12	Market Mechanics	Distribution Services	Requirements Definition	Functional Architect	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,528,000
13	Market Mechanics	Distribution Services	Requirements Definition	Technical Architect	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,673,000
14	Market Mechanics	General	Requirements Definition	Process Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,809,000
15	Market Mechanics	Retail Services	Requirements Definition	Functional Architect	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,743,000
16	Market Mechanics	Retail Services	Requirements Definition	Technical Architect	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,673,000
17	Market Rules	Corporate	Legal	Rules Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$945,000
18	Market Rules	General	Requirements Definition	Facilitator	$204,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,020,000
19	Pilot Readiness	Corporate	Requirements Definition	Process Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,020,000
20	Pilot Operations	Corporate	Requirements Definition	Process Analyst	$153,000	$153,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,224,000
21	Pilot Operations	Distribution Services	Operate	Help Desk Tester	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,071,000
22	Pilot Operations	Retail Services	Operate	Help Desk Tester	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,245,000
23	Pilot Readiness	Distribution Services	Design,Build,Test	Functional Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$230,000
24	Pilot Operations	Distribution Services	Design,Build,Test	Functional Analyst	$229,000	$229,000	$229,000	$0	$0	$0	$0	$0	$0	$0	$0	$1,800,000
25	Pilot Readiness	Distribution Services	Design,Build,Test	Functional Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,800,000
26	Pilot Readiness	Distribution Services	Design,Build,Test	Technical Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,860,000
27	Pilot Operations	Distribution Services	Design,Build,Test	Technical Analyst	$61,000	$61,000	$61,000	$0	$0	$0	$0	$0	$0	$0	$0	$840,000
28	Pilot Readiness	Distribution Services	Design,Build,Test	Technical Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$960,000
29	Pilot Readiness	Distribution Services	Design,Build,Test	Test Lead	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,376,000
30	Pilot Readiness	Distribution Services	Design,Build,Test	Tester	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$240,000
31	Pilot Readiness	Distribution Services	General	Compliance Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,170,000
32	Pilot Readiness	Distribution Services	General	Compliance Analyst	$57,000	$57,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$114,000
33	Pilot Readiness	Retail Services	Design,Build,Test	Functional Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$171,000
34	Pilot Operations	Retail Services	Design,Build,Test	Functional Analyst	$153,000	$153,000	$153,000	$0	$0	$0	$0	$0	$0	$0	$0	$1,224,000
35	Pilot Readiness	Retail Services	Design,Build,Test	Functional Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,224,000
36	Pilot Readiness	Retail Services	Design,Build,Test	Technical Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,376,000
37	Pilot Operations	Retail Services	Design,Build,Test	Technical Analyst	$61,000	$61,000	$61,000	$0	$0	$0	$0	$0	$0	$0	$0	$840,000
38	Pilot Readiness	Retail Services	Design,Build,Test	Technical Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$960,000
39	Pilot Readiness	Retail Services	Design,Build,Test	Test Lead	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,160,000
40	Pilot Readiness	Retail Services	Design,Build,Test	Tester	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$780,000
41	Project Management	Corporate	General	Quality Advisor	$103,500	$103,500	$103,500	$103,500	$103,500	$0	$0	$0	$0	$0	$0	$1,863,000
42	Project Management	Distribution Services	General	Project Lead	$106,500	$106,500	$106,500	$106,500	$0	$0	$0	$0	$0	$0	$0	$1,810,500
43	Project Management	Distribution Services	General	Project Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,810,500
44	Project Management	Retail Services	General	Project Lead	$106,500	$106,500	$106,500	$106,500	$0	$0	$0	$0	$0	$0	$0	$1,810,500
45	Project Management	Retail Services	General	Project Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,810,500
46	Regulatory Affairs	Corporate	Legal	Risk Advisor	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$103,500	$0	$0	$0	$2,173,500
47	Regulatory Affairs	Corporate	Legal	Risk Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,428,000
48	Regulatory Affairs	Corporate	Legal	Regulatory Aid	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$204,000	$0	$0	$0	$0	$4,080,000
49	Transition Planning	Corporate	General	Project Analyst	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$945,000
50	Transition Planning	Corporate	Design,Build,Test	Market Analyst	$105,000	$105,000	$105,000	$105,000	$0	$0	$0	$0	$0	$0	$0	$1,050,000
51	Transition Planning	Executive Organization	Requirements Definition	Senior Advisor	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$931,500
52					$1,704,000	$1,380,000	$1,350,000	$810,000	$492,000	$366,000	$368,500	$103,500	$0	$0	$0	$27,456,500
					$6,396,000				$4,512,000				$660,000		$0	

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:

% annual salary escalation		2.5%
$ expenses per fte	$	5,000
$ other expenses per fte	$	500
$ supplies per fte	$	1,000

Line	Project	Division	Department	Role	FTE Salary ID	# of FTE	# Months	Base Year Salary	Start Date	Stop Date	Loaded Salary
1	Business Continuity	Corporate	Communications	Training Developer	5	1	12	75000	2001Q1	2001Q4	$ 93,750
2	Business Continuity	Corporate	Compliance Management	Financial Reporting	3	0.25	48	50000	2001Q1	2004Q4	$ 62,500
3	Business Continuity	Corporate	General	Assistant	5	1	30	75000	1999Q4	2002Q1	$ 93,750
4	Business Continuity	Executive Organization	General	Chief Information Officer	Exec2	0.5	24	225000	2001Q1	2002Q4	$ 281,250
5	Business Continuity	Executive Organization	General	Chief Operating Officer	Exec2	0.25	66	225000	1999Q3	2005Q2	$ 281,250
6	Business Continuity	Information Services	Application Support	Financial Systems Manager	2	1	24	40000	2000Q1	2001Q4	$ 50,000
7	Business Continuity	Information Services	Data Management	Database Administration Manager	5	3	24	75000	2000Q1	2001Q4	$ 93,750
8	Business Continuity	Information Services	Data Management	Database Administrator	1	1	33	30000	2001Q2	2003Q4	$ 37,500
9	Business Continuity	Information Services	General	Infrastructure Manager	4	5	24	60000	2000Q1	2001Q4	$ 75,000
10	Business Continuity	Information Services	General	Infrastructure Support	4	0.25	45	60000	2000Q2	2003Q4	$ 75,000
11	Business Continuity	Information Services	General	Web Services Manager	4	0.25	24	60000	2002Q3	2004Q2	$ 75,000
12	Business Continuity	Information Services	IT	Technical Architect	4	1	15	60000	2001Q1	2002Q1	$ 75,000
13	Business Continuity	Information Services	IT	Solution Architect	5	1	27	75000	1999Q3	2001Q3	$ 93,750
14	Business Continuity	Information Services	Data Management	DBA Support	3	1	54	50000	1999Q3	2003Q4	$ 62,500
15	Business Continuity	Information Services	General	Windows Administrator	5	1	54	75000	1999Q3	2003Q4	$ 93,750
16	Business Continuity	Information Services	General	Windows Admin Support	3	0.25	42	50000	1999Q3	2002Q4	$ 62,500
17	Business Continuity	Information Services	General	Network Administrator	5	0	0	75000	1999Q3	2003Q4	$ 93,750
18	Business Continuity	Information Services	General	Network Admin Support	4	0	0	60000	1999Q3	2002Q4	$ 75,000
19	Business Continuity	Information Services	General	UNIX Administrator	5	0	0	75000	1999Q3	2002Q4	$ 93,750
20	Business Continuity	Information Services	General	Enterprise Administrator	3	1	12	50000	2001Q1	2001Q4	$ 62,500
21	Business Continuity	Information Services	General	EAI Support	3	1	30	50000	1999Q3	2001Q4	$ 62,500
22	Business Continuity	Retail Services	Accounting	Rate Analyst	4	1	27	60000	2001Q1	2003Q1	$ 75,000
23	Pilot Readiness	Distribution Services	Settlements	Process Analyst	4	1	6	60000	2001Q1	2001Q2	$ 75,000
24	Pilot Operations	Distribution Services	Settlements	Process Analyst	4	1	6	60000	2001Q3	2001Q4	$ 75,000
25	Pilot Operations	Distribution Services	Settlements	Dispute Specialist	4	0	0	60000	2001Q1	2001Q4	$ 75,000
26	General	Infrastructure	Facilities & Security	Manager	4	2	54	60000	1999Q3	2003Q4	$ 75,000
27	Transition Planning	Corporate	General	Business Manager	8	0.25	66	120000	1999Q3	2005Q2	$ 150,000
28	Market Mechanics	Distribution Services	Data Aggregation	Data Analyst	3	2	27	50000	1999Q3	2001Q3	$ 62,500
29	Market Mechanics	Distribution Services	IT	System Architect	6	2	24	85000	1999Q3	2001Q2	$ 106,250
30	Market Mechanics	Retail Services	Accounting	Business Lead	4	1	21	60000	2001Q1	2002Q3	$ 75,000
31	Market Mechanics	Retail Services	Trade Management	Business Lead	7	1	21	100000	2001Q1	2002Q3	$ 125,000
32	Market Mechanics	Retail Services	Forecasting	Business Lead	5	1	27	75000	2001Q1	2003Q1	$ 93,750
33	Market Mechanics	Retail Services	IT	System Architect	5	1	21	75000	2001Q1	2002Q3	$ 93,750
34	Market Rules	Corporate	Forecasting	Forecasting Analyst	4	1	18	60000	1999Q4	2001Q1	$ 75,000
35	Market Rules	Corporate	Legal	Paralegal/Analyst	8	0.25	51	120000	1999Q3	2003Q3	$ 150,000
36	Market Rules	Distribution Services	Legal	Market Liasion	6	1	36	85000	1999Q3	2002Q2	$ 106,250
37	Market Rules	Retail Services	General	Market Rule Manager	6	1	18	85000	2001Q3	2002Q4	$ 106,250
38	Market Rules	Transmission Services	General	Market Rule Manager	4	0.25	6	60000	2002Q3	2002Q4	$ 75,000
39	Market Rules	Transmission Services	General	Market Rules Analyst	7	1	15	100000	2002Q1	2003Q1	$ 125,000
40	Pilot Operations	Distribution Services	Customer Care	Market Rule Manager	4	0.5	33	60000	1999Q3	2002Q1	$ 75,000
41	Pilot Operations	Distribution Services	Customer Care	Enrollment & Switching Specialist	5	1	18	75000	2001Q3	2002Q4	$ 93,750
41	Pilot Readiness	Distribution Services	Customer Care	Billing Analyst	5	1	18	75000	2001Q3	2002Q4	$ 93,750
42	Pilot Operations	Distribution Services	Customer Care	Transaction Manager	4	1	24	60000	1999Q3	2001Q2	$ 75,000
43	Pilot Operations	Distribution Services	Customer Care	Transaction Manager	4	1	21	60000	2001Q3	2003Q1	$ 75,000
44	Pilot Operations	Distribution Services	Customer Care	Customer Management	3	0.5	12	50000	2002Q1	2002Q4	$ 62,500
44	Pilot Readiness	Distribution Services	Data Aggregation	Meter Data Analyst	4	1	30	60000	2001Q3	2003Q4	$ 75,000
45	Pilot Operations	Distribution Services	Data Aggregation	Business Lead	5	3	24	75000	1999Q3	2001Q2	$ 93,750
46	Pilot Operations	Distribution Services	Data Aggregation	Business Lead	5	3	3	75000	2001Q3	2001Q3	$ 93,750
47	Pilot Operations	Distribution Services	Load Profiling	Data Analyst	4	1	18	60000	2001Q3	2002Q4	$ 75,000
48	Business Continuity	Distribution Services	Load Profiling	Business Lead	5	1	30	75000	2001Q3	2003Q4	$ 93,750
49	Pilot Operations	Distribution Services	Settlements	Settlements Batch Execution	3	1	15	50000	2001Q3	2002Q3	$ 62,500
			Settlements	Settlements Analyst	4	1	18	60000	2000Q1	2001Q2	$ 75,000

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:

%_annual_salary_escalation		2.5%
$_expenses_per_fte	$	5,000
$_other_expenses_per_fte	$	500
$_supplies_per_fte	$	1,000

Line	Project	Division	Department	Role	FTE Salary ID	# of FTE	# Months	Base Year Salary	Start Date	Stop Date	Loaded Salary
50	Transition Planning	Distribution Services	Transition Planning	TX SET Lead	4	1	60	60000	1999Q4	2004Q3	$ 75,000
51	Pilot Operations	Information Services	Application Support	CIS Manager	4	2	30	60000	2001Q3	2003Q4	$ 75,000
51	Pilot Readiness	Information Services	Application Support	CIS Analyst	4	4	18	60000	2000Q1	2001Q2	$ 75,000
52	Pilot Operations	Information Services	Application Support	CIS Analyst	4	4	18	60000	2001Q3	2002Q4	$ 75,000
52	Pilot Readiness	Information Services	Application Support	Market Systems Manager	3	1	18	50000	2000Q1	2001Q2	$ 62,500
53	Pilot Operations	Information Services	Application Support	Market Systems Manager	3	1	18	50000	2001Q3	2002Q4	$ 62,500
54	Pilot Operations	Information Services	Application Support	Market Systems Analyst	2	0	0	50000	2001Q3	2002Q4	$ 62,500
54	Pilot Readiness	Information Services	Application Support	Settlement System Support	4	1	18	60000	2000Q1	2001Q2	$ 75,000
55	Pilot Operations	Information Services	Application Support	Settlement System Support	4	1	18	60000	2001Q3	2002Q4	$ 75,000
55	Pilot Readiness	Information Services	Data Management	Data Services Manager	3	1	24	50000	1999Q3	2001Q2	$ 62,500
56	Pilot Operations	Information Services	Data Management	Data Services Manager	3	1	30	50000	2001Q3	2003Q4	$ 62,500
57	Pilot Operations	Information Services	Data Management	Data Services Support	2	0	0	40000	2001Q3	2001Q4	$ 50,000
57	Pilot Readiness	Information Services	General	Help Desk Support	7	1	30	100000	1999Q1	2001Q2	$ 125,000
58	Pilot Operations	Information Services	General	Help Desk Support	7	1	39	100000	2001Q3	2004Q3	$ 125,000
59	Pilot Operations	Retail Services	Customer Care	Enrollment & Switching Specialist	6	0.5	30	85000	2001Q3	2003Q4	$ 106,250
60	Pilot Operations	Retail Services	Customer Care	Transaction Manager	4	0.5	30	60000	2001Q3	2003Q4	$ 75,000
61	Pilot Operations	Retail Services	Customer Care	Customer Management	5	0.5	30	75000	2001Q3	2003Q4	$ 93,750
62	Transition Planning	Retail Services	Transition Planning	TX SET Lead	4	1	60	60000	1999Q4	2004Q3	$ 75,000
63	Pilot Readiness	Distribution Services	Customer Care	Registration Specialist	4	1	12	60000	2001Q1	2001Q4	$ 75,000
64	Pilot Readiness	Distribution Services	Customer Care	Customer Management	3	0	0	50000	2001Q1	2001Q4	$ 62,500
65	Pilot Readiness	Distribution Services	Data Aggregation	Business Lead	5	1	33	75000	2001Q2	2003Q4	$ 93,750
66	Pilot Readiness	Distribution Services	Transition Planning	TX SET Analyst	4	1	24	60000	1999Q3	2001Q2	$ 75,000
67	Pilot Readiness	Retail Services	Customer Care	Customer Management	4	0.25	24	60000	1999Q3	2001Q2	$ 75,000
68	Pilot Readiness	Retail Services	Transition Planning	TX SET Analyst	3	1	24	50000	1999Q3	2001Q2	$ 62,500
69	Project Management	Corporate	Finance	Procurement & Payroll	5	2	54	75000	1999Q3	2003Q4	$ 93,750
70	Project Management	Corporate	Finance	AR Analyst	8	1	54	120000	1999Q3	2003Q4	$ 150,000
71	Project Management	Corporate	Finance	AP Analyst	5	2	54	75000	1999Q3	2003Q4	$ 93,750
72	Project Management	Corporate	Finance	Budget Analyst	8	0.25	57	120000	1999Q3	2004Q1	$ 150,000
73	Project Management	Corporate	General	Project Lead	5	2	30	75000	1999Q3	2001Q4	$ 93,750
74	Project Management	Corporate	Legal	Contract Administrator	5	1	54	75000	1999Q3	2003Q4	$ 93,750
75	Project Management	Corporate	General	PMO Manager	2	1	54	40000	1999Q3	2003Q4	$ 50,000
76	Project Management	Corporate	General	PMO Analyst	4	1	30	60000	1999Q3	2001Q4	$ 75,000
77	Project Management	Distribution Services	General	Functional Architect	6	1	30	85000	1999Q3	2001Q4	$ 106,250
78	Project Management	Executive Organization	General	Chief Financial Officer	Exec2	0.25	54	225000	1999Q3	2003Q4	$ 281,250
79	Project Management	Information Services	IT	Testing Analyst	4	1	27	60000	1999Q3	2001Q3	$ 75,000
80	Project Management	Information Services	IT	Testing Lead	6	2	27	85000	1999Q3	2001Q3	$ 106,250
81	Project Management	Retail Services	General	Functional Architect	4	1	24	60000	1999Q3	2001Q2	$ 75,000
82	Regulatory Affairs	Corporate	Legal	Legal Secretary/Asst	5	1	30	75000	1999Q3	2001Q4	$ 93,750
83	Regulatory Affairs	Corporate	Compliance Management	Training Coordinator	4	0.25	36	60000	2001Q1	2003Q4	$ 75,000
84	Regulatory Affairs	Corporate	General	Internal Communications	4	1	30	60000	1999Q3	2001Q4	$ 75,000
85	Regulatory Affairs	Corporate	General	Stakeholder Services Manager	3	1	21	50000	2000Q1	2001Q3	$ 62,500
86	Regulatory Affairs	Corporate	Legal	Senior Corporate Counsel	5	1	63	75000	1999Q3	2004Q3	$ 93,750
87	Regulatory Affairs	Corporate	Legal	Regulatory Counsel	5	1	45	75000	2001Q1	2004Q3	$ 93,750
88	Regulatory Affairs	Corporate	Transition Planning	Market Rules Manager	5	1	33	75000	2002Q1	2004Q3	$ 93,750
89	Regulatory Affairs	Distribution Services	Compliance Management	Market Reports	4	0.5	30	60000	1999Q3	2001Q4	$ 75,000
90	Regulatory Affairs	Retail Services	Compliance Management	Market Reports	7	0.5	36	100000	2001Q2	2004Q1	$ 125,000
91	Regulatory Affairs	Retail Services	Legal	Regulatory Counsel	2	0.5	48	40000	1999Q3	2003Q2	$ 50,000
92	Transition Planning	Corporate	General	Web Content Management	4	1	15	60000	2001Q2	2002Q2	$ 75,000
93	Transition Planning	Corporate	General	External Communications	6	0.25	18	85000	2001Q1	2002Q2	$ 106,250
94	Transition Planning	Corporate	Legal	General Counsel	4	0.25	63	60000	1999Q3	2004Q3	$ 75,000
95	Transition Planning	Corporate	Transition Planning	Communications Manager	1	0.25	12	30000	2001Q1	2001Q4	$ 37,500
96	Transition Planning	Executive Organization	Transition Planning	President	Exec1	0.25	63	350000	1999Q3	2004Q3	$ 437,500
97	Transition Planning	Executive Organization	Transition Planning	Chief Strategy Officer	Exec1	1	45	350000	2001Q1	2004Q3	$ 437,500
98	Transition Planning	Executive Organization	Transition Planning	Executive Assistant	8	1	24	120000	2002Q3	2004Q2	$ 150,000
99	Transition Planning	Transmission Services	General	Functional Architect	7	0.25	63	100000	1999Q3	2004Q3	$ 125,000
100					Grand Totals	113.75					

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:

%_annual_salary_escalation		2.5%
$_expenses_per_fte	$	5,000
$_other_expenses_per_fte	$	500
$_supplies_per_fte	$	1,000

Labor & Benefits

Line	Project	Division	0 1999Q1	0 1999Q2	0 1999Q3	0 1999Q4	1 2000Q1	1 2000Q2	1 2000Q3	1 2000Q4	2 2001Q1	2 2001Q2
1	Business Continuity	Corporate	-	-	-	-	-	-	-	-	24,609	24,609
2	Business Continuity	Corporate	-	-	-	-	-	-	-	-	4,102	4,102
3	Business Continuity	Corporate	-	-	-	23,438	24,023	24,023	24,023	24,023	24,609	24,609
4	Business Continuity	Executive Organization	-	-	-	-	-	-	-	-	36,914	36,914
5	Business Continuity	Executive Organization	-	-	17,578	17,578	18,018	18,018	18,018	18,018	18,457	18,457
6	Business Continuity	Information Services	-	-	-	-	12,813	12,813	12,813	12,813	13,125	13,125
7	Business Continuity	Information Services	-	-	-	-	72,070	72,070	72,070	72,070	73,828	73,828
8	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	9,844
9	Business Continuity	Information Services	-	-	-	-	96,094	96,094	96,094	96,094	98,438	98,438
10	Business Continuity	Information Services	-	-	-	-	-	4,805	4,805	4,805	4,922	4,922
11	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-
12	Business Continuity	Information Services	-	-	-	-	-	-	-	-	19,688	19,688
13	Business Continuity	Information Services	-	-	23,438	23,438	24,023	24,023	24,023	24,023	24,609	24,609
14	Business Continuity	Information Services	-	-	15,625	15,625	16,016	16,016	16,016	16,016	16,406	16,406
15	Business Continuity	Information Services	-	-	23,438	23,438	24,023	24,023	24,023	24,023	24,609	24,609
16	Business Continuity	Information Services	-	-	3,906	3,906	4,004	4,004	4,004	4,004	4,102	4,102
17	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-
18	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-
19	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-
20	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-
21	Business Continuity	Information Services	-	-	-	-	-	-	-	-	16,406	16,406
22	Business Continuity	Retail Services	-	-	15,625	15,625	16,016	16,016	16,016	16,016	16,406	16,406
22	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	19,688	19,688
23	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	19,688	19,688
24	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-
25	General	Infrastructure	-	-	-	-	-	-	-	-	-	-
26	Transition Planning	Corporate	-	-	37,500	37,500	38,438	38,438	38,438	38,438	39,375	39,375
27	Market Mechanics	Distribution Services	-	-	9,375	9,375	9,609	9,609	9,609	9,609	9,844	9,844
28	Market Mechanics	Distribution Services	-	-	31,250	31,250	32,031	32,031	32,031	32,031	32,813	32,813
29	Market Mechanics	Retail Services	-	-	53,125	53,125	54,453	54,453	54,453	54,453	55,781	55,781
30	Market Mechanics	Retail Services	-	-	-	-	-	-	-	-	19,688	19,688
31	Market Mechanics	Retail Services	-	-	-	-	-	-	-	-	32,813	32,813
32	Market Mechanics	Retail Services	-	-	-	-	-	-	-	-	24,609	24,609
33	Market Mechanics	Retail Services	-	-	-	-	-	-	-	-	24,609	24,609
34	Market Rules	Corporate	-	-	-	18,750	19,219	19,219	19,219	19,219	19,688	-
35	Market Rules	Corporate	-	-	9,375	9,375	9,609	9,609	9,609	9,609	9,844	9,844
36	Market Rules	Distribution Services	-	-	26,563	26,563	27,227	27,227	27,227	27,227	27,891	27,891
37	Market Rules	Retail Services	-	-	-	-	-	-	-	-	-	-
38	Market Rules	Transmission Services	-	-	-	-	-	-	-	-	-	-
39	Market Rules	Transmission Services	-	-	-	-	-	-	-	-	-	-
40	Pilot Operations	Distribution Services	-	-	9,375	9,375	9,609	9,609	9,609	9,609	9,844	9,844
41	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-
41	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	-	-
42	Pilot Operations	Distribution Services	-	-	18,750	18,750	19,219	19,219	19,219	19,219	19,688	19,688
43	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-
44	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-
44	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	-	-
45	Pilot Operations	Distribution Services	-	-	70,313	70,313	72,070	72,070	72,070	72,070	73,828	73,828
46	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-
47	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-
48	Business Continuity	Distribution Services	-	-	-	-	-	-	-	-	-	-
49	Pilot Operations	Distribution Services	-	-	-	-	19,219	19,219	19,219	19,219	19,688	19,688

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:

%_annual_salary_escalation		2.5%
$_expenses_per_fte	$	5,000
$_other_expenses_per_fte	$	500
$_supplies_per_fte	$	1,000

Labor & Benefits

Line	Project	Division	0 1999Q1	0 1999Q2	0 1999Q3	0 1999Q4	1 2000Q1	1 2000Q2	1 2000Q3	1 2000Q4	2 2001Q1	2 2001Q2
50	Transition Planning	Distribution Services	-	-	-	18,750	19,219	19,219	19,219	19,219	19,688	19,688
51	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
51	Pilot Readiness	Information Services	-	-	-	-	76,875	76,875	76,875	76,875	78,750	78,750
52	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
52	Pilot Readiness	Information Services	-	-	-	-	16,016	16,016	16,016	16,016	16,406	16,406
53	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
54	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
54	Pilot Readiness	Information Services	-	-	-	-	19,219	19,219	19,219	19,219	19,688	19,688
55	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
55	Pilot Readiness	Information Services	-	-	15,625	15,625	16,016	16,016	16,016	16,016	16,406	16,406
56	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
57	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
57	Pilot Readiness	Information Services	31,250	31,250	31,250	31,250	32,031	32,031	32,031	32,031	32,813	32,813
58	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-
59	Pilot Operations	Retail Services	-	-	-	-	-	-	-	-	-	-
60	Pilot Operations	Retail Services	-	-	-	-	-	-	-	-	-	-
61	Pilot Operations	Retail Services	-	-	-	-	-	-	-	-	-	-
62	Transition Planning	Retail Services	-	-	-	18,750	19,219	19,219	19,219	19,219	19,688	19,688
63	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	19,688	19,688
64	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	-	-
65	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	-	24,609
66	Pilot Readiness	Distribution Services	-	-	18,750	18,750	19,219	19,219	19,219	19,219	19,688	19,688
67	Pilot Readiness	Retail Services	-	-	4,688	4,688	4,805	4,805	4,805	4,805	4,922	4,922
68	Pilot Readiness	Retail Services	-	-	15,625	15,625	16,016	16,016	16,016	16,016	16,406	16,406
69	Project Management	Corporate	-	-	46,875	46,875	48,047	48,047	48,047	48,047	49,219	49,219
70	Project Management	Corporate	-	-	37,500	37,500	38,438	38,438	38,438	38,438	39,375	39,375
71	Project Management	Corporate	-	-	46,875	46,875	48,047	48,047	48,047	48,047	49,219	49,219
72	Project Management	Corporate	-	-	9,375	9,375	9,609	9,609	9,609	9,609	9,844	9,844
73	Project Management	Corporate	-	-	46,875	46,875	48,047	48,047	48,047	48,047	49,219	49,219
74	Project Management	Corporate	-	-	23,438	23,438	24,023	24,023	24,023	24,023	24,609	24,609
75	Project Management	Corporate	-	-	12,500	12,500	12,813	12,813	12,813	12,813	13,125	13,125
76	Project Management	Corporate	-	-	18,750	18,750	19,219	19,219	19,219	19,219	19,688	19,688
77	Project Management	Distribution Services	-	-	26,563	26,563	27,227	27,227	27,227	27,227	27,891	27,891
78	Project Management	Executive Organization	-	-	17,578	17,578	18,018	18,018	18,018	18,018	18,457	18,457
79	Project Management	Information Services	-	-	150,000	150,000	153,750	153,750	153,750	153,750	157,500	157,500
80	Project Management	Information Services	-	-	53,125	53,125	54,453	54,453	54,453	54,453	55,781	55,781
81	Project Management	Retail Services	-	-	18,750	18,750	19,219	19,219	19,219	19,219	19,688	19,688
82	Regulatory Affairs	Corporate	-	-	23,438	23,438	24,023	24,023	24,023	24,023	24,609	24,609
83	Regulatory Affairs	Corporate	-	-	-	-	-	-	-	-	4,922	4,922
84	Regulatory Affairs	Corporate	-	-	18,750	18,750	19,219	19,219	19,219	19,219	19,688	19,688
85	Regulatory Affairs	Corporate	-	-	-	-	16,016	16,016	16,016	16,016	16,406	16,406
86	Regulatory Affairs	Corporate	-	-	23,438	23,438	24,023	24,023	24,023	24,023	24,609	24,609
87	Regulatory Affairs	Corporate	-	-	-	-	-	-	-	-	24,609	24,609
88	Regulatory Affairs	Corporate	-	-	-	-	-	-	-	-	-	-
89	Regulatory Affairs	Distribution Services	-	-	9,375	9,375	9,609	9,609	9,609	9,609	9,844	9,844
90	Regulatory Affairs	Retail Services	-	-	-	-	-	-	-	-	-	16,406
91	Regulatory Affairs	Retail Services	-	-	6,250	6,250	6,406	6,406	6,406	6,406	6,563	6,563
92	Transition Planning	Corporate	-	-	-	-	-	-	-	-	-	19,688
93	Transition Planning	Corporate	-	-	-	-	-	-	-	-	6,973	6,973
94	Transition Planning	Corporate	-	-	4,688	4,688	4,805	4,805	4,805	4,805	4,922	4,922
95	Transition Planning	Corporate	-	-	-	-	-	-	-	-	2,461	2,461
96	Transition Planning	Executive Organization	-	-	27,344	27,344	28,027	28,027	28,027	28,027	28,711	28,711
97	Transition Planning	Executive Organization	-	-	-	-	-	-	-	-	114,844	114,844
98	Transition Planning	Executive Organization	-	-	-	-	-	-	-	-	-	-
99	Transition Planning	Transmission Services	-	-	7,813	7,813	8,008	8,008	8,008	8,008	8,203	8,203
100			31,250	31,250	1,080,469	1,160,156	1,517,480	1,522,285	1,522,285	1,522,285	1,975,723	2,026,582

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:

%_annual_salary_escalation		2.5%
$_expenses_per_fte	$	5,000
$_other_expenses_per_fte	$	500
$_supplies_per_fte	$	1,000

Line	Project	Division	2 2001Q3	2 2001Q4	3 2002Q1	3 2002Q2	3 2002Q3	3 2002Q4	4 2003Q1	4 2003Q2	4 2003Q3	4 2003Q4	5 2004Q1	5 2004Q2	5 2004Q3	5 2004Q4	6 2005Q1
1	Business Continuity	Corporate	24,609	24,609	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Business Continuity	Corporate	4,102	4,102	4,199	4,199	4,199	4,199	4,297	4,297	4,297	4,297	4,395	4,395	4,395	4,395	-
3	Business Continuity	Corporate	24,609	24,609	25,195	-	-	-	-	-	-	-	-	-	-	-	-
4	Business Continuity	Executive Organization	36,914	36,914	37,793	37,793	37,793	37,793	-	-	-	-	-	-	-	-	-
5	Business Continuity	Executive Organization	18,457	18,457	18,896	18,896	18,896	18,896	19,336	19,336	19,336	19,336	19,775	19,775	19,775	19,775	20,215
6	Business Continuity	Information Services	13,125	13,125	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Business Continuity	Information Services	73,828	73,828	-	-	-	-	-	-	-	-	-	-	-	-	-
8	Business Continuity	Information Services	9,844	9,844	10,078	10,078	10,078	10,078	10,313	10,313	10,313	10,313	-	-	-	-	-
9	Business Continuity	Information Services	98,438	98,438	-	-	-	-	-	-	-	-	-	-	-	-	-
10	Business Continuity	Information Services	4,922	4,922	5,039	5,039	5,039	5,039	5,156	5,156	5,156	5,156	-	-	-	-	-
11	Business Continuity	Information Services	-	-	-	-	5,039	5,039	5,156	5,156	5,156	5,156	5,273	5,273	-	-	-
12	Business Continuity	Information Services	19,688	19,688	20,156	-	-	-	-	-	-	-	-	-	-	-	-
13	Business Continuity	Information Services	24,609	-	-	-	-	-	-	-	-	-	-	-	-	-	-
14	Business Continuity	Information Services	16,406	16,406	16,797	16,797	16,797	16,797	17,188	17,188	17,188	17,188	-	-	-	-	-
15	Business Continuity	Information Services	24,609	24,609	25,195	25,195	25,195	25,195	25,781	25,781	25,781	25,781	-	-	-	-	-
16	Business Continuity	Information Services	4,102	4,102	4,199	4,199	4,199	4,199	-	-	-	-	-	-	-	-	-
17	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Business Continuity	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	Business Continuity	Information Services	16,406	16,406	-	-	-	-	-	-	-	-	-	-	-	-	-
21	Business Continuity	Information Services	16,406	16,406	-	-	-	-	-	-	-	-	-	-	-	-	-
22	Business Continuity	Retail Services	19,688	19,688	20,156	20,156	20,156	20,156	20,625	-	-	-	-	-	-	-	-
22	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
23	Pilot Operations	Distribution Services	19,688	19,688	-	-	-	-	-	-	-	-	-	-	-	-	-
24	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
25	General	Infrastructure	39,375	39,375	40,313	40,313	40,313	40,313	41,250	41,250	41,250	41,250	-	-	-	-	-
26	Transition Planning	Corporate	9,844	9,844	10,078	10,078	10,078	10,078	10,313	10,313	10,313	10,313	10,547	10,547	10,547	10,547	10,781
27	Market Mechanics	Distribution Services	32,813	-	-	-	-	-	-	-	-	-	-	-	-	-	-
28	Market Mechanics	Distribution Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
29	Market Mechanics	Retail Services	19,688	19,688	20,156	20,156	20,156	-	-	-	-	-	-	-	-	-	-
30	Market Mechanics	Retail Services	32,813	32,813	33,594	33,594	33,594	-	-	-	-	-	-	-	-	-	-
31	Market Mechanics	Retail Services	24,609	24,609	25,195	25,195	25,195	25,195	25,781	-	-	-	-	-	-	-	-
32	Market Mechanics	Retail Services	24,609	24,609	25,195	25,195	25,195	-	-	-	-	-	-	-	-	-	-
33	Market Mechanics	Retail Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
34	Market Rules	Corporate	9,844	9,844	10,078	10,078	10,078	10,078	10,313	10,313	10,313	-	-	-	-	-	-
35	Market Rules	Corporate	27,891	27,891	28,555	28,555	-	-	-	-	-	-	-	-	-	-	-
36	Market Rules	Distribution Services	27,891	27,891	28,555	28,555	28,555	28,555	-	-	-	-	-	-	-	-	-
37	Market Rules	Retail Services	-	-	-	-	5,039	5,039	-	-	-	-	-	-	-	-	-
38	Market Rules	Transmission Services	-	-	33,594	33,594	33,594	33,594	34,375	-	-	-	-	-	-	-	-
39	Market Rules	Transmission Services	9,844	9,844	10,078	-	-	-	-	-	-	-	-	-	-	-	-
40	Pilot Operations	Distribution Services	24,609	24,609	25,195	25,195	25,195	25,195	-	-	-	-	-	-	-	-	-
41	Pilot Readiness	Distribution Services	24,609	24,609	25,195	25,195	25,195	25,195	-	-	-	-	-	-	-	-	-
42	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
43	Pilot Operations	Distribution Services	19,688	19,688	20,156	20,156	20,156	20,156	20,625	-	-	-	-	-	-	-	-
44	Pilot Operations	Distribution Services	-	-	8,398	8,398	8,398	8,398	-	-	-	-	-	-	-	-	-
44	Pilot Readiness	Distribution Services	19,688	19,688	20,156	20,156	20,156	20,156	20,625	20,625	20,625	20,625	-	-	-	-	-
45	Pilot Operations	Distribution Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
46	Pilot Operations	Distribution Services	73,828	-	-	-	-	-	-	-	-	-	-	-	-	-	-
47	Pilot Operations	Distribution Services	19,688	19,688	20,156	20,156	20,156	20,156	-	-	-	-	-	-	-	-	-
48	Business Continuity	Distribution Services	24,609	24,609	25,195	25,195	25,195	25,195	25,781	25,781	25,781	25,781	-	-	-	-	-
49	Pilot Operations	Distribution Services	16,406	16,406	16,797	16,797	16,797	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:

%_annual_salary_escalation		2.5%
$_expenses_per_fte	$	5,000
$_other_expenses_per_fte	$	500
$_supplies_per_fte	$	1,000

Line	Project	Division	2 2001Q3	2 2001Q4	3 2002Q1	3 2002Q2	3 2002Q3	3 2002Q4	4 2003Q1	4 2003Q2	4 2003Q3	4 2003Q4	5 2004Q1	5 2004Q2	5 2004Q3	5 2004Q4	6 2005Q1
50	Transition Planning	Distribution Services	19,688	19,688	20,156	20,156	20,156	20,156	20,625	20,625	20,625	20,625	21,094	21,094	21,094	-	-
51	Pilot Operations	Information Services	39,375	39,375	40,313	40,313	40,313	40,313	41,250	41,250	41,250	41,250	-	-	-	-	-
51	Pilot Readiness	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52	Pilot Operations	Information Services	78,750	78,750	80,625	80,625	80,625	80,625	-	-	-	-	-	-	-	-	-
52	Pilot Readiness	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
53	Pilot Operations	Information Services	16,406	16,406	16,797	16,797	16,797	16,797	-	-	-	-	-	-	-	-	-
54	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
54	Pilot Readiness	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
55	Pilot Operations	Information Services	19,688	19,688	20,156	20,156	20,156	20,156	-	-	-	-	-	-	-	-	-
55	Pilot Readiness	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
56	Pilot Operations	Information Services	16,406	16,406	16,797	16,797	16,797	16,797	17,188	17,188	17,188	17,188	-	-	-	-	-
57	Pilot Operations	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
57	Pilot Readiness	Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
58	Pilot Operations	Information Services	32,813	32,813	33,594	33,594	33,594	33,594	34,375	34,375	34,375	34,375	35,156	35,156	35,156	-	-
59	Pilot Operations	Retail Services	13,945	13,945	14,277	14,277	14,277	14,277	14,609	14,609	14,609	14,609	-	-	-	-	-
60	Pilot Operations	Retail Services	9,844	9,844	10,078	10,078	10,078	10,078	10,313	10,313	10,313	10,313	-	-	-	-	-
61	Pilot Operations	Retail Services	12,305	12,305	12,598	12,598	12,598	12,598	12,891	12,891	12,891	12,891	-	-	-	-	-
62	Transition Planning	Retail Services	19,688	19,688	20,156	20,156	20,156	20,156	20,625	20,625	20,625	20,625	21,094	21,094	21,094	-	-
63	Pilot Readiness	Distribution Services	19,688	19,688	-	-	-	-	-	-	-	-	-	-	-	-	-
64	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
65	Pilot Readiness	Distribution Services	24,609	24,609	25,195	25,195	25,195	25,195	25,781	25,781	25,781	25,781	-	-	-	-	-
66	Pilot Readiness	Distribution Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
67	Pilot Readiness	Retail Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
68	Pilot Readiness	Retail Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
69	Project Management	Corporate	49,219	49,219	50,391	50,391	50,391	50,391	51,563	51,563	51,563	51,563	-	-	-	-	-
70	Project Management	Corporate	39,375	39,375	40,313	40,313	40,313	40,313	41,250	41,250	41,250	41,250	-	-	-	-	-
71	Project Management	Corporate	49,219	49,219	50,391	50,391	50,391	50,391	51,563	51,563	51,563	51,563	-	-	-	-	-
72	Project Management	Corporate	9,844	9,844	10,078	10,078	10,078	10,078	10,313	10,313	10,313	10,313	10,547	-	-	-	-
73	Project Management	Corporate	49,219	49,219	-	-	-	-	-	-	-	-	-	-	-	-	-
74	Project Management	Corporate	24,609	24,609	25,195	25,195	25,195	25,195	25,781	25,781	25,781	25,781	-	-	-	-	-
75	Project Management	Corporate	13,125	13,125	13,438	13,438	13,438	13,438	13,750	13,750	13,750	13,750	-	-	-	-	-
76	Project Management	Corporate	19,688	19,688	-	-	-	-	-	-	-	-	-	-	-	-	-
77	Project Management	Distribution Services	27,891	27,891	-	-	-	-	-	-	-	-	-	-	-	-	-
78	Project Management	Executive Organization	18,457	18,457	18,896	18,896	18,896	18,896	19,336	19,336	19,336	19,336	-	-	-	-	-
79	Project Management	Information Services	157,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-
80	Project Management	Information Services	55,781	-	-	-	-	-	-	-	-	-	-	-	-	-	-
81	Project Management	Retail Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
82	Regulatory Affairs	Corporate	24,609	24,609	-	-	-	-	-	-	-	-	-	-	-	-	-
83	Regulatory Affairs	Corporate	4,922	4,922	5,039	5,039	5,039	5,039	5,156	5,156	5,156	5,156	-	-	-	-	-
84	Regulatory Affairs	Corporate	19,688	19,688	-	-	-	-	-	-	-	-	-	-	-	-	-
85	Regulatory Affairs	Corporate	16,406	-	-	-	-	-	-	-	-	-	-	-	-	-	-
86	Regulatory Affairs	Corporate	24,609	24,609	25,195	25,195	25,195	25,195	25,781	25,781	25,781	25,781	26,367	26,367	26,367	-	-
87	Regulatory Affairs	Corporate	24,609	24,609	25,195	25,195	25,195	25,195	25,781	25,781	25,781	25,781	26,367	26,367	26,367	-	-
88	Regulatory Affairs	Corporate	-	-	25,195	25,195	25,195	25,195	25,781	25,781	25,781	25,781	26,367	26,367	26,367	-	-
89	Regulatory Affairs	Distribution Services	9,844	9,844	-	-	-	-	-	-	-	-	-	-	-	-	-
90	Regulatory Affairs	Retail Services	16,406	16,406	16,797	16,797	16,797	16,797	17,188	17,188	17,188	17,188	17,578	-	-	-	-
91	Regulatory Affairs	Retail Services	6,563	6,563	6,719	6,719	6,719	6,719	6,875	6,875	-	-	-	-	-	-	-
92	Transition Planning	Corporate	19,688	19,688	20,156	20,156	-	-	-	-	-	-	-	-	-	-	-
93	Transition Planning	Corporate	6,973	6,973	7,139	7,139	-	-	-	-	-	-	-	-	-	-	-
94	Transition Planning	Corporate	4,922	4,922	5,039	5,039	5,039	5,039	5,156	5,156	5,156	5,156	5,273	5,273	5,273	-	-
95	Transition Planning	Corporate	2,461	2,461	-	-	-	-	-	-	-	-	-	-	-	-	-
96	Transition Planning	Executive Organization	28,711	28,711	29,395	29,395	29,395	29,395	30,078	30,078	30,078	30,078	30,762	30,762	30,762	-	-
97	Transition Planning	Executive Organization	114,844	114,844	117,578	117,578	117,578	117,578	120,313	120,313	120,313	120,313	123,047	123,047	123,047	-	-
98	Transition Planning	Executive Organization	-	-	-	-	40,313	40,313	41,250	41,250	41,250	41,250	42,188	42,188	-	-	-
99	Transition Planning	Transmission Services	8,203	8,203	8,398	8,398	8,398	8,398	8,594	8,594	8,594	8,594	8,789	8,789	8,789	-	-
100			1,133,579	1,762,441	1,425,635	1,370,285	1,364,746	1,269,004	1,020,078	918,672	911,797	901,484	434,619	406,494	359,033	34,717	30,996

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:

%_annual_salary_escalation		2.5%
$_expenses_per_fte	$	5,000
$_other_expenses_per_fte	$	500
$_supplies_per_fte	$	1,000

Line	Project	Division	6 2005Q2
1	Business Continuity	Corporate	-
2	Business Continuity	Corporate	-
3	Business Continuity	Corporate	-
4	Business Continuity	Executive Organization	-
5	Business Continuity	Executive Organization	20,215
6	Business Continuity	Information Services	-
7	Business Continuity	Information Services	-
8	Business Continuity	Information Services	-
9	Business Continuity	Information Services	-
10	Business Continuity	Information Services	-
11	Business Continuity	Information Services	-
12	Business Continuity	Information Services	-
13	Business Continuity	Information Services	-
14	Business Continuity	Information Services	-
15	Business Continuity	Information Services	-
16	Business Continuity	Information Services	-
17	Business Continuity	Information Services	-
18	Business Continuity	Information Services	-
19	Business Continuity	Information Services	-
20	Business Continuity	Information Services	-
21	Business Continuity	Information Services	-
22	Business Continuity	Retail Services	-
22	Pilot Readiness	Distribution Services	
23	Pilot Operations	Distribution Services	
24	Pilot Operations	Distribution Services	-
25	General	Infrastructure	-
26	Transition Planning	Corporate	10,781
27	Market Mechanics	Distribution Services	-
28	Market Mechanics	Distribution Services	-
29	Market Mechanics	Retail Services	-
30	Market Mechanics	Retail Services	-
31	Market Mechanics	Retail Services	-
32	Market Mechanics	Retail Services	-
33	Market Mechanics	Retail Services	-
34	Market Rules	Corporate	-
35	Market Rules	Corporate	-
36	Market Rules	Distribution Services	-
37	Market Rules	Retail Services	-
38	Market Rules	Transmission Services	-
39	Market Rules	Transmission Services	-
40	Pilot Operations	Distribution Services	-
41	Pilot Operations	Distribution Services	-
41	Pilot Readiness	Distribution Services	
42	Pilot Operations	Distribution Services	-
43	Pilot Operations	Distribution Services	-
44	Pilot Operations	Distribution Services	-
44	Pilot Readiness	Distribution Services	
45	Pilot Operations	Distribution Services	-
46	Pilot Operations	Distribution Services	-
47	Pilot Operations	Distribution Services	-
48	Business Continuity	Distribution Services	-
49	Pilot Operations	Distribution Services	-

EGSI Comparative Cost Estimate

Workpaper 2: Internal Resource Loading Detail by Role

Factors Reference:		
%_annual_salary_escalation		2.5%
$_expenses_per_fte	$	5,000
$_other_expenses_per_fte	$	500
$_supplies_per_fte	$	1,000

Line	Project	Division	6 2005Q2
50	Transition Planning	Distribution Services	-
51	Pilot Operations	Information Services	-
51	Pilot Readiness	Information Services	
52	Pilot Operations	Information Services	-
52	Pilot Readiness	Information Services	
53	Pilot Operations	Information Services	-
54	Pilot Operations	Information Services	-
54	Pilot Readiness	Information Services	
55	Pilot Operations	Information Services	-
55	Pilot Readiness	Information Services	
56	Pilot Operations	Information Services	-
57	Pilot Operations	Information Services	-
57	Pilot Readiness	Information Services	
58	Pilot Operations	Information Services	-
59	Pilot Operations	Retail Services	-
60	Pilot Operations	Retail Services	-
61	Pilot Operations	Retail Services	-
62	Transition Planning	Retail Services	-
63	Pilot Readiness	Distribution Services	-
64	Pilot Readiness	Distribution Services	-
65	Pilot Readiness	Distribution Services	-
66	Pilot Readiness	Distribution Services	-
67	Pilot Readiness	Retail Services	-
68	Pilot Readiness	Retail Services	-
69	Project Management	Corporate	-
70	Project Management	Corporate	-
71	Project Management	Corporate	-
72	Project Management	Corporate	-
73	Project Management	Corporate	-
74	Project Management	Corporate	-
75	Project Management	Corporate	-
76	Project Management	Corporate	-
77	Project Management	Distribution Services	-
78	Project Management	Executive Organization	-
79	Project Management	Information Services	-
80	Project Management	Information Services	-
81	Project Management	Retail Services	-
82	Regulatory Affairs	Corporate	-
83	Regulatory Affairs	Corporate	-
84	Regulatory Affairs	Corporate	-
85	Regulatory Affairs	Corporate	-
86	Regulatory Affairs	Corporate	-
87	Regulatory Affairs	Corporate	-
88	Regulatory Affairs	Corporate	-
89	Regulatory Affairs	Distribution Services	-
90	Regulatory Affairs	Retail Services	-
91	Regulatory Affairs	Retail Services	-
92	Transition Planning	Corporate	-
93	Transition Planning	Corporate	-
94	Transition Planning	Corporate	-
95	Transition Planning	Corporate	-
96	Transition Planning	Executive Organization	-
97	Transition Planning	Executive Organization	-
98	Transition Planning	Executive Organization	-
99	Transition Planning	Transmission Services	-
100			30,996

EGSI Comparative Cost Estimate

Workpaper 3: Facilities Summary

Line	Description	Factors								
			FTE Per Year:	126	147	104	68	36	1	
1	**Facilities**		FTE Count Quarter Ending:	Q4	Q4	Q4	Q4	Q4	Q3	
2	**Primary Facility**			1999	2000	2001	2002	2003	2004	**Transition Estimate**
3	*Lease*	$_lease_ft	#_ft_per_emp	383,040	447,640	314,640	206,720	108,680	2,280	1,463,000
4	*Administration furnishings*	$_furniture_lease_per	#_ft_per_emp	100,800	117,800	82,800	54,400	28,600	600	385,000
5	*Utilities*	$_utilities_per_em		191,268	223,526	157,113	103,224	54,269	1,139	730,538
6	*Data Service (non-WAN)*	$_data_service_per_e		245,287	286,655	201,486	132,377	69,595	1,460	936,859
7	*WAN Cost*	$_wan_cost		-	-	-	-	-	-	-
8	*Voice Service*	$_voice_service_per_		63,000	73,625	51,750	34,000	17,875	375	240,625
9	*Building Services*	$_building_services_		378,202	441,986	310,666	204,109	107,307	2,251	1,444,520
10	*Non-Lease Subtotal*			*978,556*	*1,143,591*	*803,814*	*528,110*	*277,646*	*5,825*	*3,737,542*
11										
12	**Totals**			$ 1,361,596	$ 1,591,231	$ 1,118,454	$ 734,830	$ 386,326	$ 8,105	$ 5,200,542

EGSI Comparative Cost Estimate

Workpaper 4: Systems Summary

Line	Description	Factors		Distribution	Retail	Non-Division Specific Services	Total	Benchmark	Market Changes
1	**Customer Care System (CCS)**			4,417,920	3,589,560	1,656,720	9,664,200		
2	**Customer and Industrial Billing**			2,899,260	2,899,260	-	5,798,520		
3	*license*	# ESI ID	$ CIS fee per ESI ID	2,301,000	2,301,000	-	4,602,000		
4	*annual maintenance and warranty*		% om rate	598,260	598,260	-	1,196,520		
5	**Contingency CCS**			828,360	-	1,656,720	2,485,080		
6	*license*			690,300	-	1,380,600	2,070,900		
7	*annual maintenance and warranty*			138,060	-	276,120	414,180		
8	**Credit**		% om rate	230,100	230,100	-	460,200		
9	*license*			230,100	230,100	-	460,200		
10	*annual maintenance and warranty*			-	-	-	-		
11	**Bill Presentment**			230,100	230,100	-	460,200		
12	*license*			230,100	230,100	-	460,200		
13	*annual maintenance and warranty*			-	-	-	-		
14	**Accounts Receivables**			230,100	230,100	-	460,200		
15	*license*			230,100	230,100	-	460,200		
16	*annual maintenance and warranty*			-	-	-	-		
17									
18	**Competitive Retailer Information System**			214,500	-	-	214,500		
19	**Public Web site**			49,500	-	-	49,500		
20	*license*			30,000	-	-	30,000		
21	*annual maintenance and warranty*			15,000	-	-	15,000		
22	*market change maintenance*			4,500			4,500		
23	**Secure Portal**			165,000	-	-	165,000		
24	*license and configuration*			100,000	-	-	100,000		
25	*annual maintenance and warranty*			50,000	-	-	50,000		
26	*market change maintenance*			15,000			15,000		
27							-		
28	**Load Profiling and Data Aggregation**			2,210,700	-		2,210,700		
29	**Profiling Application**			330,100	-	-	330,100		
30	*license*			100,000	-	-	100,000		
31	*annual maintenance and warranty*		$_profiling_per_monti #_ESI_ID	230,100	-	-	230,100		
32	**Data Aggregation**			1,880,600	-	-	1,880,600		
33	*license*			500,000	-	-	500,000		
34	*annual maintenance and warranty*	#_ESI_ID	$_per_meter_fee	1,380,600	-	-	1,380,600		
35							-		
36	**Data Exchange**			1,780,600	2,055,600	1,940,510	5,776,710		
37	**Meter Installation**			-	-	1,940,510	1,940,510		
38	*license*	$_per_hourly_m	%_hourly_noncomplia #_ESI_ID	-	-	1,917,500	1,917,500		
39	*annual maintenance and warranty*	%_hourly_nonci	$_meter_operating_c #_ESI_ID	-	-	23,010	23,010		
40	**Customer Enrollment and Switching (Texas SET)**			1,780,600	2,055,600	-	3,836,200		
41	*license*			250,000	500,000		750,000		
42	*annual maintenance and warranty*	#_ESI_ID	$_per_meter_fee	1,380,600	1,380,600		2,761,200		
43	*market change maintenance*			150,000	175,000		325,000		
44							-		
45	**Load Forecasting**			-	330,100	-	330,100		
46	*license*				100,000		100,000		
47	*annual maintenance and warranty*		$_profiling_per_monti #_ESI_ID		230,100		230,100		
48							-		
49	**Counterparty Trading System**			-	1,040,000	-	1,040,000		
50	**Deal Capture, Trade Capture, Risk Management**			-	1,040,000	-	1,040,000		
51	*license*				800,000		800,000		

EGSI Comparative Cost Estimate
Workpaper 4: Systems Summary

Line	Description	Factors	Distribution	Non-Division Specific Retail	Non-Division Specific Services	Total	Benchmark	Market Changes
52	*annual maintenance and warranty*			240,000		240,000		
53						-		
54	**Telephone Equipment**					-		
55	Dedicated telephone circuits and/or switchgear		-	-	150,000	150,000		
56	Voice recording system					-		
57	Corporate voice system					-		
58						-		
59	**Enterprise**					-		
60	General Ledger, AP, AR, Accounting		-	-	125,000	125,000		
61	HR				-	-		
62	Legal & Contracts				-	-		
63					-	-		
64	**IT Infrastructure Monitoring**							
65			862,372	701,526	359,723	1,923,621		
66	**Employee Workstations**	# workstations $ workstation			342,500	342,500		
67	**Totals**		9,486,092	7,716,786	4,574,453	21,777,331		

EGSI Comparative Cost Estimate

Workpaper 5: Other Transition Expenses Summary

Line	Description	Factors			Transition Estimate
1	*Non-ERCOT LSE FEE*				
2		$_non_ERCOT_LSE_fee	$	1.15	2,205,125
3		#_ESI_ID		383,500	
4		#_yrs_transition		5	
5	*Employee Recruiting and Relocation*				
6		%_transition_recruiting		2%	497,188
7	*Meetings, Events, Communication, Publications, Printing and Postage*				
8		$_communications	$	125,000	625,000
9		#_yrs_transition		5	
10	*Miscellaneous Items*				
11		$_miscellaneous	$	15,925	79,625
12		#_yrs_transition		5	
13					
14	**Total**				**3,406,938**

EGSI Comparative Cost Estimate
Reference 1: Benchmark References

Reference Code	Reference Document	Exhibit
E1	ERCOT 2004 Fee Case ["Schd 1-13 WP 1-18 20-24.xls"]	
TMG1	TMG Consulting: "CIS Pricing Considerations", Greg Galluzi, September 2003	
PLX1	Plexus Research, Inc. "Direct Access Metering & Data Communication Requirements", prepared for NARUC, March 31, 1998	

EGSI Comparative Cost Estimate
Reference 2: Chart Supporting Material

External FTE Resource Loading

	1999Q1	1999Q2	1999Q3	1999Q4	2000Q1	2000Q2	2000Q3	2000Q4	2001Q1	2001Q2	2001Q3	2001Q4
Business Continuity	0	0	14	15	17	17	17	17	25	25	19	2
General	0	0	0	0	0	0	0	0	0	0	0	0
Market Mechanics	0	0	14	14	14	14	14	14	14	9	9	0
Market Rules	0	0	0	0	0	0	0	0	0	0	2	4
Pilot Operations	0	0	0	0	0	0	0	0	0	0	15	16
Pilot Readiness	0	0	36	36	36	36	36	36	59	59	0	0
Project Management	0	0	3	3	5	5	5	5	5	3	3	3
Regulatory Affairs	0	0	3	3	3	3	3	3	5	5	5	5
Transition Planning	0	0	3	3	3	3	3	3	3	4	4	1

Internal FTE Resource Loading

	1999Q1	1999Q2	1999Q3	1999Q4	2000Q1	2000Q2	2000Q3	2000Q4	2001Q1	2001Q2	2001Q3	2001Q4
Business Continuity	0	0	5	6	15	15	15	15	20	21	21	20
General	0	0	2	2	2	2	2	2	2	2	2	2
Market Mechanics	0	0	4	5	5	5	5	5	9	8	6	4
Market Rules	0	0	2	2	2	2	2	2	2	2	3	3
Pilot Operations	0	0	0	0	1	1	1	1	1	1	23	20
Pilot Readiness	1	1	8	8	14	14	14	14	16	17	2	2
Project Management	0	0	23	23	23	23	23	23	23	23	22	12
Regulatory Affairs	0	0	4	4	5	5	5	5	6	7	7	6
Transition Planning	0	0	1	3	3	3	3	3	5	6	6	6

Internal and External FTE Resource Loading Summary

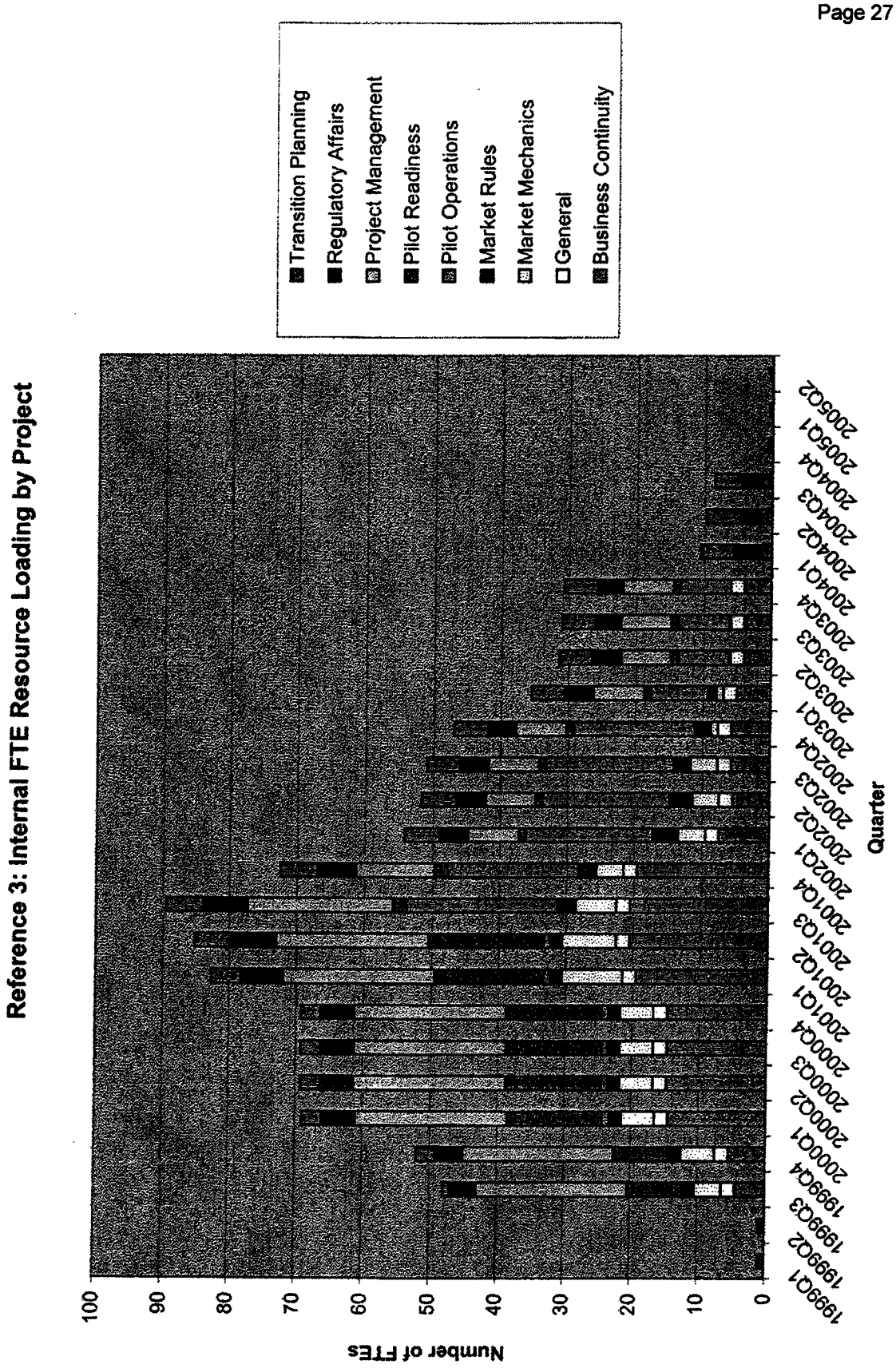
	1999Q1	1999Q2	1999Q3	1999Q4	2000Q1	2000Q2	2000Q3	2000Q4	2001Q1	2001Q2	2001Q3	2001Q4
Business Continuity	0	0	19	21	32	32	32	32	45	46	40	22
General	0	0	2	2	2	2	2	2	2	2	2	2
Market Mechanics	0	0	18	19	19	19	19	19	23	17	15	4
Market Rules	0	0	2	2	2	2	2	2	2	2	5	7
Pilot Operations	0	0	0	0	1	1	1	1	1	1	38	36
Pilot Readiness	1	1	44	44	50	50	50	50	75	76	2	2
Project Management	0	0	26	26	28	28	28	28	28	26	25	15
Regulatory Affairs	0	0	7	7	8	8	8	8	11	12	12	11
Transition Planning	0	0	4	6	6	6	6	6	8	10	10	7

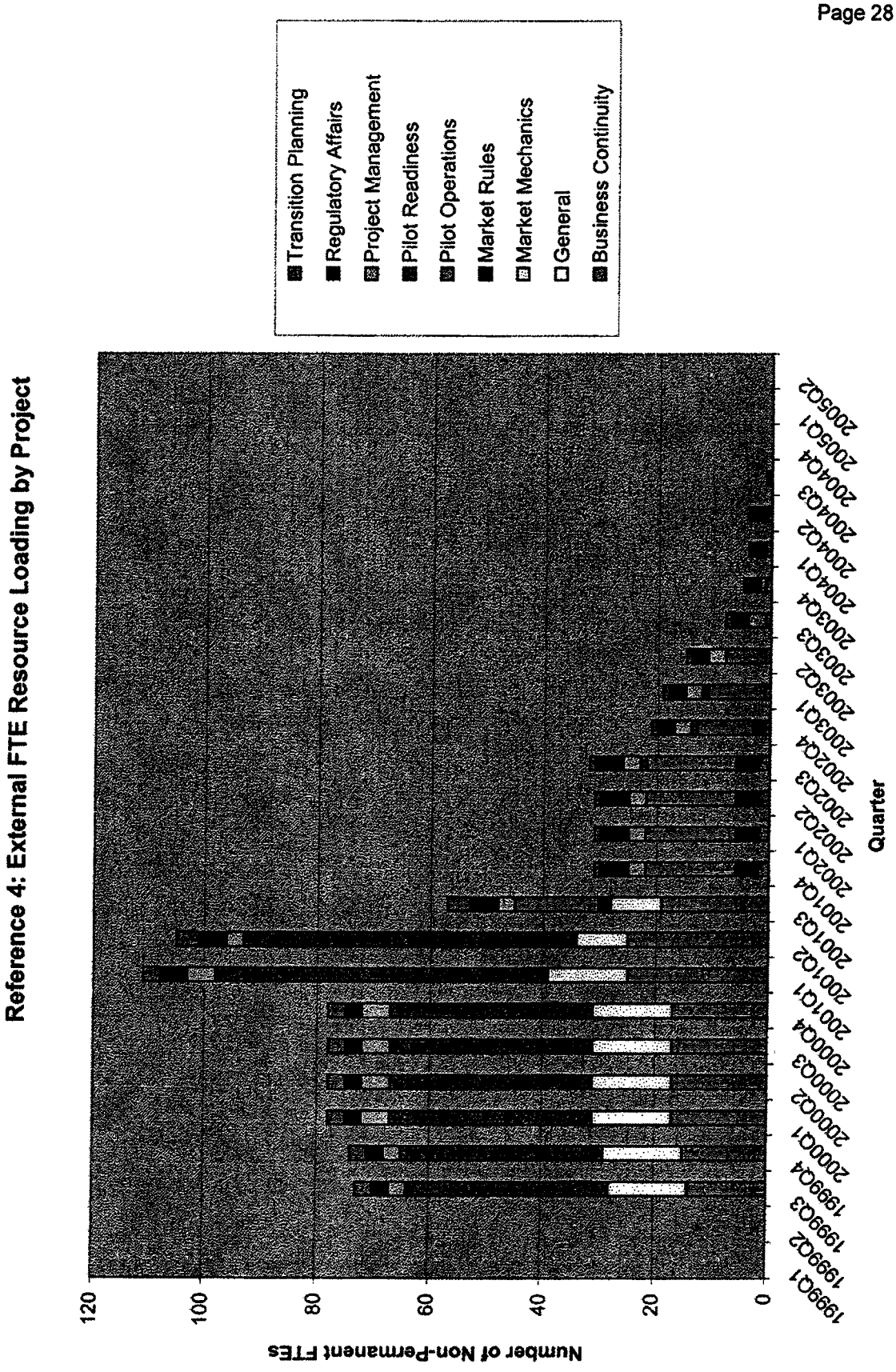
Internal and External FTE Resource Loading Comparison

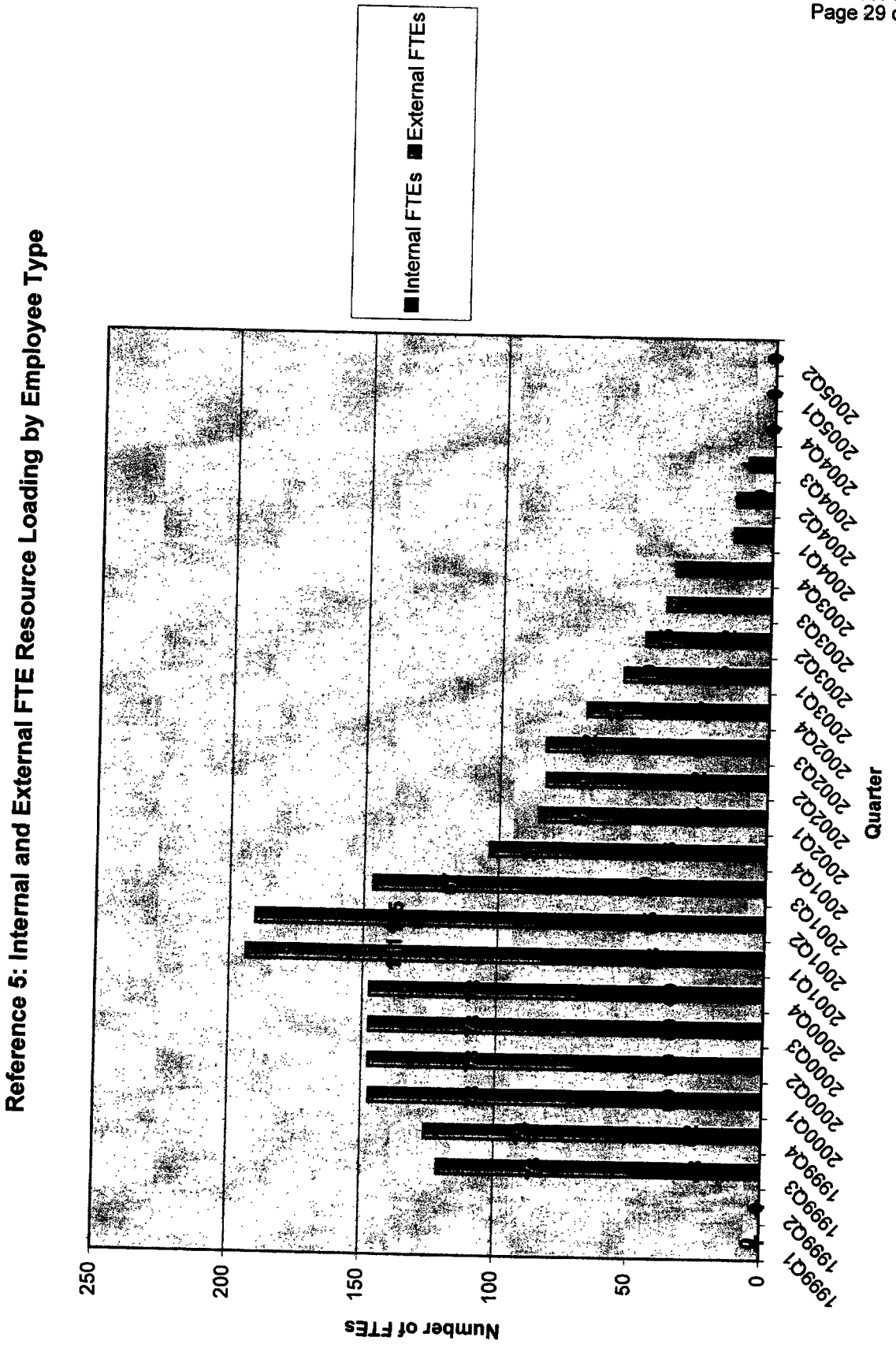
	1999Q1	1999Q2	1999Q3	1999Q4	2000Q1	2000Q2	2000Q3	2000Q4	2001Q1	2001Q2	2001Q3	2001Q4
Internal FTEs	1	1	48	52	69	69	69	69	83	85	90	73
External FTEs	0	0	73	74	78	78	78	78	111	105	57	31
Total FTEs	1	1	121	126	147	147	147	147	194	190	147	104
% External FTEs	0	0	1	1	1	1	1	1	1	1	0	0

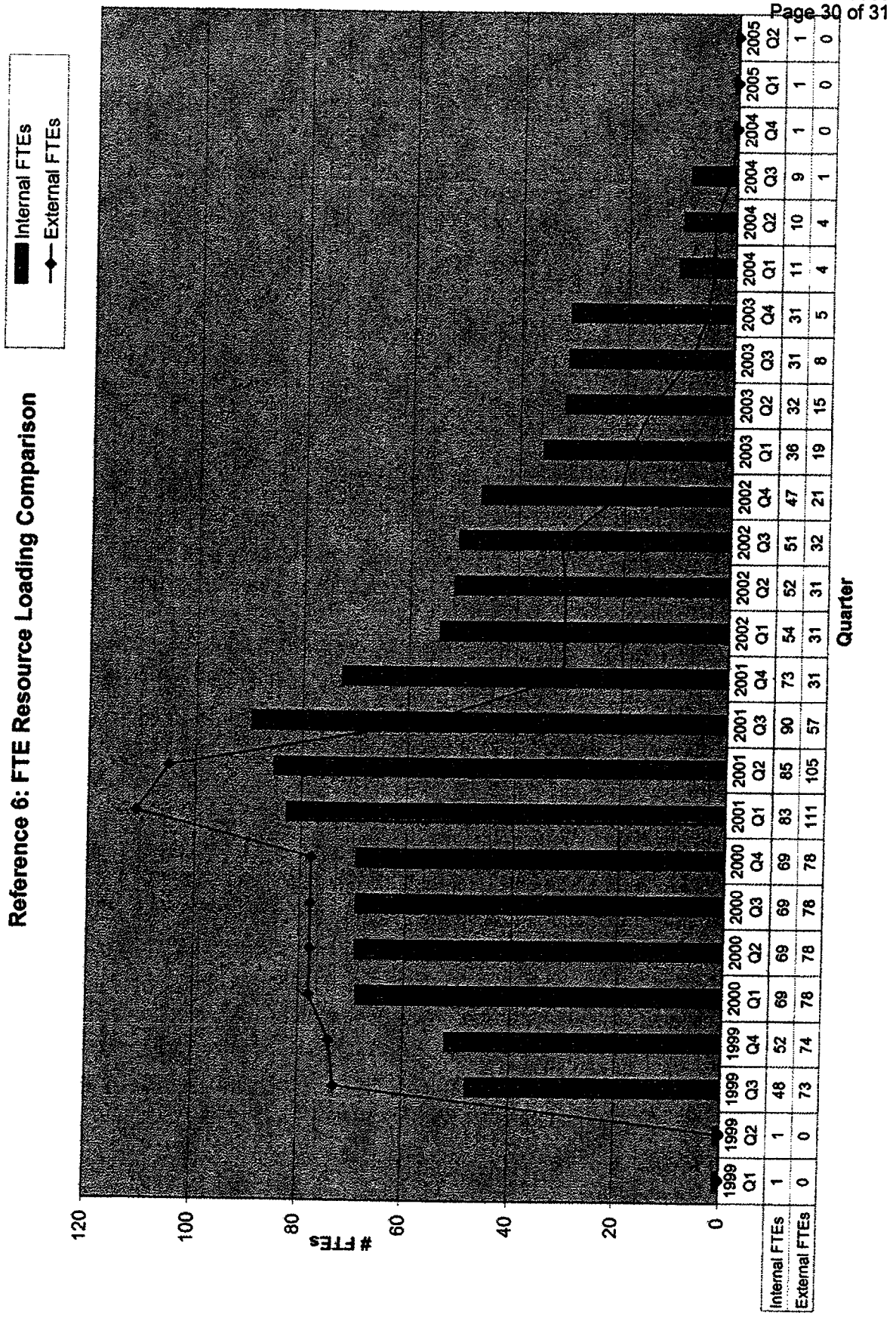
Internal and External FTE Resource Loading Comparison by Category

	Business Cont	General	Market Mech	Market Rules	Pilot Operatio	Pilot Readines	Project Mana	Regulatory Af	Transition Planning
Internal FTEs	22	2	9	4	23	17	23	8	7
External FTEs	26	0	14	4	16	60	5	5	4

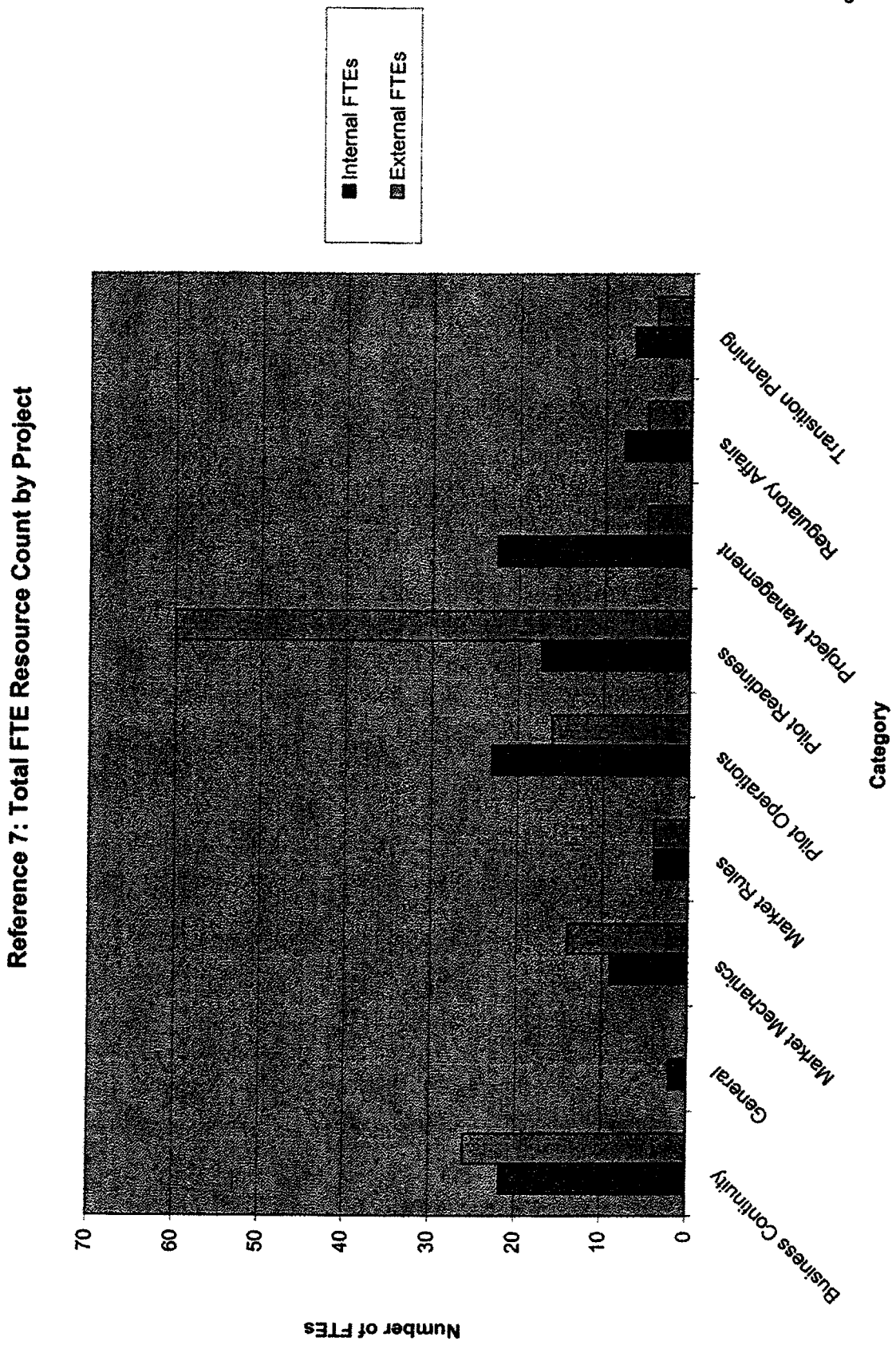

Reference 3: Internal FTE Resource Loading by Project
Transition Planning
Regulatory Affairs
Project Management
Pilot Readiness
Pilot Operations
Market Rules
Market Mechanics
General
Business Continuity
Number of FTEs
100
90
80
70
60
50
40
30
20
10
0
Quarter
1999Q1
1999Q2
1999Q3
1999Q4
2000Q1
2000Q2
2000Q3
2000Q4
2001Q1
2001Q2
2001Q3
2001Q4
2002Q1
2002Q2
2002Q3
2002Q4
2003Q1
2003Q2
2003Q3
2003Q4
2004Q1
2004Q2
2004Q3
2004Q4
2005Q1
2005Q2


Reference 4: External FTE Resource Loading by Project
Transition Planning
Regulatory Affairs
Project Management
Pilot Readiness
Pilot Operations
Market Rules
Market Mechanics
General
Business Continuity
Number of Non-Permanent FTEs
0
20
40
60
80
100
120
Quarter
1999Q1
1999Q2
1999Q3
1999Q4
2000Q1
2000Q2
2000Q3
2000Q4
2001Q1
2001Q2
2001Q3
2001Q4
2002Q1
2002Q2
2002Q3
2002Q4
2003Q1
2003Q2
2003Q3
2003Q4
2004Q1
2004Q2
2004Q3
2004Q4
2005Q1
2005Q2


Reference 5: Internal and External FTE Resource Loading by Employee Type
Internal FTEs
External FTEs
Number of FTEs
250
200
150
100
50
0
Quarter
1999Q1
1999Q2
1999Q3
1999Q4
2000Q1
2000Q2
2000Q3
2000Q4
2001Q1
2001Q2
2001Q3
2001Q4
2002Q1
2002Q2
2002Q3
2002Q4
2003Q1
2003Q2
2003Q3
2003Q4
2004Q1
2004Q2
2004Q3
2004Q4
2005Q1
2005Q2



	1999 Q1	1999 Q2	1999 Q3	1999 Q4	2000 Q1	2000 Q2	2000 Q3	2000 Q4	2001 Q1	2001 Q2	2001 Q3	2001 Q4	2002 Q1	2002 Q2	2002 Q3	2002 Q4	2003 Q1	2003 Q2	2003 Q3	2003 Q4	2004 Q1	2004 Q2	2004 Q3	2004 Q4	2005 Q1	2005 Q2
Internal FTEs	1	1	48	52	69	69	69	69	83	85	90	73	54	52	51	47	36	32	31	31	11	10	9	1	1	1
External FTEs	0	0	73	74	78	78	78	78	111	105	57	31	31	31	32	21	19	15	8	5	4	4	1	0	0	0


Reference 7: Total FTE Resource Count by Project
Internal FTEs
External FTEs
Number of FTEs
0
10
20
30
40
50
60
70
Category
Business Continuity
General
Market Mechanics
Market Rules
Pilot Operations
Pilot Readiness
Project Management
Regulatory Affairs
Transition Planning

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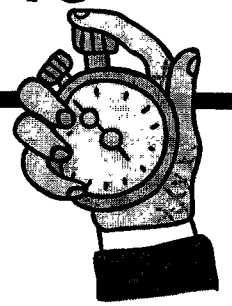
Systems

Timeline of system development



- SB7 passed in 1999
- During the Fall of 1999, ERCOT developed bid documents to acquire the systems necessary to support the Restructuring of the Texas electric market
- Through a process involving the ERCOT Staff, PUC staff, Market Participants, and a number of vendors, a system was designed to support the implementation of the Protocols which define the Texas market
- Anderson Consulting (now Accenture) was selected as ERCOT's prime vendor for the development of systems needed to support the new Texas electric market
- Systems were designed and built by January 1, 2001 at which time system testing was initiated
- Market Trials began on April 1 2001 and the New Market was initiated on July 31 2001
- On August 1st, 2001 ERCOT became the largest control area in North America

ERCOT
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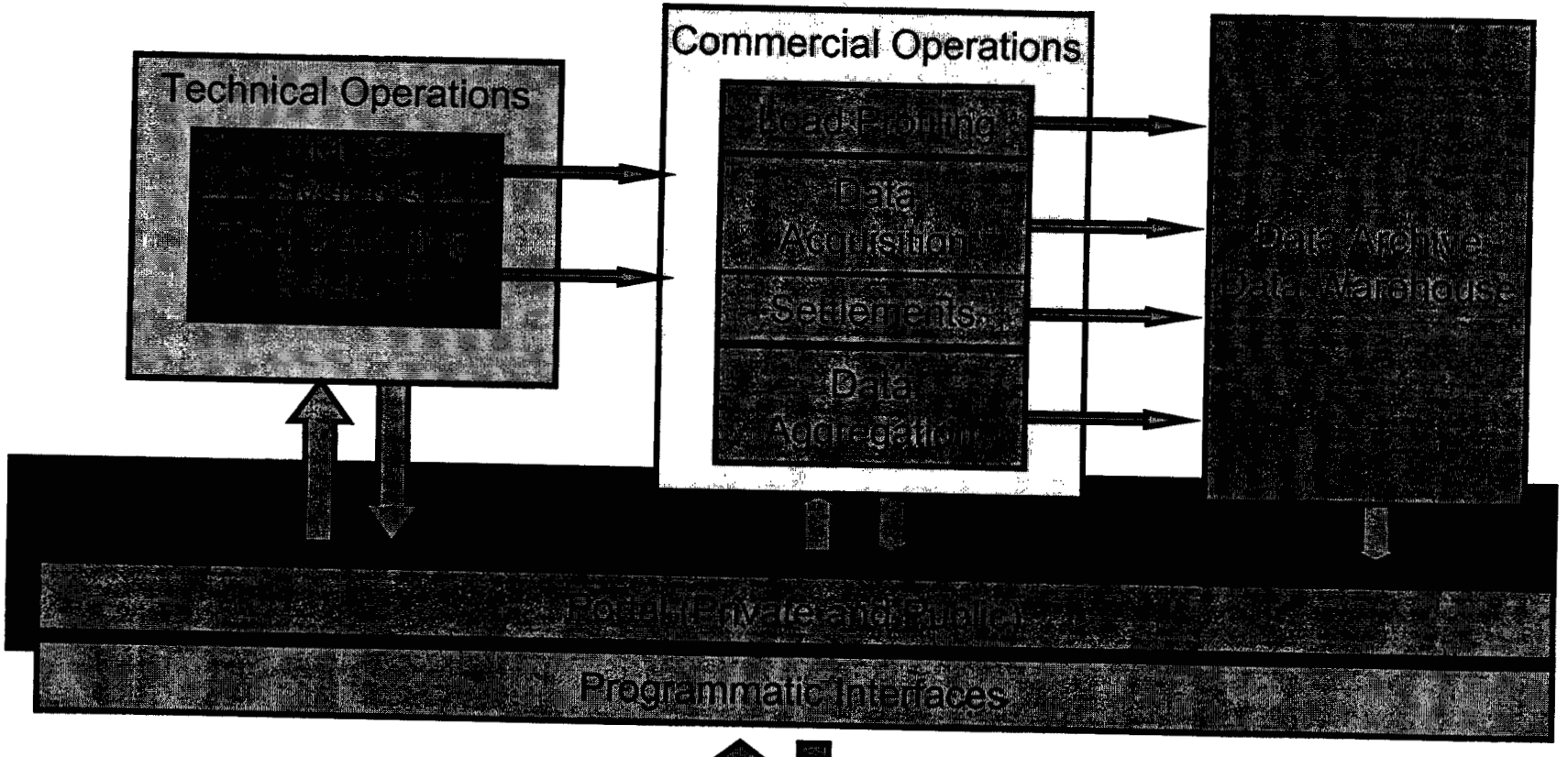
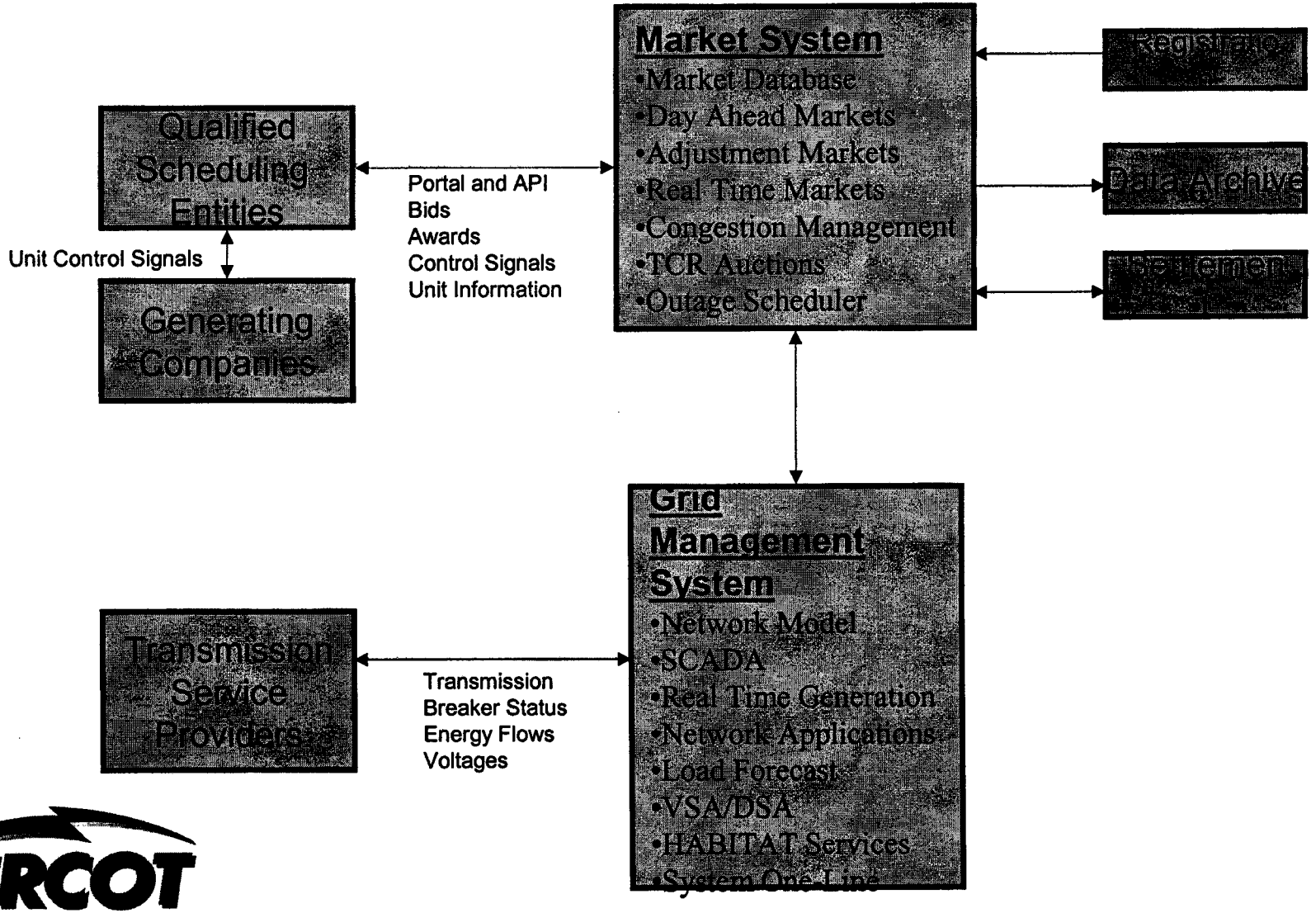
ERCOT Systems Overview



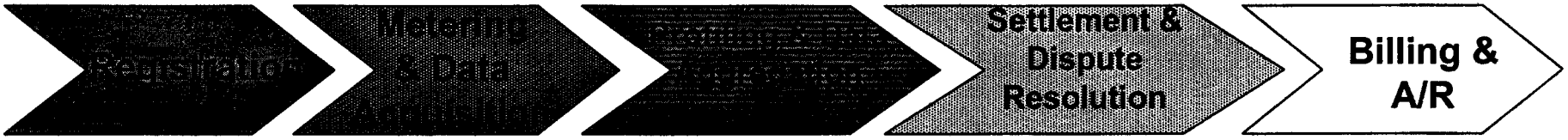
ERCOT Wide Area Network

Market and Power Systems Overview



ERCOT
THE TEXAS CONNECTION

Commercial Systems Overview



- **Market Participant registration and maintenance**
- **Switch oversight**
- **Customer care services**
- **Issue resolution**
- **Reporting**

- Metering standards
- Generation metering installation review and inspection
- Data acquisition system operation
- Generation metering validation, editing and estimation

- Development and maintenance of profiles
- Application of T&D losses
- Zone aggregation
- UFE determination and allocation

- Daily settlement statement review
- Market reports
- Manual calculations
- Dispute research
- Dispute resolution and implementation

- Invoice preparation and validation
- Invoice transmittal and confirmation
- A/R maintenance