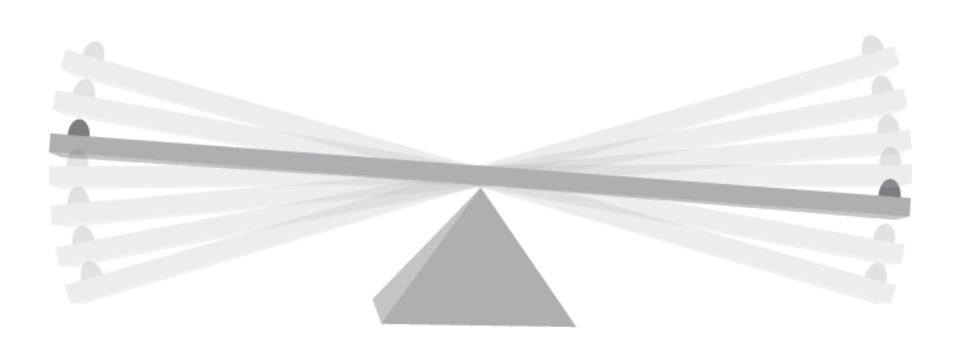


### Imagine an Energy Seesaw



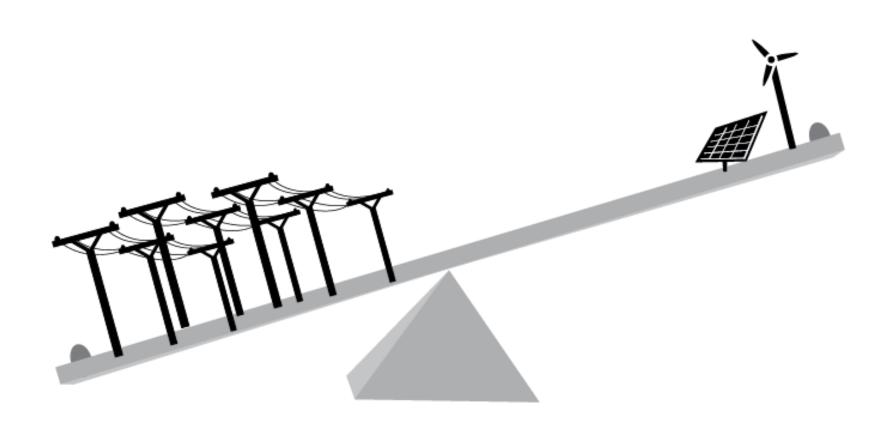
#### An Energy Seesaw Seeking Balance

#### Balance of...

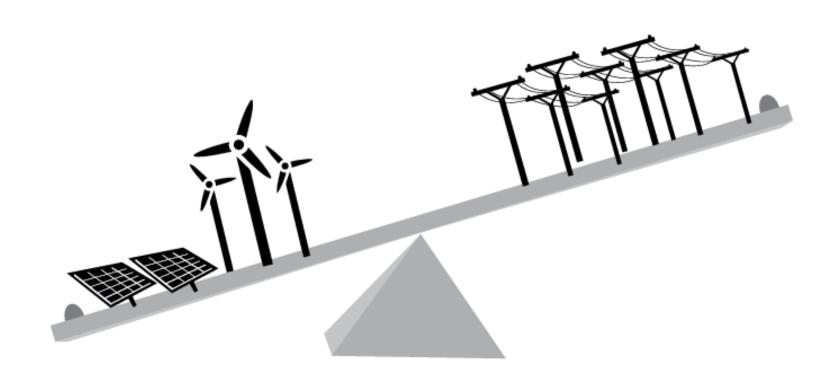
- Supply and Demand
- Centralized and Distributed
- Costs and Benefits
- The Many and the Few
- Regulation and Innovation
- Long Distances and Close By
- Price and Reliability
- Partners and Opponents

- Energy Independence and Interconnection
- Bottom up "Behind the meter" and Top Down Grid Operator
- Renewables and Fossil Fuels
- Flexible and Brittle systems
- Virtual Power Plants and Large Infrastructure
- One-Way Distribution and 2-Way Distribution

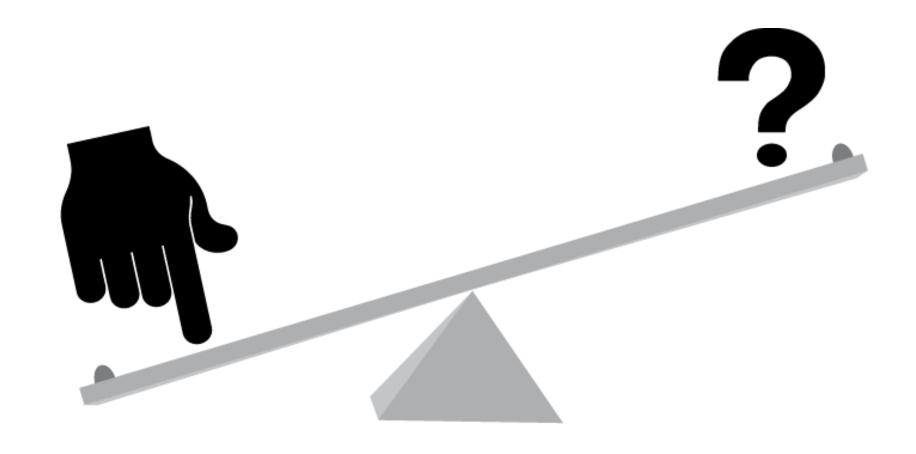
For a long time, the Utilities & Grid seemed to tip the scale...



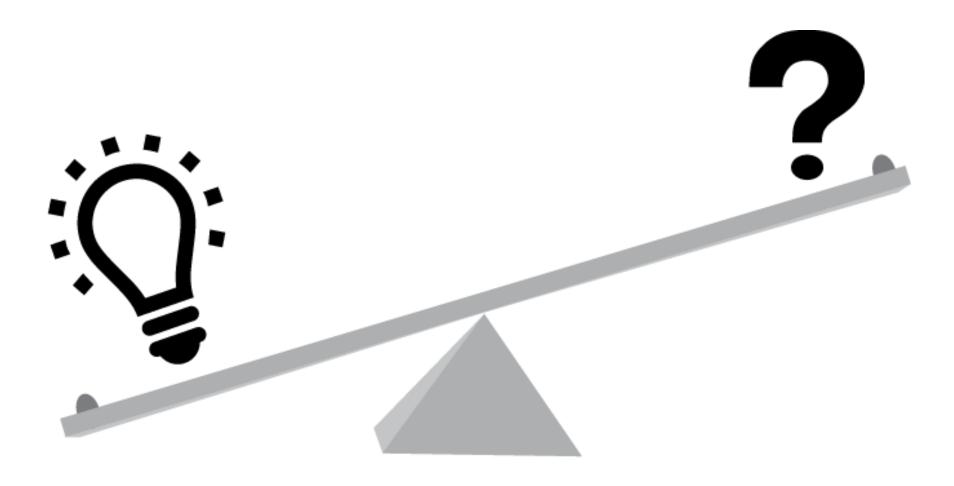
### Things changed over the years...until sometimes the Utilities & Grid seemed disadvantaged



## Often, it's the hand of policy that tips the scale...



# Innovation and New Business Models Tip the Scales too...



### Innovative Distributed Generation & Business Models in Vermont

- Dual-axis solar trackers
- Community solar & wind
- Combined heat power
- Rooftop solar PV
- <5 MW wind power systems</li>
- Farm hybrid systems

- New financing models like leasing & 3<sup>rd</sup> party financing
- Feed-in tariff / standard offer
- Net metering
- Co-op utility ownership
- Co-op distributed generation system ownership

#### What I Know Best

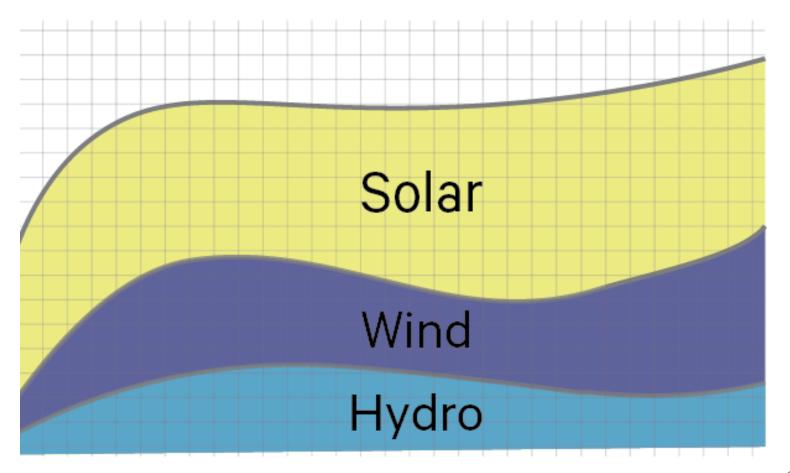
**Solar** Wind



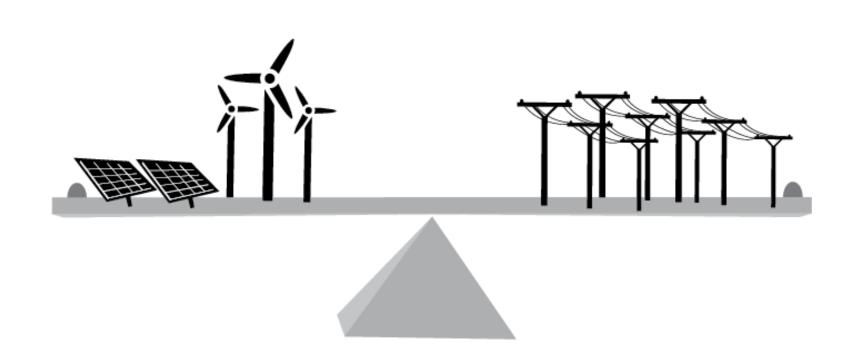


## These Innovations and New Business Models Worked

Distributed Generation Grew in Vermont



## We need a combination of good policy and ongoing innovations for balance...



### Preparing for the Future, Working Together as Partners

- We need to upgrade the grid infrastructure to add flexibility for distributed generation. [Even the current U.S. Dept. of Energy said so in its recent report.]
- We need to encourage behavior change and enable demand side management.
- We need to price distribution system upgrades based on real costs [versus the artificially low ISO New England estimate]

#### Vermont can do this. Join me...