



Carolyn E. Shellman

Member

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Carolyn Shellman is a highly-skilled attorney, an excellent communicator, and an effective leader. She has broad experience developing regulatory and legislative policy strategies for renewable and disruptive technologies in the energy industry. Carolyn has considerable experience with governance and compliance and possesses deep subject matter expertise in the electric utility industry and in navigating energy market issues.

While serving as Chief Legal Officer & General Counsel; Secretary to the Board of Trustees for CPS Energy, the nation's largest municipally-owned, fully-integrated electric and gas utility, Carolyn most recently led the Legal Department, Claims Department, Internal Audit Department; Government Relations, Regulatory Affairs & Public Policy Department; and Records Management Department. Her 15-year career at CPS Energy also included the titles of Board Secretary, Chief Administrative Officer, and Chief Compliance Officer where Carolyn managed multiple business areas including Legal, People & Culture, Facilities, Joint Base San Antonio, Corporate Communications, IT Enterprise Security, Compliance & Ethics, and Rates and Regulatory.

Professional Experience

- Managed Legal Department and External Affairs/Communications Group and served as member of the Senior Executive Team as Vice President & General Counsel for ERCOT, the independent system operator that manages the electric grid in Texas
- Advised ERCOT Management and Board on internal business matters including market credit, market protocols, and market settlement
- Served as Board Secretary of ERCOT, assisting the CEO and the Board with Board and Committee business issues and meetings
- Represented Texas' largest investor-owned utility in a variety of state regulatory proceedings involving development of market and regulatory rules for the competitive retail electric market

Practice Areas

- Business Strategy & Transactions
- Electric Industry Regulation
- Legislative Advocacy
- Regulatory Compliance
- Regulatory Litigation
- Telecommunications

Awards & Recognitions

- *San Antonio Business Journal*, Women's Leadership Award, 2019
- *San Antonio Business Journal*, Outstanding Business Lawyers, 2015
- *Woodward/White's The Best Lawyers in America*, 1991-2005
- *Best Lawyers in America*, Administrative/Regulatory Law, 1991-present
- *Texas Super Lawyers*, Utilities Law, 2003, 2004

Education

- University of Oklahoma, College of Law, Norman, Oklahoma
- J.D.
- Vassar College, Poughkeepsie, New York
- A.B., cum laude

Admissions

- Texas
- Oklahoma

- Provided day-to-day advice concerning implementation of new business practices for retail electric provider and represented retail electric provider in regulatory proceedings at the Texas Public Utility Commission (PUCT)
- Advised and represented a large, investor-owned electric utility, municipally-owned electric utilities, and telecommunications companies on business matters and in regulatory proceedings, primarily before the PUCT
- Participated in rate, fuel, and other contested cases plus rulemaking proceedings before the PUCT
- Served as a Hearings Examiner for the PUCT, hearing contested cases before the Commission and preparing written proposals for decision for the Commissioners' consideration
- As Director of the Hearings Division for the PUCT (prior to creation of the State Office of Administrative Hearings), reviewed and approved all proposals submitted to the Commission, heard the most significant cases, presided with the Commissioners over all Commission meetings and served as advisor to the Commissioners on legal and policy issues

Professional & Community Activities

- State Bar of Texas
 - Public Utility Law Section, Past Council Member
- State Bar of Oklahoma
- William B. Sessions Inn of Court (San Antonio Chapter), Member
- International Women's Forum
 - Member - San Antonio Chapter
- Leadership Texas, Past Participant
- Former ERCOT Board member and Board alternate (municipal segment representative)
- Association of Women in Energy
 - Board member
- EPIcenter
 - Former Board member and Secretary