

Mar 12

## CPCNH Leadership Transition & Member Updates FAQ




**Text updated on:** 3.23.25

Updates from previous version will appear highlighted: Example

The following webpage provides key information regarding the recent leadership transition at CPCNH and responses to common questions from our members.

*This page will continue to evolve as more questions arise and as additional updates become available. Members are encouraged to attend virtual office hours for direct engagement and further clarification on ongoing developments.*

### Upcoming Office Hours:

- o  Date: March 28, 2025
- o  Time: 1:00 PM Eastern Time
- o  Join Here: [Zoom Meeting Link](#)
- o Upcoming Office Hours are listed on the [CPCNH online calendar](#).

## Leadership Transition

### Is CPCNH undergoing a leadership transition?

Yes. As we approach our third year of services being delivered to our members, our CEO, Brian Callnan, has decided with the agreement of CPCNH to step aside on February 28, 2025 to allow CPCNH to begin its next chapter with new leadership at the helm. While at CPCNH, Brian helped grow the staff to eight talented employees and expanded contractor and service providers to meet our growing organizational needs. Brian will be focusing on recently discovered family health issues while looking forward to what new opportunities are uncovered in the future. CPCNH's staff and contractors will ensure member services and operations are performed effectively.

Link: [Statement on cpcnh.org/news](#)

### Has CPCNH appointed acting leadership to manage the transition?

Yes. In February, the Board of Directors voted 15-0 to appoint Henry Herndon as Acting General Manager to lead the organization through its next phase of operations and service. CPCNH is supported by an expert team of staff and vendor partners. The role of Acting General Manager is to manage and coordinate staff, contractors, and resources to ensure CPCNH's continued success. CPCNH is establishing an Executive Leadership Search Committee to consider remaining staffing needs including options for long-term executive leadership.

Link: [Acting Manager General position description](#)

### What is Herndon's background and qualifications?

[Mr. Herndon](#) played key leadership roles in founding, launch, and scaling of CPCNH operations. He is a respected leader and manager among staff and vendors, dedicated to advancing member interests. He has effectively designed and filled job postings, hiring, training and managing staff and contractors. Mr. Herndon has demonstrated skills in strategic planning and execution including project management and fostering a positive team culture and is effective at delegating technical roles to specialists while organizing and communicating information to ensure informed Board decision-making. Herndon is an expert in state energy policy and regulation.

## Status of Joint Reserves & Strategies Moving Forward

### What is the status of CPCNH Member's Joint Reserves?

Due to power supply costs exceeding revenues collected from customers, CPCNH experienced an ~\$8.4 million loss during the prior 6-month rate period, from August 2024 through January 2025. This necessitated drawing against the Members' joint financial reserves to cover costs. Temporarily negative margins during high-cost winter months are typical for a power agency, and one of the objectives of joint reserves is to ensure cash availability during these periods. CPCNH's reserve drawdown exceeded normally expected levels, for reasons explained in the section below.

As of the end of January 2025, CPCNH had \$5.1 million in Joint Reserve. This figure represents the difference between all CPCNH accrued revenues and expenses through end of January. The draw on reserves continued into February. This FAQ will be updated when CPCNH completes its February financial report.

CPCNH has adjusted rates to a level required to cover costs and begin gradually rebuilding financial reserves from March 2025 onwards while balancing our objective of offering competitive rates.

### What factors contributed to the draw on reserves?

Deviation from adherence to CPCNH's Enterprise Risk Management Policy is the primary factor in the draw on reserves. CPCNH Board and personnel have conducted internal policy compliance assessments and have acted quickly to identify and address areas of non-compliance and to implement operational adjustments to ensure continued financial stability. Specific factors include:

- CPCNH rates for the August 2024 – January 2025 period did not cover costs, which led to negative margins and a drawdown on reserves.
- In June of 2024 the CEO and Risk Management Committee recommended rates for the 8/1/24 through 1/31/25 period that were below what then current forward market prices indicated would be required. The Board approved the recommended rates based on a single point reserve forecast that assumed future market costs would drop, which did not occur.
- Our Energy Portfolio Risk Management Policy called for at least 40% hedging prior to rate setting and the use of a probabilistic reserves at risk forecast in setting rates, which did not occur. (Hedging means purchasing fixed-price forward contracts for set amounts of the power portfolio.)
- CPCNH proceeded through the rate period hedging at minimum volumes allowed under the Enterprise Risk Management Policy and at certain points breached policy by hedging beneath required levels or later than the policy allowed; the result was increased exposure to the high-priced market.
- This winter season was characterized by higher volumes than forecast and higher than average energy costs.

- Financial reserve forecasts reported to CPCNH's Finance Committee and Board of Directors did not disclose the magnitude of financial risk facing CPCNH due to unhedged exposure to market prices, as required by policy; consequently, Member Representatives and Directors were not made aware of CPCNH's worsening financial position until late December 2024, in the days leading up to setting rates for the next period.

Simply put, CPCNH set rates too low, did not hedge enough to minimize exposure to adverse market conditions, did not have a robust Power Purchase Agreement in place, and did not hedge enough to purchase expensive winter wholesale power in the ISO New England real-time and day-ahead markets at prices that exceeded rates charged to customers. CPCNH has acted quickly to identify areas of Enterprise Risk Management Policy non-compliance and to restructure business operations to regain compliance. Immediate actions taken include:

- Adjusted rates from 8.9 to 9.7 cents per kWh for March through July 2025** to ensure rates cover forecasted costs, including an anticipated modest amount of joint reserve contributions.
- Executed hedges to minimize CPCNH's exposure to volatile market prices.
- Restructured operations to account for the departure of CPCNH's prior CEO by shifting responsibility for hedging strategy, procurement, financial reserve forecasts, cashflow and cost modeling for supporting rate setting and budgeting, and other Power Resources department functions back to CPCNH's expert contractors under oversight of the Risk Management Committee.

CPCNH is actively in process of implementing other strategies and reforms to business operations including:

- Updating cost modeling used to inform rate setting to incorporate cost factors that had been omitted previously or not estimated accurately.
- Implementing regular reporting of financial reserve forecasts to the Risk Management Committee, Finance Committee, and Board of Directors that reflect the range of uncertainty inherent in forecasting energy usage, supply costs, and net revenues over 6-month rate setting periods.
- Implementing reporting of other required risk metrics and automating alert-driven procedures that require CPCNH to take prompt action when financial risk exceeds pre-defined thresholds.
- Requiring external expert verification of all models, inputs, and assumptions relied upon for risk management.
- Producing training materials and conducting an all-day workshop for the Risk Management Committee, Finance Committee, and Board of Directors on Enterprise Risk Management Policy compliance.

The Board voted to acknowledge responsibility for ensuring risk management results and has engaged an expert contractor to oversee restructuring of CPCNH's business operations and to confirm compliance with the Enterprise Risk Management Policy.

As part of restructured business operations, CPCNH staff are executing an action plan focused on:

- Power Resources:** improving enterprise data management, cashflow modeling, and load forecasting.
- Administration:** ensuring access and transparency for Members and improving structure for staff-Board collaboration and problem solving.
- Member Services:** conducting proactive communications detailing a clear and complete accounting of CPCNH challenges, financial status, and actions to correct course.
- Projects & Programs:** furthering progress toward development of local renewable generation and distributed energy projects and programs.
- Regulatory & Legislative Affairs:** protecting the integrity of NH's competitive electric market against anti-competitive regulatory threats.

Link: [CPCNH Staff Action Plan Approved by Board in Feb. 2025](#)

## Rates and Rate Setting

### What is the current rate and how was it adjusted?

CPCNH provides energy supply service. All delivery and other charges are associated with the electric distribution utility.

CPCNH works to provide the lowest supply rates possible while covering costs and maintaining financial stability. At a January Board meeting the CPCNH Board of Directors adjusted the "Granite Basic" Community Power rate for residential and small commercial customers to 9.7 cents per kilowatt-hour (kWh), up from the 8.9 cent rate the Board approved on January 2, 2025. The 9.7 rate is effective March 3 through July 31, 2025.

CPCNH Supply Rates Effective March 3rd-July 31, 2025			
For Residential, General Service & Outdoor Lighting			
Power Options	Renewable Content <sup>†</sup>	Rate (¢/kWh)	Estimated Cost of Supply per Month*
Clean 100	100%	13.1¢	~ \$85/month
Clean 50	50%	11.1¢	~ \$72/month
Granite Plus	33%	10.4¢	~ \$68/month
Granite Basic (Default Power Option)	25.2% <sup>†</sup>	9.7¢	~ \$63/month

[View Table Online](#)

CPCNH had negotiated a Power Purchase Agreement with a local generator to meet a significant portion of energy needs at a cost that would have allowed slightly lower rates. However, for reasons beyond CPCNH's control, this agreement did not come to fruition in January and CPCNH closed market hedges to manage our position accordingly.

CPCNH has adjusted rates to ensure rates cover costs.

### How can I be notified about rate adjustments?

CPCNH notices rate adjustments at least 30 days before they become effective. Rate adjustment notices are posted at [www.CommunityPowerNH.gov](http://www.CommunityPowerNH.gov). All Member representatives and "principal executive officers" (e.g., town manager) of our Member municipalities and counties are notified.

You can subscribe to receive rate announcement emails here: [www.cpcnh.org/news](http://www.cpcnh.org/news). This is a new offering for our customers.

### Does Community Power expand competition and energy choices?

Yes. Since launching in early 2023, Community Power has introduced more competition and product options for nearly 200,000 electric customers in New Hampshire. Customers can easily choose from options including 33%, 50%, or 100% renewable energy on a month-to-month basis and can move between Community Power, utility supply options, and third-party providers.

Customers may make product elections by visiting [www.CommunityPowerNH.gov](http://www.CommunityPowerNH.gov), calling 1-866- 603-POWR (7697), or by emailing [info@CommunityPowerNH.gov](mailto:info@CommunityPowerNH.gov). Additional rate options are available at: <https://www.energy.nh.gov/engvapgs/ceps/shop.aspx>

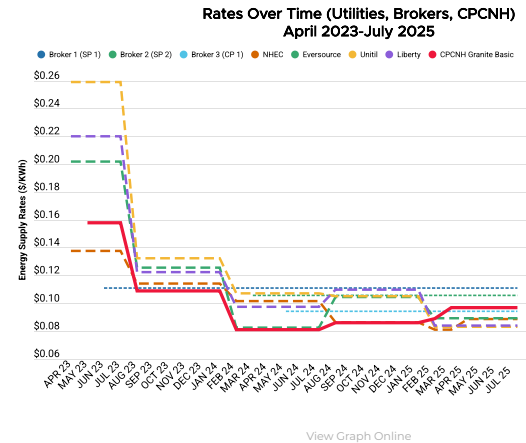
### Has Community Power created savings over time?

Yes. From launch in April 2023 through July 2025 CPCNH's Granite Basic will have averaged:

- o 15.3% savings relative to Unitil's supply rate
- o 12.3% savings relative to Liberty's supply rate
- o 8.7% savings relative to Eversource's supply rate
- o Less than a percent difference from NH Electric Cooperative's supply rate

CPCNH has generated ~\$28 million in customer energy savings for New Hampshire from launch through February 2025. These net savings will decline somewhat during the current rate period and will be reported accordingly.

Here is an overview of CPCNH's rates compared to utility rates and other non-CPCNH CPA rates:



How do Community Power rates compare to other options?

Here are the rates for residential and small commercial customers on Community Power:

CPCNH Supply Rates Effective March 3rd-July 31, 2025			
For Residential, General Service & Outdoor Lighting			
Power Options	Renewable Content <sup>†</sup>	Rate (¢/kWh)	Estimated Cost of Supply per Month*
Clean 100	100%	13.1¢	~ \$85/month
Clean 50	50%	11.1¢	~ \$72/month
Granite Plus	33%	10.4¢	~ \$68/month
Granite Basic (Default Power Option)	25.2% <sup>†</sup>	9.7¢	~ \$63/month

<sup>†</sup>Renewable content meets NH's Renewable Portfolio Standard requirement (RSA 362-F) prior to reductions by NH DOE. In prior years, the target has been administratively reduced by the NH DOE. For example, the 2023 RPS target of 23.4% was reduced so that the actual renewable content for RPS was 15.9%.

\*Based on 650 kWh/month usage.

View Table Online

Here are the supply rates for small customers offered by the utility companies:

Utility Default Supply Rates February 1st-July 31st, 2025			
For Residential, General Service & Outdoor Lighting			
Default Utility	Renewable Content <sup>†</sup>	Rate (¢/kWh)	Estimated Cost of Supply per Month
Liberty	25.2%	8.416¢	~ \$55
Unitil		8.306¢	~ \$54
Eversource		8.929¢	~ \$58
NHEC		*8.108¢/8.887¢	~ \$53/~ \$57

<sup>†</sup>Renewable content meets NH's Renewable Portfolio Standard requirement (RSA 362-F) prior to reductions by NH DOE. In prior years, the target has been administratively reduced by the NH DOE. For example, the 2023 RPS target of 23.4% was reduced so that the actual renewable content for RPS was 15.9%.

\*Note: New Hampshire Electric Co-op rates will increase to 8.887¢ beginning April 1st, 2025.

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Are the utility supply rates anti-competitively priced?

The Public Utilities Commission directed utilities to take on 30-100% commodity market price exposure during this current rate setting period, and to propose that any cost overruns be recovered through charges paid by all ratepayers (instead of being recovered from customers on utility supply over future periods). This would force Competitive Supply and Community Power customers to subsidize utility supply customers, while artificially lowering utility supply rates below the cost of service on an ongoing basis.

The cost shifting proposal is anti-competitive and would undermine NH's competitive electric market by making it impossible for 3rd parties and Community Power to compete on a level playing field with artificially low utility supply rates.



CPCNH is preparing testimony and technical analysis to demonstrate that utility rates are unlikely to recover the costs of purchasing default supply on the market. CPCNH's analysis estimates that Eversource has already under-collected ~\$5 million in February 2025 (the first month that the new rates took effect) due to underpricing market exposure.

House Bill 760 would prohibit this form of anti-competitive cost shifting. Unfortunately, the House Science, Technology, and Energy Committee voted 10-8 to recommend HB760 "inexpedient to Legislate" on March 10. There are ongoing regulatory proceedings where the Public Utilities Commission will rule on whether to enable utilities to shift their supply costs onto non-participating customers.

## Ongoing Updates

### ✓ How can members stay informed on CPCNH developments?

CPCNH provides multiple ways for members to stay updated on key developments, announcements, and policy updates:

- **Visit our News & Updates Page** – Regular updates, press releases, and announcements are posted at [www.cpcnh.org/news](http://www.cpcnh.org/news).
- **Subscribe for Direct Notifications** – Sign up for CPCNH's newsletter and key communications via this form: [CPCNH Email Sign-Up](#).
- **Attend Virtual Office Hours** – Members are encouraged to participate in bi-weekly office hours to ask questions and stay informed about ongoing developments.
  -  Next Office Hours: March 28, 2025, 1:00 PM ET
  -  Join Here: <https://us02web.zoom.us/j/87059367481>
- **Upcoming Office Hours:**
  - March 28, 2025, 1:00 PM ET
  - April 11, 2025, 1:00 PM ET
  - April 25, 2025, 1:00 PM ET

The same [Zoom](#) link will be used for all office hours. Full schedule details are available at [www.cpcnh.org/calendar](http://www.cpcnh.org/calendar).

### ✓ Where can I access minutes and materials of public meets?

Minutes and supporting materials from CPCNH's Board and Committee meetings are publicly available to ensure transparency and foster member engagement. You can access these documents by visiting our dedicated repository at [www.cpcnh.org/key-documents](http://www.cpcnh.org/key-documents) under the "Board and Committees" section.

Additionally, you can view our public meeting schedule and find related updates on our calendar at [www.cpcnh.org/calendar](http://www.cpcnh.org/calendar).

### ✓ How do I submit additional questions for CPCNH leadership?

CPCNH members and members of the public can submit questions or requests for clarification through two convenient options:

**Email CPCNH Directly** – Send your questions to [info@cpcnh.org](mailto:info@cpcnh.org). This inbox is monitored by CPCNH staff, and your inquiry will be directed to the appropriate team member for a response.

**Use the Contact Form** – Submit your questions via our [Contact Us form](#), and a CPCNH representative will follow up accordingly.

For real-time engagement, we also encourage members to bring their questions to our bi-weekly office hours (see schedule at [www.cpcnh.org/calendar](http://www.cpcnh.org/calendar)).

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**Date:** February 6, 2025

**From:** Bobbi-Jo Michael, Director of Administration; Henry Herndon, Director of Member Services; Mark Bolinger, Director of Programs & Projects; Deana Dennis, Director of Regulatory & Legislative Affairs; Scott May, Senior Analyst; Jackson Kaspari, Community Energy Advisor

**To:** CPCNH Board of Directors

**Cc:** Attorney Michael Postar

**Subject:** Staff Proposed Action Plan for Continuity and to Strengthen Member Confidence

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Dear CPCNH Board of Directors,

For your consideration, we submit this proposed action plan to organize and clarify roles, ensure operational continuity, and strengthen Member confidence in CPCNH during this transitional period.

CPCNH's business model relies on a small number of expert staff to:

1. Oversee and manage contractors responsible for many of the services required to operate the organization.
2. Engage with and support committees and the Board to deliver superior services at relatively low cost.

To support this model, CPCNH has hired high-quality staff and established comprehensive contracts with industry-leading service providers. This action plan clarifies roles for staff, including adjustments where needed to cover gaps in responsibilities, to enable effective management, coordination, and shared leadership. To stabilize CPCNH and foster a collaborative, mission-driven work environment, it is essential to:

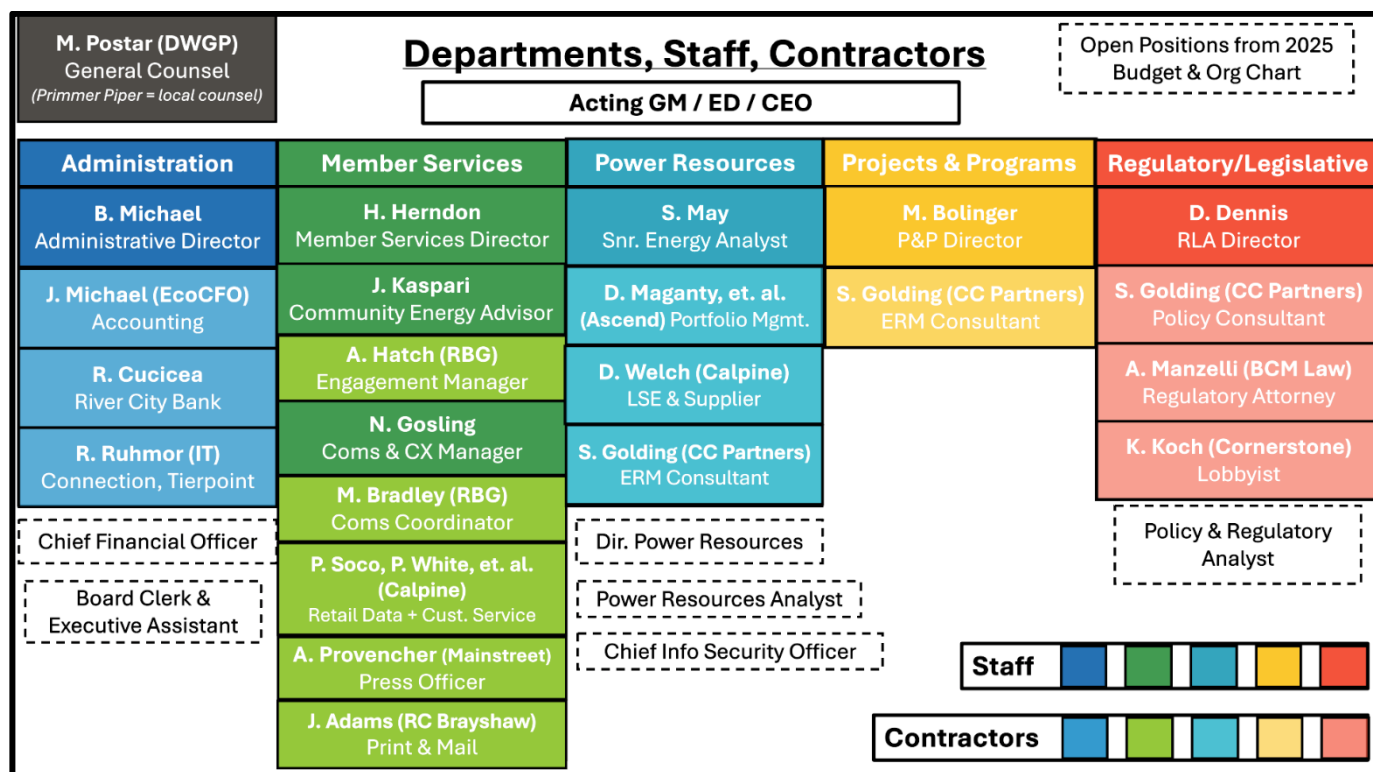
1. Clarify and reinforce staff oversight and management responsibilities while fully utilizing contractor expertise.
2. Identify and fill remaining staffing gaps.
3. Promote a positive, collaborative workplace culture to boost morale and ensure our excellent staff team and service providers are empowered to succeed.

We are confident in our team's ability to lead CPCNH during this period of transition. This report outlines a proposed action plan to stabilize CPCNH, strengthen Member trust, and set a course for a strong, collaborative future in advancing New Hampshire's energy economy. This proposed plan can be adapted over time, with input from the Board, to include any recommendations that come out of our forthcoming Strategic Plan.

CPCNH currently operates through five key departments, each responsible for distinct functions essential to the organization's success, and each overseeing expert external

contractors. Each Department has generally been led by a director-level staff person, except for Power Resources, which up until this point has been led by the CEO:

- ⚡ **Administration:** Manages general administrative services, human resources, oversight for financial operations, and development of internal policies.
- ⚡ **Member Services:** Oversees engagement with Members, the media, and the public. Responsibilities include implementing Electric Aggregation Plans and ensuring regulatory compliance (Join, Plan, Launch); marketing and communications; customer service, retail data, and key account management; and implementation of certain programs developed by the P&P Department (Operate).
- ⚡ **Power Resources:** Handles energy portfolio analytics and risk management, load forecasting, cost modeling, and rate recommendations. This department also manages wholesale energy market participation, including power procurement and hedging.
- ⚡ **Projects & Programs:** Develops new service offerings for: innovative rates, solicitations for new-build renewables projects, Renewable Energy Certificate (REC) procurement, and programs to integrate Distributed Energy Resources (DERs) and DemandResponse (DR).
- ⚡ **Regulatory & Legislative Affairs:** Advocates on behalf of consumer interests and the collective voice of its Community Power municipal Members in regulatory proceedings before the Public Utilities Commission and the Department of Energy and engages in legislative policy matters at the New Hampshire General Court. This Department plays an important “external affairs” role in building relationships with a coalition of key stakeholders in support of CPCNH’s policy priorities.



This org chart shows how key responsibilities of CPCNH are organized among staff and departments. As such, it depicts how CPCNH is generally organized at present, though Senior Energy Analyst Scott May is now shown under “Power Resources” to make his responsibilities in this area more explicit. We anticipate further refining and clarifying our organizational structure as additional staff roles are filled.

The team will exercise flexibility to coordinate and collaborate across departments. For example:

- ✦ Member Services' role in Member and public engagement is crucial to achieving legislative victories, requiring close collaboration with the Regulatory and Legislative Affairs team.
- ✦ Project and Program development must be conducted in conjunction with the overall Power Resources portfolio.
- ✦ The Power Resources team works closely with EcoCFO and Administration on financial models, and alongside Member Services for retail load forecasting and planning, logistics, and timing for Community Power Aggregation (CPA) launches and new program offerings.

Our team is confident in this structure, which provides clear role definitions while allowing the flexibility needed for effective cross-departmental collaboration. The main proposed changes presented in this action plan for Board consideration focus on clarification of roles and responsibilities, as follows:

- ✦ Appoint an Acting CEO, Executive Director, or General Manager.

Our staff team recommends that the Board create a process, including staff input, to identify and hire a new CEO, Executive Director, or General Manager. While this executive search process is underway, staff recommends that the Board appoint an acting CEO, Executive Director, or General Manager. We make this proposal to ensure continuity and to clarify general responsibility for general management and coordination across all departments, staff, vendors, and the Board during this transition period. This will ensure facilitation of teamwork, communication, and collaboration throughout the organization. If the Board were to appoint Henry Herndon to this role, the staff team would support that decision, just as we would support possible alternative decisions by the Board.

- ✦ Reorganize and clarify the Power Resources Department.

CPCNH staff member Scott May will serve as the primary point of contact for powerresources partners including Ascend, Calpine (on the Load Serving Entity / supplier side), and consultant Samuel Golding on matters of power resources, risk management, and related data integrations and analytics. We also propose assessing and filling outstanding Power Resources staffing gaps.

- ✦ Possibly reorganize the Member Services Department

If Henry Herndon is chosen to serve as Acting/Interim CEO, Executive Director, or General Manager, then Community Energy Advisor Jackson Kaspari would be asked to assume certain responsibilities previously held by the Director of Member Services. In this event, Henry would continue to exercise substantial supervision over the Member Services



department, while having capacity freed up to focus support on other cross-departmental duties while ensuring continued responsiveness and Member satisfaction.

⚡ Hire a Director of Finance.

We recommend the Board approve a Finance Director position to address a key staffing gap and strengthen financial oversight and internal capacity.

We request the Board’s approval of this proposed action plan, including decisions pertaining to interim and long-term executive leadership, to provide the team with the clarity needed to maintain operational continuity and strengthen Member and public confidence in CPCNH. Additional details are described in the following section.

The graphics below further clarify staff/vendor roles in operations, weekly team meetings, and monthly committee and Board meetings, including lead staff support roles.

Staff Operations - Weekly Standing Meetings				
MON	TUE	WED	THU	FRI
9	Member Services			
Projects & Programs (bi-weekly)				
1	Calpine - Retail Data & Customer Service	Staff Meeting		
			Ascend - Power Resources	Cornerstone - Legislative Policy
EcoCFO - Accounting				

Regular Committee & Board Meetings (& Ah-Hoc Member Engagements)				
MON	TUE	WED	THU	FRI
1st Mon. Governance 8:30AM				1st Fri. 10AM Regulatory & Legislative Affairs
2nd Mon. 9AM Risk Management	2nd Tues. 10AM Member Outreach & Engagement			3PM Legislative Update Office Hours (ad-hoc)
3rd Mon. Finance 9AM			3rd Thurs. Executive	
			Office on the web Frame	
			4th Thurs. 10AM Board	3PM Legislative Update Office Hours (ad-hoc)
Projects (TBD)	Audit (as called)	Lead Staff:		
		S. May		
		D. Dennis		
		B. Michael		
		H. Herndon		
		M. Bolinger		
		CEO/ED/GM		



## **Action Plan Details**

This proposed action plan creates a framework for longer-term success through enhanced visibility and clarity among staff and contractors focused on immediate needs. The five categories of the Action Plan reflect the five departments.

### **Power Resources: Enterprise Risk Management (ERM) Compliance & Power Agency Strategic Evolution**

The Board has approved Task Order No. 4 with Community Choice Partners to:

1. Provide technical expertise and process management to strengthen and safeguard CPCNH's compliance with CPCNH's Enterprise Risk Management (ERM) Policy. This work area includes:
  - a. CPCNH and Ascend portfolio modeling, forecasting, and hedging strategy.
  - b. Data flows and linkages between Ascend, Calpine, River City Bank, & EcoCFO.
  - c. Probabilistic financial forecasting, rate setting, & budgeting.
  - d. Risk metrics, reporting, and automated alert-triggered mitigation procedures.
  - e. Capacity development of Risk Management Committee (RMC) and CPCNH staff.
  - f. Monthly reporting to Members as required by the Cost Sharing Agreement.
  - g. Recommending ERM policy amendments.

CPCNH Staff Henry Herndon and Scott May are available to be the primary staff points of contact to support and ensure success of this work area with availability from Mark Bolinger and Jackson Kaspari as needed.

2. Provide technical and strategic planning towards achievement of power agency evolution to customers. This work area includes:
  - a. Negotiating and executing a credit facility; establishing enabling agreements and power supply contracts with multiple suppliers; registering to trade financial products.
  - b. Training CPCNH staff and RMC members to use Ascend PowerSIMM software.
  - c. Expediting CPCNH evolution into a Load Serving Entity (LSE) / supplier.
  - d. Solicitations for long-term Power Purchase Agreements (PPAs) and new-build local renewable projects; Commercial & Industrial (C&I) advanced custom rate structures and Distributed Energy programs.
  - e. Renegotiating and extending CPCNH's contract with Calpine and/or establishing a new relationship and contract for LSE / supplier services and credit support.
  - f. Data systems and analytics.

CPCNH Staff Henry Herndon and Scott May are available to be the primary staff points of contact to support and ensure success of this area of Task Order 4, with Mark Bolinger available as the primary staff contact for item 2. d.

3. Provide support in achievement of regulatory and legislative reforms to enable advanced energy services and protect the integrity of NH's competitive retail electricity market. This work area includes:
  - a. Regulatory engagement on utility rule waiver requests; Eversource's rate case and Stranded Cost Recovery Cost (SCRC) proposal (which includes proposal to socialize ~\$6.9 million in utility supply costs to all customers); other utility cost-shifting dockets; CPCNH complaint against Eversource; other dockets; legislative research and analysis.

CPCNH Staff Deana Dennis is the primary staff contact for oversight and direction in this area.

### **Member Services: Communications Plan to Strengthen Member/Public Confidence**

To strengthen Member confidence, CPCNH must demonstrate transparency, the ability to act quickly to address challenges, and a clear action plan to strengthen confidence and inspire an exciting vision for NH's energy future. Perceptions of dysfunction and failures to communicate effectively about ongoing challenges present threats to CPCNH's reputation and credibility and must be avoided.

#### **Key Actions / Public Statement and Messaging**

- ⚡ Provide a clear and honest accounting of CPCNH's status, challenges, financial situation, and actions taken address them; emphasize decisive action to strengthen confidence and avoid perceptions of dysfunction; address outstanding and publicly unanswered questions regarding CPCNH hedging, rates, finances, and staffing; summarize compliance assessment findings into materials suitable for public disclosure.
- ⚡ Emphasize the Board's commitment to transparency and working together; outline a confident and unified path forward; avoid fragmentation and Member exits.
- ⚡ Rally support for legislative priorities including Energy Forward Act and HB 760 to protect the retail electric market from anti-competitive cost shifting of utility supply costs onto our customers.
- ⚡ Reaffirm CPCNH's mission, vision, and value to our Members and communities.
- ⚡ Commit to ongoing communication, including hosting public forums for Member representatives, local committee members, and others to ask questions and receive updates.

#### **Key Audiences**

- ⚡ Internal staff, vendor partners, Membership, and the public (including the media).

#### **2025 Workplans**

Member Services has developed detailed 2025 workplans for:

⚡ Jackson Kaspari, Community Energy Advisor:

- Engagement and advisory support for Members (one-on-one support; regional fall Member meet-up series; dashboard development and annual reporting).
- Support for planning, development, and delivery of member services, programs & projects (key account services; annual rate enrollments & customer service; program/project interest capture).
- Project management, analytics & systems support (Member engagement databases and tracking; dashboard development).

⚡ Andrew Hatch, Engagement Manager:

- Member onboarding and Electric Aggregation Plans (EAPs) (new Member onboarding; 2025 municipal and county local and state authorizations; launch logistics, materials, engagement).
- Key account & “Operate” support.
- Event and conference staffing.

⚡ Nicholas Gosling, Customer Experience & Communications Manager:

- Inventory communications resources; develop strategic communications plan.
- Develop and manage communications channels and schedule of engagements (newsletters, webinars, social, office hours, press releases, paid/earned media).
- Creative content and storytelling (e.g., static, social, audio, video).
- Media engagement.
- Develop company handbook / high-quality printed annual company report.
- Analytics and reporting.
- Enrollment mailers; contact center messaging & FAQs; customer escalations.
- Event sponsorships.

⚡ Madelyn Bradley, Communications Coordinator:

- Web-design and maintenance; rate posting & compliance.
- Logos, materials, presentations development.
- Inbound/outbound & cross-departmental communications coordination.

Workplans will be executed in collaboration with relevant staff and vendor partners and will be iteratively revised as needed.

### **Administration: Improve Accessibility; Enhance Positive Staff/Org Culture**

Enhanced transparency and accessibility will strengthen the experience of Members and the public in their interactions with CPCNH. Our team will evaluate and improve public access to meeting materials and demonstrate our commitment to transparency.

Additionally, renewed focus on enhancing a positive staff and organizational culture in the face of challenges is critical to our long-term success.

### **Key Actions:**

- ⚡ Ensure all meeting agendas, packets, recordings, documents, and minutes are easily accessible on CPCNH's public platforms (with implementation support available from Member Services Department as needed).
- ⚡ Ensure Members and the public feel a strong sense of transparency by ease of access to CPCNH materials (i.e., go above-and-beyond in making materials easy to access).
- ⚡ Ensure open communication between staff, contractors, leadership, and the Board and create comfortable spaces and opportunities for staff and contractors to share ideas and concerns; consider establishing a policy to enable a safe and well understood communication channel staff could use to confidentially bring concerns to the Board's attention if needed.
- ⚡ Foster a culture of collaboration and transparency to improve morale and ensure positive staff experience; facilitate staff-led planning for team building opportunities (e.g., off-site activity or staff retreat for fun, relationships, and outside-the-box thinking).
- ⚡ Support Director of Administration Bobbi-Jo Michael with the freedom and resources to identify and implement opportunities for improvement in administrative systems.
- ⚡ Proactively ensure all Directors, committee members, and Member Reps are fully IT-enabled and supported in accessing materials and communications necessary to govern our affairs (supported by Rudy Ruhmor, IT Consultant).
- ⚡ Orient and organize CPCNH activities across committees, staff, & contractors to achieve objectives.
- ⚡ Hire a Director of Finance to support CPCNH's Treasurer, expand staff resources to support Finance and Audit Committees, and to take the lead on negotiating and executing a credit facility for CPCNH.
- ⚡ Identify and fill other priority staffing gaps.

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### **Projects & Programs: Continue Forward Progress & Integrate with ERM**

CPCNH has made good progress in Projects and Programs. We developed an Annual Rate at the request of Members, became a REC aggregator, and developed solicitations and contracts for ASPIRE (Annual Solicitation Program for Increasing Renewable Energy). We will continue this forward progress and fully integrate project and program development with overall portfolio and Enterprise Risk Management (ERM) policy.

### **Key Actions:**

- ⚡ Equip staff with Ascend PowerSIMM software training for evaluation of project and program opportunities in the context of the portfolio.
- ⚡ Integrate staff progress on "ASPIRE," Annual Rate, and other project and program developments with Ascend PowerSIMM portfolio valuation tools. Coordinate solicitations and valuation of PPAs and projects with Power Resources Department.

- ⚡ Form a Projects and Programs Committee as provided for under the Joint Powers Agreement.
- ⚡ Develop capacity to offer demand response / distributed energy programs, starting with C&I accounts and focusing on Members' large municipal facilities, (e.g., summer capacity peak curtailment notifications). This will be done with the support of relevant Member Services and Power Resources personnel.
- ⚡ Coordinate development of new rates and retail/demand-side programs with Calpine, key accounts, and customer service.
- ⚡ In coordination with and with support from Member Services personnel, develop terms and conditions and/or a streamlined agreement for the "Annual Rate" offering; expand advanced custom rate structure offerings, starting with commercial and industrial accounts (including large municipal facilities). Coordinate pricing and parameters of Annual Rate and other rate programs with Power Resources risk management functions.

### **Regulatory & Legislative Affairs: Empower Members to Win Legislative Reforms**

New Hampshire's energy policy landscape requires reform to structurally enable market-based deployment of local distributed energy to lower costs and benefit our communities and economy. At the same time, we must defend the integrity of NH's existing competitive market, which is under threat by monopolies who, at the urge encouragement of their regulators, are poised to shift costs from default service onto all customers regardless of whether they elected to be served by Community Power or another competitive supplier. We continue to make steady progress by advocating for our interests and needs before regulators and legislators, including identifying practical solutions to allow us to serve net metered and time-of-use rate customers and offer other cost-saving innovations to customers soon. We must be targeted and strategic in our efforts to effectuate these reforms and double-down on broadening our coalition through relationship building and outreach to key stakeholders.

Together, with our Members, partners, and customers, we can champion these reforms.

#### **Key Actions:**

- ⚡ Focus regulatory engagement in dockets that will have the most significant impact on our ability to operate competitively and provide solutions to the barriers that prevent us from offering cost-saving innovations to customers on a voluntary basis.
- ⚡ Prioritize relationship building and listening to critical stakeholders; strengthen trust, credibility, and respect; collaborate on identifying practical solutions that meet our goals and move NH's energy forward.
- ⚡ Continue to leverage contracted government and strategic communications support (Cornerstone) and expand coalition-building activities with key policy-making stakeholders and allies.
- ⚡ Scale policy communications systems, channels, and strategy leveraging contracted service providers and new staff capacity (in collaboration with Customer Experience & Communications Manager).

- ⚡ Mobilize grassroots and media campaign in support of our legislative priorities (preserve and expand market competition in NH via the Energy Forward Act package).
- ⚡ Ensure Director of Regulatory and Legislative Affairs Deana Dennis has adequate resources and support to succeed; prioritize hiring of Analyst/Sr. Regulatory Analyst to fill gaps and maximize CPCNH's regulatory impact.

CPCNH has demonstrated its ability to achieve impressive legislative victories in the 2019-2021 period to enable and then defend and expand Community Power authorities at the General Court. Over the course of 2025, we can lay a strong foundation for ongoing policy successes in the years to come.

## **Conclusion**

CPCNH has transferred vast knowledge and expertise from industry to community leaders in governance and oversight positions on our Board and Committees while creating enormous value for our communities in savings and reserves. Our goal has been to rapidly become a cutting-edge Load Serving Entity power agency that can serve as a platform to intelligently deploy renewable energy and Distributed Energy Resources across New Hampshire.

By endorsing this action plan, the Board will demonstrate its leadership in taking decisive action during a critical and challenging moment for CPCNH. Together we can set CPCNH confidently on the path towards achieving our exciting vision for New Hampshire's energy future. By demonstrating our collective leadership, and fully leveraging the excellent capabilities of our staff, vendors partners, and Members, we will achieve meaningful transformations in New Hampshire's energy economy that create real benefits and value for our Members across the state for decades to come.

Sincerely,

Bobbi-Jo Michael  
Director of Administration

Deana Dennis  
Director of Regulatory & Legislative  
Affairs

Henry Herndon  
Director of Member Services

Scott May  
Senior Energy Analyst

Mark Bolinger  
Director of Projects & Programs

Jackson Kaspari  
Community Energy Advisor