Following is a brief description of projects included in the 2005 Projects Portfolio for discussion with the PPT.

Priority	Project Title and Description
1	**Billing Automation and Enhancements** The highest priority in 2005 will be to address billing automation and enhancements including the following major initiatives: **TCC Settlement -** Implement BAS software changes to facilitate the congestion shortfall allocation process. **NTAC and TSC Rate Management** (eliminate rate pan caking) – Modify BAS software to eliminate export fees (TSC charges by TOs and NYPA and NTAC charges by NYPA) between NYISO and ISO-NE. **85/15 Rate Schedule 1 Split -** Implement BAS software changes to facilitate the automatic calculation and allocation of LSE and Power Supplier rates. **BAS Infrastructure / Billing Simulator -** Goals for 2005 will include: implementing all BAS rules including those for SMD modeled in the Billing Simulator; developing a rules-based editor and a data simulator; enhanced reporting capabilities; and integration with DSS. The Billing Simulator is also envisioned to be the basis for a comprehensive suite of applications required to couple the processes of Settlements, Invoicing, Credit and Accounts Payable/Receivable. Integrating these applications will support rapid modifications to accommodate market changes and billing corrections. **DSS Customer Settlements Expansion -** In 2005 the Customer Settlements information in the data warehouse will be expanded to include NYISO Adjustments, Working Capitol, Interest, Past Due Balances, Invoice Summary, Station Power, UCAP Auction Support and TCC Auction Support. Corporate and Ad Hoc reports for these areas will be expanded so the DSS becomes the source of all Customer Settlements data. Additional Corporate Reports requested by MPs and NYISO Business Units will be developed based on a predefined release schedule.

2	**TCC Auction Automation** This project will develop user interfaces to support online data entry and reporting of TCC auction information and provide auction data to the auction analysis products. The current TCC auction process is labor-intensive and uses a spreadsheet-based process to administer the TCC market. The TCC Automation System will enable market participants to send and receive information via a web-enabled system and will interface with existing NYISO legacy systems. Primary benefits will include: • Improving data integrity and data security • Improving timeliness of communication between NYISO and market participants • Reducing manual/human interfaces • Providing flexibility to support future changes
3	**UCAP Auction Automation** This project will develop a web-enabled interface to facilitate online bidding, logging, bid validation and posting in support of the UCAP auction process. This project will replace the existing manually intensive and spreadsheet-oriented process used to administer UCAP market. The UCAP Market Automation System will enable market participants to send and receive information via a web-enabled system. The system will interface with existing NYISO legacy systems. Primary benefits will include: • Improving data integrity and data security • Improving timeliness of communication between NYISO and market participants • Reducing manual/human interfaces • Providing flexibility to support future changes
4	**Controllable Tie Lines Scheduling** This project will provide an external proxy bus representation for controllable tie lines (HVDC and/or PAR) which span two control areas. The project addresses both the external node pricing calculations as well as scheduling of primary and secondary party transactions. It also includes additional changes necessary for NY-NE coordination for the Cross Sound Cable (CSC) project.

5	**15-Minute Scheduling**
	This project will provide a software solution to enable 15-minute scheduling, update the necessary procedures to accommodate the scheduling change, and implement the required changes to the billing system. The new software will perform 15-minute economic dispatch scheduling for nominally off-dispatch units during the Real-Time Commitment (RTC) execution and reflect those schedules into the Real-Time Dispatch (RTD) process. Providing a solution for the 15-minute scheduling of these units was identified as a future requirement in the FERC conditional approval of the SMD2 tariff.
6	**Scheduling of Combined Cycle Units**
	This project will deliver both a scheduling software solution and a network modeling optimization for combined cycle generating units. Adding this capability was a requirement of FERC in the SMD order.
7	**Self Supply of Reserves**
	FERC has ordered that the NYISO markets be expanded to provide a mechanism for Market Participants to self-supply for reserves. This project will deliver both a scheduling software solution and billing system updates required to implement this new market feature.
8	**SMD Feature Extensions**
	Following the implementation of SMD2 and its suite of applications, it is expected that a sub-set of the planned functionality will fail to make the initial release, and will be required to be deployed in 2005. Included in this extended feature set is the original project Phase 2b and Phase 3 features; these items are SMD2 post-live requirements as defined in the current project.

9	**MIS Enhancements**
	The primary focus for MIS enhancements in 2005 will include two initiatives:
	• Comprehensive Bid Management System - the proposed changes include a complete re-architecture and development of our web based application structure that will allow for reusable common components to support current application functionality and future application functional growth. The key deliverables include: updated functional requirements, detailed architecture diagrams, a series of common, reusable components and an enhanced fault tolerant, maintainable, secure market facing application.
	• Oracle Forms Replacement – Oracle Forms, a proprietary computer interface used by MPs and NYISO staff, will no longer be supported by the vendor in 2005. A replacement solution will be developed using modern technologies that will allow the organization to better leverage existing investments (i.e., SSO), and position the company to respond to future business needs more effectively. The solution will also facilitate more rapid development of new services for Market Participants thereby reinforcing NYISO's position as a market leader.
10	**Outage Schedule Reporting**
	The Outage Scheduling software was moved entirely to the RANGER system for both Scheduling and Operations to provide consistency. Due to the timeframe for the SMD2 project the process of creating the Outage Schedule reports on the primary Oracle database was not implemented. This project will create the required reports on the RANGER system as intended for SMD.
11	**Virtual Regional Dispatch**
	The objective of VRD is to produce more efficient use of the transmission system between NY and NE. This initiative has been encouraged by the NYISO Board of Directors and the independent Market Advisor for both NYISO and ISO-NE. In 2004, NYISO will conduct a pilot program to assess the ability to evaluate and schedule intra-hour transactions and to identify any operational issues with scheduling. Additional work is anticipated in 2005 based on the outcome of the pilot program, however, it is not expected that any significant software development will be completed in 2005.

12	**MDEX Enhancements**
	The NYISO internal and external web sites will be enhanced to fully utilize the MDEX technology deployed in 2004. There will be two primary areas of focus:
	• Enhance the NYISO web portal (external) to allow users to filter the OASIS/Operational data they desire to see or download. This will allow users to specify the date range, the output format, the columns and rows to be displayed and other specific filtering capabilities.
	• Enhance the NYISO intranet (internal) with expanded functionality and processes for displaying and maintaining data. The NYISO intranet will also be 'integrated' with the NYISO Web portal so internal users can configure personalized views to contain desired information. Similar to the way many people use my.YAHOO.com, this capability will enable NYISO employees to configure their screens to show the latest NYISO information.
13	**Documentum - Expanded Implementation**
	This project will continue the implementation of Documentum across the enterprise. The Documentum project was initiated in 2003 with the rollout to Committee Support and Regulatory Affairs. The second phase of the project, underway in 2004, includes a portion of IT and Customer Technical Services (primarily the Technical Bulletins). Expanded implementation in 2005 will include: more IT departments, Market Services, Corporate & Market Risk Management, System Operations and Communications.
14	**Consolidate NYISO Offices**
	This multi-year project will be the implementation of the selected plan to consolidate NYISO offices. The scope of the project will be determined after a final decision is made by the Board of Directors.