

EDUARDO A. RODRIGUEZ

CHIEF OPERATING OFFICER → EVP OPERATIONS → CHIEF LEGAL OFFICER

*P&L / Turnarounds / Change Management / Process Improvements
Strategic Alliances / Negotiations / Public Affairs / Corporate Compliance / Legal / Sales
Consulting / HR / IT / Operations / Customer Service / Government Affairs / Public Policy / Project Development*

A strategic leader trained in Law and practiced in operations, driving corporate governance, compliance, business planning, and implementation processes. Key lead officer involved with the resolution of a major electric utility Chapter 11 bankruptcy, restoring the company to its strongest-ever financial status. Negotiated cross-border sales to Mexico, recapturing a key client. Effective in either a lead role or strong support role. Background and capabilities reflect an ease in complex and fast-paced environments with need for focus and discipline.

Consulting with mid-sized firms in multiple industries, offers ability to put them on track to reap profitable operating margins by improving their processes and reducing their non-value added time. **Experienced in industries including public utilities, general management, municipal government, natural gas / natural gas liquids, public policy, construction, development, and non-profit operations.**

Has held full P&L, started up a business, and played a critical role in turning around and reengineering underperforming organizations. Leading all facets of a company, managed Utility Operations, Legal, Human Resources, Information Technology, Marketing, Public Relations, and Sales. Improved customer service and saved companies hundreds of thousands of dollars.

With a foundation of a JD in Law and a BA degree in Political Science from Texas Tech University, progressed through leadership positions in government, electric utility, general construction and consulting. His successes extend across a broad spectrum of corporate functions. Controlled multi-million dollar budgets, organized legal, PR, governmental relations, Human Resources and Information Technology functions, and redirected strategic operational approaches to meet significant growth.

As a Change Manager and Leader, believes in intense preparation, clear vision of direction, effective communication and execution, and getting results. He attains the end product of excellence through people by bringing out the best they have to offer, and he practices leadership by active listening and persuasion. Bilingual in English and Spanish.

Career History and Key Accomplishments

Principal, Strategic Communication Consulting Group (SCCG)

2005 to Present

Business management strategy consulting to clients in industries including construction, regional banking, integrated retail regional laundry and dry cleaning, and economic development.

Retained to deliver strategic and business planning to a real estate development client, positioned the company to achieve a 15% profit. Together with the organization's president, set up an Advisory Board of Directors consisting of key consultants and professionals. Consulted to the Advisory Board, providing structure to their meetings and convened monthly staff meetings with key managers, preparing them for Board meetings and focused thinking and status assessments on project activity.

Regional Economic Development Corporation, a 501 (c) (6) organization, requested assistance in producing a comprehensive business plan assisting them in relocating new industries to El Paso and expanding and sustaining the regional economy. Was able to produce a business plan incorporating demographic and infrastructure data. Utilized strategy maps to translate the plan into every day operational work. Tied in the staff with the organization's big picture direction, relating it to the jobs they perform. This five-year strategic business plan paved the way for relocation and expansion of the targeted industries the research identified for recruitment to the region.

Assisted a mid-sized public relations and marketing agency and former vendor / consultant with training, development, and in thinking more critically about the overall business model. Developed a communication compass breaking out into quadrants: Project Development, Client Relationship Management, Business Objective / Strategy, and Impact / Value Added considerations. This enabled the firm's staff to use the tool to evolve project preparation, planning, development, and execution in a structured manner. Was then able to develop a methodology simplifying complex processes, increasing his client's job execution.

EDUARDO (EDDIE) RODRIGUEZ

Board of Directors, ONEOK, Inc.

2004 to Present

\$11B natural gas and natural gas liquids company.

Concurrently with his Board Directorship and serves on the Audit and Corporate Governance Committees. Presently the Chair of the Audit Committee, serving a 3-year term in this capacity. Fulfills fiduciary obligations ensuring that the financial integrity of the business is reported accurately and within standards. Oversees management, evaluates key executives' performance, tracks operational results, performs strategic planning, and evaluates whether the company is attaining proper shareholder values.

EVP / CAO / Board of Directors / Corporate Secretary, Hunt Building Corporation

2002 to 2005

\$350M construction / development / real estate management company with 400 employees

Managed a \$12M budget and six staff. Redirected the strategic operational approach to meet significant growth, positioning the delivery management teams to produce strong operations and financial leadership. Performed as General Counsel and was a Board member and Board Secretary.

This closely held family-run company sought additional experience in management and executive leadership to organize its operations and function to better assist the business in meeting its objectives. Reengineered the support services operations and programs, bringing more cohesion and coordination in place of separate efforts on divisional levels. Implemented policies and procedures for sound corporate governance, major investment and project decisions, and enhanced overall operations through process improvement including pursuing software applications and integration for activity otherwise delegated to staff.

El Paso Electric Company

\$750M publicly-held regulated electric utility serving 300,000 customers in Southern New Mexico, far West Texas, and Northern Mexico under special inter-border contracts.

Executive Vice President / COO

2000 to 2001

Responsible for all of the operations, including transmission, distribution, and generation of electric energy. Managed the wholesale marketing, competitive energy services business units, and energy services markets in Northern Mexico. Additionally, he led the negotiations of cross-border sales of power to Mexico and a \$300M+ budget as well as a staff of 12.

Senior Vice President, Energy Services and Customer and Corporate Services

1996 to 2001

In addition to business development in the northern Mexican market, was responsible for the generating plants, wholesale energy markets, and competitive energy services. Accountable for customer service, public affairs, and 13 staff, and held full P&L responsibility for a \$200M start-up competitive customer service operation within the utility as it positioned itself for deregulation.

Due to the fact that the previous bankruptcy filing had terminated the company's relationship with Ciudad Juarez in Mexico to supply power, was engaged in multilevel discussions at the regional and national level of government. Received permission to offer a competitive bid on a two-year commitment for service, with additional yearly extensions. Traveled to Mexico City with the CEO and utilized bilingual and cultural knowledge to present the bid to the Minister of Energy of the Republic of Mexico. The company won the \$25M contract, overcoming the effects of the Chapter 11 filing.

Restructured the delivery service processes, turned around internal and external relationships, and reduced the basic delivery steps from 120 to less than 10. Created a business service unit dedicated to customer service. Such efforts led to improving customer service satisfaction from 50% to 82% while improving El Paso Electric employee morale.

Senior Vice President, Secretary and General Counsel

1988 to 1996

Managed budgets up to \$150M and six employees and responsible for all legal matters involving the company including compliance, litigation, SEC disclosures, regulatory, and environmental, as well as financial and operational issues.

Helped the company emerged from Chapter 11 in four years with a strong base that allowed it to recover from its 10-year plan within the first three years of emergence. The organizations currently enjoys a strong financial condition ever and a restoration of its corporate reputation and commitment to the region.

EDUARDO (EDDIE) RODRIGUEZ

Assistant General Counsel and Corporate Secretary

1985 to 1988

Responsibility included operational functions: accountable for claims, insurance, project development, corporate compliance, and stock transfer review. As Corporate Secretary, managed all attendant obligations and compliance requirements. Heavily involved in the construction activity for real estate development and major renovation of historic hotel buildings in the downtown area through a key subsidiary of the utility. In 1986, eliminated and outsource the internal stock transfer operation, saving El Paso Electric over \$600,000 annually.

Assistant General Counsel / Staff Counsel

1981 to 1985

Managed claims, litigation, line extension contracts, general contracts, power exchange agreements, Mexico negotiations, regulatory work on rate cases, expert witness preparation, general legal work, and management of the legal department.

Assistant City Attorney, City of El Paso

1979 to 1981

Municipal Court Prosecutor, Police Legal Advisor, and engaged in general trial work. Motion practice included US District Court for civil rights claims against the City, the Police Chief, and the Police Department, and tried first jury trial to verdict as co-counsel.

EDUCATION / CERTIFICATES / LICENSES / COMMUNITY / OTHER

Accomplished topical author and speaker. Presented at the annual meeting of the State Bar of Texas' Corporate Counsel Section on the Applicability of Sarbanes-Oxley to a privately held company. Prepared a monograph used by Hunt Building Corporation on the history of water and water allocation in the El Paso County, Texas river and groundwater watershed to persuade the business community on the need to develop a competitive water market. Spoke at the United Way of El Paso County's 75th Anniversary Dinner on "The Effectiveness of the United Way Model" and its significance in philanthropy.

Community involvement includes Greater El Paso Chamber of Commerce; Hispanic Chamber of Commerce, El Paso; Project Arriba (workforce development initiative); Avance, Inc.; The Nature Conservancy of New Mexico; and Consultant to the Regional Economic Development Corporation.

Served as Chairman of the Board, Avance-El Paso Chapter; and is presently the Chair of Project Arriba. Trustee of the Nature Conservancy of New Mexico. Served as Board Chairman for Avance, Inc., the national organization headquartered in San Antonio, Texas from 2006–2008.

Won a Presidential Appointment to the United States Air Force Academy. Transferred to Texas Tech University and completed a Bachelor of Arts with High Honors in Political Science and a minor in American History. Received his Juris Doctor Degree (JD, Law) from St. Mary's University School of Law. Licensed attorney in Texas, New Mexico, and the US District Court for the Western District of Texas.

Extensive training in Management, Finance Fundamentals, and Process Improvement including:

- *Harvard University, John F. Kennedy School of Government, Promoting Innovation & Organizational Change*
- *Strategies for Enhancing Executive Influence*
- *Managing People for Maximum Performance*
- *Effective Decision Making*
- *Massachusetts Institute of Technology, Sloan School of Management-Fundamentals of Finance for the Technical Executive*
- *Hammer's Institute on Reengineering the Corporation*
- *Hammer's Enterprise Resource Process, expanding the platform of effective ERP integration*
- *Hammer's Customer Focused Organization*
- *JMW Consultants, Inc., Breakthroughs in Implementation*
- *Tufte's Envisioning Information and the Visual Display of Quantitative Information*

Married and the father of three. Enjoys reading historical books, suspense novels with historical overtones, and business treatises emphasizing the capitalistic basis of the US economy. Avid football fan, and enjoys weight training, movies and cooking. He is well traveled within the United States, eastern Canada, and Mexico. Participates in children's interests ranging from voice and guitar to theater, karate, and general conditioning.