



**CITY OF PORTSMOUTH NH  
Portsmouth Energy Advisory Committee**

**Wednesday, February 4, 2026, 6:30 pm**

**City Hall Conference Room A**

Members of the public may participate via Zoom. To register, go to:  
[https://us06web.zoom.us/meeting/register/7Y-D72VDQ\\_KziqMfcPr60g](https://us06web.zoom.us/meeting/register/7Y-D72VDQ_KziqMfcPr60g)

**AGENDA**

1. Call to order, roll call
2. Chairman's Remarks
3. Approval of Minutes from January 7, 2026
4. Discussion of the recommended zoning ordinance changes for solar
5. CPCNH Portsmouth Community Power 'refresh'
6. Spot market prices
7. Window Dressers project
8. Goal setting for PEAC in 2026 -- Committee members are encouraged to bring ideas for action they care about
9. Public Comment



**CITY OF PORTSMOUTH NH**  
**Portsmouth Energy Advisory Committee**

**Wednesday, January 7, 2026**

**MINUTES**

For the video recording of the meeting on Zoom:

<https://youtu.be/bh9DqnFIPQQ>

**1. Roll call**

Meeting called to order at 6:31 pm. Attending, Councilor Tabor, chair; Peter Somssich, Tom Rooney, Tracy Cameron, Kevin Charette, Ben D'Antonio, Sustainability Committee: Fred Calciniari. Excused: Betsy Blaisdell. Staff: Jillian Harris. Stephanie Seacord.

2. **Chairman's remarks** – Chair Tabor reported that the City Council approved the ordinance to make PEAC a permanent committee. He noted the Mayor thanked the committee members for their work. The Chair submitted **the year-end** report approved by the Committee at the December 22, 2025 City Council meeting.

The Chair invited Tracey Cameron to report on **NH Saves Button Up workshop**: while funding is not certain, they are accepting requests for programs. The Committee agreed that an April date (following winter season bills and with seasonal opportunities to make improvements before the next winter) would be ideal. PEAC will partner with Portsmouth Public Library (the session location) and publicize the event widely. PEAC recommended that Eversource be invited to participate again to speak to Portsmouth-specific programs. Peter Somssich noted that with Federal dollars and programs for greener energy and efficiencies disappearing, steps to increase energy efficiency are something we can each do ourselves. Tracey is also planning to participate in the **Window Dressers workshop** in Exeter and will report if that's a program PEAC should host in Portsmouth. Peter suggested looking at **energy programs being offered in York ME** to see if there are ideas for Portsmouth.

The Chair also invited Planner Jillian Harris to outline the **solar zoning ordinance changes** being presented to the City Council for First Reading at the January 20, 2026 meeting. Reviewed and approved by the Planning Board the revisions are designed to remove barriers to residential sola installation. Chair Tabor suggested PEAC review the recommendations for discussion at the February 4 meeting, preparatory to comment(s) from the committee or its members at the City Council Second Reading on February 9. Peter Somssich asked if the Planning Department and Planning Board would look at solar installation protection (preventing new construction from overshadowing existing solar arrays) as well as permitting.

3. **Approval of minutes (taken at the end of the meeting)**. On a motion by Peter Somssich seconded by Tom Rooney, the committee voted to approve the December 3, 2025 minutes.
4. **CPCNH rate announcement for February 1 – June 30, 2026 and draft Portsmouth Community Power press release and communications plan**

The majority of the meeting was spent discussing the new higher CPCNH rates starting February 1, 2026. PEAC still fully supports CPCNH and the benefits of choice, renewables and local control. Electric customers do better when they combine their buying power; but the current rate situation causes PEAC members to express several concerns:

- This is the third (and forecasted fourth as of Aug 1, 2026) rate period where the CPCNH rates are higher than the default Eversource. PEAC must serve Portsmouth customers by safeguarding low electricity costs for residents, which was easier when CPCNH rates were lower than Eversource. In the Feb-July rate period the CPCNH rate is 30% higher than Eversource.
- There is concern that CPCNH is not aggressively communicating the rate changes or what members can do – i.e. change from Portsmouth Community Power to Eversource and back – to address the challenge of higher rates. PUC requires the utilities to communicate clearly and extensively; CPCNH is not held to that standard. Although CPCNH says there’s been little ‘opt-out’ migration so far that may be just because the average community power customer is not aware. CPCNH could push the PUC to require Eversource to notify all 200,000 customers when the rate changes.
- CPCNH communication to members is not as robust as was suggested: awareness of the direct notification is low and monthly (?) reporting specific to Portsmouth financials is not yet available. PEAC would like to know how many Portsmouth customers have signed up for the CPCNH notifications.
- While the need to ‘take the hit’ now to restore reserves, pay outstanding invoices and eliminate the line of credit and its interest costs is understandable and commendable, Committee members need further explanation on why CPCNH procurement is contracting energy supply at a cost higher than Eversource, cf. “Building the Rate” slide #4 in December 18 CPCNH presentation to Board.  
<https://public.onboardmeetings.com/Meeting/vYUuabApLpjlwPC6A5tYdFyHs4hIdaJFS1xfURAecuAA/3GJvdHKwWwbKegHK4SZ8QraAbfYyuTmmLzRdKUwcZ6IA?ReturnUrl=%2FOrganization%2FvYUuabApLpjlwPC6A5tYdFyHs4hIdaJFS1xfURAecuAA>

On the communications issue, PEAC recommended edits to the draft press release that provide candid and transparent guidance to Portsmouth residents regarding the lower Eversource rate, the ability to switch service provider to Eversource and back without penalty, and the programs Eversource offers to help low income customers reduce their bills. A final draft of the press release was subsequently advanced to PEAC and the City Manager’s office.

Tom Rooney noted that one direct source of information is the weekly “Office Hours” zoom on Fridays at 10 am. Link to join on Jan 9, 2026 and future meetings:  
<https://www.communitypowernh.gov/members/office-hours>

On the energy supply procurement and costs, PEAC concluded it would be helpful for Ben D’Antonio to schedule a meeting with the Risk Committee/Ascend to understand how CPCNH is procuring the supply, and then report back to PEAC.

## 5. Old Business

- **House Bill Governing Portable Solar Installations**

Peter Somssich reported the bipartisan bill, Senate Bill 540, sponsored by State Senators David Watters, Rebecca Kwoka and Kevin Avarad parallels legislation in Utah to remove hurdles (such as utility interconnection agreements) impeding the use of “balcony” plug-in solar. He is still tracking the record of his own unit but views it as a good, simple, easily-installed and operated option for renters. Legislation: <https://legiscan.com/NH/text/SB540/id/3285735>

- **Jones Avenue Solar Project**

At the December 3 PEAC meeting, DPW Director Peter Rice and DPW project manager Christine Sprovier reported that the City received quotes from five vendors to produce a feasibility study for a Jones Avenue solar array project and hired APEX based on their qualifications and price. APEX is also evaluating and will report on a comparison of bond-to-own, power purchase agreement, land lease, net metering and hybrid or community solar approaches and should have an update in March. Chair Tabor said he expects PEAC with the extensive expertise of its members to be heavily involved in shepherding the project as it develops.

## **6. New Business**

Chair Tabor noted that PEAC meetings are scheduled for the first Wednesday of each month except August. **Agenda items for the February 4 meeting include:**

- Discussion of the recommended zoning ordinance changes for solar
- Goal setting for PEAC in 2026.

7. Public comment – None.

Adjourned on a motion by Tom Rooney seconded by Peter Somssich at 7:51 pm.

**Next meeting, February 4, 2026 at 6:30 pm.**



**COMMUNITY  
POWER COALITION  
OF NEW HAMPSHIRE**  
*For communities, by communities.*

## **MEMBER SERVICES STAFF REPORT**

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**To:** Member Outreach and Engagement Committee  
**From:** Dr. Jackson Kaspari - Director of Member Services  
**Date:** January 8, 2025  
**Subject:** January 2025 Staff Report

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# Rate Announcement and Support

## Rate Announcement and Additional Materials

Member services led the process for writing and distribution of the Rate Announcement for the upcoming February - July 2026 rate period. This was distributed to Principal Executive Officers, Member Representatives and Alternates on December 22<sup>nd</sup>. The announcement that was sent to this audience is included in Attachment #1. A public facing announcement is included on the CPCNH website and can be accessed by clicking [here](#). The public facing announcement was also emailed directly to approximately 1,000 rate announcement subscribers.

A follow up email was sent to Member Representatives and Alternates immediately after the rate announcement. This message included the information found in Attachment #2 which contained sections on Community Power Benefits & Value as well as on increasing competition in the NH Energy Market. In addition, the message linked to the recording and materials from the well-attended [Office Hours session](#) held on December 19<sup>th</sup>, the day after rates were approved by the Board of Directors.

## Rate Postings

Member Services staff have been working hard on ensuring all the approved rate variations are populated in [www.communitypowernh.gov](http://www.communitypowernh.gov). One change of note is that the individual program web pages now include tables for both residential and commercial rates. Previously all commercial rates were solely on the commercial rates page. Site visitors can still access information either through the individual program webpages or through the residential and commercial web pages. Shoutout to Communications Manager Gosling for leading the rate postings and improvements for the website.

In addition to posting rates on the CPCNH site, default rates have also been posted to the New Hampshire Department of Energy (NHDOE) Shopping website. NHDOE recently overhauled the website and now has a separate area for community power aggregators. Thank you to Community Energy Advisor Hatch for his work to populate this new system in short order.

# Member Services Updates

This section summarizes key activities and project updates since the last MOEC meeting.

## **March Refresh**

The March refresh continues to be a priority project for the Member Services Team. We have confirmed that 42/50 programs will be participating in the refresh. Assuming an 80% enrollment rate, our expectations are that approximately 20,000 new accounts will come online with Community Power in March. We are working closely with Power Resources to understand and help model portfolio implications. All mailing lists and mailing templates have been delivered to RC Brayshaw for printing. We expect the first mail drop of 5,000 notices to commence on January 16<sup>th</sup>, 2026. Since rates were modeled based upon 10,000 new customers, any additional enrollment will result in upward accumulation for Joint Reserves. Thank you to the Committee for its feedback on the mailer design and thank you Nick for making this possible! An example can be found in Attachment #3.

## **Prior and Upcoming Member Engagements**

Since last time Member Services staff, primarily Andrew Hatch, have met with representatives from the following Members:

- ✍ Sunapee
- ✍ Bradford
- ✍ Tamworth
- ✍ Merrimack County
- ✍ Cornish

At the time of this report staff are scheduled to meet with representatives for the following communities:

- ✍ Nashua
- ✍ Plainfield
- ✍ Hopkinton
- ✍ Merrimack County



## Legislative Action Alert and Upcoming Office Hours

On January 6, a Legislative Action Alert was distributed to the Membership regarding SB 590 related to municipal revolving funds. Member Services worked with Director of Regulatory and Legislative Affairs Dennis to develop the alert and resources such as the bill briefing and template testimony. Those are available online [here](#).

The January 23 Office Hours will be focused on Legislative Updates and Advocacy Opportunities. Details can be found on the [CPCNH Office Hours page](#).

## Attachment #1



On Thursday, December 18, 2025, the CPCNH Board of Directors approved a rate adjustment that will go into effect starting February 1, 2026. Granite Basic rates will be set between 14.0 and 14.9 ¢/kWh, depending on customer utility and rate classes. Rates are based upon CPCNH cost of service, including a community reserve adder sufficient to retire financing obligations in calendar year 2026. Retiring financing obligations and building community reserves will position local programs through CPCNH to advance their competitiveness for years to come.

“Community Power rates transparently reflect the organization's cost requirements to serve our communities,” said CPCNH Board Chair Kimberley Quirk. “Our commitment to enhancing community joint reserves will help position CPCNH to continue to realize the long-term value of community power, which is rooted in local decision-making and developing a more resilient energy future. The vision of Community Power is a marathon, not a sprint, and CPCNH will continue to support our communities with the benefits that come from enhanced local control, customer choice, market innovation, project development, and public advocacy.”

CPCNH is controlled by its members and makes our state more energy independent. Through our public power agency, members are seeing the benefits of developing local projects like the [5-megawatt Poverty Plains community solar array in Warner](#) (equivalent to ~1,200 households) scheduled to come online in 2026. Development of locally controlled energy assets enables long-term stability, cost savings, and greater energy security.

Electric customers in NH have more choice today than ever before. Customers are free to choose between Community Power, third-party options, or their utility. To opt in, out, or to select cleaner power, customers can:

- Use our [online portal](#), located at [communitypowernh.gov](#)
- Call 1-866-603-7697 (POWR) or email [Info@CommunityPowerNH.gov](#)

Visit CPCNH's [Residential Rates](#) and [Commercial Rates](#) webpages to view rate options.

# Community Power Benefits & Value

### ⚡ Local Control

- Communities are directly involved with electric supply and ensure CPCNH represents their interests as a member driven organization.

### ⚡ Customer Choice

- Participating communities offer four or more electric product options, enabling households and businesses to select the product that best aligns with their needs. Customers may return to utility default supply or receive electricity through another third-party provider.

### ⚡ Competition

- Community power through CPCNH ensures healthy competition against monopoly utility supply and traditional third-party brokers.

### ⚡ Market Innovation

- CPCNH leads through initiatives like the NH Energy Forward Act pushing the state toward a more dynamic and modernized energy system that seeks to unlock greater value for customers.

### ⚡ Program and Project Development

- A prime example is [Poverty Plains](#). Development of locally controlled energy assets can enable long-term stability, cost savings, and greater energy security.

### ⚡ Public Advocacy

- CPCNH works to protect and promote customer and community interests in legislative and regulatory proceedings.



# Increasing Competition in NH Energy Markets

## **Does Community Power increase competition in NH's energy market? How?**

Yes, Community Power creates more competition and choice in New Hampshire's energy market. Beyond the additional choices now available to customers, there are several ways Community Power continues to increase competitiveness in electricity rates for customers:

1. **Building community reserves.** As a nonprofit accountable to our member cities, towns, and counties, we accrue reserve funds to create value for our members and customers. By building community reserves we can reduce rates in the future once reserves are maintained at target levels.
2. **Lower and avoid interest expenses.** Building and maintaining community reserves lowers CPCNH's financing expenses and those savings are passed on to customers.
3. **Portfolio strategy.** CPCNH has the flexibility to freely engage in wholesale power markets and can take advantage of opportunistic hedging, dollar cost averaging, or other prudent procurement and risk management strategies to lower portfolio costs.
4. **Building internal capacity.** CPCNH is nearing the conclusion of hiring process for an Executive Director and a Director of Power Operations. Investing in bringing top industry expertise in-house will help ensure we maximize the value of our community energy portfolio.
5. **Become a market participant in ISO New England.** CPCNH currently relies on a service provider to act as our "market participant" or "load serving entity" registered with ISO New England. Building reserves will allow CPCNH to step into this role directly and gain greater flexibility while eliminating service fees and passing savings on to customers.
6. **Obtain and maintain a good credit rating.** Achieving a credit rating can take 3-5 years of financial performance. A credit rating benefits CPCNH, our members, and our customers by increasing access to lower cost capital and improving our attractiveness as a counterparty in negotiating with suppliers and energy project developers.
7. **Develop local energy projects.** Sourcing power locally from community-scale energy generators and assets (those with generating capacity of less than 5 megawatts) reduces load and cost from the ISO New England wholesale market. Leveraging these local energy resources reduces wholesale energy, ancillary, capacity, and transmission costs. While certain policy reforms may be necessary to realize the full value of this cost reduction for New Hampshire customers, long-term, development of a strong local energy market is the best way to improve competition and benefit New Hampshire electric customers.



## Barrington Community Power

C/o Community Power Coalition of New Hampshire  
PO Box 840  
Concord, NH 03302

**IMPORTANT** electricity supply rate information inside.  
**How to opt-out, opt-in, or opt-up to greener Community Power.**



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*For communities, by communities.*



## WELCOME TO BARRINGTON COMMUNITY POWER!

In 2024, the Barrington Town Meeting adopted the Barrington Community Power Plan. The program currently serves 3,200 customers.

You're receiving this notice because you're either:

- » A new electric customer, or
- » Recently returned to Eversource's default energy service\*

\*Applies to customers who have not previously opted out of Barrington Community Power.

## WHAT ARE MY OPTIONS?

You have choices:

- » Do nothing and be automatically enrolled in **Barrington's default Granite Basic option** (starting on your March 2026 meter read date).
- » Opt up, out or choose another Community Power option.
- » Choose Eversource or a competitive supplier at any time, without penalty, if you switch on your regular meter-read date.

**Note:** Eversource may charge a fee for switching on a non-scheduled meter-read date.



To view our Environmental Disclosure label, visit:  
[communitypowernh.gov/environmental-disclosure](https://communitypowernh.gov/environmental-disclosure)  
Or use the QR code at left.



**BARRINGTON  
COMMUNITY POWER**  
Town of Barrington NH

## RESIDENTIAL ELECTRICITY SUPPLY OPTIONS

Rate Period: March 2026-July 2026

| POWER OPTIONS | RENEWABLE CONTENT <sup>†</sup> | RATE<br>¢/KWH | ESTIMATED COST* |
|---------------|--------------------------------|---------------|-----------------|
| Clean 100     | 100%                           | 17.663¢       | ~ \$115 / month |
| Clean 50      | 50%                            | 15.763¢       | ~ \$102 / month |
| Granite Plus  | 33%                            | 15.063¢       | ~ \$98 / month  |
| Granite Basic | 25.2%                          | 14.663¢       | ~ \$95 / month  |

\*Based on usage of 650 kWh per month.

<sup>†</sup>Minimum renewable content is compliant with NH's Renewable Portfolio Standard (RPS), RSA 362-F. Total renewable content includes the NH RPS prior to NH Dept. of Energy administrative reductions to minimum requirements due to shortage of qualifying biomass generation.



Visit the Barrington Community Power program webpage:  
[Communitypowernh.gov/Barrington](https://Communitypowernh.gov/Barrington)  
Or use the QR code at left.

## HOW DO I TAKE ACTION?

If Eversource is listed as your electricity Supplier, you don't need to do anything — you'll be automatically enrolled in **Granite Basic** (our default option) beginning in March 2026.

Want a different option or prefer to opt out?

- » **Online:** Visit [Communitypowernh.gov/Barrington](http://Communitypowernh.gov/Barrington) and use the **Customer Portal**
- » **Phone:** Call 1-866-603-POWR (7697)
- » **Email:** [info@communitypowernh.gov](mailto:info@communitypowernh.gov)

You can choose your option before or after March 2026. You can leave at any time without penalty.

## ARE THERE ANY EXCEPTIONS?

Yes. Some customers are not automatically enrolled, including:

- » Those already buying electricity from a third-party supplier
- » Net metered customers (e.g., solar, wind, or hydro systems)

You can still choose to enroll — visit [communitypowernh.gov/exceptions](http://communitypowernh.gov/exceptions) for details, or use the QR code at right.



## STAY IN THE LOOP—SIGN UP FOR EMAIL UPDATES

Scan the QR code, or visit:  
[Communitypowernh.gov/Barrington#signup](http://Communitypowernh.gov/Barrington#signup)

Choose the updates you want to receive:

- » **Legislative Alerts** – Follow key state energy policy issues
- » **Quarterly Newsletter** – News, insights, and staff and member stories
- » **Rate Change Notices** – Be notified when rates change
- » **Event Invites** – Hear about upcoming CPCNH events



## COMMERCIAL ELECTRICITY SUPPLY OPTIONS

| PRODUCT/CLASS                                      | MONTH   |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|---------|
|  | FEB     | MAR     | APR     | MAY     | JUN     | JUL     |
| Granite Basic (General Service & Outdoor Lighting) | 14.258¢ |         |         |         |         |         |
| Granite Basic (Mid Commercial)                     | 20.696¢ | 13.751¢ | 11.450¢ | 10.788¢ | 11.799¢ | 14.068¢ |

## What is the Community Power Coalition of New Hampshire (CPCNH)?

CPCNH is a nonprofit, community-driven organization that helps cities, towns, and counties take charge of their electricity supply, save money, and invest in a clean energy future.



## What We Stand For

CPCNH is powered by communities—and guided by values that put people first:

- » **Consumer Choice** – You decide where your power comes from and what matters most.
- » **Clean Energy** – We invest in renewable sources that support innovation, reliability, and energy independence.
- » **Competitive Rates** – By joining together, our communities help lower costs and encourage a more competitive energy marketplace.
- » **Local Control** – Communities work together to lead, govern, and shape their energy future.

## How can I learn more about CPCNH?

To learn more, visit [communitypowernh.gov](http://communitypowernh.gov). You can also sign up for emails from CPCNH, including rate announcements, our quarterly newsletter, and legislative action alerts. To sign up, visit [communitypowernh.gov#signup](http://communitypowernh.gov#signup), or use the QR code.



## Explore Community Power Across New Hampshire

CPCNH is active in more than 60 communities statewide, including 50 towns, cities, and counties currently operating their own local programs. Visit [communitypowernh.gov/map](http://communitypowernh.gov/map) to explore our interactive map, learn more about these communities, and see what stage they're in—**Operating**, **Ready**, or **Planning**.



Source: Google Gemini 2/3/26

As of early February 2026, New Hampshire wholesale (spot) electricity prices in the [ISO New England](#) (ISO-NE) market have shown volatility, with recent real-time Locational Marginal Prices (LMP) in the NH zone hovering around \$258 per MWh (\$0.258/kWh). While wholesale prices fluctuate hourly based on demand and fuel costs, retail rates in NH are averaging over 23-28 cents per kWh in early 2026.

# **WindowDressers Strategic Plan 2025-2030**

July 1, 2025–June 30, 2030

(FY 2026-FY 2030)

**Approved by the Board of Directors on December 5, 2025**



## **INSULATING WINDOW INSERTS**

**FY 2026 (7/1/25 - 6/30/26) Strategic Planning Review Committee:**

Mary Ellen Eagan, Joe Patterson, Miriam Rubin, Jack Sumberg, Tatiana Tsay, Jessica Williams

# Overview

This strategic plan provides a structured roadmap for WindowDressers' growth and impact over the next five years. Through careful planning, community collaboration, and a commitment to sustainability and inclusivity, we aim to broaden our reach and impact and enhance the quality of service to those in need.

This plan defines the strategic goals of the organization, the outcomes we hope to achieve by pursuing those strategic goals, and key metrics to help us measure progress towards those desired outcomes. WindowDressers has designed this plan to be a living and useful document that informs WindowDressers' work in both the short and long term.

**Mission:** WindowDressers brings community volunteers of all economic and social situations together to improve the warmth and comfort of interior spaces, lower heating costs, and reduce pollution associated with burning fossil fuels, by producing low-cost insulating window inserts that function as custom, interior-mounted storm windows.

**Vision:** Every community has access to affordably insulated windows.

## Our Core Values Are:

- **Warming Homes** - increasing home comfort for all through affordable and accessible window weatherization.
- **Saving Energy** - increasing energy efficiency while reducing heating costs and pollution associated with burning fossil fuels.
- **Building Community** - a volunteer-driven approach to building resilience within communities where neighbors know and support their neighbors.

## Commitment to Equity and Inclusion:

You are welcome at WindowDressers regardless of who you are and what you believe. We strive to help reduce the many inequities in our society by encouraging and empowering everyone who wishes to participate in our programs. We actively seek diversity, equity and inclusiveness (DEI) in our participants, volunteers, staff, and board members. Our procurement and investment policies reflect our commitment to DEI. We strive to reduce and ultimately eliminate inherent or implied bias in all WD practices and materials.

## Acknowledgement of Indigenous Land and Culture

WindowDressers was founded in Rockland, Maine and operates throughout Maine and northern New England, on land previously inhabited by indigenous people who were

forced to leave in many cases. WindowDressers is committed to working with Indigenous people, including but not limited to the Wabanaki Nations that currently inhabit what is now called Maine, to honor the peoples that came before us and the rights their descendants are still fighting for.

# Strategic Initiatives

## Organizational Development

**Goal:** Develop a sustainable organizational framework with strong leadership, engaged volunteers, and a motivated workforce.

### Outcomes:

- WindowDressers maintains a Board of Directors consisting of at least 12 members, with diverse expertise and experience related to WindowDressers's goals.
- Volunteers are supported by staff and a robust mentor network.
- Staff are well compensated and feel supported and valued by leadership.
- WindowDressers staff and Board seek to understand and address the unique and diverse needs of individuals within the organization and within the communities we serve.
- WindowDressers Board & key staff conduct periodic reviews of policies, by-laws and organizational goals.
- WindowDressers Board conducts an annual self assessment.
- WindowDressers has well-documented processes, procedures, and detailed job descriptions for all leadership & staff roles to ensure smooth transitions.
- WindowDressers invests financial and human resources necessary to meet our critical IT needs and improve IT infrastructure.
- WindowDressers has a capital fundraising plan as needed based on capital improvement needs.

### Key Metrics:

- WindowDressers has 12+ Board members and is actively recruiting for additional members to meet important needs.
- Retain Community Build team volunteer leadership at a rate of at least 80% annually.
- Staff satisfaction score of 85% or higher in internal surveys.
- Review of policies, by-laws, and organizational goals completed by end of fiscal year.
- IT systems improvements implemented and a process created for ongoing IT system maintenance and evaluation.

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## Program Development

### Goals:

- WindowDressers helps meet the basic human need of warm housing and helps reduce high household energy burden within our current service area.
- Support all existing Community Builds while expanding operations within our current service area of Maine, New Hampshire, and Vermont.
- Improve and increase program accessibility for economically, racially, and culturally diverse participants.

### Outcomes:

- Each Community Build provides at least 35% of inserts to socially vulnerable households or households with a high energy burden or high energy affordability gap through our Special Rate program.
- WindowDressers uses data and research and has established partnerships to identify geographic areas and households with high social vulnerability or with a high energy burden or high energy affordability gap.
- New volunteer leadership teams for new Community Builds are established in socially vulnerable communities and communities with high energy burden or high energy affordability gap.
- WindowDressers provides accessible outreach materials and actively supports volunteer teams to engage and include economically, racially, and culturally diverse community members—as well as businesses and apartment building managers—in all aspects of Community Build planning and execution.
- WindowDressers develops and tracks relationships with potential Community Build leaders and partners, and collaborates with individuals, organizations, and entities that share our mission and values.
- WindowDressers provides adequate staffing to meet all program development & expansion, IT and communications needs.

### Metrics:

- Number of Community Build events conducted annually - overall and by state.
  - Number and percent change from previous year.
  - Number and percent of Builds that returned from previous year.

- Total number of inserts produced and distributed - overall and by state.
    - Number and percent increase from previous year or years.
    - Number & percent of Special, Residential & Commercial Rate inserts.
      - Number and percentage of pine and white inserts for each rate.
      - Number of rewraps for each rate.
    - Number of households served.
      - Number of households or organizations/businesses for each rate.
    - Number and percent of Community Builds that did and did not provide at least 35% Special Rate inserts.
    - Average number of inserts per Community Build.
  - Total number of communities served - overall and by state.
    - Number of communities served with a high social vulnerability index.
    - Number of communities or households served with high energy burden or high energy affordability gap as identified by data and research. ***See Appendix for more information.***
  - Number of partnerships established and/or maintained.
  - Quality and quantity of data and research organized and/or documented to support our mission and goals.
  - Number of new Community Builds established in socially vulnerable communities or communities with high energy burden or high energy affordability gap.
  - Number and quality of improvements to outreach materials to reach economically, racially, and culturally diverse people.
  - Program Manager to Community Build ratio not to exceed 1:30.
- 

## Program Expansion

### Goal:

- Spread WindowDressers' unique model to increase access to affordable window weatherization and help build community resilience beyond our current service area.

### Outcomes:

- WindowDressers has a Growth Management Plan that includes plans for expanding our model into states close to the current service area (e.g. Massachusetts & NY).
- A pilot, replicating our current fully supported and supplied CB model, has been established in Massachusetts.

- WindowDressers has a tiered menu of free and fee-based resources and support available to interested parties beyond Maine, New Hampshire and Vermont and our pilot in Massachusetts.
- WindowDressers has a marketing plan, developed from the Growth Management Plan, for the tiered menu offerings and has started implementing it.

#### **Key Metrics:**

- Growth Management Plan version 1 completed by June 30, 2026.
- WindowDressers has identified 4-5 Massachusetts communities in the northwest portion of the state for a pilot project.
- The number of Builds and inserts produced in Massachusetts offsets the cost of logistics and staffing needs in no more than 5 years.
- Number of inquiries made about our tiered offerings.
- Number of Community Builds supported outside our current service area.
- Number of inserts produced by groups using some level of support from our tiered menu.
- Revenue earned from tiered offerings.

## **Production Facility Development**

**Goal:** Secure, maintain and optimize production facilities and operations to support growth and improve logistics, in an environmentally, economically, socially sustainable and justice-oriented way.

#### **Outcomes:**

- The production facility has adequate capacity to support mission delivery and future growth.
- Production staff have a safe and comfortable facility in which to work.
- WindowDressers invests financial and human resources necessary to meet our production operation needs and implement critical production improvements.
- Staff is aware of commercial real estate availability/opportunities and their benefits and costs relative to the current production facility.
- Production facility acquisition decisions and major operations changes will be made with consideration for impacts on the local economy, environment and people.

- Capital fundraising plan implemented if needed.

### **Key Metrics:**

- End of season report completed by Production Manager including an evaluation of the production season, production facility capacity, staffing and recommended improvements for following year.
    - Actual insert production labor and materials costs versus budget.
    - Number of insert redos caused by production errors.
    - Number of problems at builds that originate from Production Facility, i.e. material shortages, defective materials, QC issues with jigs or inserts that result in extra work for volunteers.
    - Number of solutions production staff help build teams implement during the build season.
  - Recommended improvements completed by Production staff within budget and before the start of the next production season.
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## **Process Optimization**

**Goal:** Streamline program and production processes, including manufacturing, logistics, and volunteer coordination.

### **Outcomes:**

- WindowDressers provides high quality materials to ensure a consistent and high quality end product.
- WindowDressers uses environmentally and socially sustainable materials and practices whenever possible.
- WindowDressers identifies and uses additional facilities such as donated space or rented storage units to improve logistics and reduce the environmental footprint of transportation.
- WindowDressers solicits and is open to feedback from economically, racially, and culturally diverse people - volunteers, participants, customers, Board members & staff - using feedback to inform ongoing operational improvements.

### **Key Metrics:**

- Improved wood supply consistency and quality - decreased % of rejected material.
  - Sustainability ratings of materials.
  - Reduction in production and delivery lead times.
  - Average delivery costs per build measured over time.
    - Delivery miles traveled.
  - Cost savings achieved through process efficiencies.
    - Year over year comparisons.
  - Customer and Volunteer surveys implemented in a timely manner. Results analyzed/summarized within a month of the last Community Build.
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## Appendix

### Program Development

-  Social Vulnerability Data (2024 Season)
-  Social Vulnerability Data (2025 Season)

## Portsmouth Energy Advisory Committee

### 2026 Meeting Dates

Jan 7

Feb 4

Mar 4

Apr 8

May 6

Jun 3

Jul 1

No Aug

Sep 2

Oct 7

Nov 4

Dec 2