



**COMMUNITY
POWER COALITION
OF NEW HAMPSHIRE**

CEO AND STAFF SEARCH COMMITTEE – MINUTES

Meeting Type:	CEO and Staff Search Committee
Meeting Location:	First Floor Conference Room, Dover City Hall, 288 Central Ave, Dover, NH 03820
Meeting Date:	November 7, 2022
Meeting Time:	Noticed for 01:00 PM on CPCNH.org and at Dover City Hall

Attendees:

- Vice Chair Christopher Parker, Dover Director
- Kevin Charette, Portsmouth Director
- Secretary Doria Brown, Nashua Director (virtual)

Absent:

- Committee Chair April Salas, Hanover Director

Guests:

- Board Chair Clifton Below, Lebanon Director
- Henry Herndon, Consultant
- Samuel Golding, Consultant

Notes

On November 7, 2022 at 1pm, the Search Committee convened a public meeting to deliberate the evaluation of the six interviewed proposers for Executive Search Services.

Acting Committee Chair Charette opened the meeting at 1:01pm.

Vice Chair Parker moved to table approval of minutes until a later date. Director Brown Seconded. Motion passed unanimously.

Director Charette summarized the RFP process for Executive Search Services as described in the Draft Report prepared by Consultant Herndon and the interview team. Director Charette reviewed the evaluation of proposals and six interviews which were organized into three tiers: the highest tier having True Search; the middle tier having three firms (CarterBaldwin and Proposers 1 and 8) and the lowest tier having Proposers 2 and 4.

Director Charette spoke in favor of Proposer 6, True Search, who had conveyed deep understanding of CPCNH's mission, values, identity, and operating structure, and impressed the Interview Team by identifying specific and accurate "Cornerstone Traits" of a CEO that would meet CPCNH's requirements. Director Charette referenced True Search as having the highest demonstrated commitment to diversity and inclusion, noted the uniqueness of one of the two True Search partners having been a former energy CEO, and recalled the firm's strong focus on "energy transformation" including an extensive network of energy innovation and transformation-oriented companies from which to source candidates.



**COMMUNITY
POWER COALITION
OF NEW HAMPSHIRE**

CEO AND STAFF SEARCH COMMITTEE – MINUTES

Meeting Type:	CEO and Staff Search Committee
Meeting Location:	First Floor Conference Room, Dover City Hall, 288 Central Ave, Dover, NH 03820
Meeting Date:	November 7, 2022
Meeting Time:	Noticed for 01:00 PM on CPCNH.org and at Dover City Hall

Director Charette noted that True Search’s fee was \$120,000 paid in four increments, the first due upon signing the contract and then at 30, 60 and 90 days plus \$5,000 for use of the firm’s search database and software. Director Charette noted True Search had indicated a willingness to extend its guarantee from six to twelve months.

Chair Below spoke in favor of True Search citing their accurate articulation of cornerstone traits required for CPCNH’s CEO (which conveyed exemplary understanding of CPCNH as an organization); their approach and network for sourcing candidates from cutting-edge of climate and tech firms with deep experience and understanding of energy transformation concepts (alongside with utilities and suppliers); their founding of AboveBoard (a platform focused on ensuring diversity in the candidate pool) and use of other equity-focused tools to ensure language in job descriptions appeals to people from diverse backgrounds; their clear and concise proposed schedule for completing the search on CPCNH’s timeline; their network of energy transformation companies from which they could source qualified candidates within CPCNH’s price range.

Chair Below noted he felt CarterBaldwin was the most enthusiastic interviewer other than True Search, but noted that CarterBaldwin stated they could likely not complete the search within the target timeline put forward by CPCNH; noted CarterBaldwin indicated an expectation of a minimum CEO compensation of \$400,000, which could be a result of 11 of 14 CarterBaldwin listed placements being for Cooperative Utilities, which while being similar to CPCNH in volume of electricity supply load, are dissimilar in that they are also electric distribution utilities and own and are responsible for a vast amount of capital infrastructure, and as such, their CEOs may be in a higher price range than CPCNH, which does not own a distribution network.

Consultant Herndon stated he had nothing further to add in regard to True Search as the evaluation of the firm had been well covered by Acting Committee Chair Charette and Chair Below, and noted that one of the positive aspects of CarterBaldwin was their focus on finding a CEO who can build good organizational culture, and finding an individual who can build good relationships with the CPCNH Membership, the Board, and with partner organizations ranging from the state to utilities and beyond.

Director Brown, in reference to CarterBaldwin, noted she appreciated their push back against some of CPCNH’s expectations and that she appreciated the perspective of CarterBaldwin as having experience conducting executive searches for New Hampshire-based energy companies such as the New Hampshire Electric Cooperative. Director Brown noted CarterBaldwin’s understanding of and focus on the importance of organizational culture and finding a CEO that can forge good working relationships across different personalities and perspectives across CPCNH’s members and Board Directors. Director Brown stated that CarterBaldwin’s experience working with governmental organizations, and understanding of the complexities of working with governmental organizations, was attractive. Director Brown expressed concern about True Search being too far tech-leaning and not necessarily having enough focus or experience servicing governmental clients.



**COMMUNITY
POWER COALITION
OF NEW HAMPSHIRE**

CEO AND STAFF SEARCH COMMITTEE – MINUTES

Meeting Type:	CEO and Staff Search Committee
Meeting Location:	First Floor Conference Room, Dover City Hall, 288 Central Ave, Dover, NH 03820
Meeting Date:	November 7, 2022
Meeting Time:	Noticed for 01:00 PM on CPCNH.org and at Dover City Hall

The Committee discussed the tension and balance between having a CEO and staff who are both equipped to staff a public governmental organization, and operate in the highly competitive retail electricity market/space.

Chair Below stated he felt that of first and foremost importance was the ability of a CEO and staff to operate in a competitive environment where customers have their choice of energy provider, and that he would feel greater concern with a CEO who was comfortable in the governmental realm, but not attuned to the competitive market environment in which CPCNH will operate.


Chair Below suggested that as follow up to True Search, the Committee could inquire about their experience with governmental organizations.

Consultant Samuel Golding noted that True Search, during the interview, clearly articulated the core tension of candidate attributes that CPCNH is searching for in balancing government experience with the competitive market and more innovative, forward-looking experience, which he appreciated. True Search provided metrics to identify these traits in candidates as well as the sectors of the industry from which they would draw candidates. Consultant Golding referenced the one True Search partner having several decades of experience in the energy space including working in the competitive retail energy providers.

Director Charette noted that while he was at first excited about CarterBaldwin, overtime shortcomings were uncovered. CarterBaldwin only had one individual attending the interview (and described the support staff to the project), while others all brought a team of at least two. CarterBaldwin emphasized the start-up nature and risk of CPCNH as a new entity, and how that could attract a certain good candidate, but when asked if they would modify their guarantee beyond 6 months answered with a hard and fast “no” (whereas other proposers were willing to extend their guarantee). CarterBaldwin used superficial and unhelpful analogies, such as comparing CPCNH to a football team without any players or equipment that aimed to win the championship, which Director Charette found not to display a good understanding of CPCNH and the depth of experience and expertise brought by the team of vendors, or the vendor-based operating model. CarterBaldwin seemed to suggest CPCNH and CarterBaldwin would have to have subsequent meetings to figure out if they were good fits for one another, which would cause further delay and come at the unnecessary expense of additional resources and time. CarterBaldwin suggested the middle of May or June 1 would be an expected start date for the CEO, and not sooner (as other firms had indicated was readily achievable).

Director Brown stated she liked that CarterBaldwin pushed back and gave reality checks to CPCNH, noting CPCNH has aggressive timelines and that it does take time to hire the right service providers and conduct important processes.

Director Brown stated she had reviewed the True Search interview recording and thought they were great and that they could do a good job, but did not like that they were tech-focused and was concerned they would source a CEO who was too fast-paced, which while appealing in the context of CPCNH’s innovative nature

 <p>COMMUNITY POWER COALITION OF NEW HAMPSHIRE</p>	CEO AND STAFF SEARCH COMMITTEE – MINUTES	
	Meeting Type:	CEO and Staff Search Committee
	Meeting Location:	First Floor Conference Room, Dover City Hall, 288 Central Ave, Dover, NH 03820
	Meeting Date:	November 7, 2022
	Meeting Time:	Noticed for 01:00 PM on CPCNH.org and at Dover City Hall

and mission to change the energy industry in New Hampshire, could be less desirable in the context of working with governments that take time to act.

Director Charette voiced concern about the financial exposure of \$130,000 - \$170,000 which would be lost if CPCNH hired a CEO who departed the organization six months and one day into the job under the non-negotiable 6-month CarterBaldwin guarantee, whereas other firms had indicated their guarantee of re-conducting a search for free for up to a year from the hire's start, which better protected CPCNH from financial exposure and loss.

Vice Chair Parker asked whether there was a desire to reinterview the finalists in public meetings, now that two had been publicly identified.

Director Brown noted that further interviews would slow CPCNH's timeline.

Director Brown asked if others had noticed negatives about True Search and none were stated.

Vice Chair Parker noted that while he like some of what Director Brown shared about CarterBaldwin, he felt the information he had gleaned about True Search to more compelling, and that he had not heard sufficient downsides to True Search, whereas he had heard drawbacks to CarterBaldwin.

Committee Recommendation

Vice Chair Parker moved to recommend to the Board to finalize contract negotiations with True Search for Executive Search Services, with the understanding that if those negotiations failed the Committee would revisit the Proposers ranked in the second tier of the draft report. Director Charette seconded. Motion passed unanimously 3-0.

The Committee discussed the following next steps:

- ✦ Approach True Search, indicate they were a leading candidate among competing firms, and they would be brought to the Board for consideration if they could confirm some flexibility on a few items including:
 - Allowing flexibility on first payment to align with incoming start-up funding;
 - Clarifying the exact parameters of the guarantee;
 - Confirming their willingness to match competitors by making the final payment contingent upon the hiring of the CEO.
- ✦ Develop a proposal to expand the Search Committee, for example, by adding to its membership CPCNH Officers and Committee Chairs.

Director Brown stated her desire for members of the CPCNH organizing group to participate in the CEO search and hiring process.



**COMMUNITY
POWER COALITION
OF NEW HAMPSHIRE**

CEO AND STAFF SEARCH COMMITTEE – MINUTES

Meeting Type: **CEO and Staff Search Committee**
Meeting Location: **First Floor Conference Room, Dover City Hall, 288
Central Ave, Dover, NH 03820**
Meeting Date: **November 7, 2022**
Meeting Time: **Noticed for 01:00 PM on CPCNH.org and at Dover City
Hall**

Meeting adjourned at 2:08pm.