



**COMMUNITY  
POWER COALITION  
OF NEW HAMPSHIRE**

## MEMBER OPERATIONS AND ENGAGEMENT COMMITTEE – DRAFT MINUTES

Meeting Type: **Member Operations and Engagement Committee**  
Meeting Location: **14 Dixon Ave, Suite 201, Concord, NH 03301**  
Meeting Date: **Tuesday, April 11, 2023**  
Meeting Time: **Noticed for 10:00 AM**

### Attendees:

- Committee Chair Lisa Sweet, Rye Director
- Craig Putnam, Hudson Director
- Jo-Ellen Courtney, Enfield Alternate
- Howard Kalet, Rye Alternate
- Jamie Hess, New London Director (virtual)
- Paul Looney, Walpole Director (virtual)

### Absent:

- Jackie Wengenroth, Pembroke Alternate (virtual)
- April Salas, Hanover Director

### Guests:

- CPCNH: Director Howard Moffet, Town of Canterbury; Dori Drachman, Peterborough Community Power Committee; Board Chair Clifton Below, Lebanon Director.
- Clean Energy NH: Sam Evans Brown
- Henry Herndon, Consultant

## MINUTES

### 1. Welcome & Housekeeping

- a. Rollcall, quorum confirmation(1/3 of 8 → 3), consensus on agenda

Committee Chair Lisa Sweet called the meeting to order at 10:06am and noted that Nat Balch of Durham has resigned from his post as CPCNH Alternate Director, and Steve Holmgren will become Durham's Member Director when appointed by the Durham Town Council.

Alternate Jo-Ellen Courtney suggested the following topics for discussion: (1) new members, orienting them, answering their questions; and (2) the new structure of the Committee. Director Howard Moffett asked that (3) an update on the status of regulatory complaint documenting utility failure to comply with law and regulation be added to the agenda.

- b. Approval of 2/7/23 Draft Minutes (3/7/23 meeting was canceled)(Action)



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*Director Craig Putnam moved to approve the minutes of the 2/7/23 meeting. Alternate Howard Kalet seconded. Hearing no objection, Committee Chair Sweet declared the motion approved by unanimous Consent.*

### 2. Member Services Update

- a. Wave 1, Wave 1+, Wave 2, New Members (Henry)

Consultant Herndon provided an update on the several categories of Members.

- ⚡ Ten Wave 1 Members are launching service and enrolling customers starting in April (Enfield, Exeter, Hanover, Harrisville, Lebanon, Nashua, Peterborough, Plainfield, Rye, Walpole). These Members have:
  - Completed all critical path milestones across the three Community Power phases (Join Coalition; Adopt Community Power Locally; State Approval and Launch) save for the final remaining action which is to commence enrollment of Community Power customers starting on April 23 or April 27 depending on the Community.
  - Over the past few months, Wave 1 Communities and CPCNH have approved authorizing contracts, documents and policies; conducted public education and media campaigns equipped with CPCNH materials and trainings; published customer-facing webpages on CommunityPowerNH.gov; published electric rates on the NH Department of Energy webpage; participated in hedge recommendation and authorization meetings for power procurement; participated in CPCNH Committee and Board deliberations and decision for rate setting; requested various utility data sets to inform procurement and customer noticing; designed and mailed approximately 70,000 customer enrollment notification mailers; hosted public information sessions attended by many hundreds of Granite Staters; among the other various critical path tasks required to launch a Community Power Agency and Community Power service.
- ⚡ Four Wave 1+ Members are positioned to launch service this spring.
  - Canterbury and Portsmouth have fully approved Electric Aggregation Plans (state and locally); have executed Cost Sharing Agreement and Member Services Contracts, and approved CPCNH Policies for Energy Portfolio Risk Management, Retail Rate Setting, Financial Reserves, and Data Security and Privacy; and will participate in a Risk Management Committee hedge/procurement recommendation and authorization meeting on Wednesday 4/12 in advance of issuing mailers expanding public outreach, and conducting other activities in advance of a late May early June customer enrollment and launch.
  - Dover and Durham have fully approved EAPs and may authorize launch in early May to allow for customer enrollments in late June early July.
- ⚡ Seven Wave 2 Communities have completed Phase 2: Local Adoption of Community Power by EAP Approval (Hancock, Hudson, New London, Pembroke, Warner, Webster, Westmoreland). These



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communities are entering Phase 3: State Approval and Launch, and will likely track towards a Spring 2024 launch and enrollment.

- Additionally, the Town of Newmarket is nearing Local EAP Adoption, with its second public hearing on the EAP tomorrow on 4/12/23, to be followed soon after by Town Council adoption.
- Ten Wave 3 Communities remain in the early stages of Phase 2: Local EAP Adoption
  - Androscoggin: Berlin, Randolph, Shelburne and perhaps other municipalities in the Androscoggin Valley intend to establish the state’s first Regional Community Power Aggregation, and thus will specially customize their Electric Aggregation Plan (EAP) to create one uniform EAP across the region.
  - Boscawen, Brentwood, Lyme, Rollinsford, Stratham, Sugar Hill, and Wilmot are on track for Town Meeting 2024 EAP Approval.

CPCNH’s Electric Aggregation Plan Tracker VERSION 2.0 is available for viewing in the CPCNH Drive → Wave 2 Folder (and also here):

<https://docs.google.com/spreadsheets/d/1yUKCrshSEfxMMgyIad3KX4Ag0Khs3qDNqr5tDOkZqJA/edit#gid=333143669>

- b. Opt-up campaigns
- c. Member Mentors-Plan meeting time for next steps

The Committee discussed inviting Member Mentors to the 4/18 Orientation for the newest Coalition Members: Lyme, Randolph, Rollinsford, and Stratham and other opportunities to activate the Member Mentors.


Director Paul Looney suggested a topic for Member Ops engagements to be discussion of how Net Metering will work, strategy and timing for resolving issues with utility data sharing, and exactly how Net Metering customers would be credited for their power.

### 3. Clean Energy NH Update

- a. Member Candidates – Prioritized list
- b. Update on Working Activities

Consultant Herndon noted that current engagements with Member Candidates, supported by Clean Energy NH and their Energy Circuit Rider Staff, include meetings and inquiries from Pittsfield, Greenland, Mason, Dalton, Fitzwilliam, North Hampton, Concord, and others.

Sam Evans-Brown reported on Clean Energy NH’s (CENH) work printing materials, publishing ads in regional outlets, working with B-Fresh and Clifton Below on PR activities including multiple WMUR segments, and that CENH was in the process of transitioning to Community Engagement through regional Energy Circuit Rider staff/programs who would support engagements with interested communities. Mr. Evans-Brown

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reported that CENH has conducted an analysis of more than 50 member candidates from across the state to inform prioritization of Community Engagement of Member Candidates.

Consultant Herndon noted that CPCNH Legal and Consultants were working to finalize a pathway for Cheshire County Community Power to launch and incorporate Towns within the County who choose to join by vote of their governing body.

*Alternate Howard Kalet moved to instruct Consultant Herndon or Chair Sweet to send a message to the Membership inviting Members to nominate CPCNH as the Energy Week Small Business Energy Champion. Alternate Jo-Ellen Courtney seconded. Hearing no objection, Committee Chair Sweet declared the motion approved by unanimous consent.*

#### 4. Member Operations and Engagement Committee April 2023-2024

- a. Proposal 2023 – 2024 Member Engagement Committee (Attachment 1 below)

Chair Below and Committee Chair Sweet will review the results of the Board Election and Committee Survey.

Committee Chair Sweet stated that the Member Operations and Engagement Committee has fulfilled its charter for its first year of existence by advancing member readiness for launch, creating frameworks for tracking and supporting members through all Community Power phases, and successfully sharing resources across the membership. As CPCNH transitions to steady-state and on-boarding the CEO and staff, it would be appropriate for the Committee’s focus to shift from operations to engagement. Committee Chair Sweet outlined a proposal by which the Committee would meet six times per year, while additionally sponsoring Member Engagement opportunities and forums including:

- ⚡ Electric Aggregation Plan 101
- ⚡ Procuring Power / Setting Rates 101 (in coordination with the Risk Management Committee)
- ⚡ Community Engagement 101 (designing action plans, media trainings, etc.)
- ⚡ Legislative Priorities (in coordination with the Regulatory and Legislative Affairs Committee)
- ⚡ CPAs and Projects

Committee Chair Sweet also described that the Committee could support the programming for Members at the Membership Meetings, and otherwise facilitate networking among Members.

*Alternate Jo-Ellen Courtney moved to recommend the Member Operations and Engagement Committee recommend the Board, at the Annual Meeting, adopt the new committee name and new committee description as follows:*



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*There shall be a Member Outreach and Engagement Committee (MOEC) consisting of up to twelve seats which may be filled by Directors, primary or alternate member representatives, or other individuals appointed by the Board Chair. The committee shall be responsible for supporting and facilitating Member engagement, education, and collaboration across the Membership, present and future, and providing a forum for the Members to interact with one another and with the organization. The committee membership should reflect the diversity of the Membership in community size, governing structure, and geography.*

*Howard Kalet seconds. Motion carried unanimously on a rollcall vote.*

b. Interest for next year

Chair Below shared the names of those who have expressed an interest in being on the committee for the coming year. The committee would like the committee to be representative of our membership and we would like to ensure that we have representation from the following categories if possible: “city”, “county”, “new”, and “north”.

c. Consideration of Member Services staffing proposal (Attachment 2 below)

Mr. Sam Evans-Brown and Consultant Herndon left the meeting.

The Committee discussed the draft proposal for a new position prepared by Committee Chair Sweet. Recognizing the comprehensive work that Consultant Herndon has done during his time with CPCNH, the committee considered a proposal to create an internal position to ensure that the work will continue without interruption as we transition from our current start-up phase to an operational phase. We were clear that we are talking about a position and discussed how to articulate the urgent need to continue the work while respecting the new CEO’s ability to build the best team for CPCNH.

We discussed what the JPA and the By-laws indicate are the duties of the board in hiring and the duties of the CEO in hiring. The CEO is empowered to hire staff when the Board votes to authorize a position and a budget line item to support it.

We also reviewed the work needed to comprehensively support Members and the organization throughout the process of joining CPCNH through implementing a CPA, the role of coordinating with our Member Services vendor, and the need for additional internal capacity. The proposal describes the critical need to maintain and further develop our capacity to serve our Members and grow our organization.

We also discussed the importance of ensuring that the CEO has the ability to shape the position as he builds the team. We want to articulate the need for a position to ensure continuity rather than leave it to discovery.

*Director Putnam made the following motion and Alternate Courtney seconded.*



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*Move to recommend the Board act to authorize an internal position to direct and manage member operations and engagement and authorize a budget line item once the Chief Executive Officer develops the position description.*

*The motion passed unanimously on a rollcall vote.*

**5. Adjourn – Next meeting Tuesday 5/9/23, 10:00am**

*Hearing no objection, Committee Chair Sweet declared the meeting adjourned at 11:50am.*

*Attachments 1 and 2 below:*



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### Revision of Committee Description

#### Member Operations & Engagement Committee

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**To:** CPCNH Member Operations and Engagement Committee  
**From:** Director Sweet Chair of Member Operations & Engagement Committee  
**Date:** 8 April 2023  
**Subject:** Revision of Committee Description

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The Member Operations and Engagement Committee has been hard at work for the past year and a half. In reviewing the original committee description, we can see that we have been able to accomplish our original goals.

As CPCNH grows, a new structure would transition the committee away from operations and toward engagement. The activities would provide opportunities for Member engagement, education, and communication. It would help us to hone our messaging and provide a bridge between the Members and the operating organization.

- The committee will be supported by the Member Services staff.
- The committee will work with other committees, Member Services staff, and the CEO to provide information about the workings of CPCNH to the Membership.
- The CEO will need the opportunity to shape the schedule and determine the budget for activities (meeting places, food/drink, etc).
- The committee would target having six business meetings, four Engagement Events, and work with the Executive Committee to co-host two additional Member Meetings.

#### Member Engagement Event Ideas:

Energy Aggregation Plan 101 (target: Members beginning to write EAP)

- What is the EAP?
- Process and Timeline
- Checklist





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Procuring Power/Setting Rates 101 (co-host with Risk Management Committee)

- Risk Management/Rate Setting Overview
- How does CPCNH procure power?
- How does CPCNH set rates?
- Review of policies

Community Engagement 101 (focus on community engagement campaigns for spring launching members)

- Working with the media
- Planning and executing
- Materials available
- Timelines

Legislative Priorities/Advocacy

- Legislative and Regulatory Comm can review legislation being followed
- How can Membership support favorable legislation?

CPAs/Projects

- Overview of existing CPA - what kinds of products/projects are they doing?
- Future opportunities for CPCNH
- Examples of CPCNH projects

### Proposed Membership Meeting Ideas

- Target a summer and a winter Meet and Greet to follow Membership Meetings
- Provide some programming (like Members sharing launch experience, tour of a project, etc)
- Provide time and space for Membership and CPCNH staff to network with one another

### Description of Member Operations & Engagement Committee

#### Current (since 10/2021):

The Member Operations and Engagement (MOE-C) Committee shall consist of at least two Directors or alternates, one of which shall serve as chairperson of such Committee.





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The charter of this committee is to support coordination and collaboration across Members to advance member readiness to launch an initial slate of Community Power Programs in 2022. This committee would be responsible for creating a framework for tracking member status towards initiating or finalizing Electric Aggregation Plans, sharing and networking resources that support member preparation for town meeting warrants, city council meetings and/or other committee meetings, to support member engagement needs in requesting and synthesizing community electricity data requested from the respective utility, and ultimately recommending - by Spring 2022 - a prioritized list of CPCNH services to the full Board.

### **Proposed for April 2023 - April 2024:**

*There shall be a Member Engagement Committee (MEC) consisting of up to nine seats which may be filled by Directors, primary or alternate member representatives, or other individuals appointed by the Board Chair. The committee shall be responsible for supporting and facilitating Member engagement, education, and collaboration across the Membership and providing a forum for the Members to interact with one another and with the organization. The committee membership should reflect the diversity of the Membership in community size, governing structure, and geography.*

### **Recommendations for Member Operations and Engagement Committee:**

Move to recommend new committee name, description for 2023-2024 to be voted on at the Annual Meeting. The chair will make appointments to the committee upon approval.



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## Proposal for New Position

**Member Operations & Engagement  
Committee**

**To:** CPCNH Member Operations and Engagement Committee  
**From:** Director Sweet Chair of Member Operations & Engagement Committee  
**Date:** 8 April 2023  
**Subject:** Member Operations & Engagement Committee Proposal

### Position Proposal:

### Internal Position to direct and manage Member Operations & Engagement

#### Position Summary: Need

Community is at the heart of CPCNH. Communities need to be supported and engaged throughout the entirety of the planning, launch, and operation of their Community Power programs. While the draft business plan identified several key positions that would be needed once CPCNH became operational, one position that was not articulated there is one that focuses on our Members as Members. This is an *immediate and sustaining need* that must be addressed as soon as possible.

Two aspects that have been identified in the Technical Assessment as critical to the ongoing success of CPCNH are membership growth and the development of projects. Community Engagement is critical in both areas. Once a community has established a Community Power Aggregation (CPA), it will need to continue to be educated, supported, and engaged so the Coalition can successfully and powerfully advocate for legislative change, help Members engage their communities in project development, and ensure that we provide the best possible experience for our Members.

#### Position Summary: Board Duty to Authorize Positions

The Joint Powers Agreement (JPA) and CPCNH By-Laws state the following:

#### ✦ JPA ARTICLE VIII – EMPLOYEES AND AGENTS

- **SECTION 2. Employees and Other Agents.** *“The Board of Directors may appoint, from time to time, such employees and other agents as it shall deem necessary, in accordance with the terms of the Articles of Agreement, the Corporation By-Laws, and this Agreement.”*

#### ✦ CPCNH By-Laws ARTICLE V – BOARD OF DIRECTORS

- **Section 5.2 Board Duties.** *“In addition to those duties outlined in Section 5.1 above, the Board may appoint a Chief Executive Officer and authorize such other positions as it shall deem necessary to conduct the work of the organization.”*

#### ✦ CPCNH By-Laws ARTICLE VIII – CHIEF EXECUTIVE OFFICER



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- o "...The Chief Executive Officer shall be responsible for the day-to-day operation of CPCNH, and is empowered to hire additional staff, who report the Chief Executive Officer, when the Board votes to authorize a position and a budget line to support it..."

Our Joint Powers Agreement and By-Laws are clear and consistent that it is our duty as the Board of Directors to: (1) authorize the positions necessary to conduct the work of the organization, and (2) empower the CEO to hire for those positions.

### Position Summary: Description

The Community Power journey is extensive. Where the broker model strives to make the journey as "easy" as possible, the mission of the Coalition is to "foster resilient New Hampshire communities by empowering them to realize their energy goals." This requires ongoing interaction with our Members. The legs of the journey, and the support needed for operations and engagement are described below.

**Recruitment of Member Candidates → Onboarding New Members:** Bringing a Community Power program to one's community begins with an inspiring idea that takes root with one or more community leaders, the formation of a Committee, and the adoption of our Joint Powers Agreement. The recruitment and onboarding phase of membership requires considerable resources, and in particular, professional staff who can appear before committees and local governing bodies to comprehensively explain CPCNH, its mission and values, its technical services and operations, and inspire confidence and trust in newly interested New Hampshire communities.

Once the governing body decides to join CPCNH by signing the Joint Powers Agreement, the new Member must then be onboarded and guided through the operations of the Coalition. We hope to optimize the participation of the new Member by empowering them to participate with CPCNH and become an "expert" in Community Power for their community.

**Development of Energy Aggregation Plan → Local Approval:** Once CPCNH Membership is established, the local committee, the municipal governing body, and the community as a whole proceed through a process of learning and development. The Committee is supported by CPCNH to prepare an Electric Aggregation Plan, conduct public outreach and education, hold hearings, and navigate the local legislative body approval process. The local leaders are supported in advanced topics of energy portfolio risk management, retail rate setting, and financial reserve governance and management as detailed in CPCNH's policies. Communities must be guided through regulatory rule requirements, filing of Electric Aggregation Plans with the Public Utilities Commission, submitting data requests to their utilities, among other requirements. They must be further supported to understand CPCNH's Cost Sharing Agreement and Member Services Contract for the Complete Service Bundle. The local governing body must sufficiently trust and understand the CPCNH model to delegate authority for program launch and operation to CPCNH by executing these contracts.

**Local Approval → CPA Launch:** Once a Member has authorized CPCNH as the Community Power provider, there are numerous customer- and community-facing



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resources and services CPCNH provides as part of the launch of a Community Power program. These include managing the development of public education materials, handouts, posters, and messages; development of member-specific logos and webpages; and general staff availability to answer questions from community leaders and constituents as a trusted and authoritative advisor. CPCNH requires staff capacity to adequately support public information sessions that are legally required to be held prior to launch of a program.

**Ongoing Member Engagement:** Once Member CPAs are launched, garnering feedback from Member communities will be vital to ensuring satisfaction with our services. Facilitating interaction among Members at all stages of this journey will be key to leveraging the strengths of our Members. We have initiated a Member Mentor program to match more experienced Members with new Members. We envision continued engagement with our growing Membership through Member forums where the work of the CPCNH staff, vendors, and committees can be brought to the Members in order to continue to educate them and help them develop and pursue their energy goals.

“Helping communities demystify the power sector to make informed decisions” (a core value of CPCNH) requires that we provide continued engagement and interaction among our Members. Getting to where we are today has required all of us to contribute what we can when we can and fostering that collaboration will be invaluable as we transition to our operational stage.

### Outline of Duties and Responsibilities

This position would oversee and support CPCNH Members from the first interest in Community Power through the ongoing operation of Member CPAs. The position will manage and be supported by either one or more sub-contracted community engagement service providers or one or more internal staff reports to service member needs regionally and statewide. The scope will need to be developed but should include the following areas.

#### Collaboration, Community Engagement, and Program Development

1. *Membership Expansion*
2. *Electric Aggregation Plan (EAP) Development + Local Adoption + State Approval*
3. *Community Power Aggregation (CPA) Launch*
4. *CPA Operation, Evolution, and Project and Program Development*

#### Committee Support, Administration and Management

#### Policy and Regulatory Advocacy

#### Discussion

This draft position proposal encompasses most of what CPCNH is currently doing to bring on new members and support them throughout the process. It also provides for the transition and expansion that we are about to experience as we become operational. Currently, our recruiting activity is more reactive but once our trajectory is set and we



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have more internal capacity, we would like to become pro-active. Already, especially with the announcement of rates, we are seeing more inquiries for membership.

We have Members at all stages of CPA development needing differentiated support. We will also have a smaller board and will need to actively engage all of our growing number of members. The Member Operations and Engagement Committee, with support, can pivot to plan and provide more educational and interactive opportunities for all Members. CPCNH will also begin to identify and plan for member projects and need to actively support those communities and educate the broader membership about future possibilities. All of this will need legislative support and advocacy which our educated and engaged Membership can help to support.

It is critical to maintain and further develop our capacity to serve our Members. While we have been successful in supplementing our capacity with outside vendors, creating an internal position to oversee and manage the described scope will provide a stable foundation as we transition through the initial stages of development.

### Recommendations for Member Operations and Engagement Committee

Based on the materials in this report, I recommend that the Member Operations and Engagement Committee take the following actions:

- ✦ ***Move to recommend the Board act to authorize an internal position to direct and manage Member Operations and Engagement function and empower the Chief Executive Officer to further refine the position description and hire to fill the position.***