

APPLICATION FOR PUBLIC SERVICE COMMISSIONER

A. PERSONAL INFORMATION

1. Full name. *Nicholas A. Loos*
2. Birthdate. [REDACTED]
3. Current home address. [REDACTED]
4. Email address. [REDACTED]
5. Preferred phone number. [REDACTED]
6. Public Service Commission District 2 is comprised of House Districts 39, 40, 41, 42, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 61, and 62. Please identify the House District in which you reside. *HD50*
7. Date you became a U.S. citizen, if different than birthdate. *Same as DOB*
8. Date you become a Montana resident. *Same as DOB*

B. EDUCATIONAL BACKGROUND

9. List the names and location (city, state) of schools attended beginning with high school, and the date and type of degree you received.
Carthage Senior High School, 2010-2013
Carlisle High School 2013-2014
Marion Military Institute 2014-2015
United States Military Academy (West Point) 2015-2019 Economics and Systems Engineering
Montana State University 2019-2020 Applied Economics
Duke University 2023-2024 The Fuqua School of Business
10. List any significant academic and extracurricular activities, scholarships, awards, or other recognition you received from each college and school you attended.

C. PROFESSIONAL EXPERIENCE

11. In chronological order (beginning with most recent), state each position you have held since your graduation from school. Include the dates, organization names, city and your position. Include the dates of any periods of self-employment and the name and address of your office.

- *US Army Special Operations Command, 75th Ranger Regiment, Columbus, GA 2020-2023*
- *US House of Representatives, Office of Ryan Zinke, Director of Veteran Affairs, Kalispell, MT 2024-2025*
- *Anderson Foundries, Director of Operations, Lakeside, MT 2025-2026*
- *Service to Summit 501c3, President and CEO, Billings, MT 2026*

12. In chronological order (beginning with most recent), list your admissions to any organizations or administrative bodies having special admission requirements and the date of admission. If any of your admissions have terminated, indicate the date and reason for termination.

13. Describe how your experience qualifies you for this position.

My career and experiences have provided me with extensive experience leading teams, managing complex operations, developing and executing strategic initiatives, and working with individuals and organizations across the public, private, military, and nonprofit sectors. I am a multi-generation Montanan whose family has been involved within facets of agriculture, small business, and public service within the state, providing me with a great appreciation for state commerce, agriculture and civic duty.

My service with the U.S. Army Special Operations Command and 75th Ranger Regiment provided a strong foundation in leadership, accountability, decision-making, teamwork, and performance under demanding circumstances. That experience required me to lead and work effectively in high-pressure environments, solve complex problems, and maintain a high standard of professionalism and responsibility.

I subsequently gained valuable experience in government through the Green to Gold Congressional Program in the Office of Representative Ryan Zinke, where I worked on issues affecting veterans and constituents. This experience strengthened my understanding of public service, constituent relations, legislative processes, and the importance of communicating effectively with diverse stakeholders.

As Director of Operations at Anderson Foundries, I further developed my private-sector leadership and operational management skills. In that role, I was responsible for overseeing operations, coordinating personnel and resources, addressing challenges, and ensuring that organizational objectives were effectively executed.

My current role as President and CEO of Service to Summit has expanded that experience through executive leadership of a nonprofit organization, including organizational strategy, stakeholder engagement, program development, and community-focused initiatives.

Together, these experiences have refined my ability to lead people, manage organizations, analyze complex issues, communicate effectively, and make sound decisions. I believe this combination of military leadership, government experience, operational management, and executive leadership, qualifies me to make a meaningful contribution in this position.

14. If you have appeared before the Public Service Commission or attended their meetings within the past ten years, please describe the context.

15. Describe three of the most important, challenging, or complex issues you have dealt with or proceedings in which you have participated during your career.

- ***Leading and making decisions in a high-consequence military environment.***
During my service with the U.S. Army Special Operations Command and 75th Ranger Regiment, I participated in demanding operations that required disciplined leadership, sound judgment, and the ability to make decisions with incomplete information and significant consequences. I was responsible for working as part of highly trained teams, maintaining accountability for personnel and resources, adapting to changing circumstances, and accomplishing assigned objectives under significant time and operational constraints. These experiences taught me the importance of preparation, clear communication, decisive leadership, and maintaining composure when circumstances change rapidly.
- ***Addressing complex veteran and constituent issues in Congress.***
While serving in the Office of Representative Ryan Zinke through the Green to Gold Congressional Program, I worked on matters involving veterans and constituents with a wide range of needs and concerns. These matters frequently required understanding complicated government processes, identifying the appropriate resources or agencies, communicating with multiple stakeholders, and balancing individual constituent needs with applicable laws, policies, and institutional limitations. This experience gave me a greater understanding of public service and taught me how to approach sensitive issues objectively while advocating for effective solutions.
- ***Managing organizational and operational challenges in the private and nonprofit sectors.***
As Director of Operations at Anderson Foundries and subsequently as President and CEO of Service to Summit, I have been responsible for addressing complex organizational and operational challenges while balancing people, resources, objectives, and competing priorities. These roles have required me to evaluate problems from both a strategic and practical perspective, communicate with employees and stakeholders, make decisions with financial and organizational consequences, and translate broader objectives into executable plans. These experiences have strengthened my ability to lead organizations, prioritize effectively, and take ownership of difficult decisions and their outcomes.

Across these experiences, the common challenge has been making sound decisions in situations involving competing priorities, limited information, and meaningful consequences. They have developed my ability to assess complex problems, communicate clearly, lead others, and remain focused on achieving the underlying objective rather than simply addressing the immediate problem.

16. If you have authored and published any books or articles, please provide the name of the article or book, and a citation or publication information.
17. If you have taught on energy or regulatory issues at postsecondary educational institutions during the past ten years, provide the title of the presentation, date, and group to which you spoke.
18. Identify any service in the U.S. Military, including dates of service, branch of service, rank or rate, and type of discharge received.
2015-2023 US Army, Honorable Discharge

19. If you have had prior administrative regulatory experience, describe the position, dates, and approximate number and nature of cases you have handled.

I have had prior experience working with administrative and governmental processes through my service in the Office of Representative Ryan Zinke from 2024 to 2025. In that role, I worked on constituent and veteran-related matters that required communication with federal agencies, review of applicable policies and procedures, identification of appropriate administrative remedies, and coordination among constituents, congressional staff, and government agencies. The matters varied in complexity and included issues involving veterans' benefits, federal services, and constituent requests for assistance navigating federal administrative processes. I handled an extensive number of matters during my tenure, ranging from routine constituent inquiries to more complex cases requiring research, agency correspondence, follow-up, and coordination with multiple parties. While my experience has not primarily consisted of formal administrative adjudication or regulatory litigation, it has provided me with practical experience evaluating administrative issues, interpreting and applying government policies and procedures, communicating with agencies, and working toward appropriate resolutions for individual cases.

20. Describe any additional business, agricultural, occupational, or professional experience that could assist you in serving as a Public Service Commissioner.

In addition to my military and government experience, I have significant business, operational, analytical, and professional experience that I believe would assist me in serving as a Public Service Commissioner.

As Director of Operations at Anderson Foundries from 2025 to 2026, I gained direct experience managing business operations in a manufacturing environment. This included overseeing personnel, resources, production activities, operational priorities, and the practical challenges faced by a private business. This experience provided me with a firsthand understanding of how costs, regulations, workforce considerations, infrastructure, and operational decisions affect a business's ability to compete and serve its customers.

My academic background in Economics and Systems Engineering from the United States Military Academy, Applied Economics from Montana State University, and Quantitative Management studies at Duke University has also provided me with a strong foundation for analyzing economic and operational issues. I am comfortable evaluating data, identifying tradeoffs, understanding incentives, and considering both quantitative and practical consequences when making decisions.

My military service with the U.S. Army Special Operations Command and 75th Ranger Regiment provided extensive experience in leadership, resource management, accountability, planning, and decision-making under complex and demanding circumstances. My subsequent experience in the U.S. House of Representatives provided exposure to government operations, public policy, constituent concerns, and the interaction between government agencies and the people and organizations they serve.

Finally, as President and CEO of Service to Summit, I have gained additional experience in organizational leadership, strategic planning, stakeholder engagement, and community-focused initiatives. This role requires balancing organizational resources and objectives while working with individuals and organizations with different interests and perspectives.

Taken together, these experiences have given me an understanding of business operations from the ground level, analytical training in economics and quantitative decision-making, experience navigating government and public policy, and leadership experience across the private, public, military, and nonprofit sectors. I believe this combination would allow me to approach the responsibilities of a Public Service Commissioner with an appreciation for both the regulatory responsibilities of the Commission and the real-world effects of its decisions on businesses, consumers, employees, and Montana communities.

D. COMMUNITY AND PUBLIC SERVICE

21. List any civic, charitable, or professional organizations of which you have been a member, officer, or director during the last ten years. State the title and date of any office that you have held in each organization and briefly describe your activities in the organization and include any honors, awards or recognition you have received.

Service to Summit — Billings, Montana

President and CEO, 2026–Present

Service to Summit is a nonprofit organization focused on serving the veteran and law enforcement community and providing mental rehabilitation opportunities for those it supports. My role is to provide executive leadership, oversee organizational operations and strategy, engage with community and organizational stakeholders, and work to advance the organization's mission and programs.

U.S. Army Ranger / Military Professional Organizations — 2020–Present

Through my service in the U.S. Army Special Operations Command and 75th Ranger Regiment, I have participated in professional military organizations and maintained relationships within the Ranger and Special Operations communities. These organizations promote professional development, leadership, service, and continued support of members of the military community. I am an active mentor through the Three Rangers Foundation that helps special operations veterans to land on their feet running during their transition from military service to civilian life.

22. List chronologically (beginning with the most recent) any public offices you have held, including the terms of service and whether such positions were elected or appointed. Also state chronologically any unsuccessful candidacies you have had for elective office or unsuccessful nominations for appointed office.

E. PROFESSIONAL CONDUCT AND ETHICS

23. Have you ever been publicly disciplined for a breach of ethics or unprofessional conduct by any court, administrative agency, bar association, licensing board, or other professional group? If so, provide the details. *No*
24. Do you have any potential conflicts of interest as it pertains to public utilities (e.g. ownership in regulated utilities, prior employment by or representation of utilities or other entities regulated by the Public Service Commission)? If so, please disclose them. *No*

25. Have you ever been arrested or convicted of a violation of any federal law, state law, or county or municipal law, regulation or ordinance? If so, provide the details. Do not include traffic violations unless they also included a jail sentence. *No*
26. Have you ever been found liable in any civil proceedings for damages or other legal or equitable relief, other than marriage dissolution proceedings? If so, provide the citation of a reported case or court and case number for any unreported case and the year the proceeding was initiated (if not included in the case number). *No*
27. Is there any circumstance or event in your personal or professional life that, if brought to the attention of the Governor, would affect adversely your qualifications to serve on the Public Service Commission? If so, provide the details. *No*

F. BUSINESS AND FINANCIAL INFORMATION

28. Are you currently an owner, officer, director, or otherwise engaged in the management of any business? If so, please provide the name and locations of the business and the nature of your affiliation, and state whether you intend to continue the affiliation if you are appointed as a Public Service Commissioner.
- Yes. I am currently serving as President and CEO of Service to Summit, a 501(c)(3) nonprofit organization located in Billings, Montana. In this capacity, I am responsible for executive leadership, organizational management, strategic planning, stakeholder engagement, and oversight of the organization's operations and activities. If appointed as a Public Service Commissioner, I intend to continue my affiliation with Service to Summit in my current capacity. Service to Summit is a nonprofit organization and does not have a business or financial interest in the matters regulated by the Public Service Commission. I would continue to comply with all applicable ethics, disclosure, recusal, and conflict-of-interest requirements and would recuse myself from any matter in which my participation could present an actual conflict or otherwise be inappropriate.*
29. Have you timely filed appropriate tax returns and paid taxes reported thereon as required by federal, state, local and other government authorities? If not, please explain. *Yes*
30. Have you, your spouse, or any corporation or business entity of which you owned more than 25% ever filed under title 11 of the U.S. Bankruptcy Code? If so, give details. *No*

G. PHILOSOPHY

31. State the reasons why you are seeking office as a Public Service Commissioner.
- I am seeking to serve as a Public Service Commissioner because I believe my experience in military leadership, government, business operations, economics, and community service has prepared me to contribute meaningfully to an important public responsibility.*

Throughout my career, I have been motivated by opportunities to serve and to take responsibility for difficult problems that have a direct impact on people and communities. My service with the U.S. Army Special Operations Command and 75th Ranger Regiment taught me the importance of accountability, disciplined decision-making, and putting the mission and the people I serve ahead of personal interests. My subsequent experience in the U.S. House of Representatives gave me a firsthand understanding of public policy, government agencies, and the concerns of constituents.

My experience in the private sector as Director of Operations at Anderson Foundries also gave me a practical understanding of how regulatory decisions, operating costs, infrastructure, workforce considerations, and economic conditions affect businesses. Combined with my academic background, I believe I can approach complex issues with both analytical rigor and an appreciation for their real-world consequences.

*I am particularly interested in serving because the decisions of the Public Service Commission affect essential services and have significant consequences for Montana families, businesses, communities, and the state's long-term economic development. **I believe those decisions should be made carefully, transparently, and based on sound analysis, while recognizing the legitimate interests of consumers, regulated entities, and the broader public.***

Finally, I am seeking this office because I want to continue a career of public service and leadership in Montana. I believe my combination of operational experience, quantitative and economic education, government experience, and leadership across the military, private, and nonprofit sectors would allow me to bring a practical, independent, and service-oriented perspective to the Commission. While I may not be an expert in any specific capacity of the public service commission, I am experienced in listening, learning, and make articulate decisions in unfamiliarity. My decisions are made through diligence, and a commitment to the facts, the law, and the long-term interests of Montana.

32. What three qualities do you believe to be most important in a good Public Service Commissioner?

*I believe the three most important qualities of a good Public Service Commissioner are **integrity and independence, sound judgment and analytical ability, and accountability and practical leadership.***

A Public Service Commissioner must be willing to make decisions based on the law, the facts, and the public interest rather than political pressure, personal relationships, or the interests of any party. The Commission's decisions can have significant consequences for consumers, businesses, and communities, and the public must have confidence that those decisions are made fairly and transparently.

Public Service Commission matters can involve complex economic, financial, technical, and regulatory issues. A Commissioner must be willing to understand the underlying facts, evaluate competing arguments, ask difficult questions, and consider both the immediate and long-term consequences of a decision. My education has reinforced the importance of approaching complex problems in a disciplined and analytical manner.

A Commissioner should understand that regulatory decisions have real-world effects on families, businesses, employees, and communities. Good leadership requires listening to stakeholders, understanding different perspectives, making difficult decisions when necessary, and accepting responsibility for those decisions. My military, government, business, and nonprofit leadership

experiences have taught me the importance of accountability and of translating complex issues into practical decisions.

*Ultimately, I believe a good Public Service Commissioner should be **independent enough to make difficult decisions, analytical enough to understand their consequences, and accountable enough to make those decisions in service to the public.***

33. Please describe your policy perspectives on utility regulation, including how you would balance affordability for ratepayers, reliability of service, and the state's energy, environmental, and distributive equity goals in your decision-making as a commissioner.

***Affordability, reliability, and long-term sustainability.** The Public Service Commission has an important responsibility to protect ratepayers while also ensuring that regulated utilities remain financially capable of providing safe and reliable service. I believe distributive equity is best addressed by ensuring that Commission decisions are fair, transparent, and based on the actual costs and benefits imposed on different classes of customers. I would be attentive to the effects of rate structures and major investments on rural customers, working families, seniors, low-income households, and Montana businesses. The goal should not be to favor one group over another, but to ensure that customers are treated fairly and that the costs of providing service are allocated in a manner supported by law and evidence.*

*I view utility regulation as a balancing exercise grounded in evidence and law. **Affordable rates matter, but so do reliable service and financially sound utilities. Environmental and energy objectives matter, but they must be pursued within the authority granted to the Commission and with appropriate consideration of their costs and consequences.** My goal would be to make decisions that protect ratepayers today while preserving reliable, sustainable utility service for Montana.*

34. What is your philosophy regarding the interpretation and application of statutes, regulations, and the Constitution in proceedings before the Public Service Commission?

*Ultimately, my philosophy is straightforward: **the Commission's authority comes from the law, its decisions should be grounded in the evidence, and public trust requires Commissioners to faithfully apply both.** My responsibility as a Commissioner would not be to impose my personal preferences through regulation, but to exercise the authority granted to the Commission fairly, independently, transparently, and in accordance with the Constitution and laws of Montana and the United States.*

H. MISCELLANEOUS

35. Please provide the names and contact information for three references who are in a position to comment upon your professional abilities.

Sonny Capece – [REDACTED]

Ryan Zinke – [REDACTED]

David Lee Sanders – [REDACTED]

CERTIFICATE OF APPLICANT

I hereby state that to the best of my knowledge the answers to all questions contained in my application are true. By submitting this application I am consenting to investigation and verification of any information listed in my application and I authorize any professional disciplinary office or committee, educational institutions I have attended, any references furnished by me, employers, business and professional associates, law enforcement agencies, all governmental agencies and instrumentalities and all other public or private agencies or persons maintaining records pertaining to my citizenship, residency, age, credit, taxes, education, employment, civil litigation, criminal litigation, law enforcement investigation, admission to the practice of law, service in the U. S. Armed Forces, or disciplinary history to release to the Office of the Governor of Montana or its agent(s) any information, files, records, or reports requested in connection with any consideration of me as a possible nominee for appointment to the Public Service Commission.

I further understand that the submission of this application expresses my willingness to accept appointment as Public Service Commissioner if tendered by the Governor, and my willingness to abide by all applicable Montana laws (including the financial disclosure requirements of MCA § 2-2-106).

5 August 2026

Nicholas A. Loos

(Date)

(Signature of Applicant)

An electronic copy of your application must be submitted by
5:00 p.m. on Wednesday, August 5, 2026

Send the electronic copy to: caitlin.wagoner@mt.gov