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PETITION OF ELECTRIC RELIABILITY §  
COUNCIL OF TEXAS, INC., FOR §  
APPROVAL OF UNAFFILIATED §  
DIRECTOR MR. KARL V. PFIRRMANN §

PUBLIC UTILITY COMMISSION  
OF TEXAS

**PETITION OF ELECTRIC RELIABILITY COUNCIL OF TEXAS, INC. FOR APPROVAL OF UNAFFILIATED DIRECTOR MR. KARL V. PFIRRMANN**

COMES NOW, Electric Reliability Council of Texas, Inc. (ERCOT) and, pursuant to P.U.C. SUBST. R. § 25.362(g)(5), respectfully requests approval of Mr. Karl V. Pfirrmann as an Unaffiliated Director of the ERCOT Board of Directors (Board). Mr. Pfirrmann has been approved as a director by the corporate members of ERCOT, and has met all requisite qualifications for service on the ERCOT Board. As discussed herein, ERCOT requests Commission approval of Mr. Pfirrmann's service on the ERCOT Board beginning January 1, 2012.

**I. Background**

In order for ERCOT to maintain certification as an independent organization under the Public Utility Regulatory Act (PURA) §39.151(g), the 16-member ERCOT Board must include "five members unaffiliated with any market segment and selected by the other members of the governing body to serve three-year terms."<sup>1</sup> The five "Unaffiliated Directors" are selected through a process that includes the following steps:

- Nomination of candidates by the Nominating Committee of the ERCOT Board. The Nominating Committee consists of all members of the Board other than the ERCOT Chief Executive Officer (CEO) and the Chairman of the Commission.<sup>2</sup>
- ERCOT provides notice to the Commission of the "candidates who have been identified and their qualifications, any recommendation that will be made to the [ERCOT Board], and any other information requested by a commissioner."<sup>3</sup>

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<sup>1</sup> PURA § 39.151(g)(7).  
<sup>2</sup> See ERCOT Bylaws § 4.3(b)(1).  
<sup>3</sup> P.U.C. SUBST. R. § 25.363(g)(5).

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- After consultation with the Commission and selection by the Nominating Committee, the nominated candidates are submitted to the ERCOT Corporate Members for approval. Corporate Members receive notice of a special meeting of the corporation called for consideration of the election of Unaffiliated Directors. If the requisite number of ballots are received by ERCOT prior to the special meeting (as occurred in this case), the meeting is cancelled and the results of the election are announced to the membership.<sup>4</sup>
- Unaffiliated Director nominees approved by ERCOT's corporate membership are submitted to the Commission for final approval.

ERCOT began filing petitions for the approval of Unaffiliated Directors in 2003, in Docket No. 27652 (seeking approval of directors David Baggett, Miguel Espinosa and Mark Armentrout). Since that time, ERCOT has filed eight additional petitions for approval of Unaffiliated Directors for initial or renewal terms in the following P.U.C. dockets:

- Docket No. 30994 – Ms. Carolyn Lewis Gallagher (2005)
- Docket No. 32492 – Mr. Michehl R. Gent (2006)
- Docket No. 33183 – Ms. Jan L. Newton (2006)
- Docket No. 33185 – Mr. Mark Armentrout (2006 renewal)
- Docket No. 35862 – Dr. Alton D. Patton (2008) and Mr. Miguel Espinosa (2008 renewal)
- Docket No. 36566 – Mr. Michehl Gent and Ms. Jan Newton (2009 renewal)
- Docket No. 38373 – Mr. Jorge Bermudez (2010)
- Docket No. 38492 – Ms. Laura Doll (2010)

With this Petition for the approval of Mr. Pfirrmann, ERCOT is concurrently filing similar petitions for approval of the two other Unaffiliated Director candidates approved by the ERCOT corporate membership – Mr. Craven Crowell and Ms. Judy W. Walsh.

Prior to the adoption of the March 2011 amendments to the Commission's rules governing ERCOT oversight, Unaffiliated Directors were allowed to begin service on the ERCOT Board after their approval by the corporate membership but before issuance of a Commission order approving their selection. The applications for approval of Mr. Pfirrmann, Mr. Crowell, and Ms. Walsh are the first to be filed since the adoption of the requirement that

<sup>4</sup> ERCOT Bylaws, §§ 3.7(g), 4.3(b)(4).

Commission approval must precede an Unaffiliated Director's service on the ERCOT Board (or the commencement of a second or third term on the Board).<sup>5</sup>

## **II. Statement of Jurisdiction and Authority**

The Commission has jurisdiction over this matter pursuant to PURA, Texas Utilities Code Annotated § 39.151 (Vernon 2007 and Supplement 2009).

## **III. Identification of Applicant**

The name and address of the Applicant is Electric Reliability Council of Texas, Inc., 7620 Metro Center Drive, Austin, Texas 78744.

The name, address, telephone, and facsimile numbers of Applicant's authorized representatives are as follows:

Bill Magness  
General Counsel  
ERCOT  
7620 Metro Center Drive  
Austin, Texas 78744  
(512) 225-7076 (Phone)  
((512) 225-7079 (Fax)  
[bmagness@ercot.com](mailto:bmagness@ercot.com)

Vickie G. Leady  
Assistant General Counsel  
ERCOT  
7620 Metro Center Drive  
Austin, Texas 78744  
(512) 275-7436 (Telephone)  
(512) 225-7079 (Facsimile)  
[vleady@ercot.com](mailto:vleady@ercot.com)

## **IV. Selection Process for Mr. Pfirrmann Complied with Commission and ERCOT Governing Rules**

PURA requires that the ERCOT bylaws "prescribe professional qualifications for selection" as an Unaffiliated Director, and that "[t]he bylaws must require the use of a professional search firm to identify candidates for membership of unaffiliated members." In addition, PURA requires that the selection process for Unaffiliated Directors "must allow for commission input in identifying candidates."<sup>6</sup> The selection process for Unaffiliated Directors is set forth in section 4.3(b) of the ERCOT bylaws, and includes the requirements mandated by

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<sup>5</sup> P.U.C. SUBST. R. § 25.363(g)(5) provides: "A person who is selected may not serve as a member of the [ERCOT] board until the commission approves the selection. An unaffiliated board member whose three-year term has expired shall, if reappointed by the ERCOT governing board, cease serving as a member of the governing board until the reappointment is approved by the commission."

<sup>6</sup> PURA § 39.151(g).

PURA. In addition, the Commission's Substantive Rule § 25.363(g)(5) includes standards that ERCOT must meet to ensure "commission input" in identifying Unaffiliated Director candidates.

The selection of Mr. Pfirrmann complied with the criteria established in PURA, Commission rules, and the ERCOT bylaws. Pursuant to ERCOT's Bylaws, the Nominating Committee of the ERCOT Board consists of all of the voting Directors of the Board other than the ERCOT CEO, and is charged with the selection of Unaffiliated Directors. At the direction of the Nominating Committee, ERCOT engaged an executive search firm and began its search for Unaffiliated Directors in June 2011. After a competitive process, ERCOT retained Russell Reynolds Associates, Inc. (Russell Reynolds), a nationally-recognized, executive search firm to assist in the search for qualified candidates.

Russell Reynolds embarked upon the candidate identification and screening process and reviewed candidates based on direct knowledge and third-party references, evaluating experience and functional expertise. Russell Reynolds' recommendations were prepared and presented to the Subcommittee of the Nominating Committee for Unaffiliated Director Searches (Subcommittee) in relation to the Subcommittee's interviews of the various Unaffiliated Director candidates. In addition, information prepared by Russell Reynolds regarding potential candidates was shared with the Commission. The Subcommittee presented its final Unaffiliated Director candidate selections to the Nominating Committee, and the finalists were scheduled for meetings with the Commissioners serving at the time of the candidates' interviews with the Nominating Committee.

The ERCOT bylaws require that Unaffiliated Directors must have "experience in one or more of these fields: senior corporate leadership; professional disciplines of finance, accounting, engineering or law; regulation of utilities; risk management; and information technology."<sup>7</sup> An Unaffiliated Director candidate must also demonstrate "independence of any Market Participant in the ERCOT Region," including compliance with specific standards enumerated in the ERCOT bylaws.<sup>8</sup> After determining that Mr. Pfirrmann met ERCOT's qualification and independence requirements, the Nominating Committee unanimously selected Mr. Pfirrmann for presentation to ERCOT's corporate members for election as an Unaffiliated Director. A summary of Mr. Pfirrmann's professional qualifications and credentials is attached hereto as *Attachment A*.

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<sup>7</sup> ERCOT Bylaws § 4.3(b)(2)(i).

<sup>8</sup> *Id.*, § 4.3(b)(2)(ii)(a)-(e).

On September 21, 2011, pursuant to the direction of the ERCOT Board, ERCOT issued its notice of Special Meeting of ERCOT's corporate membership to be held on October 12, 2011 (Special Meeting) for the election of three Unaffiliated Directors, including Mr. Pfirrmann (*Attachment B*). Corporate Membership voting for the Unaffiliated Director was conducted pursuant to the Bylaws procedures requiring approval by a majority of Member Segments (i.e., at least four out of seven Member Segments). Mr. Pfirrmann received the requisite number of segment votes by ballot on October 10, 2011, in lieu of the Special Meeting, to be elected as an Unaffiliated Director for a three-year term.

Having completed all other steps in the nomination and election process, ERCOT now requests Commission approval of Mr. Pfirrmann for a three-year term as an Unaffiliated Director.

#### **V. Notice Provided by ERCOT**

ERCOT shall post its Petition for Approval of an Unaffiliated Director to its website at [http://www.ercot.com/about/governance/legal\\_notices](http://www.ercot.com/about/governance/legal_notices); send a copy of its Petition via first-class U.S. mail to the parties of record in ERCOT's last fee case, Docket No. 38124 *Application of the Electric Reliability Council of Texas for Approval of the ERCOT System Administration Fee*; and provide Notice of its Petition via electronic mail to ERCOT's email exploder lists of committees as follows:

- ERCOT Board of Directors and Others
- Technical Advisory Committee and Others (TAC)
- Retail Market Subcommittee (RMS)
- Wholesale Market Subcommittee (WMS)
- Reliability and Operations Subcommittee (ROS)
- Commercial Operations Subcommittee (COPS), and
- Protocol Revisions Subcommittee (PRS)

ERCOT will file an affidavit attesting to the completion of its proposed notice.

#### **VI. Request for Procedural Schedule**

Pursuant to P.U.C. SUBST. R. § 25.362(g)(5), ERCOT has notified the Commissioners regarding three imminent Unaffiliated Director vacancies resulting from: (a) the expiration of Dr. Alton D. Patton's term on June 16, 2011; (b) the upcoming expiration of Mr. Miguel

Espinosa's third and final term on December 10, 2011; and (c) the expected resignation of Ms. Laura Doll upon the Commission's approval of a successor Unaffiliated Director. Due to these circumstances, ERCOT seeks to fulfill three of the Board's five Unaffiliated Director positions in rapid succession.

If possible, ERCOT seeks to seat its three new Unaffiliated Directors by the January 17, 2012 date of the Board's first meeting for calendar year 2012. In order to facilitate Commission approval of Mr. Pfirrmann and the two other Unaffiliated Directors by that time, ERCOT proposes the following procedural schedule, which aims toward approval of the Unaffiliated Directors at the Commission's December 15, 2011 Open Meeting.

ERCOT requests this accelerated schedule based on the fact that no party has intervened in ERCOT's prior Unaffiliated Director approval proceedings. As noted above, ERCOT has filed nine (9) dockets since 2003 seeking approval of Unaffiliated Directors, and all have been approved without the need for discovery or hearing. ERCOT's proposed schedule provides 30 days for parties to intervene, but if no interventions and hearing requests are filed, ERCOT requests completion of the proceeding pursuant to the Commission's procedural rules for informal disposition of uncontested dockets.<sup>9</sup> The informal process authorizes the Presiding Officer to file a Proposed Order that is eligible for consideration by the Commission twenty (20) days after it is filed. ERCOT's proposal is as follows:

|   |  |
|---|--|
| ERCOT posts Petition to its website and provides notice (as described in Section V herein)                                | October 13, 2011                                     |
| <i>Texas Register</i> publication of the Commission's Notice of Petition for Approval of an Unaffiliated Director         | October 21, 2011 (or as soon thereafter as possible) |
| Deadline for Intervention and requests for hearing (30 days from date of <i>Texas Register</i> notice)                    | November 21, 2011                                    |
| If no hearing requested, Proposed Order filed by Presiding Officer for approval pursuant to P.U.C. PROC. R. § 22.35(b)(2) | November 23, 2011                                    |
| Consideration of Proposed Order for Approval of an Unaffiliated Director at Commission Open Meeting                       | December 15, 2011                                    |

<sup>9</sup> See P.U.C. PROC. R. § 22.35.

If parties do intervene, or Commission Staff requests a hearing, the schedule will, of course, be extended and the three new directors may not likely be seated in time for the January 2012 ERCOT Board meeting. If informal disposition is possible, however, ERCOT would appreciate the Commission accommodating the request for an accelerated schedule.

## VII. Conclusion

ERCOT respectfully requests that the Commission approve Mr. Karl V. Pfirrmann as an Unaffiliated Director for the ERCOT Board, adopt the procedural schedule requested by ERCOT in this Petition, and grant ERCOT all other relief to which it is entitled.

Respectfully submitted,

By: Bill Magness  
Bill Magness  
General Counsel  
Texas Bar No. 12824020  
(512) 225-7076 (Phone)  
(512) 225-7079 (Fax)  
[bmagness@ercot.com](mailto:bmagness@ercot.com)

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ERCOT  
7620 Metro Center Drive  
Austin, Texas 78744

ATTORNEYS FOR ELECTRIC RELIABILITY  
COUNCIL OF TEXAS, INC.

**CERTIFICATE OF SERVICE**

I certify that a copy of this document was served on all parties of record in this proceeding on October 13, 2011 in the following manner: by facsimile, email, or first-class U.S. mail.

BSM MGT



**KARL V. PFIRRMANN**

Greensburg, PA

**EDUCATION**

1970      BS      CARNEGIE-MELLON UNIVERSITY  
Pittsburgh, PA  
  
Electrical Engineering

**EXPERIENCE**

2009 to present      INDEPENDENT CONSULTANT

2003 to 2009      PJM INTERCONNECTION, LLC  
Norristown, PA

*Executive Vice President*

- Served PJM's incoming President and CEO and PJM's Board of Directors ensuring a smooth transition for the new President. Served as Executive Lead on several high profile projects within PJM.

*Member, Risk Management Committee*

- Directed the work of the internal PJM risk management group and reported through the Finance Committee of the Board of Directors. Had significant input into the development of PJM's annual risk management plan.

*Interim President and Chief Executive Officer*

- Served PJM's Board of Directors as PJM's President and CEO during the period of transition between Executives while PJM's Board performed a thorough search for a new President and CEO. During this period of corporate stress, maintained organizational stability and provided leadership to resolve several high profile and difficult issues within the PJM organization and markets.

*Senior Vice President*

- Served PJM as the Executive Lead on the design, development, and construction of PJM's new control centers. Evolved the concepts of multiple physical sites serving as a single virtual control center and an Open Architected, modular control system technology.

*President, Western Region*

- Served PJM as the Executive Lead responsible for the expansion of PJM's system and markets into the states of Ohio, Indiana, Michigan, Illinois, Kentucky, Tennessee, West Virginia, Virginia, and larger parts of Maryland and Pennsylvania. Resulted in more than doubling the peak load served by PJM and greatly expanded the reach of PJM's various markets
- Dealt extensively with Public Utility Commissioners and their staffs, with numerous power generators and large load representative, with utility executives and their staffs, with regional and national reliability organizations, the adjacent ISO's and RTO's, with FERC regulators and their staffs, and with various legislative representatives at both the state and national levels

1971 to 2003

ALLEGHENY POWER SERVICE CORPORATION  
Greensburg, PA

1998 to 2003

*Vice President-System Planning and Operation  
Energy Supply*

- Successfully implemented PJM West as Allegheny's response to FERC Order 2000 and requirement to join a Regional Transmission Organization.
- Implemented an arms-length, full requirements contract with Allegheny Energy Supply, LLC to supply Allegheny Power's Provider of Last Resort energy obligations.
- Successfully implemented a detailed business planning approach to Allegheny Power's delivery business. Net earnings \$140M.
- Focused Allegheny Power's delivery business on growth of profitable products and services, achievement of operational excellence, management of regulatory issues, and the expansion of the delivery business into a total energy delivery approach.
- Successfully implemented an asset management approach to minimize the cost of delivery service and maximize the use of Allegheny's infrastructure.

**KARL V. PFIRRMANN**

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- Responsible for expense budget (\$35M), capital budget (\$180M), and Human Resources (300 people).

1997 to 1998            *Vice President-Operating Business Unit*  
*(temporary assignment – merger integration team lead)*

- Led a team of 150 Allegheny Energy and Duquesne Light employees in the integration of both companies as part of the failed Allegheny Energy/Duquesne Light merger.
- Responsible for total project management, including oversight of numerous external contract/consultant personnel.
- Responsible for the successful wind-down and return to normal operations following the failure to merge.

1996 to 1997            *Vice President-Operating Business Unit*

- Responsible for the day-to-day field operations and support staff related to the Allegheny Power delivery function, including nearly 2,600 personnel comprised of management, professional, physical, and clerical workers - with about 40% represented by labor unions. The workforce was located in about 70 different work locations across five states.
- Successfully implemented a matrix (process) organizational design throughout this organization.
- Successfully constructed and implemented a centralized customer care center that functions as the “front door” to Allegheny Power.
- Implemented a “target zero” approach to worker safety.
- Responsible for expense budget of \$220M and 2,800 people – both union and non-union.

1985 to 1996            *Vice President-Planning and Compliance Business Unit*  
*Allegheny Energy*

- Implemented a combined strategic and infrastructure approach to business planning for Allegheny Energy’s T&D system and generation resource requirements.
- Integrated Environmental Compliance into the strategic planning process.

1980 to 1985            *Director-Transmission Planning*

*Allegheny Energy*

- One of four executives responsible for developing Allegheny Energy's strategic response to the National Energy Policy Act of 1982.
- Introduced the re-engineering concept to Allegheny and led the first effort to "re-engineer" the Bulk Power Supply group of Allegheny. Developed, as part of this, a "process" approach to organizational design that ultimately formed the matrix organization that exists within Allegheny today.

1971 to 1980

*Manager-Construction  
West Penn Power Company*

*Supervisor-Substations  
Monongahela Power Company*

*Transmission Design Engineer  
Allegheny Power Service Corporation*



September 21, 2011

ERCOT Corporate Member:

Nominating Committee's Selection of and Request for Vote on Three Unaffiliated Director Nominees

On September 20, 2011, the Nominating Committee of the ERCOT Board of Directors (Board) unanimously selected Craven Crowell, Karl Pfirrmann and Judy Walsh as Unaffiliated Directors to serve on the Board, subject to approval by ERCOT Corporate Members and the Public Utility Commission of Texas (PUCT).

**The Nominating Committee hereby presents Craven Crowell, Karl Pfirrmann and Judy Walsh for election by the Corporate Members as Unaffiliated Directors to serve on the Board.**

General Background regarding Unaffiliated Director Vacancies on ERCOT Board

Section 4.2 of the Amended and Restated Bylaws of Electric Reliability Council of Texas, Inc. (Bylaws) require that five Unaffiliated Directors serve on the Board along with eleven other Directors apportioned among other Segments and *ex officio* positions.

According to Section 4.3(b) of the Bylaws, the Nominating Committee is responsible for the selection of Unaffiliated Directors for presentation to the Corporate Members for approval. The Nominating Committee members include all voting members of the ERCOT Board with the exception of ERCOT President and Chief Executive Officer, H. B. "Trip" Doggett. Public Utility Commission of Texas (PUCT) Substantive Rule Section 25.362(g)(5) further requires that the selection of an Unaffiliated Director is subject to approval by the PUCT and may not serve on the Board until the PUCT approves the selection.

The Nominating Committee convened beginning in March 2011 to address expected Unaffiliated Director vacancies during 2011. Pursuant to the Section 4.3(b) of the Bylaws, the Nominating Committee retained Russell Reynolds Associates, a nationally recognized executive search firm, to locate and present candidates with qualifications required of Unaffiliated Directors.

After candidate interviews and deliberation, the Nominating Committee selected three Unaffiliated Director candidates to fill one current vacancy (for the seat previously held by A.D. Patton) and two expected vacancies (for the expiring, third and final term of Miguel Espinosa and for the upcoming resignation of Laura Doll who expects to remain on the Board until her seat is filled).

Professional Qualifications of Unaffiliated Director Nominees

As further detailed in the ERCOT Bylaws, qualifications for Unaffiliated Directors include:

- Experience in one or more of these fields: senior corporate leadership; professional disciplines of finance, accounting, engineering or law; regulation of utilities; risk management; and information technology;
- Independence from any Market Participant in the ERCOT Region to prevent any potential conflict of interest (as further specified in the Bylaws);
- Residence in the State of Texas preferred; and
- Other criteria as approved by the Board.



Information regarding the three Unaffiliated Director nominees' professional experience is attached for your review and consideration.

Special Meeting of the Corporate Members Called for October 12, 2011 at 10:00 a.m.

According to Section 3.7(b) of the Bylaws, the Board can call a Special Meeting of the Corporate Members to seek approval without a meeting as provided in Section 3.7(g): "Unless otherwise provided by law, any action required or permitted to be taken at any meeting of the Corporate Members may be taken without a meeting, if a consent in writing, setting forth the action to be taken, is signed by a sufficient number of Corporate Members as would be necessary to take that action at a meeting at which all of the Corporate Members were present and voted." At its meeting on September 20, 2011, the Board considered and voted on the matter of calling of a Special Meeting of the Corporate Members in connection with the election of three Unaffiliated Directors.

**You are hereby notified that the Board has called a Special Meeting of the Corporate Members (Special Meeting) for October 12, 2011 at 10:00 a.m. in Room 168 at 7620 Metro Center Drive, Austin, Texas 78744, for the purpose of voting on the three Unaffiliated Directors selected by the Nominating Committee.**

Official Consent and Ballot Form Enclosed

The Nominating Committee encourages and appreciates your voting participation in this election. The Unaffiliated Directors may only be seated upon the approval of the Corporate Members and the PUCT.

Please review the enclosed Official Consent and Ballot form (Ballot). If the Corporate Members submit sufficient Ballots in advance of the Special Meeting date, the Unaffiliated Directors may be elected by consent in lieu of the Special Meeting.

If you agree to vote in the election of the Unaffiliated Directors without a Special Meeting, please indicate your voting preference, sign the Ballot and return it to ERCOT by **5:00 p.m. on October 10, 2011**. On October 11, 2011, a representative of ERCOT Legal Department will count the Ballots received to determine if the requisite number of Ballots have been submitted to allow a vote on the Unaffiliated Directors in lieu of the Special Meeting. A notice of either a successful vote or of the need to have the October 12, 2011 Special Meeting will be posted on the website at <http://www.ercot.com/committees/board/>, by October 11, 2011 at 12:00 p.m.

**Please make every effort to sign and return the enclosed Ballot to ERCOT no later than 5:00 p.m., October 10, 2011.**

Sincerely,  
*Tisa Wilkins*  
Tisa Wilkins  
External Relations Specialist  
ERCOT



**Official Consent and Ballot Form  
for Approval of Unaffiliated Directors for the ERCOT Board of Directors**

The undersigned, Corporate Member of ERCOT (Member), hereby approves Craven Crowell as an Unaffiliated Director to be seated on the ERCOT Board of Directors (Board) upon Member and Public Utility Commission of Texas (PUCT) approval.

| For                      | Against                  |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

The undersigned Member, hereby approves Karl Pfirrmann as an Unaffiliated Director to be seated on the Board upon Member and PUCT approval.

| For                      | Against                  |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

The undersigned Member, hereby approves Judy Walsh as an Unaffiliated Director to be seated on the Board upon Member and PUCT approval.

| For                      | Against                  |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

I hereby certify that:

1. I am a duly authorized representative of the Corporate Member of ERCOT listed below;
2. I consent to this action in writing in lieu of the Special Meeting of the Corporate Members currently scheduled for October 12, 2011;
3. My votes on the Unaffiliated Directors are listed above.

\_\_\_\_\_  
Signature

Name:

Corporate Member (Organization or Company):

Date:

Please make every effort to return this Official Consent and Ballot Form (Ballot) no later than 5:00 p.m. on October 10, 2011. The Ballot can be submitted via email (.pdf version) to [twilkins@ercot.com](mailto:twilkins@ercot.com), via facsimile to 512-225-7079, or via first class mail to ERCOT, Attention: Tisa Wilkins, 7620 Metro Center Drive, Austin, Texas 78744. If you have any questions, please contact Tisa Wilkins at [twilkins@ercot.com](mailto:twilkins@ercot.com).

