

**ERCOT Fiscal Year 2003 Budget
PUCT Docket No.
Workpaper 7: Membership Dues Summary**

Line	Description	Number of Members	Membership Fee	Membership Revenue
1	Corporate membership dues	110	\$ 2,000	\$ 220,000
2	Associate membership dues	30	500	15,000
3	Adjunct membership dues	10	500	5,000
4				
5	Totals membership dues assumed in ERCOT budget	150	\$	\$ 240,000

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Workpaper 8: Interest Income Summary**

<u>Line</u>	<u>Description</u>	<u>FY 2004 Budget</u>
1	Estimated average ERCOT cash balance in 2004	
2	Estimated average interest income on deposits and investments	\$ 40,000,000
3		1.25%
4	Interest income assumed in 2004 ERCOT budget	
		<u>\$ 500,000</u>

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Worksheet 9: Staffing Summary by Division and Department**

Line	Division & Department	Actual FTE's at 6/30/2003	Hires Remaining for 2003	Revised FY 2003 Budget	Existing Production Support	SAS 70 Type 2 Audit Support	Capital Project	Commercial Application Enhancement	FY 2004 Total Budgeted FTEs
1	ERCOT								
2	Corporate Administration	41	10	51	5	-	7	-	63
3	Information Technology	130	19	149	24	5	6	-	184
4	System Operations	94	6	100	30	-	2	-	132
5	Market Operations	92	8	100	23	-	5	23	151
6	Total - ERCOT	357	43	400	82	5	20	23	530
7									
8	Corporate Administration								
9	Executive Organization	8	1	9	-	-	-	-	9
10	Finance	11	5	16	-	-	1	-	17
11	General Counsel	6	3	9	-	-	2	-	11
12	Human Resources	3	1	4	1	-	-	-	5
13	NERC Compliance	4	-	4	1	-	-	-	5
14	Stakeholder Services	3	-	3	1	-	-	-	4
15	Corporate Communications	3	-	3	1	-	-	-	4
16	Market Rules	3	-	3	1	-	4	-	8
17	Total - Corporate Administration	41	10	51	5	-	7	-	63
18									
19	Information Technology								
20	CIO Administration	7	-	7	-	-	-	-	7
21	Technology Services Administration	-	-	-	-	-	-	-	-
22	System Engineering and Administration	17	3	20	5	-	2	-	27
23	IT Operations	10	-	10	-	-	-	-	10
24	Facilities	6	-	6	-	-	-	-	6
25	Network	12	-	12	2	2	1	-	17
26	EMMS Development	6	1	7	1	-	-	-	8
27	Project Management	4	1	5	1	-	1	-	7
28	Market Technology Service	3	-	3	-	-	-	-	3
29	Data Warehousing	4	-	4	2	-	-	-	6
30	Development & Architecture	-	-	-	1	-	1	-	2
31	Transaction Services	9	3	12	-	-	-	-	12
32	Corporate Applications	1	3	4	2	-	-	-	6
33	Web and Data Services	6	-	6	-	-	-	-	6
34	Settlement and Billing	6	1	7	-	-	-	-	7
35	Data Management	10	-	10	-	-	-	-	10
36	Cyber Security	3	3	6	3	-	-	-	9
37	Physical Security	4	-	4	-	-	-	-	4
38	IT Delivery	5	-	5	2	-	-	-	7
39	IT Operations 2	11	2	13	4	3	-	-	20
40	EMMS Production	6	2	8	1	-	-	-	9
41	Total - Information Technology	130	19	149	24	5	6	-	184
42									

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Worksheet 9: Staffing Summary by Division and Department

Line	Division & Department	Actual FTE's at 6/30/2003	Hires Remaining for 2003	Revised FY 2003 Budget	Proposed New Hires for FY 2004				FY 2004 Total
					Existing Production Support	2 Audit Support	Capital Project	Commercial Application Enhancement Project	
43	System Operations								
44	COO Administration	3	-	3	-	-	-	-	3
45	Market Operations Support	11	2	13	4	-	-	-	17
46	Operations Support	24	3	27	4	-	-	-	31
47	System Operations	43	-	43	11	-	-	-	54
48	System Planning	12	-	12	5	-	1	-	18
49	Resource Planning	1	1	2	6	-	1	-	9
50	Total - System Operations	94	6	100	30	-	2	-	132
51									
52	Market Operations								
53	CMO Administration	5	-	5	-	-	-	-	5
54	Wholesale Project Management	4	1	5	1	-	3	1	10
55	Settlement Metering	7	1	8	2	-	-	-	10
56	Load Profiling and Data Aggregation	15	-	15	1	-	-	-	20
57	Settlements and Billing	13	1	14	-	-	-	4	18
58	REP/ESI-ID Of Record	12	2	14	7	-	-	4	25
59	Renewables and TCR	5	-	5	1	-	-	-	6
60	Project Management (R. Gruber)	3	1	4	1	-	2	2	9
61	Retail Documentation and Reporting	4	-	4	-	-	-	-	4
62	Retail Testing and Quality Control	6	-	6	7	-	-	6	19
63	Retail Client Services	7	-	7	2	-	-	-	10
64	Wholesale Client Services	11	2	13	1	-	-	1	15
65	Total - Market Operations	92	8	100	23	-	5	23	151

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Workpaper 10: Materials, Supplies, Tools and Equipment Expenses by Division and Department

Line	Division & Department	FY 2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
1	ERCOT					
2	Corporate Administration					
3	Information Technology	63,000	49,200	13,800	28%	
4	System Operations	1,280,570	757,008	523,562	69%	
5	Market Operations	156,000	179,244	(23,244)	-13%	
6	Total - ERCOT	147,800	122,458	25,342	21%	
7		1,647,370	1,107,910	539,460	49%	
8	Corporate Administration					
9	Executive Organization					
10	Finance	9,000	9,204	(204)	-2%	
11	General Counsel	17,000	15,996	1,004	6%	
12	Human Resources	11,000	9,000	2,000	22%	
13	NERC Compliance	5,000	3,996	1,004	25%	
14	Stakeholder Services	5,000	3,000	2,000	67%	
15	Corporate Communications	4,000	2,004	1,996	100%	
16	Market Rules	4,000	3,000	1,000	33%	
17	Total - Corporate Administration	8,000	3,000	5,000	167%	
18		63,000	49,200	13,800	28%	
19	Information Technology					
20	CIO Administration					
21	Technology Services Administration	172,000	149,004	22,996	15%	
22	System Engineering and Administration					
23	IT Operations	42,191	20,004	22,187	111%	
24	Facilities	1,000	-	1,000	0%	
25	Network	872,749	350,000	522,749	149%	
26	EMMS Development	166,550	216,004	(49,454)	-23%	
27	Project Management	1,000	6,000	(5,000)	-83%	
28	Market Technology Service	1,000	-	1,000	0%	
29	Data Warehousing	-	-	-	0%	
30	Development & Architecture	2,000	-	2,000	0%	
31	Transaction Services	1,000	-	1,000	0%	
32	Corporate Applications	-	-	-	0%	
33	Web and Data Services	2,000	-	2,000	0%	
34	Settlement and Billing	-	-	-	0%	
35	Data Management	-	-	-	0%	
36	Cyber Security	1,000	-	1,000	0%	
37	Physical Security	3,900	-	3,900	0%	
38	IT Delivery	480	-	480	0%	
39	IT Operations 2	3,500	5,496	(1,996)	-36%	
40	EMMS Production	8,300	5,496	2,804	51%	
41	Total - Information Technology	1,280,570	757,008	523,562	69%	

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Workpaper 10: Materials, Supplies, Tools and Equipment Expenses by Division and Department

Line	Division & Department	FY 2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
42	System Operations					
43	COO Administration	400	123,350	104,004	19,346	19%
44	Market Operations Support	410	4,000	15,456	(11,456)	-74%
45	Operations Support	420	4,000	30,792	(26,792)	-87%
46	System Operations	425	11,650	-	11,650	0%
47	System Planning	430	6,000	27,996	(21,996)	-79%
48	Resource Planning	440	7,000	996	6,004	603%
49	50 Total - System Operations	156,000	179,244	(23,244)	-13%	
50	Market Operations					
51	CMO Administration	500	96,800	99,996	(3,196)	-3%
52	Wholesale Project Management	505	5,000	-	5,000	0%
53	Settlement Metering	530	2,000	3,912	(1,912)	-49%
54	Load Profiling and Data Aggregation	540	5,000	3,504	1,496	43%
55	Settlements and Billing	550	4,000	2,004	1,996	100%
56	REP/EST-ID Of Record	570	11,000	696	10,304	1480%
57	Renewables and TCR	580	1,000	804	196	24%
58	Project Management (R. Gruber)	605	5,000	-	5,000	0%
59	Retail Documentation and Reporting	630	-	1,548	(1,548)	-100%
60	Retail Testing and Quality Control	640	13,000	696	12,304	1768%
61	Retail Client Services	650	3,000	804	2,196	273%
62	Wholesale Client Services	660	2,000	8,494	(6,494)	-76%
63	65 Total - Market Operations	147,800	122,458	25,342	21%	

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Worksheet 11(a): Outside Services Expense Summary by Division and Department

Line	Division & Department	FY 2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
1	ERCOT					
2	Corporate Administration					
3	Information Technology					
4	System Operations	7,611,939	6,902,700	709,239	10%	
5	Market Operations	6,501,084	3,180,804	3,320,280	104%	
6	Total - ERCOT	13,113,023	10,083,504	3,029,519	30%	
7		19,337,469	13,250,120	6,087,349	46%	
8	Corporate Administration					
9	Executive Organization					
10	Finance	914,000	2,677,860	(1,763,860)	-66%	
11	General Counsel	1,809,469	1,902,504	(93,035)	-5%	
12	Human Resources	1,711,996	1,836,996	(125,000)	-7%	
13	NERC Compliance	81,172	164,100	(82,928)	-51%	
14	Stakeholder Services	214,009	280,236	(66,227)	-24%	
15	Corporate Communications	66,083	-	66,083	0%	
16	Market Rules	40,500	41,004	(504)	-1%	
17	Total - Corporate Administration	2,774,710	-	2,774,710	0%	
18		7,611,939	6,902,700	709,239	10%	
19	Information Technology					
20	CIO Administration					
21	Technology Services Administration	289,113	50,004	239,109	478%	
22	System Engineering and Administration	-	-	-	0%	
23	IT Operations	487,197	-	487,197	0%	
24	Facilities	171,816	-	171,816	0%	
25	Network	269,751	82,800	186,951	226%	
26	EMMS Development	353,453	195,000	158,453	81%	
27	Project Management	460,929	898,000	(437,071)	-49%	
28	Market Technology Service	390,716	-	390,716	0%	
29	Data Warehousing	-	-	-	0%	
30	Development & Architecture	460,409	-	460,409	0%	
31	Transaction Services	403,767	-	403,767	0%	
32	Corporate Applications	399,642	-	399,642	0%	
33	Web and Data Services	111,581	-	111,581	0%	
34	Settlement and Billing	627,788	-	627,788	0%	
35	Data Management	247,811	-	247,811	0%	
36	Cyber Security	-	-	-	0%	
37	Physical Security	446,060	-	446,060	0%	
38	IT Delivery	125,062	30,000	95,062	317%	
39	IT Operations 2	391,542	-	391,542	0%	
40	EMMS Production	854,122	1,925,000	(1,070,878)	-56%	
41	Total - Information Technology	10,325	-	10,325	0%	
42		6,501,084	3,180,804	3,320,280	104%	

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Worksheet 11(a): Outside Services Expense Summary by Division and Department

Line	Division & Department	FY 2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
43	System Operations					
44	COO Administration					
45	Market Operations Support	1,004,461	285,000	719,461	252%	
46	Operations Support	1,328,994	345,996	982,998	284%	
47	System Operations	257,558	150,000	107,558	72%	
48	System Planning	-	-	-	0%	
49	Resource Planning	462,581	1,020,000	(557,419)	-55%	
50	Total - System Operations	117,710	-	117,710	0%	
51		3,171,304	1,800,996	1,370,308	76%	
52	Market Operations					
53	CMO Administration					
54	Wholesale Product Management	252,766	-	252,766	0%	
55	Settlement Metering	-	-	-	0%	
56	Load Profiling and Data Aggregation	107,054	126,000	(18,946)	-15%	
57	Settlements and Billing	41,302	72,144	(30,842)	-43%	
58	REP/ESI-ID Of Record	128,862	26,004	102,858	396%	
59	Renewables and TCR	-	99,996	(99,996)	-100%	
60	Project Management (R. Gruber)	66,083	86,004	(19,921)	-23%	
61	Retail Documentation and Reporting	458,451	-	458,451	0%	
62	Retail Testing and Quality Control	998,624	955,472	43,152	5%	
63	Retail Client Services	-	-	-	0%	
64	Wholesale Client Services	-	-	-	0%	
65	Total - Market Operations	2,053,142	1,365,620	687,522	50%	

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Workpaper 11(b): Outside Services Summarized by Type

Line	Consulting Category	2004 Budget (\$000's)	Percent
1	Texas Nodal Project	4,780	25%
2	Other Information Technology Consulting	3,997	21%
3	SAS 70 Audit	1,555	8%
4	Legal	1,712	9%
5	Other Corporate Administration Consulting	1,431	7%
6	Other System Operations Consulting	1,061	5%
7	Other Capital Projects	924	5%
8	Retail Switch Notification	999	5%
9	Data Warehouse Support to PUCT	609	3%
10	Default QSE	720	4%
11	Security	571	3%
12	Independent Audit Services	656	3%
13	Other Market Operations Consulting	323	2%
14	Total	19,337	100%

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Worksheet 12: Facilities, Maintenance and Utilities Expenses by Type

Line	Description	FY2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
1	Office building and storage rent and lease payments	1,170,764	1,052,184	118,580	11.3%	
2	Electricity, Water and Wastewater	758,400	636,000	122,400	19.2%	
3	Dark fiber lease - Austin to Taylor	688,000	450,000	238,000	52.9%	
4	WAN Cost	2,616,596	1,913,000	703,596	36.8%	
5	Local Telephone	285,300	288,490	(3,190)	-1.1%	
6	Long Distance Telephone	126,500	130,000	(3,500)	-2.7%	
7	Conference Calls	50,320	158,152	(107,832)	-68.2%	
8	Security Guard Services	775,000	302,050	472,950	156.6%	
9	Custodial Services and Day Porter	240,000	258,800	(18,800)	-7.3%	
10	Internet Service	267,360	217,600	49,760	22.9%	
11	Building and Grounds Maintenance	525,850	151,900	373,950	246.2%	
12	OC3 Link Lease	-	130,008	(130,008)	-100.0%	
13	Miscellaneous Items	70,000	39,302	30,698	78.1%	
14	Fuel Oil	4,708	10,000	(5,292)	-52.9%	
15	Waste Disposal	8,000	4,950	3,050	61.6%	
16						
17	Total	7,586,798	5,742,436	1,844,362	32.1%	
18						
19	WAN Cost Recovery	(1,881,600)	(1,550,000)	(331,600)	21.4%	

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Workpaper 13: Hardware and Software Maintenance and License Support Expenses by Division

Line	Division & Department	FY 2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
1	ERCOT					
2	Corporate Administration					
3	Information Technology				0%	
4	System Operations	8,187,242	6,675,635	1,511,607	23%	
5	Market Operations	-	-	-	0%	
6	Total - ERCOT	8,187,242	6,675,635	1,511,607	23%	
7						
8	Corporate Administration					
9	Executive Organization					
10	Finance				0%	
11	General Counsel				0%	
12	Human Resources				0%	
13	NERC Compliance				0%	
14	Stakeholder Services				0%	
15	Corporate Communications				0%	
16	Market Rules				0%	
17	Total - Corporate Administration				0%	
18						
19	Information Technology					
20	CIO Administration					
21	Technology Services Administration				0%	
22	System Engineering and Administration	8,187,242	6,675,635	1,511,607	23%	
23	IT Operations				0%	
24	Facilities				0%	
25	Network				0%	
26	EMMS Development				0%	
27	Project Management				0%	
28	Market Technology Service				0%	
29	Data Warehousing				0%	
30	Development & Architecture				0%	
31	Transaction Services				0%	
32	Corporate Applications				0%	
33	Web and Data Services				0%	
34	Settlement and Billing				0%	
35	Data Management				0%	
36	Cyber Security				0%	
37	Physical Security				0%	
38	IT Delivery				0%	
39	IT Operations 2				0%	
40	EMMS Production				0%	
41	Total - Information Technology	8,187,242	6,675,635	1,511,607	23%	

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Workpaper 13: Hardware and Software Maintenance and License Support Expenses by Division

Line	Division & Department	FY 2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
42						
43	System Operations					
44	COO Administration	400	-	-	0%	
45	Market Operations Support	410	-	-	0%	
46	Operations Support	420	-	-	0%	
47	System Operations	425	-	-	0%	
48	System Planning	430	-	-	0%	
49	Resource Planning	440	-	-	0%	
50	Total - System Operations				0%	
51						
52	Market Operations					
53	CMO Administration	500	-	-	0%	
54	Wholesale Project Management	505	-	-	0%	
55	Settlement Metering	530	-	-	0%	
56	Load Profiling and Data Aggregation	540	-	-	0%	
57	Settlements and Billing	550	-	-	0%	
58	REP/ESI-ID Of Record	570	-	-	0%	
59	Renewables and TCR	580	-	-	0%	
60	Project Management (R. Gruber)	605	-	-	0%	
61	Retail Documentation and Reporting	630	-	-	0%	
62	Retail Testing and Quality Control	640	-	-	0%	
63	Retail Client Services	650	-	-	0%	
64	Wholesale Client Services	660	-	-	0%	
65	Total - Market Operations				0%	

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Workpaper 14: Debt Service Summary

Line	Description	FY 2004 Budget
1	Principal Amortization	
2	Senior Notes Payable Principal Amortization	13,636,000
3		
4		
5	Interest Expense	
6	Senior Notes Payable Outstanding Balance (January 1, 2004 - May 15, 2004)	150,000,000
7	Interest rate	6.17%
8	Assumed Interest Expense on Senior Notes Payable (January 1, 2004 - May 15, 2004)	3,470,625
9		
10	Senior Notes Payable Outstanding Balance (May 16, 2004 - December 31, 2004)	136,364,000
11	Interest rate	6.17%
12	Assumed Interest Expense on Senior Notes Payable (May 16, 2004 - December 31, 2004)	5,258,537
13		
14		
15	Assumed Capital Spending in 2004	60,000,000
16	Percentage Debt Funded	60%
17	Assumed Borrowing for Planned 2004 Capital Spending	36,000,000
18	Assume even funding throughout the year (360/2)	50.0%
19	Assumed Average Outstanding New Borrowing during 2004	18,000,000
20	Assumed Interest Rate on New Borrowing in 2004	6.0%
21	Assumed Interest expense on New Borrowing during 2004	1,080,000
22		
23	Total Interest Expense	9,809,162
24		
25	Total Principal Amortization and Interest Expense	23,445,162

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Worksheet 15: Other Expenses Summary by Expense Type

Line	Description	FY2004 Budget	FY 2003 Budget	Variance	% Variance	Comment
1	Property Taxes	1,202,939	1,700,000	(497,061)	-29.2%	
2	Dues	1,112,500	1,143,400	(30,900)	-2.7%	
3	Employee Recruiting and Relocation	1,066,250	452,500	613,750	135.6%	
4	ERCOT Sponsored Meetings	400,000	160,000	240,000	150.0%	
5	Printing	120,200	87,752	32,448	37.0%	
6	Corporate Events	82,000	78,500	3,500	4.5%	
7	Subscriptions and Publications	95,180	54,925	40,255	73.3%	
8	Postage & Delivery	45,550	30,095	15,455	51.4%	
9	Media Services and Supplies	45,000	12,000	33,000	275.0%	
10	Corporate Training Development	-	7,000	(7,000)	-100.0%	
11	Miscellaneous Items	-	7,239	(7,239)	-100.0%	
12						
13	Total	4,169,619	3,733,411	436,208	11.7%	

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Workpaper 16: Minor Capital - Summary Comparison**

Line	Minor Capital	FY 2004 Budget	FY 2003 Budget	\$ Variance	% Variance
1	Software	200,000	1,137,845	(937,845)	-82.4%
2	Server	500,000	1,591,537	(1,091,537)	-68.6%
3	Other Hardware	400,000	1,394,705	(994,705)	-71.3%
4	Furniture, Fixtures, Equipment and Other	120,000	358,913	(238,913)	-66.6%
5	Computer	780,000	497,000	283,000	56.9%
6	Total	2,000,000	4,980,000	(2,980,000)	-59.8%

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Worksheet 17: Minor Capital Detailed Listing

Line	Division	Department Number	Department Description	FY 2004 Budget	Capital Type	Description of Service and Justification
1	Information Technology	301	Technology Services Administration	30,000	Software	Miscellaneous software acquisitions required throughout the year by departments across the organization.
2	System Operations	420	Operations Support	3,000	Software	At-risk analysis software. Operations engineering is being asked to analyze outage decisions involving uncertainty. This tool is needed to analyze the probable outcomes of uncertain inputs.
3	System Operations	420	Operations Support	1,000	Software	Stat tools statistical analysis add in for Excel. Operations engineering is being asked to analyze outage decisions involving uncertainty. This tool is needed to analyze the probable outcomes of uncertain inputs.
4	System Operations	420	Operations Support	160,000	Software	ESCA display building software package - "e-term Image". Builds network and SCADA displays from the Genesys data base. Hand built displays may not always reflect the Genesys topology.
5	System Operations	430	System Planning	6,000	Software	AutoCAD MAP Upgrade
6	Corporate Administration	170	Market Rules	140,000	Server	Risk Management System. Servers and disk storage to support risk management reporting and dashboard system
7	Information Technology	310	Other Miscellaneous Servers	60,000	Server	Miscellaneous server acquisitions required throughout the year by departments across the organization.
8	Information Technology	325	Facilities	35,000	Server	Browser-based power quality monitoring. By adding a server and associated hardware we would be able to analyze power quality events via a web browser instead of a dedicated client.
9	Information Technology	330	Network	45,000	Server	Austin Sylog server
10	Information Technology	330	Network	150,000	Server	Enterprise-wide VPN server replacement
11	Information Technology	330	Network	45,000	Server	Frame and DMZ DNS Servers to support of market participant failover
12	System Operations	440	Resource Planning	25,000	Server	MS SQL Server.
13	Information Technology	325	Facilities	25,619	Other Hardware	Power quality monitoring hardware for computer rooms. By adding the power quality monitoring capabilities to the PDLs in the computer rooms we would have the capability to actually analyze the power that is serving the servers at Austin and Taylor.
14	Information Technology	330	Network	45,546	Other Hardware	Cisco router and switch memory upgrades
15	Information Technology	330	Network	15,407	Other Hardware	PBX cards and spares required for expansion of equipment and adding personnel
16	Information Technology	330	Network	12,326	Other Hardware	IPC phones to support expansion of system operations functions
17	Information Technology	330	Network	46,222	Other Hardware	DVDM spare equipment required for support and troubleshooting
18	Information Technology	330	Network	49,303	Other Hardware	Ethernet analyzer for maintenance and testing of WAN and LAN
19	Information Technology	330	Network	6,103	Other Hardware	OC-3 RF equipment for maintenance and testing of microwave communications system
20	Information Technology	330	Network	8,654	Other Hardware	Channel bank for testing and troubleshooting required to enable testing in non-production environment
21	Information Technology	330	Network	28,466	Other Hardware	Special redundancy upgrade to improve reliability of ERCOT's operations hotline
22	Information Technology	330	Network	34,159	Other Hardware	Special PBX dialing expansion to enhance functionality of ERCOT's operations hotline
23	Information Technology	330	Network	11,386	Other Hardware	Upgrade the Taylor - Balcones radios to hot-standby in order to improve reliability of ERCOT's microwave system
24	Information Technology	330	Network	45,546	Other Hardware	Add Load Balance Switches (CSS) to improve performance of commercial applications
25	Information Technology	330	Network	22,773	Other Hardware	HEB 6506 switch replacement
26	Information Technology	330	Network	22,773	Other Hardware	Blue Bldg 6506 switch replacement
27	Information Technology	395	EMMS Production	16,283	Other Hardware	Add RTU modems to enable support of additional QSEs and/or backup QSEs
28	System Operations	420	Operations Support	4,819	Other Hardware	Replace and upgrade five year old plotter.
29	System Operations	430	System Planning	4,555	Other Hardware	Eight PTT PSSE/MUST Dongles (software locks) for new staff
30	Information Technology	325	Facilities	35,000	Furniture, Fixtures, Equipment and Other	Replace high mileage minivan with a more up to date reliable vehicle
31	Information Technology	325	Facilities	10,000	Furniture, Fixtures, Equipment and Other	Zero Turn Ratio, ZTR, mower to supplement tractor mower allowing greater speed and maneuverability
32	Information Technology	325	Facilities	25,000	Furniture, Fixtures, Equipment and Other	Dranetz portable power tester to enable testing of freestanding circuits/equipment in order to locate power anomalies
33	Information Technology	325	Facilities	35,000	Furniture, Fixtures, Equipment and Other	Key management cabinets. The cabinets, 1 at Austin and 1 at Taylor would allow for tighter control and better tracking of facility keys
34	Information Technology	325	Facilities	7,500	Furniture, Fixtures, Equipment and Other	Replace cylinders at Austin. Replacing of the cylinders and rekeying both facilities with a more secure proprietary system will allow for better key tracking and a higher degree of security.
35	Information Technology	325	Facilities	7,500	Furniture, Fixtures, Equipment and Other	Replace cylinders at Taylor. Replacing of the cylinders and rekeying both facilities with a more secure proprietary system will allow for better key tracking and a higher degree of security.
36	Information Technology	310	System Engineering and Administration	780,000	Computer	Acquire personal computer to replace computers no longer under warranty and to provide computers to new staff.
Total Minor Capital				2,000,000		

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
1	PR-40044	PUCT	1.1	1	With TX Nodal	ERCOT Run Day Ahead Market Rule 27678	Placeholder for proposed rule for ERCOT Run day Ahead Market Project	
2	PR-40045	PUCT	1.1	2	With TX Nodal	CRR Rule 28226	Placeholder for proposed rule for CRR's Project	
3	PR-30161	Market	1.1	3		PRR413 - Optimization for the Whole Operating Day in RPRS Procurement Process	Modify RPRS procurement process so that RPRS procurement process is an optimum solution for the whole Operating Day.	Market Rank - 1
4	PR-30001	ERCOT	1.1	4		Competitive Metering in 2004 for Large Nonresidential Customers	Modify ERCOT processes and Lodestar to support competitive metering before Jan 1, 2004	
5	PR-30064	ERCOT	1.1	5		IT Infrastructure Build-Out	In order to provide an adequate production and test environment for current and future projects as well as market advancements this project will include data storage and IT test environments for P-Test, I-Test, Dev and Participant Testing, including production capacity for these systems.	
6	PR-30093	ERCOT	1.1	6	TO 4.X	RPRS Market Redesign	Include dependency between hours and include temporal and network constraints	Will be included in PR40001, Technical Operations Release 4.X
7	PR-40001	ERCOT	1.1	7	TO 4.X	Enhancement to OOM tools for congestion management	The OOM tools would be enhanced for managing congestion more effectively: a) Fleet deployment of OOM b) Dispatch management tool for electronic recording c) Building OOM into SCE equation	
8	PR-40001	ERCOT	1.1	8	TO 4.X	Improve Real Time Local Congestion Management	Fix problems with (1) Disaggregation of portfolio schedule and award (2) Logging of active constraints from EMS	
9	PR-40046	ERCOT	1.1	9		ERCOT Network Reliability	Mitigate risks of single Network points of failure for SAN's, IT test and System Backups between data centers. Reduce negative impact to the Market and ERCOT Operations	Costs reflect purchase of electronics, installation and first year maintenance
10	PR-40005	ERCOT	1.1	10		IDR Estimation logic changes	Changes in the IDR estimation routine to better estimate IDR ESI IDs when no actual data is available. Better estimation of IDR ESI IDs that will result in more accurate settlements.	
11	PR-40006	ERCOT	1.1	11		End of Life MMS (ES40) Servers and GS Series Servers	Replace existing MMS Compaq ES40 servers with up-to-date hardware with greater computational capacity. The ES40 servers will reach end-of-life in 2004. While they are still supported by HP, parts and maintenance will be increasingly costly. Switching to ES80 servers will also provide additional computational capacity to support enhancements to the MMS package. Upgrades for existing GS Series Servers to support growth and EMMS projects.	

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title
12	PR-40007	ERCOT	1.1	12		SCR 727 Phase 2
13	PR-40008	ERCOT	1.1	13		Tier 1 SAN: Production
14	PR-40009	ERCOT	1.1	14		DW and Archive Systems and Storage Upgrades to support 2003 and 2004 additional capacity (dev/test, prod and DASD)
15	PR-40010	ERCOT	1.1	15		Server Consolidation
16	PR-40011	ERCOT	1.1	16		Portal Replacement Phase II
17	PR-40012	ERCOT	1.1	17		EMIS Systems and Storage Upgrades to support 2003 and 2004 additional capacity (dev, test, prod and DASD)
18	PR-40038	Market	1.2	18		Mass Customer Transition
19	PR-30162	Market	1.2	19		PRR423 - Dispatch of Generation Resources Below Minimum Operating Level
20	PR-30084	ERCOT	1.2	20	TO 4.X	CSC Thermal and Volt Limits Calculations/Posting
21	PR-40001	ERCOT	1.2	21	TO 4.X	Automate DC TIE Schedule tracking process
22	PR-40001	ERCOT	1.2	22	TO 4.X	Load Forecast Performance
23	PR-40001	ERCOT	1.2	23	TO 4.X	Performance monitoring of SCADA /State Estimator
24	PR-40001	ERCOT	1.2	24	TO 4.X	Performance Monitoring for ERCOT, TDSP and QSEs
25	PR-40001	ERCOT	1.2	25	TO 4.X	Graphs for monitoring frequency performance
Enhancements/changes to SCR 727 to address known issues with the extract. Provide TDSPs and CRs with full/accurate view of data in ERCOT systems. Adequate systems and storage performance to support previously implemented projects, planned projects and historical data/compute capacity growth To identify and implement solutions that maximize computational capacity and minimize administrative overhead. ERCOT currently employs individual servers for most individual applications. From a cost and capacity planning standpoint, it would be beneficial to identify ways to run multiple applications on a smaller number of servers. Provide data transparency to MPs related to transactions and business processes Adequate systems and storage performance to support previously implemented projects, planned projects and historical data/compute capacity growth To be able to transition large volumes of customers to other Reps in the event of a major market situation Requires ERCOT to use other Resource Dispatch options to maintain system reliability prior to Dispatching a Generation Resource below its Low Operating Limit. Automate (1) Inadvertent exchange flow calculation (2) QSE DCTie Schedule verification (3) Offset Calculation Graphical tool to analyze the variation of load forecast error over the time of forecast Monitor SCADA/SE input data performance - failure due to ICCP link failure, RTU failure etc and identify responsible TDSPs for coordination Define and track reliability and operational metrics for ERCOT, TDSP and QSE to identify system failure and improve overall performance Graphical data analysis for monitoring impact on frequency, reasons for CPS1/CPS2 deviation etc						
Market Rank - 2 Market Rank - 3 Will be included in PR40001, Technical Operations Release 4.X						

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
26	PR-40013	ERCOT	1.2	26		OOME and OOMC Payments	Develop a program to calculate and verify Wind generator claims for OOME operation. Also possible develop programs to administer the OOMC cost calculations. This would reduce administrator involvement. Currently using highly manually intensive macros for comparing calculations from the Protocol to calculations provide by the generation entities.	
27	PR-40014	ERCOT	1.2	27		Switcher Extract	Provide Competitive Retailers with 12 months of historical usage for ESI IDs that they gain as a customer. Provide CRs with full knowledge of usage data in ERCOT systems that will be used to settle their new customers.	
28	PR-40015	ERCOT	1.2	28		TCR Report Enhancement	Add automated reports to reduce manual interfaces, provide ability to query documents and reports, reduce dependency on macros that must frequently be changed. This would provide administrator flexibility, more timely and easier to use customer information.	
29	PR-30135	Market	1.3	29		SCR 725 - ERCOT Settlement Estimation	To provide all recipients of Settlement Statements information regarding the estimation required because of missing metered values. With each Settlement Statement, ERCOT must provide information regarding the Load estimation required because of missing metered volumes. Information for ERCOT-wide estimation, represented REPs estimation, and their specific OSEs estimation.	Market Rank - 4
30	PR-20128	Market	1.3	30		SCR722 Publish Zonal Deployments	Real-Time Portal Posting and XML query capability of Aggregate zonal unit-specific incremental and decremental deployments, separately stated, each by category, including aggregate OOM deployments.	Market Rank - 5
31	PR-20127	Market	1.3	31		SCR721 XML Data for QSEs	QSEs desire increased transparency of ERCOT operations and accordingly, the timely availability of real-time operating data without having to browse or scrape the ERCOT system. ERCOT computer system performance is suffering from this current lack of XML enabled data interface.	Market Rank - 6
32	PR-30166	Market	1.3	32		PRR446 - Disclosure of OOMC Dispatches	Provides for disclosure of each unit receiving an OOMC Dispatch Instruction, intervals for which the instruction was received, intervals for which and quantity of energy deployed by ERCOT from units receiving an OOMC Dispatch Instructions	Market Rank - 7
33	PR-40001	Market	1.3	33	TO 4.X	PRR 428 - RMR Scheduling process	Implement scheduling of RMR units under a separate QSE as per PRR428	Market Rank - 8

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
34	PR-40001	Market	1.3	34	TO 4.X	LAAR/BUL Enhancements	Includes Resource Types information on RRS awards to market, BLOCK bids for LAAR AS bids, Multiple BUL BID Curves per QSE/ per enzone	Market Rank - 9
35	PR-30065	ERCOT	1.3	35		EMS Network Upgrade	This project will upgrade the network for MOS and POS to gigabit performance. Network performance is having an impact on both the MOS market solutions and the POS data collection. By increasing the network speed, both of these functions will speed up and will not be subjected to performance issues during high activity periods.	
36	PR-30069	ERCOT	1.3	36		OVPI Evaluation/Implementation	Evaluate/Implement OVPI as a reporting tool, paying special attention to this product's ability to provide insight into the performance and capacity of network components.	
37	PR-40001	ERCOT	1.3	37	TO 4.X	Market Solution detection outside of SPD	Remove Dependency on SPD wrapper and implement the logic in separate program	
38	PR-40001	ERCOT	1.3	38	TO 4.X	Enhancement to Market Analyst Interface	Display AS awards that are not scheduled	
39	PR-40001	ERCOT	1.3	39	TO 4.X	Training of Load Forecast Models	Annual training of Short term and Mid term load forecast models	
40	PR-40001	ERCOT	1.3	40	TO 4.X	STNET server	Move the STNET functionality and read-only users off the production EMS onto new servers	
41	PR-40001	ERCOT	1.3	41	TO 4.X	HP Overview integration	Centralize and expand EMMS system health management	
42	PR-40001	ERCOT	1.3	42	TO 4.X	Enhancement to Development Test system	System for IT development process	
43	PR-40001	ERCOT	1.3	43	TO 4.X	Testing Simulation Environment	Simulation environment IT testing for SAT and Regression testing	
44	PR-30110	ERCOT	1.3	44		Replace TCH	TCH Architecture and Seabeyond product implementation have been an ongoing stability and reliability problem for ERCOT. Project is to consider re architecting or replacing the current software.	
45	PR-40016	ERCOT	1.3	45		170 Systems Enhancements	Provide full implementation of workflow, expand to other ERCOT depis outside of Legal, HR, and Finance, and assess expansion to external user access.	
46	PR-40017	ERCOT	1.3	46		Lawson/170 Systems Integration	Provide tight integration between the two systems so that 170 Systems information is accessed from Lawson and vice versa. Will provide increased timeliness and accuracy of information.	
47	PR-30032	Market	2.1	47	2Q	PIP102 Voltage Support Compensation	System not designed to calculate compensation for voltage support.	Market Rank - 10

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
48	PR-20130	Market	2.1	48	TO 4.X	PIP137/PRR211 Association of BE Bids with RPRS		Will be included in PR40001, Technical Operations Release 4.X; Market Rank - 11
49	PR-30013	Market	2.1	49		AS Mismatched Schedules	Ensure that ERCOT operation system follows Protocols. Relieve manual workload. Currently, ERCOT system does not consider the factor of mismatched AS schedules when calculating AS self-arrangement value. Settlement staff need to manually correct QSE's AS self-arrangement when there are mismatched schedules between QSEs.	Market Rank - 12
50	PR-30066	ERCOT	2.1	50		DA/DW Redundancy	This project is allow for timely disaster recovery of the Data Archive and Data Warehouse in the event of a disaster at the Taylor computing facility. It is primarily a hardware purchase.	
51	PR-30073	ERCOT	2.1	51	TO 4.X	Automate AS Qualification Testing	Add automation to the existing process of providing Ancillary Service Qualification testing.	Will be included in PR40001, Technical Operations Release 4.X
52	PR-30141	ERCOT	2.1	52		EMS/MMS Hardware system upgrades/replacement		
53	PR-40001	ERCOT	2.1	53	TO 4.X	Mapping voltages and flows in PI	Map voltages and line flows into PI for post mortem analysis	
54	PR-40001	ERCOT	2.1	54	TO 4.X	User Interface - Human Factors Project	Improve the usability of MOI and MAI as per the recommendations of the Human Factors project	
55	PR-40001	ERCOT	2.1	55	TO 4.X	Enhancement to Outage Scheduler/STNET	Add a feature to import outages on an equipment type basis from outage scheduler into STNET	
56	PR-40001	ERCOT	2.1	56	TO 4.X	RMR Process Automation	Includes automation of Delivery Plan, Availability Plan, Deployment, Settlements	
57	PR-40019	ERCOT	2.1	57		Testing Website Enhancements	Transition Retail Testing Website (ETOD) support from Business to IT	
58	PR-40020	ERCOT	2.1	58		HTTP/HTTPS for Market Certification	Provide additional data transport for the Market Certification environment	
59	PR-40021	ERCOT	2.1	59		Settlements Data Storage	To create a stable environment to save ERCOT Settlements validation and dispute data. Reduces business exposure of inability to access data or even loss of validation and dispute data.	
60	PR-30163	Market	2.2	60		PRR422 - OOM Zonal Dispatch Instructions	Provides details on deployment and settlement of Zonal OOME Dispatch Instructions in command and control conditions.	Market Rank - 13

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title
61	PR-20157	ERCOT	2.2	61		PCOOM Adjustment Requirements
						A controlling function needs to be added to PCOOM calculation module. Settlements group can manually adjust the controlling function (interval data cut used as a flag) to adjust OCOOM calculations on a per interval basis.
62	PR-30029	ERCOT	2.2	62		Overlimit Reports (O&M)
						Be able to report to the ROS and PUCT the overlimit conditions that have taken place over a given period. Be able to track our performance in this respect and identify corrective actions to remedy these conditions. Meet NERC requirements
63	PR-30030	ERCOT	2.2	63		PDC Report
						ERCOT is required by protocols to analyze and report on resource response to events to the performance, Disturbance Compliance Taskforce. Provide functionality to meet this requirement.
64	PR-30067	ERCOT	2.2	64	TO 4.X	BES Deployment Dependency on Resource Pin
						To relax the ERCOT balancing energy deployment dependency on Resource Plan and the current SCADA information will be used in balancing energy deployment. Since the Resource Plan is operational non-binding and SCADA is more up-to-date, this project will improve the ERCOT market operational reliability considering that some participants may experience difficulty in updating their Resource Plans to reflect the actual operational status under certain conditions. The successful implementation of this project will improve the ERCOT system reliability.
65	PR-30072	ERCOT	2.2	65	TO 4.0	Balancing Schedule Dependency on Resource Pin
						Currently balancing energy schedule is being modified by the actual capability reflected in the Resource Plan submitted by the participants. Since Resource Plan is operational non-binding and schedule is operational binding, the market and the system reliability will be improved by using the actual energy schedule from those participants who has physical resources to support their schedule activity.
66	PR-30078	ERCOT	2.2	66		OVOW Evaluation/Implementation
						Evaluate/Implement HP OpenView Operations for Windows 7 as a service level management tool, paying close attention to the service navigator and distributed performance smart plug-ins (SP/s).

Will be included in PR40001, Technical Operations Release 4.X

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
67	PR-30080	ERCOT	2.2	67		DNS for Participant Site Failovers	ERCOT has a means by which to fail over to a different site if systems become inoperable at one site or another. This project will give market participants this ability to perform site failovers without manual intervention on ERCOT's part to facilitate this move.	
68	PR-30081	ERCOT	2.2	68		Tape Backup	Tape backup is needed for obvious reasons. We need to be able to recover from a server failure in a minimum amount of time. If the RSA and RADIUS/TACACS servers were to fail, all VPN authentications would fail. If the Syslog and CiscoWorks servers were to fail, the Network group will be incapable of monitoring events that occur with regard to equipment failure, Network attacks, etc... The tape backup would minimize the downtime needed to rebuild the key servers that drive our Network.	
69	PR-30111	ERCOT	2.2	69		Balancing Energy AS Provider Performance Report	To provide the AS performance report required by protocol	
70	PR-40001	ERCOT	2.2	70	TO 4.X	Improvements to VSA/DSA	Improve and automate the EMS-DCP-VSA/DSA process	
71	PR-40001	ERCOT	2.2	71	TO 4.X	Line naming convention	Establish standard convention for naming transmission lines throughout ERCOT (ERCOT and TDSP)	
72	PR-40001	ERCOT	2.2	72	TO 4.X	System protocol violation notification application - ownership transfer	Transferring of ownership from Technical operations to IT	
73	PR-40022	ERCOT	2.2	73		Automate sending "RMREQ"s" to Lodestar	Automate the process of creating RMR unit schedules and importing into Lodestar. This will reduce errors caused by manual intervention.	
74	PR-40023	ERCOT	2.2	74		IT Dashboard	Provide near-real time operational statistics to internal ERCOT personnel - started under ETS Phase II (Internal)	
75	PR-40024	ERCOT	2.2	75		Automate Receipt of QSE Payments in Lodestar	Automate the importation of QSE Invoice payments into Lodestar. Currently, a manual effort the requires significant coordination with IT Production to import file manually created in Settlements & Billing department.	
76	PR-40029	ERCOT	2.2	76	3/04	Budgeting Tool	Provide a more flexible and accurate budgeting tool that allows "what if" scenarios and that pushes budget preparation effort out to desired resources.	
77	PR-30143	ERCOT	2.2	77		Portfolio Management System	Extend function and capability of MS Project Server to include Portfolio Management and Reporting	
78	PR-30016	Market	2.3	78	TO 4.X	Dynamic Ratings		Will be included in PR40002 Technical Operations Release 4.X; Market Rank - 14
79	PR-40034	Market	2.3	79		TX SET V2.1	This version is still undefined. The MP's have already begun to develop change controls.	Market Rank - 15

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
80	PR-40036	Market	2.3	80		PRR 408 - DC Tie Transaction Accounting	Provides information to the TDSP and Market Participants for transmission billing purposes.	Per PRS: Talk to J. Galvin about moving up on priority list. Linked to PR-40001. Automate DC Tie Schedule Tracking. Priority 1.2 - Rank 21
81	PR-30028	ERCOT	2.3	81		Overload Reports	Be able to report to the ROS and PUCT the overload's that have taken place over a given period. Be able to track our performance in this respect and identify corrective actions to remedy these conditions.	
82	PR-30086	ERCOT	2.3	82		Frequency Performance Metric Report	To measure the performance of the Operations department and employees on their control of regulation and balancing energy deployment. To act as a yardstick to measure improvements	
83	PR-30087	ERCOT	2.3	83		RMC Redundancy	To provide the market participants with a fully redundant report server, and minimize overall unavailability of report explorer and the package 2 API	
84	PR-30088	ERCOT	2.3	84		Change Pert Scripts to all 2 Finals/2 Trueups	The completion of this project will allow the batch to process 2 finals and 2 trueups with each batch. Experience indicates that quite often settlements has a need to run more than one final and one trueup with each batch. The current configuration does not allow that to occur.	
85	PR-30091	ERCOT	2.3	85		ercot.com and TCR Redundancy	To provide the market participants and general public a redundant environment with a near 24 hour uptime for ercot.com and TCR.	
86				86				
87	PR-40001	ERCOT	2.3	87	TO 4.X	EMMS communication overhaul	Revise and secure all real time communications	
88	PR-40001	ERCOT	2.3	88	TO 4.X	SPD/SFT application resiliency	Create additional fault tolerance in SPD/SFT applications	
89	PR-40001	ERCOT	2.3	89	TO 4.X	Eliminate EMS site dependency	Eliminate EMS.MMS and other application server dependencies during fail overs	
90	PR-40040	ERCOT	2.3	90	TO 5.X	EMMS Release 5.X	Pre-nodal no-regret improvements to ERCOT Market	
91	PR-40026	ERCOT	3.1	91		ETS Data Warehouse Project	Rewrite ETS ETL processes to derive data from new archive architecture.	
92	PR-30011	ERCOT	3.1	92	TO 4.X	Enhance BES & RPRS Market (Step II)		Will be included in PR40001 Technical Operations Review 4.X
93	PR-30021	ERCOT	3.1	93		Replace DSM6 and VGR Freq Recorders	Provide data for timely analyses and reports following disturbances to ERCOT Operations, Compliance and Market Participant Stakeholder Groups and be in compliance with NERC Operating Policies.	

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes
94	PR-30100	ERCOT	3.1	94		OVPD/ND/ADM Evaluation/Implementation	Evaluate/Implement OpenView Performance Diagnosis and Network Diagnostic Add-on Module for their effectiveness at understanding the network connections between any two network components.
95	PR-40001	ERCOT	3.1	95	TO 4.X	Voltage Scheduler	Compute proper voltage profile for generation set point voltages to improve voltage profile for both base case as well as contingency cases
96	PR-40027	ERCOT	3.1	96		ETS Addition to Retail Cert Environment	
97	PR-40028	ERCOT	3.1	97		Batch Performance Impacted by Zonal Designations	If the Market chooses to increase the number of congestion management zones this project will investigate each Lodestar Rate Schedule/Rider/List that estimates or calculates based on zonal designation and implement code or database schema changes to minimize run time.
98	PR-30103	Market	3.2	98		TCR Synchronization of Credit Payment with Settlement Invoices	To have one settlement statement that includes all TCR credits at the same time and on the same form as the rest of the market participant's settlements.
99	PR-30012	ERCOT	3.2	99	TO 4.X	Enhance BES & RPRS Market (Step 1)	Market Rank - 16 Will be included in PR40001, Technical Operations Release 4.X
100	PR-30104	ERCOT	3.2	100		STLF and BES Offset Reports	Track STLF and BES Offset calculations for Operations Performance Measurement. Currently there is no mechanism to measure how accurate STLF and Offset values are.
101	PR-30105	ERCOT	3.2	101		Congestion Management Reports	To verify validity of BES deployment for zonal congestion management. Currently there is no data/report to measure how well congestions are managed for operations performance metrics.
102	PR-30108	ERCOT	3.2	102		OVIS/QVWTO Evaluation/Implementation	Evaluate/Implement OpenView Internet Services and Web Transaction Observer can provide objective, repeatable measurements of web-based transaction performance, yielding insight into the user's experience.
103	PR-40001	ERCOT	3.2	103	TO 4.X	Emission Tracking Tool	Collect and track generation emission credit data from QSE that would be used in planning for dispatch by ERCOT
104	PR-40001	ERCOT	3.2	104	TO 4.X	Fuel Supply Tracking Tool	Collect and track fuel supply data from QSE that would be used in planning for dispatch by ERCOT
105	PR-40030	ERCOT	3.2	105	3Q	Real Time Credit Risk Information	Provide timely and accurate information from Lodestar to ERCOT Finance department via an automated reporting function. Reduces Market exposure to accounts that are reaching critical account receivable limits.

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Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
106	PR-40031	ERCOT	3.2	106	Q4	Replacement of IT Sub-Systems	Potential Retail Projects impact based on architecture chosen. Existing interfaces may need to be rewritten	Will be included in PR40001, Technical Operations Release 4.X
107	PR-30018	ERCOT	3.3	107	TO 4.X	RT Market Ramp Rate	New section on treatment of EPS Load Data was added. A new section was drafted with reference to making consumption data available to market participants of EPS meters. Boxed until system supports it.	Market Rank - 17
108	PR-30026	Market	3.3	108	2Q	PIP204/PRR283 EPS Meter Data Transmittal via extract	No design for support of Synchronous Condenser Service. Language on payment and load uplift boxed until system supports; Reference to no compensation made in protocols. QSEWG needs to re-evaluate need.	Market Rank - 19
109	PR-30034	Market	3.3	109		PIP128 Synchronous Condenser Compensation	Language clarification: information is posted by ERCOT, but not using the Messaging System. Language boxed for future system support. Question for WMS: should box be removed? Posting requirement related to PIP138, PIP153 & PIP155.	Market Rank - 20
110	PR-30035	Market	3.3	110		PIP134 Messaging System Language Clarification	To attain compliance with Protocol Section 11.5 - Unaccounted For Energy Analysis. According to Protocols Section 11.5.2.1 The cost of installing any metering solely for UFE analysis purposes will be recovered through the ERCOT System Administration Fee. Additionally, business resources are required to support the working group oversight the actual analysis, and the reporting requirements defined in Protocols 11.5.	Market Rank - 27
111	PR-30022	Market	3.3	111	3Q	UFE Analysis Metering	Assuming Protocol changes will direct the change, the new measure will improve performance monitoring, and lead to more accountability for QSE's in deployment of A/S. It may also provide a means to migrate towards direct assignment of A/S costs, should ERCOT stakeholders chose to move the market in that direction.	Per PRS - At risk, 11/26/02; Will be included in PR40001, Technical Operations Release 4.X
112	PR-30025	ERCOT	3.3	112	TO 4.X	Monitor A/S Performance and Freq Cntrl Algorithms		

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Workpaper 18(a): Capital Project List - 2004 Project Priority List

Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
113	PR-30037	Market	3.3	113	TO 4.X	PIP158 Contents of Dispatch Instructions	System does not support all of the indicated contents of the systematic dispatch instruction. Language boxed for future implementation. Workaround: Provide verbal/faxed instructions; Buy more regulation; Implement voice recorders Interim Language: denote timestamp on Dispatch Instruction Discussed need for this w/QSEWG in Aug. '02. Consensus was Low Priority. System impact is on P1 XML.	Will be included in PR40001, Technical Operations Release 4.X; Market Rank - 21
114	PR-30038	Market	3.3	114		PIP188 Forward of Meter Read Information within 4 hrs	Boxed language that requires meter read data received by ERCOT prior to midnight to be forwarded to CRs by 0400 the next day, and meter read data received by ERCOT between midnight and 0600 be forwarded to CR by noon the same day.	This was boxed due to uncertainty around system performance. If systems can meet the timing, the language will be let out of the box. NOTE: 8/03 A PRR should be done to take this language out of the box. CFM; Market Rank - 22
115	PR-30039	Market	3.3	115	TO 4.X	PRR307 Controllable Resources	This Protocol revision defines Load which can provide Regulation Service.	Will be included in PR40001, Technical Operations Release 4.X; Market Rank - 23
116	PR-30117	ERCOT	3.3	116		OVWTA Evaluation/Implement	Evaluate/Implement OpenView Web Transaction Analyzer as a facility that can track the specific components of a transaction as that transaction is processed by servers.	
117	PR-30119	ERCOT	3.3	117		High Availability Comm Apps	To upgrade and provide failover / resource sharing capability for Commercial Applications. This proposal is based on a study done by ERCOT and HP looking at replacing all current UNIX servers with latest model with load balancing in Taylor and upgraded failover in Austin.	
118	PR-30120	ERCOT	3.3	118		MOSToBE Data Recovery	Recover data for MOSToBE from Package 3.	
119	PR-30121	ERCOT	3.3	119		SIR on HEAT (Consolidated tracking tool)	This project will cover automating and creating synergy for several disparate IT processes at ERCOT. Examples of these process: SIR, SPR, CCM, Help Desk Tickets, Fast Track, PMO work flows and SCR.	
120	PR-30123	ERCOT	3.3	120		Training Registration Application Upgrade	While the development of the original Training Registration application resulted in a good, basic application, use by ERCOT and Market Participant personnel has revealed the need for new functions and for improving some existing functions.	

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Workpaper 18(a): Capital Project List - 2004 Project Priority List

Count	Ref. No.	Source	Priority	2004 Initial Rank	Target Release	Project Title	Outcomes	Comments
121	PR-30132	Market	3.3	121		BLT OOME	PRR355 modified Protocols to provide for payment when Block Load Transfers provide OOME. Supported by ERCOT thru manual process. This project would be to automate the calculations.	Market Rank - 24
122	PR-30133	Market	3.3	122		Fix Retail XML Transaction Format to MPs	Make outward facing XML more consistent with standards across the country. (Only 2 participants currently using XML.)	Market Rank - 18
123	PR-40032	ERCOT	3.3	123		Lawson Crystal Reporting	Provide access to other organizational data, i.e., operational data.	
124	PR-40033	ERCOT	3.3	124		Blue Building Redesign & Rebuild	Blue Building Redesign & Rebuild	
125	PR-40037	Market	3.3	125		MSP Competitive Metering	To be able to handle meter service providers within the Texas market once their role has been defined and approved by the PUC	Low priority due to dependency on timing of PUCT action; Market Rank - 25
126	PR-40039	Market	3.3	126	With TX Nodal	Day Ahead / Forward Markets	Placeholder for potential Retail Projects impact after requirements have been further defined	Market Rank - 26
127	PR-40018	ERCOT	3.3	127		TCR - On Peak/Off Peak	Enhance the TCR program to allow it to distinguish between on and off peak TCRs. This functionality will be required when ERCOT goes to nodal.	

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Workpaper 18(b): Capital Project List - Projects Commenced in 2003 and Continuing in 2004**

Count	Ref. No.	Source	Priority	Rank	Target Release	Project Title	Outcomes	Comments
1	PR-20069	Market	2002		TO 2.1	PIP112 - BULs & PIP210 Blocked Deployment	Implement functionality for Balancing Up Loads and block deployment of LaRs	
2	PR-20104	Market	2002		EO	PRR327 - Confidentiality & 348 Confidentiality Revision	Evaluation of database software to determine if it can provide an environment to make information available to the public via queries.	
3	PR-20123	Market	2.1			PIP106 Direct Load Control	Protocols Section 18.7, Supplemental Load Profiling addresses the need for Load Profiles that accommodate pricing schemes that encourage a demand response to price in the retail market. Currently there is not a profile for DLC and the system cannot currently support the use of this type of profile.	Estimated that a year is required to implement. The Load Profiling Working Group has submitted a PRR for this. Original PRI 2.1 Rank 22; PR-30040 has been rolled into this project
4	PR-20126	Market	1.2	9	EO	SCR 720 ERCOT Data Transparency	The ERCOT market design is zonal, both in terms of market and grid operations and are designed to operate and financially settle on a 15-minute interval basis, with QSEs having the opportunity to self-manage their zonal positions on a bilateral basis. The Net Zonal Energy and Actual Zonal Generation quantities ("QSE Data Requirements") are key components of the 15-minute interval, bilateral, zonal market design that are necessary, and valuable, in maximizing the actual availability and efficient use of the ERCOT grid	
5	PR-20139	ERCOT	2002		EO 3.0	810 Performance Enhancement	Complete re-write of 810_02 settlement process from Lodesiar to the Report Server	
6	PR-20147	Market	1.3		EO 2.1/2.2	Analyze System Capacity for QSEs	This project will perform analysis on the current systems to determine the capacity for allowing the QSEs to increase the number of sub-QSEs they have. This requires analysis and stress tests of the systems.	
7	PR-30002-02	Market	1.1		CO 2.0/3.0	Move-In/Move-Out Market Solution to Stacking (TX SET v2.0)	To provide a system and process changes necessary to support the final Move In Move Out Process as designed by the market. These changes may require architecture changes to support a 4 hour turn around requirement.	Long-Term Initiative underway, incl TX Set 2.0
8	PR-30004	Market	1.1			Texas Set 1.6+	To support system changes and market design changes for future Texas Set V1.6 and 1.7 expected in 2003	
9	PR-30007	Market	2.3			SCR717 Implement GISB 1.6 (NAESB 1.6) Transport Load Profiling Software	Implement the transport protocol defined by GISB 1.6 to allow large market participants a single, secure transport method	
10	PR-30008	ERCOT	1.3				Enhance load profiling software to improve user capabilities and enhance reporting abilities	

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Workpaper 18(b): Capital Project List - Projects Commenced in 2003 and Continuing in 2004

Count	Ref. No.	Source	Priority	Rank	Target Release	Project Title	Outcomes	Comments
11	PR-30014	Market/ ERCOT	1.3		CO 3.0	Load Research Sampling	Design load research samples and deploy sample meters in support of Load Profiling (per Protocols Section 18). According to Protocols Section 18, the cost of performing any load research for load profiling purposes is the responsibility of ERCOT. Additionally, business resources are required to perform the actual analysis and the reporting requirements defined in Protocols 18. Protocols Section 18.7, Supplemental Load Profiling addresses the need for Load Profiles that accommodate pricing schemes that encourage a demand response to price in the retail market. Currently there is not a profile for DLC and the system cannot currently support the use of this type of profile. Includes developing functionality for DLC for BULs.	Consolidated 20123, PIP 106 Direct Load Control; 30014, Load Research Sampling; and 30040 DLC for BUL. Load Research Sampling is subject to PUCT 25516 rulemaking
12	PR-30023	Market				PRR312 Enhance ESI ID Lookup	Adds Station ID, Power Region, Premise Type and Status (active/de-energized/inactive) field to ESI ID Look-up function.	
13	PR-30047	ERCOT	1.1	3	CO	EDI Pipeline and Transaction Systems	Undertake a number of improvements in the EDI Process including implementing top items identified by SWAT team to improve application hardening, simplify EDI map maintainability/logic by dividing single 814 input map into multiple 814 maps per transaction type e.g. 814_01, 03 and others.	
14	PR-30051	ERCOT	1.1		CO	Database Management		
15	PR-30051-01	ERCOT				DB Management Subproject 01		
16	PR-30052	ERCOT	2.1		EO	Portal Redevelopment Analysis	The current Portal will not be supported after March 2003. Redesign/Rearchitect the Portal and its interfaces to ERCOT systems. The current commercial and retail portal is not meeting market needs or expectations for reliability.	
17	PR-30054	ERCOT	1.3			ETS Phase 2 Data Transparency	Generate new reports and provide additional enhancements and functionality within the existing ETS system. An Internal Dashboard would also be developed to present summary graphs and transaction flows by MPs, display information on system health, show exception alerts, volumes of transactions processed and backlogged, and batch status updates.	
18	PR-30056	ERCOT	2.1		TO 2.1	Outage Sensitive Factor (OSF)	The Outage Coordinators study many cases with lots of contingencies and need a faster tool to assess the impact of the outages on the contingencies. This was originally submitted as a OTDF change but it was determined that modifying the OTDF would not satisfy our requirements. By maintaining a reliable system, the Market Participants are provided a stable marketplace. This will reduce the risk and uncertainty of the market.	

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Workpaper 18(b): Capital Project List - Projects Commenced in 2003 and Continuing in 2004

Count	Ref. No.	Source	Priority	Rank	Target Release	Project Title	Outcomes	Comments
19	PR-30058	ERCOT	2.1			Siebel 7.0 Upgrade/Replacement	Upgrade to a more current and fully supported version of ERCOT's Siebel registration system. Siebel 7.0 has new web browser capabilities and improved functionality that ERCOT can use to meet market expectations for visibility into our systems.	
20	PR-30061	ERCOT	1.3		EO	Enterprise Cyber and Physical Security	Implement new and required cyber and physical security systems and facilities tied to ERCOT Security and Risk Management Program	
21	PR-30061-B	ERCOT	1.1			ERCOT Cyber/Physical Systems and Plant Upgrades; ERCOT Risk Management Program and Systems		
22	PR-30063	ERCOT	2.1		EO	Lawson Software Upgrade/Replacement	Lawson will no longer support current version. Must upgrade to retain support. Upgrade Lawson Environment to 8.0.1 ESP2	
23	PR-30064	ERCOT	2.1		CO 2.0	pkg 2 Commercial Development Systems	Upgrade Lawson Application to 8.0.3 Required for ERCOT to own development environment that allows clean code fixes and migrations into production. Current development environments do not allow reliable coding or testing results.	
24	PR-30075	Market	2.1			Outage Scheduler	Protocol 8 (9) requires ERCOT to establish record keeping for the outage schedules. The record that is kept at this date is incomplete without an historical audit trail of the modifications that are made. This project will provide (1) a complete record of modifications that take place during the lifetime of an outage in order to evaluate our processes at ERCOT and provide the PUCT with information needed to monitor the processes; and (2) enhanced operational flexibility and outage records to more accurately reflect actual system conditions during the full duration of each outage.	
25	PR-30082	ERCOT	2.1			Commercial Applications System Upgrade	Complete an architectural review of TCH / Seebeyond and upgrade to new version if we do not replace.	
26	PR-30083	ERCOT	2.1			Lodestar Upgrade/Replacement	Complete an architectural review of Lodestar and upgrade to new version.	
27	PR-30102	ERCOT	3.1			NICE Playback System	Provide Operations, Help Desk and Client Representatives the ability to playback audio recordings without stopping the audio recording/archiving process.	
28	PR-30116	ERCOT	1.1			Disaster Recovery Ph II	Installation of required systems for Ph II of Disaster Recovery and expansion of existing Austin Computer Room in order to provide additional 500sq/ft to accommodate	
29	PR-30125	Market	1.1		CO 2.1/2.2	Lodestar Data Loading Improvements	Improve loading of usage data into the Lodestar system for Settlement.	

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Workpaper 18(b): Capital Project List - Projects Commenced in 2003 and Continuing in 2004

Count	Ref. No.	Source	Priority	Rank	Target Release	Project Title	Outcomes	Comments
30	PR-30129	Market	0			SCR723 Remote Access	Add hardware, software, and required license to enable Transmission Operators to access the ERCOT network analysis software remotely through the ERCOT WAN. Implement secure access to the network applications that will insure that only authorized Transmission Operators will have access.	
31	PR-30130	Market	1.3			PRR352 Proxy Day Determination Extension	Changes the Non-Weather Sensitive (NWSIDR) Proxy Day determination method to use the most recent historical ESI-ID interval data from the last 12 months.	2.1, 24
32	PR-30139	Market	1.1		EO 2.0	SCR 727 - ESI ID Service history	Provides REPs and TDSRs information regarding the relationship of ESI-IDs to all components of the settlement recorder (REP, TDSP, Profile, Congestion Zone, Loss Code, UFE Zone, sub-UFE Zone and QSE) and relative usage information for a given trade date, as of a given settlement date.	
33	PR-30141	ERCOT	2.1			EMS/MMS Hardware system upgrades/replacement	Upgrade CPU and RAM for EMMS Department	Subproject 01
34	PR-30143	ERCOT	1.1			Portfolio/Project Management System	Implement a system to track and monitor the progress of projects throughout their lifecycle.	
35	PR-30147	ERCOT	1.3			Document Managing/Imaging System	Analysis Phase	Planning Phase

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Workpaper 18(b): Capital Project List - Projects Commenced in 2003 and Continuing in 2004

Count	Ref. No.	Source	Priority	Rank	Target Release	Project Title	Outcomes	Comments
36	PR-30148	Market/ERCOT	1.1		TO 3.0	EMMS System, Release 3.0	PR-20122, PRR332 Unit Testing; PIP137/PRR211 Assoc of BE bids wRPRS; Load Rollover during line outage; Enhance BES & RPRS; Dynamic Ratings; RT Market Ramp Rate; Stop Osc. Of Constraint Mgmt; EMS Front End Replacement; Security Constraint PF; Enhance STNET; CSC Limit Calc/Post; SPS Modeling in Contingency Analysis; RPRS Redesign; VSAT/TSAT Interface Upgrade; ESCA to PTI Download; PRR349 UBES-DBES Ramp Rates; PRR359 Improve Resource Plan; PRR342-Sim. Procure of AS	Consolidation of: 20122, PRR332 Unit Testing; 20159, Load Rollover during line outage; 30044, Stop Osc. Of Constraint Mgmt; 30050, EMS Front End Replacement; 30059 Alarm Change Resource Plan; 30060, Security Constraint PF; 30074, Enhance STNET; 30085, SPS Modeling in Contingency Analysis; 30094, VSAT/TSAT Interface Upgrade; 30095 System Map (Alstom); 30096, ESCA to PTI Download; 30128, PRR349 UBES-DBES Ramp Rates; 30131, PRR359 Improve Resource Plan; 30134 PRR 373 OOM as Instructed Deviation; 30140, PRR342-Sim. Procure of AS; 30144 EMP 2.2 Upgrade; 30167, Archival of Shift Factors; 30168, PRR424 - Elimination of Resource Specific Deployment used for Energy Purposes; 30169, Handling Equipment name Changes; 30170, Implement a selected contingency into power flow; 30171, Automatic generation of one-line diagrams
37	PR-30149	PUCT/ERCOT/Market	1.1			Data Warehouse Phase 1	Long-term data infrastructure improvement project.	
38	PR-30150	ERCOT				Tracking of Digital Certificates	Modify system to track certain attributes of digital certificates	
39	PR-30151	ERCOT			EO 2.1/2.2	HR/Payroll System	Implement an integrated system for HR/Payroll	
40	PR-30152	ERCOT				REC Trading Program Enhancements	Provides enhancements to the REC program including public message board; modifies query and report functionality, and messages	
41	PR-30153	ERCOT				TCR Trading Program Enhancements	Add functionality to maximize bid-based revenues by applying credit limit to clearing prices; also enhances reports	
42	PR-30155	ERCOT				WAN Renewal	WAN connectivity renewal	

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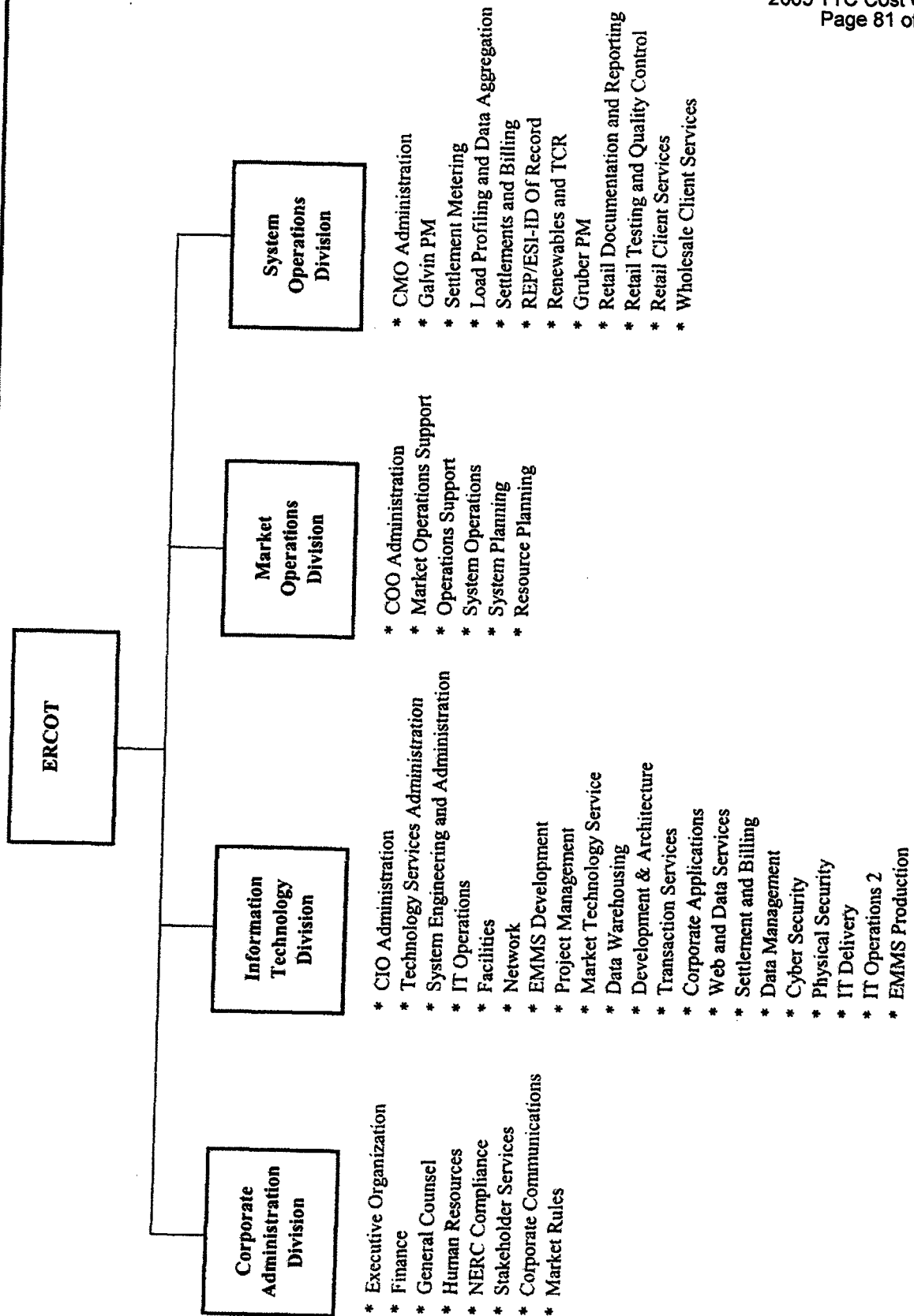
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Worksheet 18(b): Capital Project List - Projects Commenced in 2003 and Continuing in 2004

Count	Ref. No.	Source	Priority	Rank	Target Release	Project Title	Outcomes	Comments
43	PR-30156	ERCOT				SCR730 MOS Test Environment for MP Testing	Market Test environment which enables interface and business testing for the market	Market Participants need an environment to test XML/Portal submissions, responses, and notifications.
44	PR-30158	Market	1.3		TO 4.X	PRR397 - McCamey Area Congestion Management	This is designed to minimize uplifted congestion costs while attempting to reliably maximize the use of the transmission system in the McCamey area where numerous wind turbine generators are currently located and additional wind generators may be constructed.	
45	PR-30159	Market	1.1			PRR371 - OOM Compensation	Establishes Tradeable Generation Rights. Increases the number of Resource Categories for OOM Capacity, Energy and Startup Payments. Provides for payment for Minimum Energy	
46	PR-30160	PUCT	1.1			Nodal Market Redesign	Redesign wholesale market per PUCT order.	
47	PR-30164	ERCOT	2.3			Projector replacement for Met Center back up control center	Improve clarity and dependability	
48	PR-30165	ERCOT				PRR440 - Interim Removal of Market Solution	Modify cooling units in TCC and Annex Bldg.	
49	PR-30172	ERCOT				TCC Computer Room/Annex HVAC additions	Modify workspaces to accommodate employees and contractors	
50	PR-30173	ERCOT				Taylor Blue Bldg. workspace modifications		
51	PR-30174	ERCOT				MOS to Lodestar interface modification		
52	PR-30175	ERCOT			38264	SAS 70 Type II	Activities to ensure readiness for SAS 70 Type II	
53	PR-30176	ERCOT			38078	HIPPA Compliance	Activities to ensure compliance with HIPPA	
54	PR-30177	ERCOT				Austin Met First Floor Buildout		
55	PR-30178	ERCOT				Taylor Plaza buildout		
56	PR-40002	ERCOT	1.1			PUCT Rule - 23100 - Market Oversight and Market Oversight Systems in the ERCOT market	Implement the recommendations and associated systems, software and applications from the PUCT Market Oversight Design effort slated to complete in October 2003	
57	PR-40003	ERCOT	1.1			Tier 1 SAN: I-Test		
58	PR-40004	ERCOT	2.1			Account Management CRM	Provide customer account information for all MPs, to all ERCOT personnel, regarding contacts, issues, disputes, resolution, and correspondence	
59	PR-40041	ERCOT	1.1		Combine with PR-30099	New Building	Space	

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Count	Ref. No.	Source	Priority	Rank	Target Release	Project Title
60	PR-40042	ERCOT	1.3			Enterprise Data Warehouse - Phase 2
61	PR-30099	ERCOT			4Q 04	New building in Taylor
					Outcomes	Comments
					To construct the hardware and software to support the architected data archive and warehouse to support the PUCT project, MP requirements and internal ERCOT users	

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Workpaper 20: Organizational Chart**



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Worksheet 21: Chart of Accounts

Line	Account Number	Account Description
1	10000-0000	Petty Cash
2	10001-0000	Undeposited Funds
3	10100-0000	Coastal Banc
4	10105-0000	Bank One Sweep
5	10110-0000	Bank One Checking
6	10111-0000	Bank One Controlled Disb
7	10115-0000	Bank One Market Operations
8	10115-1005	Bank One MOPS Int/Fees
9	10115-1010	Bank One MOPS TCR Security
10	10115-1012	Bank One MOPS TCR Auction Reve
11	10115-1015	Bank One MOPS PCR
12	10115-1020	Bank One MOPS Congestion
13	10115-1025	Bank One MOPS Emon
14	10115-1030	Bank One MOPS QSE Security
15	10120-0000	Bank One Other Revenue
16	10130-0000	Chase Settlement Account
17	10140-0000	Bank One Transaction Fees
18	10150-0000	Bank One Proceeds
19	10160-0000	CB AIM Sweep
20	10170-0000	Bank One FlexBen Deposit
21	10180-0000	Bank One FlexBen Disbursement
22	10200-0000	Bank One Prime Investment Acct
23	10210-0000	Bank One Treasury
24	10220-0000	Bank One Restricted Treasury
25	10230-0000	General Investment Fund
26	10240-0000	General Invest Fund-Restricted
27	12000-0000	AR-Settlements
28	12010-0000	AR-Settlement Transfer
29	12100-0000	AR-Fees (Non-settlement)
30	12110-0000	AR - Not Billed
31	12150-0000	Allowance for Uncollectibles
32	12160-0000	Received Not Applied
33	12170-0000	AR - Congestion True-Up
34	12180-0000	AR Prepay
35	12500-0000	AR-WAN Expenses Reimbursement
36	12520-0000	AR-Misc Expense Reimbursement
37	12540-0000	AR-Training Exp Reimbursement
38	12900-0000	Miscellaneous Receivables
39	20000-0000	Contra AR-Settlements
40	13000-0000	Prepays
41	13005-0000	ERCOT Paid Employee Exp

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Workpaper 21: Chart of Accounts

Line	Account Number	Account Description
42	13010-0000	2002 Pre-Funded Flex Medical
43	13011-0000	2003 Pre-Funded Flex Medical
44	13015-0000	Empl Expense Reimb Clearing
45	13020-0000	Escrow Account
46	13025-0000	Humana Dental Claims Deposit
47	13026-0000	Life-STD Premium Deposits
48	13030-0000	Alstom Support Pool Deposit
49	13100-0000	Interest Receivable
50	13200-0000	Inventory
51	13210-0000	Item Cost Variance Suspense
52	13220-0000	Returns Suspense
53	13230-0000	Inspection Hold
54	14000-0000	Systems Under Development
55	14100-0000	Construction In Progress
56	15000-0000	Land and Land Rights
57	15005-0000	Blue Bldg-Taylor
58	15010-0000	Blue Bldg-Taylor Accum Depr
59	15012-0000	Cntrl Ctr-Taylor
60	15013-0000	Cntrl Ctr-Taylor Accum Depr
61	15015-0000	Accessory Electric Equipment
62	15020-0000	Access Elec Equip Accum Depr
63	15025-0000	Generators
64	15030-0000	Generators Accum Depr
65	15035-0000	Towers and Fixtures
66	15040-0000	Towers & Fixtures Accum Depr
67	15045-0000	Poles and Fixtures
68	15050-0000	Poles & Fixtures Accum Depr
69	15055-0000	Computer Systems and Equipment
70	15060-0000	Computer Sys & Equip Accum Dep
71	15065-0000	Vehicles
72	15070-0000	Vehicles Accum Depr
73	15100-0000	Furn/Office Equip
74	15110-0000	Furn/Office Equip Accum Depr
75	15200-0000	Leasehold-Met Cr
76	15210-0000	Leasehold-Met Cr Accum Depr
77	15300-0000	Hardware
78	15310-0000	Hardware Accum Depr
79	15350-0000	Software
80	15360-0000	Software Accum Depr
81	15400-0000	Capital Lease Asset
82	15410-0000	Cap Lease Accum Depr

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Workpaper 21: Chart of Accounts

Line	Account Number	Account Description
83	15900-0000	Asset Clearing
84	16000-0000	Startup Cost for ISO
85	16010-0000	Startup Cost ISO-Accum Depr
86	16100-0000	2002 Note Issue Cost
87	16110-0000	2002 Revolver Issue Cost
88	20100-0000	Accounts Payable
89	20200-0000	PO Accrual
90	21000-0000	Accrued Fees
91	21001-0000	Accrued CIP Expense
92	21010-0000	Accrued Market Fees
93	21020-0000	Accrued Payroll w/h Taxes
94	21030-0000	Accrued Vacation
95	21035-0000	Accrued Sick Pay
96	21037-0000	Accrued Bonuses
97	21040-0000	Accrued Medical Dental Vision
98	21050-0000	Accrued LTD
99	21055-0000	Accrued STD
100	21060-0000	Accrued Life Insurance
101	21070-0000	Accrued Social Security
102	21080-0000	Accrued Medicare
103	21090-0000	Accrued FUTA
104	21100-0000	Accrued SUI
105	21110-0000	Accrued Pension (MP)
106	21120-0000	Accrued 401k-Co Match
107	21130-0000	Employee 401k-WH
108	21135-0000	Accrued 401(k) Loan Repayment
109	21140-0000	Misc Employee WH
110	21150-0000	Accrued Commercial Paper Inter
111	21155-0000	Accrued 2002 Note Payable Int
112	21156-0000	Accrued 2002 Revolver Note Int
113	21160-0000	Accrued Commitment Fees
114	21170-0000	Accrued Audit Fees
115	21180-0000	Accrued Property Taxes
116	21190-0000	Accrued Long Term Care
117	21200-0000	Accrued Child Support
118	22210-0000	Accrued Garnishments
119	22220-0000	2002 Accrued Flex Medical
120	22221-0000	2003 Accrued Flex Medical
121	22230-0000	2002 Accrued Flex Dependent
122	22231-0000	2003 Accrued Flex Dependent
123	22240-0000	Sales Tax Payable

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Worksheet 21: Chart of Accounts

Line	Account Number	Account Description
124	22299-0000	Accrued Miscellaneous
125	22000-0000	Loan Payable
126	22100-0000	Customer Refund Payable
127	22300-0000	INR Studies Advance Repts
128	22305-0000	Congestion Advance Repts
129	22307-0000	TCR Advance Receipts
130	22308-0000	PCR Advance Receipts
131	22309-0000	QSE-Settlement Advance Receipts
132	22310-0000	TCR/QSE Security Deposits
133	22311-0000	TCR-Cash Security Deposit
134	22315-0000	Market Settlement Liability
135	22400-0000	Deferred Membership Dues
136	22440-0000	Deferred Miscellaneous Income
137	22450-0000	Deferred OASIS Fees
138	22460-0000	Deferred Rent Credit
139	22470-0000	Unbilled Rent Payable
140	22500-0000	Curr Cap Lease Obligation
141	22600-0000	Health Insurance Reserve
142	23100-0000	2002 Note-Current Portion
143	25000-0000	Draw on Bank Loans
144	25100-0000	2002 Note Payable
145	25110-0000	2002 Revolver Note Payable
146	25500-0000	LT Cap Lease Obligation
147	30000-0000	Equity-Opening Balance
148	30998-0000	Error Suspense
149	30999-0000	Undistrib Retained Earnings
150	31000-0000	Retained Earnings
151	40000-0000	Ancillary Service
152	40001-0000	Contra-Ancillary Service
153	40020-0000	Out of Merit Capacity
154	40021-0000	Contra-Out of Merit Capacity
155	40030-0000	Out of Merit Energy
156	40031-0000	Contra-Out of Merit Energy
157	40040-0000	Congestion Management
158	40041-0000	Contra-Congestion Management
159	40060-0000	Imbalance Energy
160	40061-0000	Contra-Imbalance Energy
161	40080-0000	Transmission Congestion Rights
162	40081-0000	Contra-Transmission Congestion
163	40100-0000	Reliability Must Run
164	40101-0000	Contra-Reliability Must Run

ERCOT Fiscal Year 2004 Budget
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Worksheet 21: Chart of Accounts

Line	Account Number	Account Description
165	40120-0000	Black Start
166	40121-0000	Contra-Black Start
167	40140-0000	Synchronous Condenser
168	40141-0000	Contra-Synchronous Condenser
169	40160-0000	Voltage Support
170	40161-0000	Contra-Voltage Support
171	40180-0000	Equalization Adjustment
172	40181-0000	Contra-Equalization Adjustment
173	40210-0000	Local Balancing Energy
174	40211-0000	Contra Local Balancing Energy
175	41060-0000	Late Fee Charge
176	41061-0000	Contra-Late Fee Charge
177	41000-0000	ERCOT System Admin Fee
178	41020-0000	Texas Non-ERCOT CR Fee
179	41040-0000	Mismatched Sched Proc Fee
180	41080-0000	Maps/Printing Fee
181	41100-0000	OASIS Fees
182	41120-0000	Planned Transaction Fees
183	41140-0000	Unplanned Transaction Fees
184	41160-0000	Market Participation App Fee
185	42000-0000	ERCOT Membership Dues
186	42020-0000	Membership Dues - Load Ratio
187	42040-0000	Reg Fee Market Participant
188	42050-0000	WAN Services Revenue
189	42055-0000	ITPTA Revenue
190	42060-0000	Generation Interconnection
191	42065-0000	LSE Revenue
192	42080-0000	Miscellaneous Income
193	68000-0000	Payroll - Salaries & Wages
194	68010-0000	Overtime Pay
195	68011-0000	Vacation Pay
196	68012-0000	Sick Pay
197	68015-0000	Payroll Clearing
198	68020-0000	Contra Labor for CIP
199	68030-0000	Bonus
200	70000-0000	Employee Benefits
201	70010-0000	Health Premiums
202	70020-0000	Health Claims
203	70030-0000	Dental Premiums
204	70040-0000	Dental Claims
205	70050-0000	Short-Term Disability

ERCOT Fiscal Year 2004 Budget
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Worksheet 21: Chart of Accounts

Line	Account Number	Account Description
206	70060-0000	Long-Term Care
207	70070-0000	Life Premiums
208	70080-0000	401K Match
209	70090-0000	Pension Contributions
210	71000-0000	Payroll Taxes-Social Security
211	71020-0000	Payroll Taxes - FUTA
212	71040-0000	Payroll Taxes - Medicare
213	71060-0000	Payroll Taxes - SUI
214	71080-0000	Payroll Federal Taxes
215	71090-0000	Payroll & Benefit Fees
216	73400-0000	Reimbursable Payroll
217	73420-0000	Payroll Cost Recovery
218	62080-0000	Equipment Maintenance
219	63000-0000	Equipment Rental
220	63025-0000	Hardware < \$1,000
221	63030-0000	Software < \$1,000
222	63040-0000	Misc Equip Repairs
223	63060-0000	Equipment Maint-Contract
224	63100-0000	Vehicle Maintenance
225	63110-0000	Equipment & Tools < \$1,000
226	63210-0000	Tolerance Offset
227	63220-0000	Receipt Write Off
228	63230-0000	Match Write Off
229	63240-0000	Cost Variance/Adjustment
230	73020-0000	Office Supplies
231	73025-0000	Chemical Supplies
232	65060-0000	Professional Fees - Operations
233	65061-0000	Professional Fees - Projects
234	65065-0000	Default QSE Standby Fee
235	65080-0000	Contract Labor
236	65180-0000	Legal Fees
237	65190-0000	Ind Board Taxable Expenses
238	65191-0000	Ind Board Non-Taxable Expenses
239	65200-0000	Accounting/Audit Expenses
240	63020-0000	SW Support and Maintenance
241	63021-0000	Renewable SW Licenses
242	63022-0000	HW Support and Maintenance
243	67000-0000	Office Rental
244	67005-0000	Land Rental
245	67010-0000	Misc Rental
246	67020-0000	Pass-Through Rentals

ERCOT Fiscal Year 2004 Budget
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Worksheet 21: Chart of Accounts

Line	Account Number	Account Description
247	67040-0000	Backup Center Rental Expense
248	67060-0000	Storage Rental
249	73360-0000	Reimbursable Rent Expense
250	73380-0000	Rent Expense Cost Recovery
251	73120-0000	Electricity
252	73122-0000	Water Service
253	73124-0000	Natural Gas Service
254	73126-0000	Sewer Service
255	73128-0000	Fuel Oil
256	73160-0000	Water/Gas/Sewer/Trash
257	63080-0000	PBX Lease for ISO
258	73080-0000	Telephone - Local
259	73085-0000	Telephone - Long Distance
260	73090-0000	Telephone - Conf Calls
261	73200-0000	Internet Service
262	73220-0000	Security Ctr Data/Voice Curt
263	73240-0000	Telecommuting
264	73480-0000	Reimbursable WAN Exp
265	73500-0000	WAN Service Cost
266	73140-0000	Office Maintenance
267	73180-0000	Bldg Maintenance
268	73181-0000	Bldg Systems Maintenance
269	73182-0000	Grounds Maintenance
270	73183-0000	Custodial Service
271	73184-0000	Misc Services
272	73185-0000	Bldg Security Services
273	73190-0000	Bldg Maint - Contract
274	73191-0000	Bldg Sys Maint - Contract
275	73192-0000	Grounds Maint - Contract
276	73193-0000	Custodial Serv - Contract
277	66000-0000	Insurance Premiums
278	66010-0000	Insurance - D&O
279	66020-0000	Insurance - Vehicle
280	66040-0000	Insurance - Workers Comp
281	62040-0000	Professional Dues
282	65040-0000	Tuition & Reg Fees
283	65120-0000	Mileage Reimbursement
284	73100-0000	Cellular Phone
285	73260-0000	Misc Entertainment
286	73280-0000	Meals & Entertainment
287	73300-0000	Travel-Other

ERCOT Fiscal Year 2004 Budget
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Worksheet 21: Chart of Accounts

Line	Account Number	Account Description
288	73305-0000	Travel-Airfare
289	73310-0000	Travel-Lodging
290	61000-0000	Late Fee Payment
291	61010-0000	Write Off Adjustments
292	62000-0000	Dues
293	62020-0000	Dues - Misc Clubs
294	62060-0000	Subscriptions & Publications
295	65000-0000	Corporate Events
296	65010-0000	Corporate Sponsorships
297	65020-0000	Sponsored Meetings
298	65140-0000	Misc Expenses
299	65150-0000	Discounts Taken
300	65160-0000	Misc Moving Expenses
301	65220-0000	Job Posting Advertising
302	65240-0000	Recruiting Expense
303	65250-0000	Temp-to-Hire Fees
304	65310-0000	Freight
305	65320-0000	Handling
306	65330-0000	Scrap
307	68040-0000	Relocation Benefit
308	72000-0000	Postage and Delivery
309	73000-0000	Printing
310	73005-0000	Media - Print
311	73006-0000	Media - Radio
312	73007-0000	Media - Video
313	73008-0000	Media - Other
314	73015-0000	Promotional Goods
315	73040-0000	Tax - Sales, Excise and Use
316	73060-0000	Tax - Property
317	73320-0000	Travel Non-Employee
318	73340-0000	Gain/Loss on Sale of Assets
319	73440-0000	Reimbursable Training Expense
320	73460-0000	Training Cost Recovery
321	73505-0000	Bad Debt Expense
322	65100-0000	Fees & Interest
323	73900-0000	Commercial Paper Interest
324	73910-0000	2002 Note Payable Interest
325	73920-0000	2002 Revolver Interest
326	73930-0000	2002 Note Issue Cost Amort
327	73935-0000	2002 Rev Note Issue Cost Amort
328	73975-0000	Fees

ERCOT Fiscal Year 2004 Budget PUCT Docket No. Worksheet 21: Chart of Accounts		
Line	Account Number	Account Description
329	73980-0000	Bank Fees
330	73985-0000	Credit Card Interest & Fees
331	73990-0000	Capital Lease Interest
332	42100-0000	Interest Income
333	42120-0000	Finance Charge Income
334	64000-0000	Depreciation Expense
335	64010-0000	Amortization Expense
336	64100-0000	Furn/Offic Equip Depr Exp
337	66060-0000	Amortization Expense

ERCOT Fiscal Year 2004 Budget
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Workpaper 22: Divisional Expenses by Expense Type - FY 2003 Budget versus Actual Expenses through September 30, 2003

Line Description	FY 2003 through September 30, 2003			% Var
	Budget	Actual	\$ Var	
1 ERCOT Operating Expenses				
2 Labor & Benefits	30,651,120	27,719,325	2,931,795	10.6%
3 Labor for Capital Projects	(1,980,009)	(1,036,070)	(943,939)	91.1%
4 Material, Supplies, Tools & Equipment	830,934	894,581	(63,647)	-7.1%
5 Outside Services	9,937,593	8,245,520	1,692,073	20.5%
6 Utilities, Maintenance & Facilities	4,306,824	4,982,679	(675,855)	-13.6%
7 HW/SW License and Maintenance	5,006,727	3,861,201	1,145,526	29.7%
8 Insurance	1,103,001	873,859	229,142	26.2%
9 Employee Expenses	1,234,125	843,686	390,439	46.3%
10 Depreciation & Amortization	26,957,484	26,696,984	260,500	1.0%
11 Interest & Fees	7,146,252	6,616,547	529,705	8.0%
12 Other	5,275,053	3,257,336	2,017,717	61.9%
13 Total - ERCOT Operating Expenses	90,469,104	82,955,648	7,513,456	9.1%
15 Corporate Administration				
16 Labor & Benefits	4,654,782	4,319,832	334,950	7.8%
17 Labor for Capital Projects	-	(6,060)	6,060	-100.0%
18 Material, Supplies, Tools & Equipment	36,900	48,384	(11,484)	-23.7%
19 Outside Services	5,177,025	2,668,880	2,508,145	94.0%
20 Utilities, Maintenance & Facilities	-	2,229	(2,229)	-100.0%
21 HW/SW License and Maintenance	-	-	-	NA
22 Insurance	1,103,001	873,859	229,142	26.2%
23 Employee Expenses	175,104	137,694	37,410	27.2%
24 Depreciation & Amortization	26,957,484	26,696,984	260,500	1.0%
25 Interest & Fees	7,146,252	6,616,510	529,742	8.0%
26 Other	5,167,548	3,035,579	2,131,969	70.2%
27 Subtotal - Corporate Administration	50,418,096	44,393,891	6,024,205	13.6%
29 Information Technology				
30 Labor & Benefits	10,798,272	9,416,063	1,382,209	14.7%
31 Labor for Capital Projects	(1,533,519)	(757,660)	(775,859)	102.4%
32 Material, Supplies, Tools & Equipment	567,756	790,843	(223,087)	-28.2%
33 Outside Services	2,385,603	2,862,380	(476,777)	-16.7%
34 Utilities, Maintenance & Facilities	4,188,213	4,963,103	(774,890)	-15.6%
35 HW/SW License and Maintenance	5,006,727	3,861,201	1,145,526	29.7%
36 Insurance	-	-	-	NA
37 Employee Expenses	447,012	368,383	368,383	100.0%
38 Depreciation & Amortization	-	-	-	NA

**ERCOT Fiscal Year 2004 Budget
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Worksheet 22: Divisional Expenses by Expense Type - FY 2003 Budget versus Actual Expenses through September 30, 2003

Line Description	FY 2003 through September 30, 2003			% Var
	Budget	Actual	\$ Var	
39 Interest & Fees	-	37	(37)	-100.0%
40 Other	54,351	195,458	(141,107)	-72.2%
41 Subtotal - Information Technology	21,914,415	21,699,808	214,607	1.0%
42				
43 System Operations				
44 Labor & Benefits	7,814,565	7,211,674	602,891	8.4%
45 Labor for Capital Projects	-	(24,190)	24,190	-100.0%
46 Material, Supplies, Tools & Equipment	134,433	37,647	96,786	257.1%
47 Outside Services	1,350,747	623,053	727,694	116.8%
48 Utilities, Maintenance & Facilities	-	5,548	(5,548)	-100.0%
49 HW/SW License and Maintenance	-	-	-	NA
50 Insurance	-	-	-	NA
51 Employee Expenses	312,003	186,449	125,554	67.3%
52 Depreciation & Amortization	-	-	-	NA
53 Interest & Fees	-	-	-	NA
54 Other	10,638	7,702	2,936	38.1%
55 Subtotal - System Operations	9,622,386	8,047,883	1,574,503	19.6%
56				
57 Market Operations				
58 Labor & Benefits	7,383,501	6,771,756	611,745	9.0%
59 Labor for Capital Projects	(446,490)	(248,160)	(198,330)	79.9%
60 Material, Supplies, Tools & Equipment	91,845	17,707	74,138	418.7%
61 Outside Services	1,024,218	2,091,207	(1,066,989)	-51.0%
62 Utilities, Maintenance & Facilities	118,611	11,799	106,812	905.3%
63 HW/SW License and Maintenance	-	-	-	NA
64 Insurance	-	-	-	NA
65 Employee Expenses	300,006	151,160	148,846	98.5%
66 Depreciation & Amortization	-	-	-	NA
67 Interest & Fees	-	-	-	NA
68 Other	42,516	18,597	23,919	128.6%
69 Subtotal - Market Operations	8,514,207	8,814,066	(299,859)	-3.4%

**ERCOT Fiscal Year 2004 Budget
PUCT Docket No.**

Worksheet 23: Comparison of 2004 Departments to 2003 Departments

Count	Department #	2004 Budget Department Names	Department #	2003 Budget Department Names	Comment
1	100	Balance Sheet	100	Balance Sheet	None
2	101	Executive Organization	101	Executive Organization	None
3	102	Revenue	102	Revenue	None
4	110	Finance	110	Finance	None
5	120	General Counsel	120	General Counsel	None
6	130	Human Resources	130	Human Resources	None
7	140	NERC Compliance	140	NERC Compliance	None
8	150	Stakeholder Services	150	Stakeholder Services	None
9	160	Corporate Communications	160	Corporate Communications	None
10	170	Market Rules	170	Market Rules	None
11	300	CEO Administration	NA	NA	None
12	301	Technology Services Administration	301	Technology Services Administration	Department added in 2003 for information technology directors and support as a result of reorganization of 2003 Technology Services Administration department
13	310	System Engineering and Administration	310	System Engineering and Administration	Hardware maintenance and software support costs are the only expenses recorded to department 301 other costs reorganized to department 300
14					Systems Engineering and Administration department was reorganized into departments 310, 321 and 360
15	321	IT Operations	320	Energy Management Systems	Energy Management Systems department was reorganized into departments 345 and 395
16	325	Facilities	NA	NA	New department created in reorganization of 2003 System Engineering and Administration department
17	330	Network	NA	NA	New department created with reorganization of 2003 Communications and Facilities department
18	NA	NA	330	Communications and Facilities	Communications and Facilities department was reorganized into departments 325, 330, 370 and 371
19	345	EMMS Development	340	Commercial Operations and Applications	Commercial Operations and Applications department reorganized into departments 353, 354, 355, 356, 357, 358, 359, 385, and 390
20	350	Project Management	NA	NA	New department created by reorganization of 2003 Energy Management System department
21	353	Market Technology Service	350	Project Management	
22	354	Data Warehousing	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
23	355	Development & Architecture	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
24	356	Transaction Services	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
25	357	Corporate Applications	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
26	358	Web and Data Services	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
27	359	Settlement and Billing	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
28	360	Data Management	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
29	370	Cyber Security	NA	NA	New department created in reorganization of 2003 System Engineering and Administration department
30	371	Physical Security	NA	NA	New department created with reorganization of 2003 Communications and Facilities department

ERCOT Fiscal Year 2004 Budget

PUCT Docket No.

Worksheet 23: Comparison of 2004 Departments to 2003 Departments

Count	2004 Budget		2003 Budget		Comment
	Department #	Department Names	Department #	Department Names	
31	385	IT Delivery	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
32	390	IT Operations 2	NA	NA	New department created in reorganization of 2003 Commercial Operations and Applications department
33	395	EMMS Production	NA	NA	New department created by reorganization of 2003 Energy Management System department
34	400	COO Administration	NA	NA	Department is renamed 2003 Technical Operations Administration department
35	NA	NA	401	Technical Operations Administration	Department renamed to 400
36	410	Market Operations Support	420	Market Support	Department name change
37	420	Operations Support	420	System Operations	System Operations department reorganized into departments 420 and 425
38	425	System Operations	NA	NA	New department created in reorganization of 2003 System Operation department
39	430	System Planning	430	System Planning	None
40	440	Resource Planning	NA	NA	New department created in 2003
41	500	CMO Administration	NA	NA	Department is renamed 2003 Settlement Administration department
42	NA	NA	501	Settlements Administration	Department renamed to 500
43	505	Wholesale Project Management	NA	NA	New department created for business-user project management and project support
44	NA	NA	510	Customer Solutions Support	Department renamed to 630
45	NA	NA	520	Registration	Registration department reorganized to departments 570 and 640
46	530	Settlement Metering	530	Meter Acquisition and Aggregation	Department name change
47	540	Load Profiling and Data Aggregation	540	Load Profiling	Department name change
48	550	Settlements and Billing	550	Settlements and Billing	None
49	NA	NA	560	Client Relations	Client Relations department is reorganized to departments 650 and 660
50	570	REP/ESI-ID Of Record	NA	NA	New department from reorganization of 2003 Registration department
51	580	Renewables and TCR	580	Renewable Energy Credits	Department name change
52	605	Project Management (R. Gruber)	NA	NA	New department created for business-user project management and project support
53	630	Retail Documentation and Reporting	NA	NA	Department is renamed 2003 Customer Solutions Support department
54	640	Retail Testing and Quality Control	NA	NA	New department from reorganization of 2003 Registration department
55	650	Retail Client Services	NA	NA	New department from reorganization of department 560
56	660	Wholesale Client Services	NA	NA	New department from reorganization of department 561

ERCOT Fiscal Year 2004 Budget PUCT Docket No. Worksheet 24(a): Detail Regarding Request for New Base Employees					
Corporate Administration	130 Administrative Assistant	8	New regulations and ERCOT's growing workforce is placing increasing demands on human resources staff. The requested position would assume responsibility for things such as document access under HIPAA requirements; document storage and handling; recruiting administration (arrange candidate flights, background checks, drug tests and interviews, prepare and send offer letters); payroll back-up duties; placement of temporary employees; assembly of new-hire applicant packets; new hire and contractor orientation back-up; and maintenance of ERCOT's position control number list. With the additional requested staff member, ERCOT human resources would be at an industry standard of one human resources professional per 100 employees.	Without the requested position, ERCOT would have an overworked, less efficient human resource staff leading to increased chance of omissions or errors in administering human resources functions.	
Corporate Administration	140 Reliability Analyst	11	The requested position will assist with additional workload associated with protocol and operating guide compliance issues; increased data collection and reporting requirements for PUCT, stakeholder groups, and NERC; and NERC requested audits of market participants due to current and additional reliability standards. The position will also provide help in coordinating special activities, such as frequency control studies, meeting demands of increased interaction with the PUCT and other reporting requirements. ERCOT's compliance program was audited in April 2003. The report of the audit included the following findings and recommendations: (1) Proper staffing is critical to the success of ERCOT's compliance enforcement program and the current staffing level (two to three professionals) is low for the responsibilities of the compliance program; (2) ERCOT staff conducted a limited number of on-site audits and the audits conducted were limited in scope, narrowly focused; (3) ERCOT should increase resources of its compliance team.	ERCOT plans to increase the number of audits in 2004, but may not be able to do so if staffing levels are not increased. Reliability issues may not be identified and corrective action may not be initiated timely. ERCOT may not be able to meet expectations regarding the number and scope of reliability audits. Examples of matters that have not been enforced, but have known compliance issues include: (1) completion of provisional qualification of QSEs; (2) real time data enforcement for missing TCCP information from transmission and distribution service providers; (3) real time data enforcement for missing information from qualified scheduling entities; (4) reporting and assessment of frequency control issues; (5) incomplete models and planning data, particularly for generators; and (6) outage coordination violations involving 12 month plans and forced outages.	
Corporate Administration	150 Organization Support Specialist	10	The requested position would be responsible for coordinating the activities of and providing organization support to ERCOT committees, subcommittees, working groups, and other ERCOT stakeholder groups as needed. The type of support provided to the various groups includes distributing meeting materials; developing and revising meeting documents; facilitating and attending meetings; taking meeting minutes; conducting e-mail votes; coordinating activities and actions between groups; and facilitating elections to fill vacant committee seats.	If the requested position is not available to assume the responsibilities, some or all of the following will likely not get done: (1) supporting ERCOT committees, subcommittees and stakeholder groups; (2) effectively responding to PUCT inquiries and requests related to reliability and compliance issues; (3) adequately enforcing ERCOT reliability related protocols; and (4) participation on NERC compliance related subcommittees and committees.	
Corporate Administration	160 Communications Assistant	5	The requested position would help with the increasing number of activities associated with their various initiatives of ERCOT's growing workforce and responsibility to the market.	Without the requested position, there would be less effective communication among and between ERCOT employees and market participants possibly leading to inefficiency and lower employee satisfaction.	
Corporate Administration	170 Senior Market Rules Analyst	12	The requested position is necessary to support the backlog of 2003 protocol change efforts and expected 2004 protocols changes.	Response to protocol revision requests may be less timely and may necessitate a slower protocols revision process. Incomplete or hastily prepared protocols revisions requests may lead to less clear protocols which could in turn lead to an increased number of disputes.	
Information Technology	310 Windows Administrator II	10	Additional resources are needed to administer existing Windows applications in production and ERCOT's expanded hardware footprint. Responsibilities are currently met with contract labor. Transferring responsibility to an ERCOT employee should save approximately \$30,000 per year.	Without the requested position, ERCOT would continue to provide the functions with more costly contractor services.	
Information Technology	310 Windows Administrator II	10	Additional resources are needed to administer existing Windows applications in production and ERCOT's expanded hardware footprint. Responsibilities are currently met with contract labor. Transferring responsibility to an ERCOT employee should save approximately \$30,000 per year.	Without the requested position, ERCOT would continue to provide the functions with more costly contractor services.	