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February 9, 2011

Mr. Brad Ferland, President
Vermont Energy Partnership
45 State Street, Suite #152
Montpelier, Vermont 05601

Dear Mr. Ferland:

Thank you for your invitation to speak at Vermont Energy Partnership's luncheon. I apologize I was unable to attend at the last minute; it is a risk of this legislative season. I look forward to meeting the diverse companies that are members of Vermont Energy Partnership and having a chance to discuss their perspectives.

This job is my first journey into the public arena as I came from the private sector. I accepted this challenge because the opportunity to make a difference in the policy areas of energy and telecommunications is exciting. These areas are among the most important to our economy, quality of life, and future vibrancy of the state.

We are fortunate to have very high caliber employees to help us with the work ahead. While I expected to work with smart and dedicated people in state government, I did not fully understand the level of hard work and the multitasking that those in my department undertake every day. I have been truly inspired by their expertise and commitment.

Our state's success in energy and telecommunications will require strong partnerships and the support of private enterprise. We may not always agree on individual initiatives or policy directions, but we can find common ground; the only way to move forward is for the business community and the department to seek that ground. I have invested a good deal of time developing relationships that I hope will serve the state well, and therefore serve all of us well. I am committed to this mode of operation moving forward.

I also believe that a new perspective does indeed add value. When the Governor spoke with me about this position, we discussed the value of appointing a person with legal and business experience but limited exposure to the utility world. After a few weeks on the job, I am convinced that the benefits are strong. Although I am still learning, I will continue to rely on



expertise at the Department and elsewhere. I believe an “outside perspective” is healthy, and a questioning attitude is positive. My experience representing corporations, and running a small business has given me insight into the needs and motivations of private enterprise. I understand that companies desire predictability, consistency, and open communication.

Although it is still early in my tenure, I have three overarching hopes and goals for my work at the Department that I’d like to share.

First, I want the Department to enjoy the esteem of those we interact with – the Public Service Board, the Legislature, parties to proceedings, interest groups, utilities, and corporations. That is a tall order, given the role of the Department as advocate and energy policy office – we are not going to please all. But I do intend to earn the respect of all through improved communication and hard work.

Second, as a part of that, I plan to lead the fact-based discussion on the issues facing the state. I favor facts over rhetoric and I see this as a challenge to all sides.

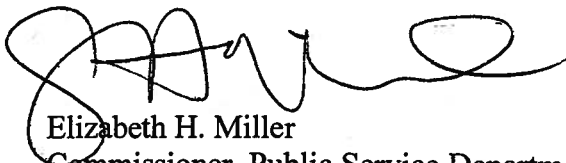
Third, I am committed to revitalizing the State Energy Plan and making it more strategic and achievable, to include preparation for a post-VY future. The process for the Plan is in development right now; it will include input from stakeholder groups and the public at large. We will frame specific questions in need of strategic answers, and craft the SEP to provide the answers so that Vermont has a statewide vision moving forward.

We know where we need to go: we need a low carbon footprint; increased diversity of generation sources, with a focus on in-state renewable; and reliable, adequate base load power – we need all of that with an eye toward continued cost-competitiveness.

In crafting the Plan, there needs to be a balance between the speed of the process and the effectiveness of the outcome. We can’t let the lack of a current plan rush us into an outcome without the consideration and thought that should have already occurred. Therefore, we are targeting October 15, 2011 as a completion date for the SEP. In the meantime, we will not hold up the legislative process or the progress of projects; instead we will be active partners in state energy policy issues as the Plan moves toward completion.

Thank you again for the invitation to speak; I very much hope you’ll give me another chance. I look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Elizabeth H. Miller". The signature is fluid and cursive, with a large initial "E" and "M".

Elizabeth H. Miller
Commissioner, Public Service Department