

Re: Perception Vs Reality

To the Board of Directors of Yampa Valley Electric Association,

Today is my final day of work at YVEA. I feel I owe it to the members of this electrical cooperative, my fellow workers and my conscience to report as follows. It is with a heavy heart that I depart. I hope this letter is used to improve YVEA moving forward. Of course, these are my impressions and observations. Upon my departing, I have no stake in YVEA, but I do have loyalty to the community and remaining YVEA friends.

At YVEA there is a struggle with the difference between perception and reality. Diane Johnson, CEO of Yampa Valley Electric Association, in my opinion seems to think that her perception as to matters impacting YVEA is reality.

Problems are developing that go unaddressed and/or get swept under the rug. Make no mistake, my biggest concern, focus on the leadership of Diane Johnson. What I express here are my observations and opinions, nothing more. I suggest you investigate all of this to confirm their validity.

Ms. Johnson has fostered a toxic work environment at YVEA. The International Brotherhood of Electrical Workers was asked to represent the employees of the association. The initial request was to represent every single employee with the exception of supervisors and managers. This request was made after the union had been absent from YVEA for almost 17 years.

As a supervisor, I am not included in contract negotiations. After a proposal was agreed upon, an employee asked for a vote to have the union representation removed because of dissatisfaction. It is my understanding that YVEA is now negotiating a contract for a 2<sup>nd</sup> time. The union proposal was voted down because it did not address what they wanted the contract to address. Yet, the employees vote kept the union representation because, in my opinion, the employees feel like they need protection, primarily from the management practices of Ms. Johnson.

The problem is management. I have heard Diane being described as "having ball's" and being a "pain in the ass". These are not phrases of respect, but disrespect. On different occasions, I have heard from other cooperative representatives that they understand there are tough times at YVEA with our new CEO and that they stand in support with us. Diane Johnson has developed a reputation of being difficult and uncaring. When YVEA reaches the point where we can no longer recruit top talent, and it might already be there, this phenomenon will affect everyone reading this letter.

Unfortunately, this is not the only problem. Prior to my start at YVEA our current [REDACTED] [REDACTED] was promoted from Executive Assistant. At the time of her promotion she had no experience in this challenging position. I have observed that lack of experience cause problems for her, Diane and the company. For instance, YVEA has demonstrated their lack of concern for this community by allowing those who have committed crimes to be hired and continue working at the company. As an example, there are employees who drive vehicles for the company. Some of those vehicles are extremely large requiring a commercial driver's license. Since my

employment there have been a number of employees who have been charged with a DUI, yet have retained their job. They all drive company vehicles. It saddens and infuriates me that I have to warn my kids to be careful around YVEA vehicles because their drivers might be drunk or have committed other crimes. In my previous employment, I saw someone get a DUI and they were dismissed immediately. This inaction falls directly on Diane Johnson and [REDACTED] for not holding the company to higher standards. This inaction is socially irresponsible and creates liability issues for YVEA.

I wish I could stop there, but what concerns me more is blatant gender discrimination. Diane Johnson told me "I will promote women before men" without exception. Diane told me "it is my duty to promote women and bring them up with me for everything I've suffered through and women have had to deal with". Diane replaced a CEO whose management team was composed of 100% men. I do not advocate 100% men any more than I advocate 100% women. My generation sees people for who they are coworkers, friends and family, not female and male coworkers, black or white coworkers, or even gay or straight coworkers matter. The problem is since Diane has started there has been a swing to roughly 80% women in management roles. Diane clearly has demonstrated she is willing to sexually discriminate against men to further her personal beliefs. This too creates unnecessary liability issues for YVEA.

Please ask your fellow board members or the company attorney about the recent investigation into Diane's discriminatory behavior. Diane has both demonstrated and told me that she is not interested in hiring the best person for the job, but instead hiring a woman to replace the men. She wants to hire a female for an operations position so she can get rid of the respected title of "Lineman". She assured me that her replacement would be a female. Decisions should never be made on the basis of gender, but on the basis of what is best for the company and community.

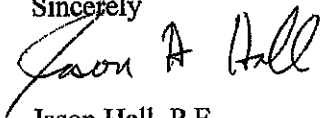
There is also Diane's lack of concern for the safety and wellbeing of the community. The price tag for YVEA's corporate building upgrade was so expensive I believe projects have been removed from our work plan to fund the new headquarters. YVEA in my opinion seems to be saying "Yes YVEA member, your power might be out, but those at the new corporate center can gaze out through a new piece of crystal clear glass while sipping their coffee enjoying the warmth of the new building." This year our power outage unadjusted indices was in excess of 350, we try to operate with this index in the mid 100's or lower. All this information is available in our Annual Report. That means YVEA has had record power outages this year. Yet, Diane has directed removal from the work plan projects that would have helped these performance issues despite being advised otherwise. We need investment into the YVEA system more than ever but instead she builds her personal Taj Mahal and legacy.

As a Professional Engineer licensed by the State of Colorado I have a duty to serve the public above all other interests. Diane does not seem to be making financial or operational decisions with the public's best interest in mind. The CEO is spending record amounts on our building remodel to the exclusion of projects that provide reliable electricity. Unfortunately the CEO has chosen to promote and support employees such as our [REDACTED] and [REDACTED] manager who in my opinion demonstrate incompetence both in their jobs and as the leaders of this company

Lastly, there is the lack of commitment of Ms. Johnson to the community. Prior to the sexual discrimination case being filed, Diane's attendance was abysmal. She seemed to be in the office roughly 50% of the time or less. Diane told me in front of another executive that she was comfortable being the CEO from the passenger seat of her husband's Jeep. You are paying your CEO more than a quarter million dollars to be the CEO and to be vacant enough that she can doesn't even own a residence within Routt or Moffat County. I knew a CEO that when he was promoted sold his house and moved into his service territory to demonstrate his support and commitment to the company. Diane is moving in the opposite direction.

With great sorrow and disappointment, I wish YVEA farewell. I hope, with this insight, you will be able to provide the direction that Yampa Valley and the members of YVEA deserve.

Sincerely

A handwritten signature in cursive script that reads "Jason A. Hall". The signature is written in dark ink and is positioned above the printed name.

Jason Hall, P.E.