



## Lori Cobos

Lori Cobos, principal owner of the Cobos Law Firm, is an attorney and advisor that specializes in representing and counseling clients on legal, regulatory, public policy and legislative matters before the Public Utility Commission of Texas (PUCT), Electric Reliability Council of Texas (ERCOT), Texas Legislature and other state government entities impacting the Texas electric utility industry. Ms. Cobos also assists clients with business development matters in the Texas electric utility industry, including engaging clients with potential business partners and key industry stakeholders for project development purposes, providing guidance on regulatory compliance and conducting due diligence on regulatory and market matters impacting project development.

Ms. Cobos has over fourteen years of broad-based, multi-faceted experience in the Texas electric utility industry including:

- Serving in high-level positions at the PUCT, including serving as Advisor for Commissioner Brandy Marty Marquez and former Commissioner Rolando Pablos; serving as Assistant Counsel to the Executive Director; and serving as a Senior Policy Analyst in the Commission's Policy Development Division;
- Serving as in-house counsel at ERCOT, including serving as lead counsel on behalf of ERCOT in a multitude of PUCT contested cases, rulemaking proceedings, special projects and regulatory matters related to the retail, transmission and generation markets in ERCOT;
- Serving as Director of Government and Regulatory Affairs at Talen Energy Corporation, a competitive power generation company with over 16,000 MW of power generation in the ERCOT, PJM, NYISO, ISO-NE and WECC markets, which specifically included representing the company before the PUCT, ERCOT, Texas Legislature and other state government entities.

Ms. Cobos has extensive experience with major policy and legal issues facing the state over the last decade, including, but not limited to, generation resource adequacy policy issues, utility rate cases, certificate of convenience and necessity (CCN) cases, complex contested cases involving companies operating outside of ERCOT, the entire Competitive Renewable Energy Zone (CREZ) transmission implementation process, regulatory matters related to the transition to the Nodal market in ERCOT, regulatory and policy matters regarding energy-related EPA environmental regulations and regulatory and policy matters impacting the development of renewable generation, particularly solar and wind generation, in the state.

Ms. Cobos received a J.D. from Texas Tech University School of Law in 2006 and was licensed to practice law in Texas in November 2006. She received an M.A. degree in Public Administration in 2000 and B.B.A. degree in General Business, with Magna Cum Laude honors, in 1998 from Sul Ross State University.