

PATRICK F. LEDGER

PROFESSIONAL EXPERIENCE

March 2012 – Present

Senior Vice-President and Chief Executive Officer, *Arizona G&T Cooperatives (Arizona Electric Power Cooperative, Inc., Southwest Transmission Cooperative, Inc., and Sierra Southwest Cooperative, Inc.)*, Benson, Arizona. Executive manager of three associated electric generation cooperatives supplying power to six electric distribution cooperative members and other wholesale customers. About 250 employees; \$200 million in annual revenue; 605 MW gross generation capacity (coal/natural gas); twenty-four substations / six-hundred miles of transmission line; 24-hour system operations and dispatch center; and full service power trading/marketing operation through the ACES Power Marketing Western Regional Trading Center in Benson.

Key Accomplishments:

- Moved organizational culture toward member/customer focus
- Established more responsive “flat” management structure
- Brokered Regional Haze settlement with the EPA
- 6% base rate reduction
- Established Western Regional Trading Center with *ACES Power Marketing*
- Successful challenge of rail transportation rates at the Surface Transportation Board

July 2010 – March 2012

Senior Vice-President and Chief Operating Officer, *Arizona Electric Power Cooperative, Inc.*, Benson, Arizona. Supervise plant manager, scheduling and trading director, fuel supply manager, engineering staff, environmental and regulatory compliance group, planning, fuel supply group, and other operations areas.

Key Accomplishments:

- Implemented cost containment program / established Cost Analyst Team
- Reorganization of Planning and Engineering departments
- Installation of facilities to reduce higher cost coal requirements

July 2009 – July 2010

Senior Vice-President and Chief Operating Officer, *Southwest Transmission Cooperative, Inc.*, Benson, Arizona. Supervise transmission operations, engineering, planning, and regulatory compliance managers.

Key Accomplishments:

- Acquisition of cost-effective transmission import capacity at market hub
- Implementation of N-1 Reserves Plan to ensure reliability and free-up transmission capacity
- Initiated organizational changes to improve efficiency and service quality

July 2002 – July 2009

Corporate Counsel, *Sierra Southwest Cooperative Services, Inc.*, Benson, Arizona. In-house legal counsel to three associated electric generation and transmission cooperatives and natural gas sales division.

Duties:

- Draft and review commercial agreements, including purchase, sales and construction contracts, commercial leases, land acquisition, easement and right-of-way agreements, telecommunications leases and license agreements, electric transmission and natural gas purchase and sales contracts, and member services agreements
- Initiate, intervene in, and litigate various administrative and regulatory proceedings
- Assist implementation of and ensure compliance with new regulatory mandates
- Counsel on various finance matters
- Negotiation of rail, coal, and natural gas supply agreements
- Provide guidance in employment matters and union negotiations
- Manage and direct outside counsel
- Monthly reports to boards of directors / advise legal and ad hoc committees
- Draft and administer board policies and corporate guidelines
- Modification of corporate bylaws
- Manage legal department, staff attorneys, central records, risk management, fuels administration, and environmental compliance staff
- Ethics and Standards of Conduct trainer / designated Compliance Officer

Key Accomplishments:

- Implemented case management system, consolidated reference materials and improved responsiveness and quality of service
- Modernized and standardized corporate guidelines and practices
- Reduced outside counsel costs
- Assisted in development of customer and supply contracts, risk management, and financial arrangements to support natural gas sales division
- Implemented company document retention policy and electronic management system
- Implemented coal procurement strategy in face of historic increases in long-haul rates
- Successful litigation record

BOARD SERVICE

- *ACES Power Marketing*, Indianapolis, IN. Board Secretary / Director. Organization provides energy risk management and transaction execution services to twenty-one generation and transmission cooperative owners.
- *Grand Canyon State Electric Cooperative Association*, Phoenix, AZ. Director / Chairman, Legislative and Government Relations Committee and ACRE Committee (State PAC). Organization provides political advocacy, education, and training related services to cooperatives and public power agencies in Arizona.

RECENT PROFESSIONAL PRESENTATIONS

- February 2016, NRECA Annual Meeting, New Orleans, LA. *ACRE Forum* (panel).
- November 2015, CFC IBES Conference, Tucson, AZ. *Future of Generation* (panel).
- May 2015, ACES Power Marketing Member Conference, Indianapolis, IN. *Federal, State, and Regional Policies that Impact Reliability* (panel).
- October 2014, NRECA Regional Meetings, Little Rock, AK. *Resiliency* (panel).

EDUCATION

J.D., *University of Arizona*, Tucson, Arizona.

M.A., *University of Arizona*, Tucson, Arizona.

B.A., *Colorado College*, Colorado Springs, Colorado.

PROFESSIONAL ASSOCIATIONS

- Member, *G&T Manager's Association / Technical Advisory Committee*.
- Member, *Electric Cooperative Bar Association*.
- Member, *Association of Corporate Counsel*.
- Admitted to practice law in Arizona (Bar No. 018462) / Federal District Courts of Arizona.