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Name: David Campbell

Occupation: Vice President, Finance National Grid

1. Why do you wish to serve on the Board?

My wife and I moved to Leyden in 2019, with the intention of retiring here. Previously we lived closer to Boston and we do not miss the traffic and the suburban sprawl! We come to Greenfield frequently for all of our basic services, to enjoy the downtown and of course, to pop into the Co-op. We enjoy the convenience, charm, and small-town friendliness of Greenfield, and want to be part of making sure the town has a thriving future.

For me personally, as I look toward my retirement years, I want to be more involved in and connected to the local community. I am very interested and supportive of the upcoming expansion of the Co-op into Wilson's, and this is what really sparked my interest in joining the Board. I have decades of experience in finance (see below). For the past few years, I have been delivering a large scale IT project with a lot of moving parts. I'd love to be able to offer my financial and management expertise to the Board and the Co-op community.

2. What do you see as the significance of the Co-op and what is your relationship to the co-op / significance in the community?

It feels different to walk into the Co-op than it does to enter a supermarket chain store. It's providing for people's basic need for groceries, but it's so much more than that. It feels warm and welcoming—shopping at the Co-op is a nourishing experience, not a chore. Even when it's hectic and crowded, it feels like a safe place where everyone is welcome. It's a delight to discover local producers and know you are supporting an interconnected community. And of course, the wide variety of delicious, made-from-scratch offerings are a treat you can't find at a chain store.

I'm excited to imagine how an expanded Co-op will attract more people to Main Street and have a knock-on effect for the surrounding businesses, creating the kind of vibrant downtown that is becoming increasingly rare. I'd like to help manage the Co-op in a way that secures its position as an anchor for an inclusive, mutually supportive, interconnected community, economy, and food system.

3. How has your work/life experience taught you the general skills listed below?

I have had a long career with a regional utility where I have held numerous senior roles such as Controller, Treasurer, and Head of Business Planning. Through these roles I have developed many of the skills listed in this questionnaire.

I have extensive experience with financial statements including preparation, review, audit (internal and external), and sign off. I also have expertise with preparing budgets and financial forecasts. I have prepared and then delivered on business plans that lay out future organizational goals, including risks and implications of said plans.

Throughout my career I have led teams (small and large, in person and remote, and everything in between) and have learned the importance of trust and open communication in delivering positive group dynamics.

I am experienced in reading and reviewing papers and documents in advance of a meeting and understand how important this is to effective time management.

- 4. Which of the specialized skills listed below would you bring to Board Service?
 - a. I have spent 30+ years working for a regional utility, and understand how to navigate through a complex organization.
 - I have expertise in financial statements and financial analysis, and I understand capital markets, having raised public debt and overseen investment decisions.
 - c. I have led teams throughout my career, often serving as a mentor. I find great satisfaction in helping others develop and enhance their careers.
- d. While I have no external BOD experience, I have experience with internal boards at my employer. I have presented to these boards and been a member of them, so I'm familiar with both sides of board processes.
- e. My commercial real estate experience is limited to running investment appraisals.
 - 5. Any thoughts about the Policy Governance approach?
 - a. While I have not encountered the Policy Governance framework in my work or life experience, I have read the short description included with the Nomination Packet and have spent time on the Columinate website in an effort to learn more. In addition, I attended the BOD meeting on January 16 to witness the Policy Governance framework in action. From what I have learned to date, I feel the PG framework is an effective methodology for setting out how the Board and Co-op management interact as well as how Board members interact with each other. In my career I have seen examples where it is not clear who is accountable or responsible for a given activity. In situations where this exists it often leads to confusion or inaction vs. moving forward with an organization's goals. I would appreciate serving on a Board that has an effective plan in place.