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The path to less pollution, lower electricity rates, and greater reliability is greater electrification. Yet many media outlets, politicians, and organizations present energy and climate information that doesn't always square with how energy markets and technologies actually work in Vermont. This lack of honest, complete information creates confusion, often leading to compromised decisions. I would like the opportunity to serve on the WEC Board to help cut through this static so that we all get the most out of our electricity.

I offer the Board well-informed, practical knowledge of energy data and policy, backed by decades of experience in successful business planning and resource management. From insulation and solar arrays to EVs and heat pumps, I have over 15 years of hands-on experience with what today's electric technologies can and cannot do in Vermont. To achieve better outcomes from our household energy investments, we need to reduce the influence of media and marketing and adopt more deliberate, individualized planning. My experience can help WEC and its members prioritize effectively and accomplish this. I have a deep interest in how electricity use will change as our homes and transportation evolve, and what that will require from utilities and ratepayers.

Interest, commitment, and adequate bandwidth are essential ingredients to success. I am running for the Board now because my family and business have matured to the point that I can serve WEC's members with the same level of commitment, knowledge, and adaptive innovation that drove my business success in Vermont. My participation in multiple co-ops and the Energy Action Network, a data-driven collaborative that helps Vermont meet its energy commitments, has shown me how to combine analysis with cooperative values to drive progress.

There is potential in dialogue, critical thinking, and thoughtful, candid contributions. It is healthy to have disagreements in a cooperative setting, but it is important to acknowledge the complexity of many issues and avoid becoming dogmatic. For example, part of my interest in running for the WEC Board stems from a desire for WEC to offer greater support for member-owned distributed resources (solar, batteries). Attending WEC's Board meetings, along with individual discussions with current and former Board members, has shown how challenging it is to align net-metering regulations with WEC's demand curve while remaining a responsible fiduciary to

members. WEC's encouragement and integration of member-owned distributed resources remains a priority for me. However, doing so effectively and equitably is less binary than it may appear and should not be oversimplified.

WEC is fortunate to have many strong staff and Board members. The Board often addresses management proposals effectively, but I would like to see it create and advance its own initiatives more proactively. As a director, I will encourage particular focus on the following:

- 1) Member Programs. From rate-structure innovation to distributed energy integration, energy coaching, and demand management, WEC should make it as easy, reliable, and affordable as possible for members to use electricity to power their lives.
- 2) Resource Collaboration. WEC should insist that members receive robust, direct value from Efficiency Vermont and collaborate with other utilities to improve automations, reliability, and response times.
- 3) Advocacy. All utilities, including WEC, should be more vocal and forthright in raising concerns with the legislature and the PUC on behalf of Vermonters.
- 4) Communication & Education. From elections to energy programs, WEC should make it easier for members to participate and to see value in its offerings.

WEC should respect the past, but strong organizations are dynamic and future-focused during times of change. I look forward to continuing to listen and learn while proposing well-vetted ideas that contribute to WEC's future success. I am grateful for the opportunity to earn your vote as a conscientious advocate for a brighter future for WEC's membership.

Please don't hesitate to reach out to talk about energy and WEC.