



**COMMUNITY  
POWER COALITION  
OF NEW HAMPSHIRE**

## RISK MANAGEMENT COMMITTEE – MINUTES

Meeting Type: **Risk Management Committee**  
Meeting Location: **McConnell Center Room 305, 32 St. Thomas Street  
Dover, NH & Microsoft Teams Meeting**  
Meeting Date: **Tuesday, August 30, 2022**  
Meeting Time: **Noticed for 8:30AM**

### Committee Members in Attendance:

- Risk Management Committee Chair Matt Miller, Town of Pembroke Director
- Kevin Charette, City of Portsmouth Director
- Jackson Kaspari, City of Dover Alternate
- Clifton Below, City of Lebanon Director (virtual)
- Peter Kulbacki, Town of Hanover Alternate (virtual)
- April Salas, Town of Hanover Director (virtual)

### Committee Members in Absence:

- Treasurer Kimberly Quirk, Town of Enfield Director
- Nick Devonshire, Town of Exeter Director

### Guests:

- Samuel Golding, Consultant

## COMMITTEE DELIBERATIONS AND RECOMMENDATIONS

The Risk Management Committee held a public meeting on 8/30/22 to evaluate and consider CENH's proposal to provide Member Services.

**Committee Chair Miller** called the meeting to order at 8:31am, called the roll, reviewed the agenda and provided a recap of the RFP process to date, broadly, and specifically as it related to the Member Services proposal from Clean Energy NH. He also stated that Director Salas was recused from deliberating and voting upon CENH's proposal, due to her position as a Director on CENH's Board and requested confirmation whether that recusal still applied.

**April Salas** confirmed that she was recused and stated that Alternative Director Kulbacki would represent Hanover in the meeting.

**Committee Chair Miller** invited **Consultant Herndon** and **Director Sweet, Chair of the Member Operations and Engagement Committee ("MemberOps")**, to provide an overview of MemberOps activities and support needs.

**Consultant Herndon** summarized the MemberOps activities and support needs as follows.

- ✦ Mr. Herndon noted that since April 2022, CPCNH has budgeted an average of 100 hours per month (~25 hours per week) for his services, which include (1) Member Services, (2) Community Engagement and Member Recruitment, and (3) Administrative and Communication Services.



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- In August, he expended ~150 hours, or ~35 hours per week.
  - His workload has ramped up and is anticipated to continue at full-time.
  - At this rate, his budget will last through the first week of November.
- ⚡ Mr. Herndon spends a little more than two-thirds of his time on Member Services, less than 20% on Community Engagement and Member Recruitment, and ~12% on Administrative and Communications Services.
- ⚡ The majority of his work is spent on Member Services. This includes Electric Aggregation Plan (EAP) approvals and modifications, which is divided between Members at different stages of the process, and presently more heavily allocated towards Wave 2 communities that are working through their first EAP approval processes.
- ⚡ The work consists of preparing nine EAP templates/drafts and in most cases assisting with utility aggregate load data requests and analysis. Some members require as many as four committee work sessions for EAPs and public hearing deck review/development. Mr. Herndon is scheduled for Governing Body work sessions on EAPs with many of the Members, along with the two legislatively required public hearings. There is work to be done in standardizing and streamlining submission of EAPs to the Public Utilities Commission (PUC), utilities, and state agencies.
- ⚡ For the Wave 1 Members, the work has been focused on modifying EAPs to comply with the PUC's requests and being available to present and answer questions on modifications to Electric Aggregation Committees (EACs) and governing bodies. This Fall, considerable work is anticipated to support EACs and governing bodies in understanding and becoming comfortable with adopting the key policies and agreements that Ascend Analytics will be developing jointly with CPCNH.
- ⚡ The demand for public education materials, planning, and support with various events/engagements is also ramping up. The minimum requirement is a public hearing presentation deck. Mr. Herndon is available to attend public hearings to answer questions. There are 18 public hearings for the Wave 2 Members. Beyond the minimum legal requirement of two public hearings, the Member Operations and Engagement Committee (Member Ops Committee) is refreshing and developing public education materials, 2-pagers customizable by community, FAQs, talking points resources, and other public education material. Mr. Herndon is attending and participating in various public education events and activities at the request of Members.
- ⚡ Availability of generic resources does not alone meet the Member Services requirements of Community Power Aggregation (CPA) launch. A remaining and significant gap is the capacity to work with every Member EAC to develop and execute community-specific public and media engagement strategies that cover EAP approval through program launch. There is work to be done working with EACs to customize engagement plans that identify community thought leaders, communications mediums and networks, events, and assigning action items/strategies for engagement; drafting framing, op-eds, newsletter blurbs, and other communications; developing a public engagement calendar for use by EACs and Committee members; and following through on executing the campaigns and disseminating messages and framing in



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preparation/advance of CPA launches to build public awareness and support leading. Each of these plans is to be customized by the community, considering population, culture, demographics, communication networks, etc. While much of the work can be done by EACs, there is a planning and coordination role the CPCNH can and should play across all Members.

- ✦ Outside of the community-by-community engagement planning, CPCNH does not yet have a statewide media strategy or resources to develop and execute such a strategy, which is important in setting and managing the narrative, framing and public image of CPCNH.

**Consultant Herndon** next described his Community Engagement and Member Recruitment activities, comprising approximately ~20% of his time.

- ✦ No fewer than 35 communities are actively seeking engagement and support from CPCNH. These cities and towns have expressed a desire to consider becoming members. Several want to bring EAPs to 2023 town meetings for approval. Dozens more are well-positioned to organize towards 2024 Town Meeting authorizations. The stage is set for a large statewide campaign building over the coming 18 months and the need for community engagement and member recruitment support is growing rapidly, especially in the context of spiking electricity costs.
- ✦ He 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.
- ✦ He lacks the capacity to actively engage and support all of the prospective Members of CPCNH, which requires considerable time and effort to identify and partner with local champions and support them fully in bringing the Joint Powers Agreement (JPA) to governing body approval, and to subsequently support onboarding of new Members, Directors, Alternates, and EACs.
- ✦ Of the list of 35 interested communities:
  - The largest 10 prospective members represent >290,000 population and an estimated ~1,000,000 MWh per year, which at \$0.15 per kWh, represents more than \$150 million in potential annual revenues and >\$10 million per year in additional net margin to CPCNH Member reserves (assuming a 7% margin).
  - The middle 10 prospective members represents another ~44,000 in population, ~\$23 million in additional annual revenue, and ~\$1.6 million in net margin contributions.
  - Combined, the 35 prospective members would add ~350,000 population, >\$180 million annual revenue, and ~\$13 million net margin.
- ✦ Mr. Herndon allocates about 7-8 hours a week to these prospective members, which is insufficient to meet the requirements of bringing the Members into the Coalition and through EAP approval and CPA launch. He encouraged CPCNH to further resource the gap in community engagement and member recruitment capacity.

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**Consultant Herndon** reviewed his work category of Administrative and Communications Services, which accounts for about ~12% of his time:

- Mr. Herndon attends Board and Committee meetings, takes minutes, and coordinates with the Secretary on posting of minutes, 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 other administrative and communication services. Mr. Herndon noted that the CPCNH digital space would benefit from updating.

**Consultant Herndon** concluded by summarizing key gaps in Member Services:

1. CPCNH statewide media strategy development and execution.
2. Member CPA public engagement planning, support, and execution, including local media engagement for all Members.
3. Member CPA logos and website development.
4. Capacity to engage, onboard, and support new members throughout JPA and EAP approvals to CPA launch for the dozens of communities that want to join the Coalition.

**Director Sweet** emphasized the need for statewide media strategy and engagement support, the need to “ramp up” capacity for engaging Wave 1 governing bodies to approve CPCNH policies and the cost sharing agreement, and the need to provide sufficient capacity to support Wave 1 Members in finalizing and carrying out public engagement plans in the months leading up to the launch of CPA program service.

**Committee Chair Miller** invited **Consultant Herndon** and **Director Sweet** to summarize how **CENH’s proposal would fit into and address the gaps in CPCNH’s member services requirements.**

**Consultant Herndon** summarized the CENH as an organization and in terms of their support of CPCNH to date:

- CENH is a statewide non-profit energy advocacy and education organization with a 20-year history.
- CENH has a flexible organizational model that has evolved with time and context.
  - The organization started out as a grassroots networks of community leaders holding educational renewable energy workshops for residents and businesses and grew into the state’s primary clean energy legislative/regulatory advocate.
  - Their members include hundreds of individuals, over a hundred clean energy businesses and industry supporters, and a few dozen municipalities, many of which overlap with CPCNH’s membership.
- CENH played a key role in the founding of CPCNH. Over the course of 2020, Mr. Herndon was an employee of CENH and a significant portion of his workplan was to coordinate/facilitate the CPCNH



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“Organizing Group” of municipalities and experts in researching national best practices, and then hiring DWGP as legal counsel to draft the Joint Powers Agreement for approval by the New Hampshire Secretary of State.

- ✦ CENH has a respected brand and reputation across the state, maintains broad networks of relationships, and CENH staff possess NH-specific energy subject matter expertise.

**Consultant Herndon** summarized the CENH proposal:

- ✦ CENH was the only RFP respondent to propose providing Member Services.
- ✦ In terms of their capacity:
  - CENH has immediate capacity to support: community engagement and recruitment; customization and execution of Member-specific community engagement plans or campaigns; development and execution of a state-wide media strategy; development and maintenance of CPCNH and Member CPA websites, legislative intelligence and policy monitoring, and related services.
  - CENH is in the process of hiring an Energy Circuit Rider Program Manager and two Energy Circuit Riders and intended to rapidly expand the Circuit Rider Program statewide, which would add capacity to support CPCNH Member Services requirements.
- ✦ To engage new prospective member communities, CENH proposed to present the difference between CPCNH and the broker model “*in a clear, fact-based approach*”, during which CENH would “*disclose the existing relationships between CENH, the brokers, and CPCNH, and make clear that communities are free to choose the path they feel aligns most closely with their goals.*”
  - CENH stated that “*It is our belief that CPCNH’s model is compelling enough that communities will choose to join the Coalition based entirely on the evidence.*”
  - After a community has decided to join CPCNH, CENH would actively assist with their onboarding process
- ✦ CENH recognized that CPCNH would likely seek to internalize member service functions over the course of the contract term, by hiring staff, and that CENH would support CPCNH in doing so in a collaborative and flexible fashion to “bridge the gap” in terms of CPCNH’s near-term member service requirements.

**Consultant Herndon** inquired whether he should summarize CENH’s cost proposal.

**Committee Chair Miller** deferred to Chair Below and Consultant Golding

**Chair Below** confirmed Consultant Herndon should summarize CENH’s cost proposal.

**Consultant Herndon** summarized the cost of the CENH proposal.



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⚡ CENH billing rates are very reasonable, ranging from \$47 to \$77 per hour depending on staff levels. CENH has forecasted up to 1 FTE across the combined staff per month. CENH would make available to CPCNH a mix of staff including:

- The Executive Director and the Deputy Director, both of whom have considerable communications and media experience.
- The Circuit Rider Program Manager, who would be CPCNH’s primary point of contact and project lead.
- Circuit Riders and the Local Energy Solutions Program Coordinator, who also coordinates engagement with CENH municipal members.

⚡ Over the 22-month work forecast, the total cost is estimated at \$116,870 or ~\$5,300 per month.

**Consultant Herndon** noted that CENH will require onboarding and training support from CPCNH.

**Director Sweet** discussed how CENH would fill immediate gaps and near-term requirements — such as marketing, branding, media strategy, public engagement planning for Wave 1 CPAs, etc. — and begin coming up to speed on other tasks. She confirmed this would require oversight and training support. She emphasized how Consultant Herndon’s workload had ramped up from ~25 hours per week to full time, stated that his current budget would run out in November, and represented that his budget warranted expansion by another 200-225 hours.

**Committee Chair Miller** invited **Alternate Director Kaspari** and **Director Sweet** to report on CENH’s reference checks. [Note these are confidential for CENH.]

**Alternate Director Kaspari** described the two reference checks he conducted:

⚡ The first reference was a NH state government official who does not have a contractual relationship with CENH but viewed them as a partner on PUC docket and legislative engagements. They have had a “deep and fruitful relationship” with CENH, and respect CENH’s approach even when their policy goals have not been aligned. CENH focuses on “what matters and avoids diving into details on trivial things” and was “incredibly effective”. CENH’s work was described as timely and “very high-quality”.

They were not deeply familiar with CENH’s circuit rider program, but stated their general impression was that it seems to be going well and is a significant asset for New Hampshire, particularly for the North Country, where there isn’t significant capacity.

CENH was seen as highly capable from a policy and public media standpoint, and their ability to stay out of partisan politics and help drive forward necessary changes / make progress by working with both sides on party lines was impressive. They also highlighted a recent NH Business Review article by CENH’s current Executive Director.





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Their impression was that CENH had grown responsibly over the years, in terms of managing the growth of their internal capacity.

- ⚡ The second reference works for a privately held company that provides energy services in NH, who is a consistent financial donor to CENH, has worked with CENH on PUC issues and energy audits for several years, and who assisted CENH in providing initial training and support for the establishment of the Circuit Rider Program.

They confirmed that CENH’s was very strong on lobbying and that the Energy Circuit Rider program had accomplished “incredible work with municipalities in the North Country”.

Their experience was that CENH was “highly cooperative” and able to produce work in a timely fashion.

**Director Sweet** reported on CENH’s third reference, which has been exploring a partnership and other collaborative activities with CENH. Their experience has been positive, and they reported that CENH had been proactive about fostering relationships with other NH organizations that are promoting Clean Energy in NH.

**Director Charette** asked whether CENH was working for other organizations throughout NH.

**Alternative Director Kaspari** responded that the private sector reference had worked with CENH, and was a donor to CENH, but did not have a contractual relationship.

**Director Sweet** responded that the third reference was similar.


**Director Charette** stated that he followed CENH’s twitter account and noted that he did not consider it to be nonpartisan.

**Alternative Director Kaspari** clarified that the first reference was referring to CENH’s direct engagement at the legislature as being viewed as nonpartisan.

**Committee Chair Miller** invited a discussion of how well the CENH proposal and current and planned staffing capacity aligned with CPCNH’s immediate needs regarding Wave 1 community outreach plans, and Wave 2 CPCNH EAP town meeting approval process requirements.

**Director Sweet** explained that CENH would be able to engage immediately on media and marketing but would require training from Consultant Herndon for aspects of member services, whose budget would need to be increased through December, and represented that with internal support and supervision from CPCNH, CENH will be well poised to support CPCNH’s member services requirements.

**Director Miller** listed the Directors who had indicated an intent to speak, observed that April Salas had raised her hand, and stated that she should withhold statements until the public comment period.

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**April Salas** interjected and represented that her recusal did not apply to discussions of CPCNH’s overall needs but committed to not remarking on the quality or merits of CENH’s proposal.

**Committee Chair Miller** recapped how some of Consultant Herndon’s budget would be devoted to supporting CENH’s onboarding and inquired as to the need for an oversight role in terms of planning and carrying out work.

**Alternate Director Kulbacki** questioned whether CENH and CPCNH priorities were aligned in terms of policy positions and posited that there could be instances of non-alignment due to CENH’s business members and Board of Directors. He also alluded to how other CPAs relied on staff for member services, and asked why CPCNH wouldn’t just hire staff instead.


**Consultant Golding** clarified that CPA JPAs in the California market, upon formation through early stages of launch and operations and scaling up cashflow, primarily relied on outside parties for community engagement, marketing, and branding support. He discussed the role of a nonprofit in California that was comparable to CENH in providing such member services to support the launch of new CPA JPAs.

He strongly concurred with Alternative Director Kulbacki regarding the potential for CENH and CPCNH misalignment in terms of policy and lobbying. He explained that this was discussed as part of the interview process, and that both CENH and CPCNH had agreed the two organizations should maintain their autonomy in terms of policy engagement, noting this as industry best practice and expected. He added that his experience had been that third parties usually recognize the validity of CPCNH’s policy positions, due to CPCNH’s ability to explain the technical and market aspects involved, and that he anticipated this would have a natural impact in terms of aligning CENH with CPCNH’s perspective going forward.

**Director Below** confirmed that CENH’s revised proposal had removed policy advocacy from the scope of work, and additionally:

- ✔ Confirmed that staffing up CPCNH would take time due to the need to develop position profiles, compensation ranges, an applicant and approval process for Board approval, etc.
- ✔ Reiterated that CENH’s proposed approach would allow CPCNH to scale back or terminate the contract as CPCNH staffed up over time, and that CPCNH had immediate member service requirements.
- ✔ Strongly cautioned against disregarding the need to respond and support new communities interested in joining CPCNH, noting that CPCNH’s mission statement emphasizes inclusion and support of New Hampshire communities of all kinds, and explained how all Members would benefit financially from a growing membership base, as this would spread CPCNH’s fixed costs over a larger number of customers and volume of electricity usage.
- ✔ Provided the following quotation from CENH’s proposal: “We believe that there is a strong natural alignment between our two organizations and formalizing a partnership will be mutually beneficial, and that doing so will help advance the entire state towards a cleaner, more affordable energy future.”



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➤ Represented that CENH’s costs were minor in comparison to other vendors, and that contracting with CENH was a wise investment, particularly due to CENH’s willingness to defer compensation for services until after CPCNH launched.

**Committee Chair Miller invited a discussion regarding oversight of CENH’s activities and any potential areas of non-alignment.**

**Director Charette** observed that CPCNH’s value proposition was oriented around achieving lower and stable costs, local control, and the opportunity for renewable projects, whereas CENH’s focus was on reducing greenhouse gas emissions and investing in clean energy and stated that some alignment would be necessary. He also expressed concern that CENH was proposing to be a neutral party that would present both the broker model and CPCNH as options for new communities, and that this was a nuanced area that warranted diligence during the contract negotiation process.

**Committee Chair Miller** then recognized Director Sweet.

**April Salas** interjected and, after being directed by both Committee Chair Miller and Board Chair Below to wait until the public comment period to make any statement, proceeded to speak for approximately 3.5 minutes. She indicated that outsourcing Member Services was contrary to industry best practice, citing to her prior discussions with Marin Clean Energy and Redwood Coast Energy Authority CPA JPAs in California, represented that CPCNH could alternatively solicit for and hire an employee over the next three months to provide the services, and cautioned against relying on a third-party due to the risk that competitive positioning within their Board or membership could result in the disclosure of CPCNH materials that would not otherwise be made public.

**Committee Chair Miller** informed April Salas that her interruption was making it difficult to run the meeting, reiterated his instructions from CPCNH Counsel regarding how to handle Conflict of Interest situations, and reminded her to withhold future comment until the public comment period.

**April Salas** agreed to withhold further statements until public comment.

**Committee Chair Miller** asked Director Sweet to proceed.

**Director Sweet** clarified that the Board’s expectation was that hiring a CEO would be the top priority, and that the CEO would then build the team, including staff for member services. She alluded to CENH current and growing capacity to provide member services, and to support CPCNH’s ability to maintain awareness of legislative initiatives.

**Consultant Golding** clarified that it was typical in the industry for CPAs to rely on third parties to support member services at launch. He further clarified that:



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1. Marin Clean Energy was the first CPA JPA to launch in California, and that industry best practices had subsequently evolved over the course of the intervening decade.
2. CPCNH's RFP had requested Member Services, was based on the similar RFP issued by the Redwood Coast Energy Authority (RCEA), and that:
  - a. RCEA contracted with a nonprofit like CENH for Member Services, for a similar scope of Member Services that included "community engagement support", "communication and core messaging", "engagement with local officials and stakeholders", etc.
  - b. The same nonprofit went on to provide Member Services to six more CPAs in California: East Bay Community Energy, Desert Community Energy, Central Coast Community Energy, Peninsula Clean Energy, Silicon Valley Clean Energy, and Valley Clean Energy.
3. CPCNH had directed proposers to review RCEA's RFP and the resulting contracts (including for Member Services) for reference when preparing their submissions in response to CPCNH's RFP.

He agreed with Director Sweet, pointed out that the time required to solicit and onboard staff did not align with CPCNH's immediate and near-term member service requirements, and cautioned that continuing to under-resource member services for another two to three months would jeopardize CPCNH's critical path timeline and launch.


Regarding Director Charette's statement, Consultant Golding represented his opinion that contracting with an organization perceived as a neutral party would naturally align with and strengthen CPCNH's engagement of new communities.

**Committee Chair Miller invited a discussion of CENH's proposal regarding administrative support services.**

**Committee Chair Miller** recognized Director Brown and asked her to first confirm that she no longer had a conflict of interest regarding CENH.

**Director Brown** confirmed that she had resigned her Directorship on CENH's Board and was no longer recused from participating in discussions regarding CENH. She requested clarification regarding the role of Ascend Analytics and CENH in providing the technical support required for effective engagement of current and prospective member communities, particularly in regard to forecasts of costs and allocation of costs across Member CPAs

**Consultant Golding** explained that Ascend would be updating CPCNH's financial forecast, drafting enabling policies, updating the business plan, would engage substantially with CPCNH's Board and Risk Management Committee, and would provide direct engagement support with current and prospective member communities when needed, in a strategic and targeted fashion. CENH and Consultant Herndon would provide the bulk of direct member engagement and would ensure that Ascend's technical work

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products and role was being accurately conveyed in materials and talking points to members. He confirmed that Ascend, CENH and Consultant Herndon would coordinate to ensure any modeling results and forecasts were being accurately communicated.

**Committee Chair Miller invited a discussion of oversight requirements.**

**Committee Chair Miller** stated he expected oversight of CENH’s activities would require devoting ~8 to 10 hours per week in a supervisory capacity.

**Director Sweet** explained that Consultant Herndon was expected to work with CENH on a day-to-day basis to would ensure that CPCNH’s priorities were being addressed.

**Committee Chair Miller** asked whether the committee’s recommendation include authorization of a certain number of additional hours per month for Consultant Herndon.


**Director Sweet** indicated MemberOps was examining this and intended to make a recommendation to increase Consultant Herndon’s budget by 200-225 hours.

**Chair Below** clarified he would oversee CENH’s contract in his capacity as Chair of the Board and would review activities on a weekly basis with Director Sweet and Consultant Herndon to do so. He stated that if Consultant Herndon was increased to full time, the three of them would be able to provide effective oversight and support on a day-to-day basis for CENH. He also noted that while he had time to put in as necessary, he looked forward to onboarding a CEO to assume responsibility for a lot of these tasks.

**Director Brown** inquired as to the expected term of the contract and how the contract would accommodate CPCNH’s staff hiring plans.

**Consultant Golding** explained that both CENH and CPCNH expected CPCNH to internalize member service functions by hiring staff over time, and that CENH would ramp down as appropriate. He noted that their draft work plan had focused on the immediate and near-term requirements, projecting out 22 months, and their intent of helping CPCNH “get over the hump” of member service requirements for wave 1 and wave 2 launches. He observed that, even after CPCNH had hired staff, he expected CENH would be relied on to provide supplemental support for the remainder of the contract term and reiterated that the contract would be flexible in terms of scaling down CENH’s role.

**Committee Chair Miller** concurred that CENH would address immediate needs, and that he viewed their proposal as aligned with transitioning responsibilities to CPCNH over time. He noted they were not fully staffed and would require training, but that they were strong in terms of their Customer Relationship Management platform and capabilities, media presence, connections, and networks, all of which could be leveraged quickly. He observed that the total cost for CPCNH was quite small, and felt it was worthwhile in terms of the near-term support they could provide.

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**Director Charette** observed that the training process and materials CPCNH develops for CENH would be “road tested” and would be useful for the process of onboarding CPCNH staff as well.

**Director Brown** agreed with Director Charette but emphasized how the relationship needed to be mutually beneficial, and in that context, cautioned against the risk that CENH might devote too much staff time to CPCNH at the expense of CENH’s current responsibilities.

**Consultant Golding** clarified that CENH’s internal capacity to support CPCNH’s member requirements in practice had been an initial concern and was subsequently the focus of the clarification process that resulted in their clarified scope of work and draft work plan spreadsheet. He conveyed that the exercise had caused CENH to adjust their level of support downwards, compared to what had been indicated in their initial proposal, to a manageable level. He explained that CPCNH’s member service requirements analysis had compared CENH’s draft work plan and Consultant Herndon’s current work plan against CPCNH’s overall member service requirements, which had led to the recommendation to increase Consultant Herndon’s hours to full time.


**Director Brown** clarified that she remained concerned and still recommended paying attention to the risk that CENH could be under-resourced in relation to the scope of work.

**Director Sweet** confirmed that she had engaged substantively in the clarification and work planning process and that she was confident their current staff levels were sufficient to address CPCNH’s immediate gaps, such as marketing and media requirements, and that CENH was in the process of hiring an Energy Circuit Manager, who would be CPCNH’s primary point of contact and receive training over the near term.

**Committee Chair Miller** summarized the topics that had been deliberated, which included CENH’s capacity to work with Member communities to develop outreach plans, statewide media engagement strategy, administrative support services, training and onboarding requirements, and how the contract and work would be managed. He noted that CPCNH’s member service requirements were subject to change and emphasized how this would require active management and coordination to prioritize CENH’s activities.

**Committee Chair Miller invited public comments.**

**April Salas** spoke for approximately 15 minutes, including in response to clarification requests from Committee Chair Miller and Consultant Golding. She stated that CPCNH’s Board had, in November 2021, authorized a job description and hiring offer for an “Administrative Director and Community Liaison” staff position that could provide for a lot of the functions under discussion. She suggested the Board could revisit this job description, and that the hiring solicitation and offer process could be carried out between September 15<sup>th</sup> and October 15<sup>th</sup>. She cautioned the committee against “rushing into decisions” and requested that the Search Committee be given an opportunity to weigh in. She also cautioned that introducing multiple third parties at the local community level could introduce confusion and noted that while Consultant Herndon had been previously employed by CENH, he had subsequently become largely dedicated to CPCNH.

 <p><b>COMMUNITY POWER COALITION OF NEW HAMPSHIRE</b></p>	<b>RISK MANAGEMENT COMMITTEE – MINUTES</b>	
	Meeting Type:	<b>Risk Management Committee</b>
	Meeting Location:	<b>McConnell Center Room 305, 32 St. Thomas Street Dover, NH &amp; Microsoft Teams Meeting</b>
	Meeting Date:	<b>Tuesday, August 30, 2022</b>
	Meeting Time:	<b>Noticed for 8:30AM</b>

**Committee Chair Miller closed the public comment session and invited motions.**

**Committee Chair Miller** reminded the committee that it was formulating a recommendation, and that alternative options could be brought to the Board for consideration.

**Director Kevin Charette** requested clarification regarding whether a motion could include language that clarified CPCNH’s intent to bring member service functions in-house over time.

**Committee Chair Miller** confirmed that a motion could include such language.

**Consultant Golding** reiterated that this was already CENH’s expectation, as reflected by their proposal and CPCNH’s evaluation.

**Chair Below** offered the following clarifications and observations:

- ⚡ CPCNH is under-resourced in terms of member services.
- ⚡ While Marin Clean Energy’s CEO did represent it would be ideal to bring member services in-house, their CPA startup was funded by municipalities, which is legal in California but not an option for CPCNH’s Member communities under NH law.
- ⚡ CPCNH has been represented by contracted service providers to date, by Consultant’s Herndon and Golding, in meetings with our communities.
- ⚡ CENH is well known and respected, and they would quickly amplify CPCNH’s current member services capacity and ability to onboard and support new communities.
- ⚡ Training CENH’s staff would continue to benefit CPCNH even after CPCNH hires staff, because CENH would continue to routinely engage with communities throughout the state — and would continue to understand and convey CPCNH’s model and value proposition to communities.
- ⚡ CENH’s revised scope of work is less than half of what was indicated in their initial proposal, which is modest but also strategic, for example in terms of developing a media strategy along with education and marketing materials necessary to educate their communities leading up to the launch of CPA service — which is a critical near-term need for CPCNH, and which CENH has the staff capacity to provide. He discussed the substantial media and marketing experience of CENH’s current Executive Director and Deputy Director.
- ⚡ CPCNH would be positioned to begin hiring staff under this proposal. However, the job description developed in November 2021 would need to be revisited, updated, and brought back to the Board — because the Board’s motion that created the CEO and Staff Search Committee specifically directed the committee to submit job descriptions, along with a hiring process, to the Board for approval.
- ⚡ CPCNH had work to do in terms of engaging Calpine and Ascend to assess how startup funding should be allocated, and staff funding will be part of this discussion.





**COMMUNITY  
POWER COALITION  
OF NEW HAMPSHIRE**

## RISK MANAGEMENT COMMITTEE – MINUTES

Meeting Type: **Risk Management Committee**  
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Dover, NH & Microsoft Teams Meeting**  
Meeting Date: **Tuesday, August 30, 2022**  
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- ✦ The cost of CENH's services was modest, and compensation would be deferred until launch of CPA service, and the proposal was clearly a good investment of CPCNH's resources.
- ✦ CENH's proposal would provide the resources required over the near-term to support Wave 1 launches, Wave 2 preparations, and to respond to inquiries from the dozens of communities interested in joining CPCNH — which CPCNH currently does not have the capacity to engage.

**Director Brown** agreed that the \$750,000 in startup funding should serve to enable CPCNH to hire staff.

**Director Sweet** emphasized how CENH had offered a collaborative and flexible partnership and expressed their willingness to support CPCNH during our start-up with “bridge-the-gap” capacity. She again noted that CENH was the only RFP respondent in this service category, and that she expected CENH would certainly be able to meet CPCNH's needs, and strengthen CPCNH's internal capacity, until we are able to hire a CEO to build out the rest of our internal team.

**Committee Chair Miller** stated that his opinion that a motion should include: (1) a recommendation to enter contract negotiations with CENH, (2) the need for a coordinator role to be assigned to support the contract, and (3) the expectation that CPCNH would build up internal capacity to assume member services responsibilities.


**Consultant Samuel Golding** cautioned the committee against viewing their recommendation as an “either-or” in terms of executing a service contract or choosing to hire staff.

- ✦ He pointed out that, from a resourcing analysis and timeline perspective, CPCNH has 20 members currently and 30+ communities that want to join, and that CPCNH would need to facilitate the launch of CPA programs in waves. Consequently, CPCNH would need to fully support hosting a dozen public meetings in a two-week time frame immediately prior to launch of Wave 1, Wave 2, etc., and would need to fully resource working closely with each wave's Member Electric Aggregation Committees to carry out public engagement plans in the months leading up to that point.
- ✦ He pointed out that this was clearly not a “one-person job”, and that CENH would provide CPCNH with a flexible bench of representatives on contract to fully resource member service requirements.
- ✦ He noted his expectation that certain functions would transition to internal staff over time but emphasized how CPCNH had immediate priorities which required multiple people to accomplish.

**Committee Chair Miller** voiced agreement, emphasizing that it was not an “either/or” decision and that CPCNH could contract for member services and also internalize these capabilities.

**Director Kaspari** moved the Risk Management Committee recommend that the Board enter into contract negotiations with CENH for the provision of Member Services, with the understanding that there will be internal oversight and that eventually CPCNH has the goal of internalizing this capacity.



 <p><b>COMMUNITY POWER COALITION OF NEW HAMPSHIRE</b></p>	<b>RISK MANAGEMENT COMMITTEE – MINUTES</b>	
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**Chair Below** seconded.

**Committee Chair Miller** invited any discussion on the motion.

**Chair Below** responded and reminded the committee that:

1. The Board had unanimously approved issuance of the RFP at the 4/22 meeting.
2. CPCNH’s RFP had explicitly anticipated soliciting and contracting for member services.
3. CENH had submitted a responsive proposal to provide the member services, as requested by CPCNH’s RFP.

He disagreed with the notion that the committee was “rushing on things” at this stage of the process.

**Alternate Director Kulbacki** stated he still had some hesitation and intended to devote additional time to considering the proposal, and that he could still be convinced, but that he regardless supported proceeding with voting on the motion.

***ACTIONS TAKEN***

The Risk Management Committee voted 4-1, with 2 absences and 1 recusal, to recommend that the CPCNH Member Board enter contract negotiations with Clean Energy New Hampshire for Member Services.