



To: CPCNH Member Operations and Engagement Committee
From: Director Lisa Sweet, Chair of Member Operations and Engagement Committee
Date: September 2, 2022
Subject: Resourcing Member Services Requirements

Hello CPCNH Member Operations and Engagement Committee,

This memo summarizes CPCNH's status for resourcing Member Services requirements for our communities, focusing on:

1. The Tuesday 8/30 CPCNH Risk Management Committee recommendation to the CPCNH Board of Directors to enter into contract negotiations with Clean Energy NH for the provision of Member Services;
2. Summary of existing support provided by Herndon Enterprises and gaps;
3. Summary of the Clean Energy NH proposal;
4. Member Services resourcing analysis for combined services of Herndon Enterprises and Clean Energy NH.

1. CPCNH Risk Management Committee Recommendation re: Clean Energy NH

On Tuesday August 30, the CPCNH Risk Management Committee voted on a Recommendation to the Board of Directors to:

"Enter into contract negotiations with Clean Energy NH for the provision of Member Services, with the understanding that there will be internal oversight of the service area and that CPCNH intends to eventually internalize Member Services capacity."

Pending the Board's agreement with the recommendation, this will substantially conclude the vendor partner recommendation portion of the RFP process, such that the Board has:

1. Authorized contract negotiations with Calpine Energy Solutions for Retail Customer Services
2. Authorized contract negotiations with Ascend Analytics for Energy Portfolio Management Services and credit support
3. Authorized contract negotiations with River City Band for Financial Services
4. Authorized dissemination of a Request for Qualifications for Accounting Services
5. Received the recommendation from Risk Management on Member Services is pending action on that recommendation.



2. Summary of Existing Support Provided by Herndon Enterprises and Gaps

Since April 2022, CPCNH has budgeted an average of 100 hours / month, or 25 hours / week, for our Consultant Henry Herndon to conduct:

1. Member Services (~69% of time actual vs. 50% anticipated);
2. Community Engagement and Member Recruitment (~18% of time actual vs 30% anticipated);
3. Administrative and Communication Services (~12% of time actual vs. 20% anticipated).

In August, Henry's work load increased to 150 hours, or 37.5 hours / week. The summary below details the work load. We anticipated continuing on at the roughly full-time level throughout the remainder of the year, particularly in light of the work that will be required to coordinate with Clean Energy NH if the Board should choose to go that route.

At this rate, Mr. Herndon's budget of hours will last through the first week of November.

The following summarizes the support provided by Henry, and yet-to-be-filled gaps.

- **Member Services** includes:
 - Electric Aggregation Plan (EAP) approvals and modifications, for Members at different stages of the process (approval of ~ 9 Wave 2 EAPs; modification of ~11 Wave 1 EAPs); preparing 9 EAP templates/drafts; assisting with utility aggregate load data requests and analysis; leading Electric Aggregation Committee (EAC) and governing body work sessions for EAPs; preparation of public hearing presentations and attendance at public hearings; standardizing and streamlining submission of EAPs to the Public Utilities Commission (PUC), utilities, and state agencies;
 - Public education materials, planning, and support with various events/engagements, which beyond the minimum requirement of two public hearings (x18 for Wave 2 members), includes refreshing and developing public education materials, 2-pagers customizable by community, FAQs, talking points resources, and other public education material, and attendance at various public education events and activities at the request of Members;
 - Being available to Members, EACs and governing bodies to support understanding and adoption of key policies and agreements to be developed with Ascend Analytics (e.g., Cost Sharing, Energy Risk Management, Financial Reserves).

Availability of generic educational resources does not alone meet the Member Services requirements of Community Power Aggregation (CPA) launch. A remaining and significant capacity gap is support for every Member EAC to **develop and execute community-specific public and media engagement strategies that**



cover EAP approval through program launch, discussed further in the Clean Energy NH proposal summary.

- **Community Engagement and Member Recruitment**

- No fewer than 35 communities are actively seeking engagement and support from CPCNH and have expressed a desire to become Coalition members. Interest is growing rapidly, especially in the context of spiking electricity costs. Mr. Herndon has presented at over a dozen Non-CPCNH Member governing bodies and committees since May of this year. There are dozens of communities that require active follow-up, engagement and support beyond CPCNH’s current capacity. Actively engaging and supporting all of the would-be Members of CPCNH requires additional resources to partner with local champions and support them fully in successfully navigating the CPCNH Membership process. Capacity to sufficiently engage with and support these would-be Members, and bring them into the Coalition, remains a gap.
- The following table summarizes interested communities:

Potential Members	Population	MWH / yr (estimated)	Revenue (15.2 c/KWh)	Net Margin (@ 7%)
Top 10	326,164	1,141,574	\$ 171,464,415	\$ 12,002,509
Middle 10	49,199	172,197	\$ 25,863,914	\$ 1,810,474
Bottom 16	21,527	75,345	\$ 11,316,744	\$ 792,172
Total 36	396,890	1,389,115	\$ 208,645,073	\$ 14,605,155

- **Administrative and Communications Services.** Mr. Herndon attends Board and Committee meetings, take minutes and coordinates with the Secretary on minute posting, coordinates meeting spaces and venues, manages the CPCNH website and the contact database of subscribers, fields and refers incoming inquiries from various institutions and organizations, drafts memos and communications, and provides various other administrative and communication services.

To summarize, Member Services capacity gaps at present include:

1. Support for Member EACs in planning and executing public and media pre-launch engagement campaigns;
2. Development of Member-specific websites;
3. Statewide media strategy development and execution for CPCNH;
4. Capacity to engage, onboard, and support Joint Powers Agreement execution, EAP approvals, and CPA launch for the dozens of New Hampshire communities that have expressed interest in joining CPCNH.



3. Summary of Clean Energy Proposal to Provide Member Support Services

Clean Energy NH (CENH) is a non-profit energy advocacy and education organization with a 20-year history, relationships and networks statewide, and a strong reputation. CENH has individual, business and municipal members, many of which overlap with CPCNH's membership. CENH played a key role in the founding of CPCNH by allocating significant paid staff time to the Organizing Group and Joint Powers Agreement development process throughout 2020. Clean Energy NH views the partnership as a natural and organic fit as our two organizations have similar missions and values.

CENH proposes to provide Member Support Services required by CPCNH and was the only RFP respondent to do so. CENH proposes to provide the following services:

- **Member-specific public engagement plans (including marketing materials refresh).** In preparation for CPA program launch, CENH proposes to support CPCNH Members and their EACs to customize and execute public engagement plans. These plans will: identify community thought leaders, communications mediums, networks, and events; assign action items/strategies for engagement; draft framing and messaging for op-eds, newsletters, and other communications mediums; organize plans and action items into a public engagement calendar for use by EACs and Committee members; and follow through on executing campaigns and disseminating messages and framing in preparation/advance of CPA launches to build public awareness and support. Each of these public engagement plans is to be customized by community, considering population, culture, demographics, communication networks, etc.
- **Create and support a statewide media strategy for CPCNH.**
- **Community engagement and new Member onboarding.** CENH has proposed to support engagement and onboarding of communities that are expressly interested in CPCNH membership. CENH proposes to coordinate with CPCNH to engage all 35 cities and towns currently on CPCNH's "community engagement tracker," prioritize the list and support adoption of the Joint Powers Agreement by new members. CENH proposes to cultivate an 18-month pipeline of new CPCNH Members towards approving and launching programs over the 2023-2024 timeframe. CENH proposes hosting annual events for member-candidates. CENH forecasts onboarding eight new Members by August 2023.
- **Member Electric Aggregation Plan (EAP) Approval.** CENH proposes to support development and approval of Member Electric Aggregation Plans. This category of work will require that CENH staff be trained and brought up to speed on past and present CPCNH experience, resources and templates for EAP approvals to prepare CENH to support subsequent waves of EAP approvals beyond CPCNH's current "wave 2" communities (who are in the process of bringing EAPs to 2023 Town Meetings).



- **Member websites, CRM services and policy monitoring.** CENH proposes to develop Member CPA webpages; provide a “tune-up” to CPCNH contact database and make available their “customer relationship management” systems for CPCNH; and act as “eyes and ears” for policy monitoring at the legislature and Public Utilities Commission.

CENH is in the process of hiring an Energy Circuit Rider (ECR) Program Manager and two Energy Circuit Riders, which will add capacity for CPCNH Member Services requirements. The ECR Program Manager will be the primary point of contact for the proposed partnership.

CENH has made clear that they hope to be a collaborative and flexible partner to CPCNH and to support the organization in a “bridge-the-gap” capacity, if necessary, which is to say CENH will be supportive as CPCNH develops internal capacity for certain Member Services functions over time throughout the transition from start-up to more steady-state operations.

CENH proposal cost is modest at ~\$5,300/month for a forecasted 22 months, providing for a mix of staff for up to 1 FTE/month, including the Executive Director, the Deputy Director (both of who have considerable communications and media experience), the Circuit Rider Program Manager (who would be the primary point of contact and project lead) and Circuit Riders, and the Local Energy Solutions Program Coordinator.

4. Member Services Resourcing Analysis for Combined Services of Clean Energy NH and Herndon Enterprises

Throughout the proposal, interview, and work forecasting process with Clean Energy NH, we conducted a detailed resourcing analysis for Member Services requirements. That analysis resulted in an understanding that fully resourcing our Member Services needs will require a combination of services from Herndon Enterprises and Clean Energy NH, and that there will need to be a training and liaison roll to bring Clean Energy NH up to speed and provide them with direction and oversight.

See the graphical depiction of Member Services requirements through May of 2024 included on the final page of this memo.

The result of resourcing analysis is an expectation that Henry’s work will continue at a full-time rate for the remainder of the year (and hopefully beyond), as the work for existing CPCNH Members ramps up and as the work of coordinating with CENH ramps up.

We anticipate the budget of hours in the current Herndon Enterprises contract to expire after the first week in November. Extending Herndon Enterprises services through the end of 2022 will require Board authorization of up to an additional 225 hours which equates to \$14,875 in Net 30 compensation and \$4,250 in deferred



compensation. The Herndon Enterprises contract as amended is effective through December 23, 2022.

The Board and Finance Committee are also beginning their 2023 budgeting process for the \$750,000 in start-up funding put forward by Calpine Energy Solutions. That process will include budgeting for Member Services as well.

Chair Clifton Below and I currently supervise and oversee Mr. Herndon through weekly meetings and more frequent communications. If the Board decides to move forward with a Clean Energy NH partnership, that structure will continue on as oversight to include the CENH relationship, with the expectation that Mr. Herndon will conduct more day-to-day liaison engagements and coordination with CENH.

I hope that this memo provides useful information to the Committee so that if the Committee wishes to weigh in on the resourcing of Member Services and provide input to the Board, it may be well informed in doing so.

Regards,

Lisa Sweet, Rye Director

Chair of Member Operations and Engagement Committee



Attachment: Member Services Requirements and Resourcing Analysis

# CPCNH MEMBERS	20	21	21	22	22	23	23	24
-----------------	----	----	----	----	----	----	----	----

KEY:	Key Milestone	GAP	Covered by Volunteers	Herndon Enterprises LLC
------	---------------	-----	-----------------------	-------------------------

		2022	2022	2022	2022	2022	2023	2023	2023
		AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
CPCNH		CRM Implementation	Local and state media strategy	Develop Pre-Launch Public Engagement Plan templates / talking points / materials		Board Adopts CSA/policies	Media Engagement		
CPCNH Member Services		Oversee Member Operations					Oversee		
Recruiting New Members (Conservative Projection)		Field inquiries and meet with Energy Committees, elected officials, staff as requested							
Onboarding New Members (Conservative Projection)			Onboard 1 New Member		Onboard 1 New Member		Onboard 1 New Member		Onboard 1 New Member
20 to 30 MEMBERS (Q3 2022 to Q1 2024)	All Members	Support gaining GB approval of JPA amendment		Support introduction of vendors and their roles to Members, EACs, and GBs as needed		Members sign CSA/policies			
Wave 1 CPAs (11 MEMBERS)	Wave 1 w/ approved EAPs (9 MEMBERS)	Review EAP modifications with GB's	Support EACs to gain GB approval of modified EAPs; submit EAPs to PUC and agencies	Support with implementation (data requests, understanding key documents and policies, rate setting process) + EAC / GB engagement re: Public Engagement Plans		Support EACs to gain GB approval of CSA, policies and Community Engagement Plan	11 Members: Pre-LAUCNH PUBLIC ENGAGEMENT CAMPAIGNS + branding / logos / websites		11 Members: PUBLIC HEARINGS (w/in 14 days of mailers)
	Wave 1 - EAP to be approved (2 MEMBERS)	Continue support of drafting, public hearings, Q&A	Support EACs to gain LB approval of EAPs; submit EAPs to PUC and agencies						
Wave 2 CPAs (9+ MEMBERS)	Wave 2 - Town Meeting (6+ MEMBERS)	Continue support of drafting EAPs		Technical Review of EAP; 2 Public Hearings		EAP finalized; Warrant article written; can submit to PUC and agencies	Support EACs to hold optional public engagement and informational sessions		6 Members: Town Meetings
	Wave 2 - Council / Board / County (3+ MEMBERS)	Map out expected timeline	Support execution of timeline to ensure that Council, Board of Aldermen, County Members gain approval of EAPs and implement CPAs; Potential recruitment of up to ~7 Council Members + onboarding + EAP drafting + CSA/policies approval						
Wave 3 CPAs (5+ MEMBERS)	2024 Town Meeting Members								



24	25	25	26	26	27	27	28	28	29	29	30
----	----	----	----	----	----	----	----	----	----	----	----

2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2024	2024	2024	2024	2024
APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	
Target Wave 1 Launch												Target Wave 2 Launch (could be expedited or rolling)		
Member Operations from Community Engagement through Implementation; Integrate with Customer Services														
Field inquiries and meet with Energy Committees, elected officials, staff as requested														
	Onboard 1 New Member		Onboard 1 New Member		Onboard 1 New Member		Onboard 1 New Member		Onboard 1 New Member		Onboard 1 New Member			
11 Members: PUBLIC ENGAGEMENT CAMPAIGNS (continued)		Ongoing Member Service Support (coordinate with Retail Customer Services; will vary depending on CPA and development of future options)												
Confirm that EAPs are submitted to/approved by PUC and agencies		NOTE: At this point Wave 2 is ready to prepare to implement their programs. The steps will be the same as for Wave 1 but timeline will be determined by when launch can happen. Support with implementation (data requests, understanding key documents and policies, rate setting process + EAC / GB engagement re: Public Engagement Plans				Support EACs to gain GB approval of CSA, policies and Pre-Launch Community Engagement Plan			9+ Members: Pre-LAUNCH PUBLIC ENGAGEMENT CAMPAIGNS + branding / logos / websites		9+ Members: PUBLIC HEARINGS (w/in 14 days of mailers)			
	Draft EAP for 2024 Town Meeting Members			Technical Review of EAP and 2 Public Hearings			EAP finalized; Warrant article written; can submit to PUC and agencies	Support EACs to hold optional public informational sessions		5+ Town Meetings				