

Request for Proposals

Executive Search Services

For Communities, By Communities



COMMUNITY POWER COALITION OF NEW HAMPSHIRE

RFP RELEASE DATE: September 28th, 2022

SUBMITTAL DEADLINE: October 14th, 2022

CONTACT: RFI-RFP@CPCNH.org



GENERAL INFORMATION	1
ABOUT COMMUNITY POWER AGGREGATION (CPA)	1
ABOUT COMMUNITY POWER COALITION OF NEW HAMPSHIRE (CPCNH)	1
MEMBER SERVICE TERRITORY	1
ORGANIZATIONAL CAPACITY	2
CEO HIRE & STAFFING STRATEGY	3
ADDITIONAL INFORMATION	3
RFP PROCESS	4
HOW TO APPLY	4
SOLICITATION SCHEDULE	4
QUESTIONS AND NOTIFICATION PROCESS	5
SCOPE OF SERVICES	5
PROPOSAL CONTENTS	6
REVIEW AND SELECTION PROCESS	7
RFP CONSIDERATIONS	8
NATURE OF RFP	8
REPRESENTATIONS AND WARRANTIES	8
RIGHTS OF CPCNH	8
CODE OF CONDUCT	9
PROHIBITION ON EX PARTE COMMUNICATIONS & LOBBYING	9
PROHIBITION ON COLLUSION	9
ETHICAL REQUIREMENTS	9
NON-DISCRIMINATION	10
CONSEQUENCE OF SUBMISSION OF PROPOSAL	10
PROPOSAL COSTS	11
PUBLIC NATURE OF PROPOSAL MATERIAL	11
EXHIBIT A: ANTI-COLLUSION AND CONFLICT OF INTEREST STATEMENT	13
EXHIBIT B: LITIGATION STATEMENT	16
EXHIBIT C: DRAFT CEO JOB DESCRIPTION	17



GENERAL INFORMATION

The Community Power Coalition of New Hampshire (CPCNH) is issuing this Request for Proposals (RFP) for an Executive Search Firm to facilitate and expedite the hiring of a qualified Chief Executive Officer (CEO) to lead our new startup power agency.

About Community Power Aggregation (CPA)

New Hampshire's updated Community Power law is a bipartisan policy designed to further evolve and enhance the economic efficiency of the State's electric power industry. The Legislature's intent was to encourage voluntary, cost effective and innovative solutions to local needs. To achieve this goal, the law authorizes local governments (cities, towns, and counties) to launch Community Power Aggregation (CPA) programs that serve as an alternative default electricity supplier for residents and businesses, on an opt-out basis for customers on local distribution utility default energy service and on an opt-in basis for those already on competitive supply. CPAs will secure and provide the electricity that existing franchised utilities will deliver via existing distribution facilities to consumers in the CPA's territory. CPAs may additionally provide voluntary opt-in services and new retail rates and products, and exercise various authorities related to expanding customer choice and animating the retail market in New Hampshire (e.g., various metering, billing, energy efficiency and local renewable projects).

About Community Power Coalition of New Hampshire (CPCNH)

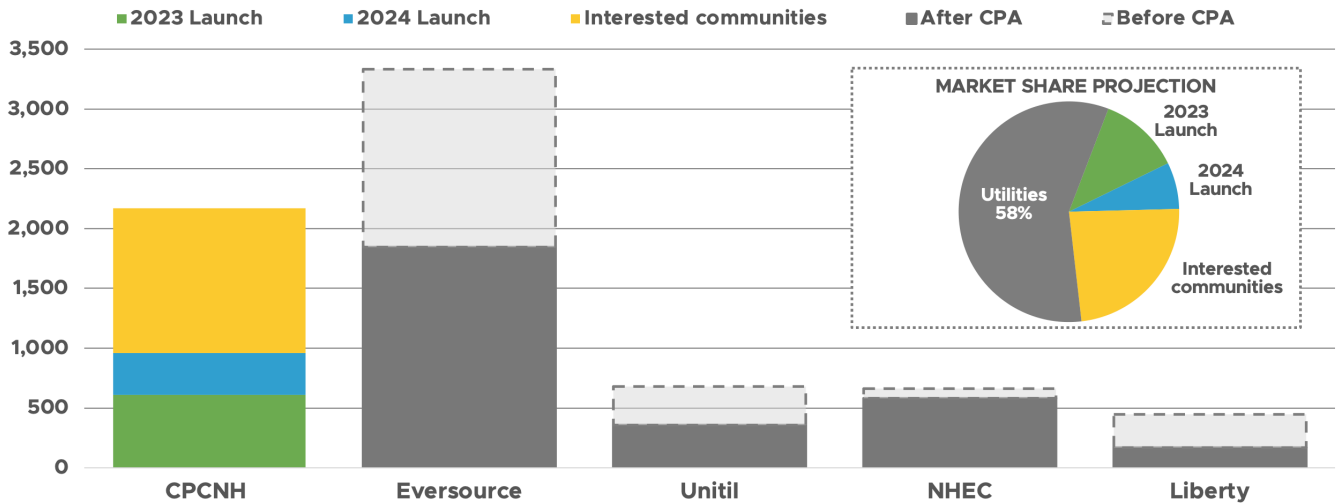
The Community Power Coalition of New Hampshire (CPCNH or Coalition) is an all-requirements Joint Powers Agency incorporated as a government instrumentality and non-profit on October 1st, 2021, to provide for the launch and operation of CPA programs on behalf of participating Members.

Member Service Territory

CPCNH's twenty current municipal members represent approximately 20% of New Hampshire's population, most of which intend to launch CPA programs in the next one to two years. The first wave of CPA programs is slated to launch between April and May of 2023, with service expansion to all current member territories thereafter (likely Q2 2024). At this point, CPCNH will serve ~110,000 customer accounts, provide ~900,000 MWh of electricity, and produce revenues of up to ~\$365 million per year (assuming retail pricing based on default utility rates in the current year).

Over 30 additional local governments have expressed interest in joining the Coalition, which would increase representation to ~50% of New Hampshire's population. CPCNH subsequently expects relatively robust member recruitment, and the launch of dozens of new CPA programs in next two to three years.

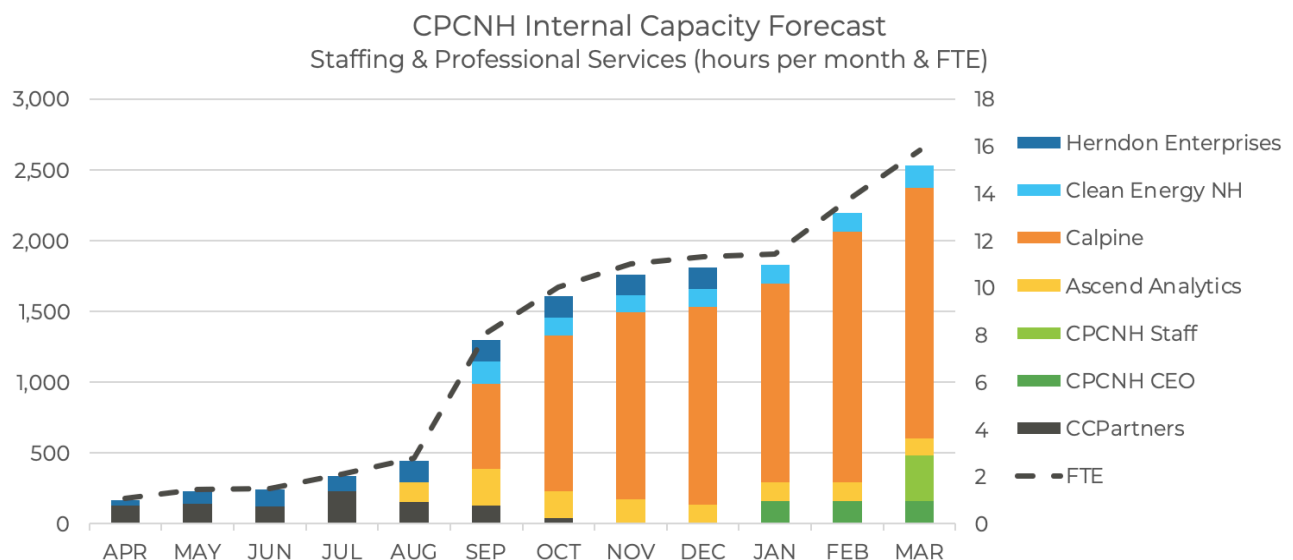
Consequently, as shown in the graph on the next page, CPCNH is positioned to become the largest default supplier of electricity in New Hampshire:



Organizational Capacity

CPCNH is governed by a Board of Directors and six committees of the Board, and led by an Officer team (elected officials, staff, and volunteers) appointed by each of our local municipal members. The Board and executive team bring great breadth and depth of experience to the organization with professional backgrounds that support the Coalition's mission.

CPCNH is also supported by outside General Counsel and two professional consultants, has recently concluded a competitive solicitation for services and credit support, and is now negotiating contracts — with Ascend Analytics, Calpine Energy Solutions, River City Bank, and Clean Energy NH — for \$750,000 in startup funding, \$8.5 million in credit support, and ~\$8 million to ~\$9 million in professional services to operate our power agency and expand CPCNH's membership over the next three years. The chart below shows CPCNH's current and forecasted internal capacity:





CEO Hire & Staffing Strategy

CPCNH currently has no staff and will support the CEO in filling key functional roles with highly qualified staff in managerial positions to provide oversight and initiative that guide's the evolution of the agency. The Coalition expects to hire a CEO experienced in managing such a power agency in a competitive market prior to our window to launch services in April to May 2023. As a point of reference, over twenty similar community choice power agencies have been launched in California in recent years, each led by a chief executive.

The Board will appoint the first CEO who will be responsible for such matters as overseeing third-party vendor contracts and performance, to support the launch and day-to-day operations of the power enterprise, as well as CPCNH's strategic planning and organizational development, staffing decisions for additional positions authorized by the Board, executive management, and representing the Coalition to external parties.

The Board anticipates that the CEO will seek to add additional staff positions in the areas of business development, public relations, member and customer service, energy portfolio management, financial management, information technology, and regulatory and legislative affairs.

Additional Information

Refer to [Attachment C: Draft CEO Job Description](#) for additional context, specifically the "Background" section that provides further details regarding our:

1. Member Service Territory
2. Regulatory and Legislative Engagement
3. Governance Structure
4. Organizational Capacity
5. Staffing Strategy
6. Coalition Purpose, Mission, Values & Power Enterprise Objectives



RFP PROCESS

CPCNH seeks Proposals from qualified Executive Search Firms to provide the services described herein. CPCNH anticipates that qualified Executive Search Firms will have the experience and expertise necessary to identify and recruit candidates with the experience, skills, ability, and flexibility to serve as its Chief Executive Officer.

A qualified Executive Search Firm will appreciate that the CEO position will involve managing an organization whose primary responsibility is to secure electricity supplies and alternatives in the highly competitive wholesale electricity market and may eventually involve management of development of electricity resources, that will satisfy CPCNH's objectives and the requirements of the ISO New England. In addition, the CEO will work directly with each of the member CPAs and perform such duties as determined by the Board. The Executive Search Firm will be able to provide a comprehensive plan for implementation of a successful CEO search for a highly qualified person.

How to Apply

Proposals must be sent electronically in a single PDF file to: rfi-rfp@cpcnh.org

Proposals must be submitted by 5:00 PM ET October 14th, 2022. Late or incomplete submissions may not be considered. Please reference your submittals as: "Executive Search Services for CPCNH" in the subject line.

By submitting a proposal, the firm authorizes CPCNH to contact references to evaluate the firm's qualifications for this project.

Solicitation Schedule

The expected schedule for the solicitation and contracting process is provided below:

ACTIVITY	DATE
RFP Released	9/28/22
Proposals Due	10/14/22 (5PM ET)
Scheduling and Completion of Interviews	10/17/22 to 11/4/22
Scheduling and Completion of Reference Checks	10/17/22 to 11/6/22
Search Committee Public Meeting and Vote to Recommend	11/7/22
General Counsel Contract Review and Finalization	10/17/22 to 11/11/22
Search Committee Recommendation Report sent to Board	11/14/22
Board Reviews and Votes to Approve Contract Award	11/17/22
Contract Execution and Start Date	11/18/22



Questions and Notification Process

Specific RFP questions or general requests for information must be made in writing to rfi-rfp@cpcnh.org. CPCNH will endeavor to answer all questions received prior to the submittal deadline in a timely fashion and will post responses online to ensure a fair and transparent process.

This RFP, any questions and answers, addenda, and any other updates in the RFP timeline or process will be posted to CPCNH's website on the Solicitations page:

- <https://www.cpcnh.org/solicitations>

It is the responsibility of the potential offerors to monitor the site for additional information pertaining to the RFP.

Interested parties may request to receive direct notification of the questions and answers as well as any addenda. Notifications will be provided via email to any interested party that submits electronic contact information to rfi-rfp@cpcnh.org.

Scope of Services

Services needed include:

- ✦ Solicit input from the Search Committee, CPCNH Officers and Board members, as necessary, to understand the role, responsibilities, qualifications, and experience needed to effectively serve as CEO of the new organization.
- ✦ Develop a recruitment strategy, process, and timeline for completion in consultation with the Search Committee.
- ✦ Review, revise, and release an accurate and enticing job description (refer to [Exhibit C: Draft CEO Job Description](#)).
- ✦ Conduct a nationwide search to identify a diverse pool of highly qualified individuals; source candidates using a variety of tools and strategies including advertising, reaching out to potential candidates in the marketplace, and assessing the landscape of executive level individuals within the community power, electric utility, and related competitive retail energy industry.
- ✦ Assess the qualifications of potential candidates against criteria of the job description; produce confidential candidate profiles; recommend candidates for interview.
- ✦ Inform each candidate that makes it to the final selection that their names will be shared with the Board and the Search Committee.
- ✦ Support CPCNH in conducting a rigorous pre-screening, interview, reference-checking, and hiring process to select the best candidate.

It is desired that the entire search process be concluded within three (3) months from execution of the Professional Services Agreement.



Proposal Contents

Proposals must contain the following information and should be no more than thirty (30) pages, not including references and the required disclosures in Exhibit A and B:

- 1. Cover Letter:** Responses must include a cover letter that includes the following: (1) Respondent name, legal form, address, telephone and email of Respondent's primary contact person; (2) a statement that the Respondent has reviewed the requirements of the project as described in this RFP, its enclosures, and all addenda, if any; and (3) a statement that the Respondent agrees that the terms of proposal and the cost as submitted by Respondent are firm for a period of 60 days from the date of submission. The cover letter must be signed by an officer or agent of the Respondent authorized to bind the Respondent.
- 2. Executive Summary:** Respondents should include the statement of qualifications, experience and description of the firm and its history. The response should indicate the firm's current and historical expertise in providing Executive Search services as outlined in this RFP.
- 3. Staff Qualifications:** Responses must include the names and titles of the individuals providing the Executive Search Services as well as a biography of summary of qualifications. Responses must include the name, title, phone number and email address of the primary individual assigned to serve as the day-to-day contact as well as the individual authorized to negotiate and contractually bind the respondent. Indicate the availability of the proposed staff to support the engagement schedule as described in this RFP.
- 4. Approach:** Respondent must describe a plan for fulfilling the services as described in this RFP.
- 5. Rate and Fee Structure:** Respondent must provide a Fee Proposal for Executive Search Services. The Fee Proposal should clearly indicate the services associated with the fees and reflect the full scope of services requested. Prices contained in the proposal are firm for the duration of the contract. The Fee Proposal will (1) propose a fee that is a lump sum amount, and/or a percentage of a defined and reasonable range of the CEO's anticipated salary, (2) be inclusive of all direct and related expenses (travel, per diem, reproduction, etc.), and (3) include a breakdown of tasks, hours, classification, and direct expenses.
- 6. References:** Responses must include at least three (3) references and contact information, preferably for clients who have used the firm for Executive Search Services related to a position comparable to CPCNH's CEO position.
- 7. Agreement For Services:** Responses will include a proposed services agreement or form of agreement that substantially reflects the terms respondent would propose for the services proposed.



- 8. Non-Collusion and Conflict of Interest Statement:** Attached hereto as Exhibit A. Must be filled out, signed by an authorized signatory of Respondent, and submitted with proposal.
- 9. Litigation Statement:** Attached hereto as Exhibit B. Must be filled out, signed by an authorized signatory of Respondent, and submitted with proposal.

Review and Selection Process

The Board has appointed a Search Committee to oversee the review process. The Search Committee will evaluate all timely received proposals. Interviews with short listed firms may be requested. The proposals will be comparatively evaluated based upon the requirements and terms stated in this RFP, subject to CPCNH's discretion. CPCNH General Counsel will review the proposed service agreement included in Respondent's proposal submission and may engage to request modifications of the contract over the course of the evaluation process. The Search Committee will present the recommended firm and contract to the CPCNH Board. Acceptance and execution of the contract is subject to the Board's approval.

The firm will be selected based on a minimum of the following, subject to CPCNH's discretion:

- ✦ Demonstrated ability, qualifications, and prior related search experience.
- ✦ Demonstrated experience with similar-sized governmental and/or competitive retail power agencies.
- ✦ Understanding of CPCNH's mission, values, programs, and strategic objectives.
- ✦ Clarity, creativity, and thoroughness of the response.
- ✦ Responsiveness during the interview and contract negotiation process.
- ✦ Availability of the firm to complete the search on an expedited, timely basis.
- ✦ Reasonableness of the proposed compensation and engagement terms.

The purpose of all submitted proposals is to demonstrate the qualifications, competence, depth, and capabilities of the firms seeking to provide executive search services as described herein.

While the order of these factors does not generally denote relative importance, CPCNH acknowledges that selecting best value providers primarily requires a balanced combination of (1) reasonable fees, compensation, and contract terms, (2) strong experience and demonstrated expertise in providing Executive Search Services for energy sector governmental or competitive electric retail supplier clients, and (3) a demonstrated commitment to diversity and inclusion through ownership or existing collaborative relationships.



RFP CONSIDERATIONS

Nature of RFP

This RFP is not a commitment or contract of any kind. This RFP is issued to attract proposals for the scope of work outlined herein. CPCNH will be evaluating the service offering features as well as the financial terms and conditions and may select the best offerings at its sole discretion. CPCNH reserves the right to pursue any, or none, of the proposals or ideas generated by this request, and to revise or reissue the RFP at any time, in which case all known parties will be notified.

Representations and Warranties

CPCNH assumes no liability for any errors or omissions in this RFP or any statement made, or documentation issued or referenced by CPCNH, in connection with this solicitation process.

Rights of CPCNH

CPCNH's rights include, but are not limited to, the following, at its sole discretion and without liability to persons or entities receiving or responding to this RFP:

- ⚡ Reissuing or modifying the RFP, and or issuing addenda to the RFP, including extending or revising the timeline for submittals.
- ⚡ Revising, suspending, or terminating the RFP at any time during the procurement process with or without award of a Contract for Services.
- ⚡ Requesting clarification or additional information from Respondents (individually or collectively) at any time during the procurement process.
- ⚡ Execution of an Agreement with the successful Respondent on the basis of the original proposals and/or any other information submitted by the Respondents during the procurement process.
- ⚡ Rejection of any or all proposals, waiving irregularities in any proposals, accepting or rejecting all or part of any proposals, requesting clarification or resubmission of select or all proposals, and waiving any requirements of the RFP, as may be deemed in the best interest of CPCNH.
- ⚡ Conducting simultaneous negotiations with multiple Respondents.
- ⚡ Discontinuing negotiations after commencing negotiations with any selected Respondent(s) if progress is unsatisfactory in the sole judgment of CPCNH, and commencing negotiations with other qualified Respondent(s).



Code of Conduct

Prohibition on Ex Parte Communications & Lobbying

From the date of release of this solicitation until award of the contract, Respondents should direct all communications to rfi-rfp@cpcnh.org.

No ex parte communication is permitted with CPCNH Board or committee members, contractors, personnel, or volunteers. Further, no ex parte communication is permitted with elected officials of CPCNH Member governments regarding any proposals or other matter related to this RFP.

Any attempt at engaging in ex parte communications must be reported to CPCNH immediately. Unauthorized communications may result in the disqualification of the respondent's submittal.

Prohibition on Collusion

No Respondent, including any member of a proposal development team, may collaborate or discuss with other Respondents the contents of the proposal or rates proposed or otherwise collude with other parties submitting proposals, outside of the submission of a joint proposal to which Respondent is a party, which shall be confirmed by the required Anti-Collusion Statement.

This statement is required as evidence in the event that collusion or bid rigging is discovered at a later date. Collusion or bid rigging is grounds for cancellation of any contract that arises from this RFP as well as legal action by CPCNH. Anyone with knowledge of possible bid rigging, collusion, or other fraudulent activities should report these activities to CPCNH and/or the Department of Justice Antitrust Division's Citizen Complaint Center at: antitrust.complaints@usdoj.gov or 1-888-647-3258.

Ethical Requirements

No Respondent, including any member of a proposal development team, may give any non de minimis gift or monetary compensation to an CPCNH Board member, CPCNH staff member or agent, or proposal reviewers.

Further, from the time this RFP is published until a contract is awarded, no Respondent shall offer or give, directly or indirectly, any gift, expense reimbursement, or honorarium, as defined in RSA 15-B, to any elected official, public official, public employee, constitutional official, or family member of any such official or employee who will or has selected, evaluated, or awarded this RFP, or similar submission. Any Respondent that violates RSA 21-G: 38 shall be subject to prosecution for an offense under RSA 640:2. Any Respondent who has been convicted of an offense based on conduct in violation of this section, which has not been annulled, or who is subject to a pending criminal charge for such an offense, shall be disqualified from responding to this RFP or similar request for submission, and every such Respondent shall be disqualified from responding on any RFP or similar request for submission issued by



CPCNH, unless such Respondent was disqualified because of a pending criminal charge which was subsequently dismissed, resulted in an acquittal, or was annulled.

Non-Discrimination

Respondents may not engage in any discriminatory hiring or employment practices and shall make personnel policies available to CPCNH upon request. Respondents shall ensure equal employment opportunity based on objective standards of recruitment, selection, promotion, classification, compensation, performance evaluations, and management relations, for all employees under any contract that may result from this submittal. No person shall, on the grounds of race, color, creed, national origin, religious affiliation or non-affiliation, sex, sexual orientation, marital status, age, disability, medical condition (including but not limited to AIDS, HIV positive diagnosis or cancer), political affiliation or union membership be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any contract that may result from this submittal.

Consequence of Submission of Proposal

Proposal submission constitutes an incontrovertible representation and warranty by Respondent that the Respondent has investigated all aspects of this RFP, Respondent is aware of the applicable facts pertaining to the RFP process, its procedures and requirements, Respondent has read and understands the RFP and complied with every requirement.

Without exception, the proposal is premised upon performing and furnishing the services required by this RFP and as such means, methods, techniques as may be indicated or required by this RFP.

All responses shall remain valid for a period of not less than 60 days from the submission.

The submission of a proposal shall not be deemed an agreement between the Respondent and CPCNH, and the following conditions apply:

- ⚡ CPCNH shall not be obligated to respond to any proposal submitted, nor is bound in any manner by the submission of a proposal by a Respondent.
- ⚡ Selection of consideration by CPCNH obligates the Respondent to enter into good faith agreement negotiations on the proposal submitted.
- ⚡ The Agreement shall not be binding or valid against CPCNH unless and until it is executed by the CPCNH Board, or its designee, and the selected Respondent.

This RFP constitutes part of each response and includes the explanation of CPCNH's needs, which must be met. This RFP and all materials submitted in response to this RFP will become the property of CPCNH.



Proposal Costs

Costs of investigating, preparing, and submitting a proposal is the sole responsibility of the Respondent and shall not be chargeable in any manner to CPCNH. CPCNH will not reimburse any Respondent for any costs associated with the preparation and submission of proposals or expenses incurred in making an oral presentation, participating in an interview, or negotiating an Agreement with CPCNH regardless of whether CPCNH discontinues negotiations at any time or if negotiations result in a final Agreement.

Public Nature of Proposal Material

All responses to this RFP, including pre-submittal and post-submittal communications with CPCNH, will become the exclusive property of CPCNH that, in the first instance, will determine the proper use and disclosure of such RFP material.

Responses and communications with CPCNH may be subject to disclosure in accordance with [NH RSA 91-A](#), known as NH's "Right-to-Know" (RTK) law. **Proprietary information that constitutes "confidential, commercial, or financial information... whose disclosure would constitute invasion of privacy" of the Respondent, pursuant to RSA 91-A:5, IV, may be protected from disclosure, but should be minimized and must be clearly identified.**

CPCNH asserts that its interest in securing the best and most competitive responses to this RFP, and hence the public interest, will be best served if submitted proposals are not made available for review by other companies participating in the competitive selection process or otherwise made publicly available during the procurement process. **Reinforcing this point, companies submitting proposals are waiving their right to request competitors' responses to this RFP as a condition of submitting a proposal.**

At this time CPCNH further asserts that its interest in possible future competitive procurements, as well as this one, will be best served by not disclosing proposals that are not selected for contractual engagement. However, the winning Respondent(s) response(s) to this RFP are likely to be made publicly available in accordance with NH RSA 91-A and it is possible that CPCNH may receive requests to disclose proposals that are not selected for contract negotiation as well.

In response to any such Right-to-Know request, CPCNH will need to undertake a balancing test to consider if the public's interest in disclosure outweighs CPCNH's interest in non-disclosure and/or the Respondent's privacy interest in "confidential, commercial, or financial information" provided by them.

To aid CPCNH in responding to any such request, the Respondent should explain the nature of its privacy interest and the potential harm that would result from public release of such information, as well as the factual basis for claiming the exemption and clearly mark the pages or portions of the Proposal that the Respondent asserts



should not be disclosed due to its privacy interests. **A redacted and non-redacted version of the proposal may be submitted.¹**

In all cases the main non-confidential sections of the proposal should contain adequate detail to characterize the Respondent's approach and qualifications without the need to reference information the Respondent believes to qualify for confidential treatment.

The Respondent is solely responsible for identifying and labeling any information contained within a proposal that may be subject to an exemption from public disclosure, although CPCNH does not intend to publicly release proposals that are not selected for contract negotiation. For the selected proposals **only those portions of a proposal that are determined by CPCNH or a NH court to be exempt from disclosure under state law will be withheld from disclosure, regardless of whether labeled by the Respondent as exempt.**

Prior to the date on which the recommended Proposal(s) are included in the packet for the CPCNH Board of Directors to select its preferred Respondent(s), CPCNH will limit the release of selected Proposal contents as described above. The names of qualified Respondents (those proposals accepted as meeting RFP requirements), and the ranking of those proposals, may also be released at the time of selection.

If at any time CPCNH receives a RTK request for one or more responses to this RFP CPCNH will notify the affected Respondent(s) and will not oppose a motion by such Respondent(s) to intervene in any legal action initiated by the requester. The Respondent(s) must either intervene or agree to pay CPCNH and its agent(s) legal expenses in defending such action, including fees, if any, awarded to the plaintiff. Absent such an agreement, CPCNH will have no obligation to defend the action and may release the information sought without any liability whatsoever.

BY SUBMITTING A RESPONSE, RESPONDENTS AGREE TO HOLD HARMLESS AND NOT SEEK DAMAGES AGAINST CPCNH, ITS OFFICERS, EMPLOYEES AND AGENTS, OR ANY MEMBER GOVERNMENT OR RECOVERY OF ITS ATTORNEYS' FEES AS A RESULT OF ANY DISPUTE RELATED TO THE RELEASE OR WITHHOLDING OF INFORMATION SUBMITTED IN RESPONSE TO THIS RFP.

¹ For guidance on how to redact confidential information please refer to PUC administrative rule Puc 201.04 found here: <https://www.puc.nh.gov/Regulatory/Rules/Puc200.pdf>. Puc 201.07 also provides an example of the balancing test that is used under NH case law for Right to Know requests.



EXHIBIT A: Anti-Collusion and Conflict of Interest Statement

The undersigned Respondent has not divulged to, discussed, or compared his/her proposal with other Respondents and has not colluded with any other Respondents whatsoever outside of the submission of a joint proposal to which Respondent is a party.

The undersigned Respondent additionally asserts and certifies that, to the best of the undersigned's knowledge, no person involved in the development of this proposal has divulged to, discussed, or compared this proposal with other Respondents and has not colluded with any other Respondent whatsoever on the submission of a proposal.

The undersigned Respondent additionally asserts and certifies that, to the best of the undersigned's knowledge, this statement discloses all contractual or business relationships that currently exist between (1) the undersigned Respondent, or a predecessor organization of the Respondent, and (2) one or more of the parties listed in the tables completed and appended to this statement.

The undersigned Respondent acknowledges that (1) failure to disclose any relationships as described above may result in disqualification of the proposal and that (2) CPCNH will make the final determination regarding the existence of a conflict of interest.

I certify that the above statements are true and complete, to the best of my knowledge, and that this proposal is (1) made without prior understanding, agreement or connection with any corporation, firm or person submitting a proposal for the same service and (2) is in all respects fair and without collusion. I agree to abide by all conditions of these proposal specifications, and I certify that I am authorized to sign this proposal.

(Please type or print below)

Executed under penalty of perjury on this ____ day of _____, 2022.

COMPANY: _____

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

This form is accompanied by tables on the proceeding pages, which must be completed and submitted with the executed form. Failure to submit provide to provide documentation of a possible conflict of interest may result in disqualification of your proposal.



DISCLOSURE OF EXISTING CONTRACTUAL OR BUSINESS RELATIONSHIPS	
Entity	Relationship (Y/N)
Cheshire County	
City of Dover	
City of Lebanon	
City of Nashua	
City of Portsmouth	
Town of Durham	
Town of Enfield	
Town of Exeter	
Town of Hanover	
Town of Harrisville	
Town of Hudson	
Town of New London	
Town of Newmarket	
Town of Pembroke	
Town of Plainfield	
Town of Peterborough	
Town of Rye	
Town of Walpole	
Town of Warner	
Town of Webster	
CPCNH Directors, Alternate Directors and Volunteers (list online at: https://www.cpcnh.org/about)	
Community Choice Partners, Inc.	
Duncan Weinberg Genzer & Pembroke, P.C.	
Primmer Piper Eggleston & Cramer	
Herndon Enterprises, LLC	



Insert additional pages as required.



EXHIBIT B: Litigation Statement

Check One:

☐ The undersigned firm has had no litigation and/or judgments entered against it by any local, state or federal entity and has had no litigation and/or judgments entered against such entities during the past five (5) years.

or

☐ The undersigned firm, by attachment to this form, submits a summary and disposition of individual cases of litigation and/or judgments entered by or against any local, state or federal entity, by any state or federal court, during the past five (5) years.

Executed under penalty of perjury on this ____ day of _____, 2022.

COMPANY: _____

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

Failure to check the appropriate blocks above may result in disqualification of your proposal. Likewise, failure to provide a summary of past litigation and/or judgments, may result in disqualification of your proposal.



EXHIBIT C: Draft CEO Job Description



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

Chief Executive Officer Position Announcement

BACKGROUND

The Community Power Coalition of New Hampshire (CPCNH or the Coalition) is an all-requirements Joint Powers Agency incorporated as a government instrumentality and non-profit on October 1st, 2021, to provide for the launch and operation of Community Power Aggregation (CPA) programs on behalf of our Members throughout the state.

The Coalition intends to launch power supply services in April to May 2023 and is seeking a qualified Chief Executive Officer (CEO) to lead our new startup power agency.

Community Power Aggregation

New Hampshire's updated Community Power law (RSA 53-E, as amended by SB 286, effective October 1, 2019) is a bipartisan policy designed to further democratize, evolve, and enhance the economic efficiency of our electric power industry. The Legislature's intent in enacting RSA 53-E was to "encourage voluntary, cost effective and innovative solutions to local needs with careful consideration of local conditions and opportunities."

To achieve this goal, RSA 53-E authorizes local governments (cities, towns, and counties) to launch CPA programs that serve as an alternative default electricity supplier for local residents and businesses. Customers currently on utility-provided default service are notified and enrolled on an "opt-out" basis, while customers taking service from a Competitive Electric Power Supplier may "opt-in" to the program.

Community Power Coalition of New Hampshire (CPCNH)

The Coalition's purpose is to provide for the launch and operation of CPA programs on behalf of participating local governments, which have agreed to share the administrative and general costs of Coalition on a pro-rata basis, by offering members a menu of operational services and pooled power purchases. The Coalition also engages at the Legislature and Public Utilities Commission on behalf of its members on matters related to energy and Community Power.

The Coalition intends to benefit participating communities by providing for the delivery of cleaner and more locally produced electricity, innovative retail distributed energy and demand flexibility programs, policy engagement and public advocacy, competitive rates for residents, businesses, and municipal facility customers, and economic investment through the development of local programs, projects, and energy infrastructure.



Most, if not all, members anticipate relying on the Coalition as an energy services provider, for the provision of all-requirements electricity and retail customer services on behalf of their CPA programs, which will operate across all four distribution company service territories in the state: Eversource, Unitil, Liberty Utilities and the New Hampshire Electric Co-Op.

The Coalition is locally controlled, governed by Board of appointed community representatives, and will be funded through customer revenues, with no taxpayer subsidies. By law, each member's CPA program is funded through program revenues; the Coalition's budget is completely separate from the general funds of participating local governments. The CEO will provide strategic direction and day-to-day oversight of staff and contractor-provided operational services.

The Coalition's Board and committees have held ~80 meetings since incorporation last October. Board and committee meetings are open to the public and subject to New Hampshire's Right to Know Law.

Member Service Territory

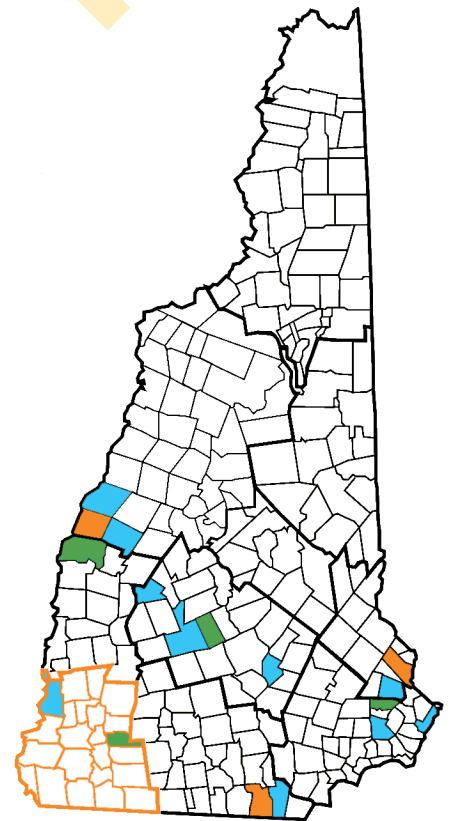
The Coalition's twenty current municipal members, which represent approximately 20% of New Hampshire's population, intend to launch CPA programs in the next one to two years.

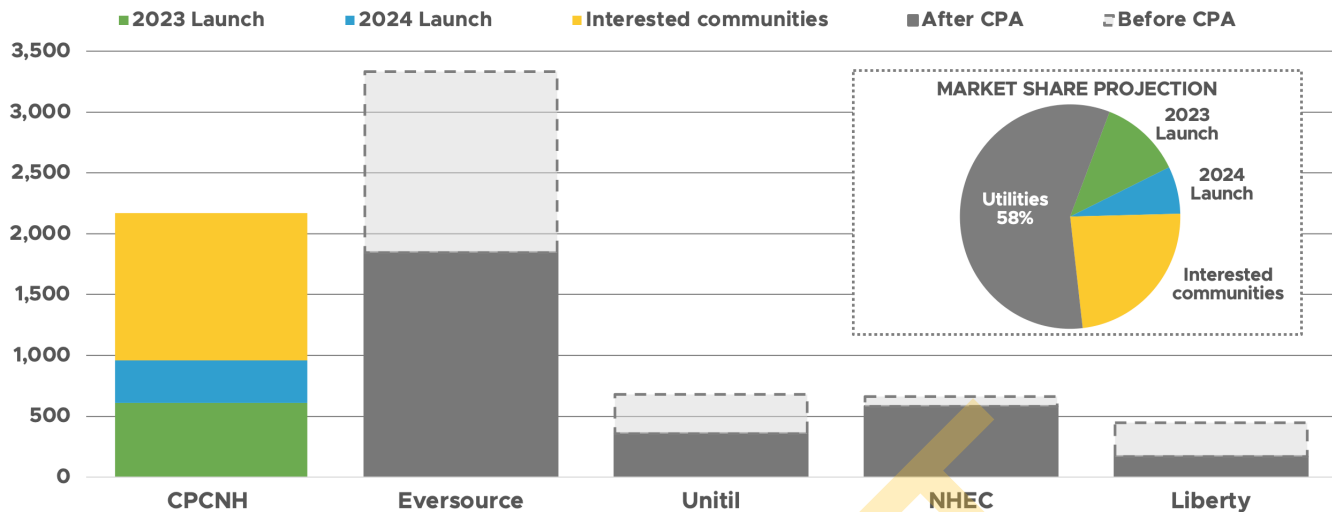
The first wave of CPA programs is slated to launch between April and May of 2023, with service expansion to all current member territories thereafter (likely Q2 2024).

At this point, the Coalition will serve ~110,000 customer accounts, provide ~900,000 MWh of electricity, and produce revenues of up to ~\$365 million per year (assuming retail pricing based on default utility rates in the current year).

Over 30 additional local governments have expressed interest in joining the Coalition, which would increase representation to ~50% of New Hampshire's population. The Coalition subsequently expects relatively robust member recruitment, and the launch of dozens of new CPA programs in next two to three years.

Consequently, as shown in the graph on the next page, the Coalition is positioned to become the largest default supplier of electricity in New Hampshire:





Regulatory and Legislative Engagement

The Coalition carries out public information campaigns and routinely engages at the Legislature and Public Utilities Commission, often alongside the NH Office of Consumer Advocate, to advance consumer interests and protect and expand the authorities of our Members. [Board Chair Clifton Below](#), Assistant Mayor of the City of Lebanon, often leads the agency's regulatory and legislative engagement activities. Recent initiatives include:

- ✦ Authoring the Community Power Aggregation Act, [Senate Bill 286](#) (2019).
- ✦ Leading the informal rule drafting process for CPA administrative rules at the Public Utilities Commission by providing initial and subsequent draft rules for discussion, arranging bilateral meetings with utilities and other stakeholders, and helping to lead stakeholder workshops at the request of Commission staff.
- ✦ Negotiating amendments to [House Bill 315](#) (2021), which would have substantially changed and weakened CPA authorities as-introduced, to instead clarify and expand key CPA authorities — including by authorizing a Purchase of Receivables program. (Refer to the [Coalition's public advocacy & House Bill 315 campaign webpage](#).)
- ✦ Authoring the [Coalition's petition](#) to commence the CPA administrative rulemaking process, which was endorsed by a coalition of public stakeholders — including the NH Office of the Consumer Advocate — and adopted by the Commission as their initial and final proposed rules ([docket DRM 21-135](#)).
- ✦ Intervening to advocate for the creation of a Statewide Data Platform to enable Green Button access to electricity and natural gas retail customer data, and to negotiate a settlement — recently adopted by the Commission — under which the platform would be governed by a Governance Council of representatives that includes Chair Below on behalf of CPAs and municipalities across the state ([docket DE 19-197](#)).
- ✦ Advancing legislation, through multiple legislative sessions, that would properly credit CPAs sourcing power from DER under 5 MW for avoiding not only energy charges, but also transmission and capacity charges ([SB 321](#), 2022).



- ⚡ Engaging on the Coalition's behalf in [Docket IR 22-053](#) regarding the evaluation of default utility procurement requirements and the potential impact due to CPAs, among other matters.

Governance Structure

The Coalition is governed in accordance with our [Joint Powers Agreement](#), and overseen by a Board of Directors composed of the representatives appointed by participating local governments.

- ⚡ Going forward, the Board will be elected by vote of at the Annual Meeting of the Members, which is held every April, and will be composed of between eleven and twenty-one Directors elected from amongst the member representatives.
- ⚡ At present, the Board of Directors is currently composed of 37 representatives (elected officials, municipal staff and volunteers serving on local energy committees) appointed by each of our local government Members to serve as either a Director or Alternate Director (each member has only one vote):

CPCNH Board of Directors

	Director	Alternate
City of Lebanon	Chair Clifton Below	Greg Ames
City of Dover	Vice Chair Christopher G. Parker	Jackson Kaspari
Town of Enfield	Treasurer Kimberley Smith Quirk	Jo-Ellen Courtney
City of Nashua	Secretary Doria Brown	
Cheshire County	Terry Clark	Chris Coates
City of Portsmouth	Kevin Charette	Peter Rice
Town of Durham	Amanda (Mandy) Merrill	Nat Balch
Town of Exeter	Nick Devonshire	Julie Gilman
Town of Hanover	April Salas	Peter Kulbacki
Town of Harrisville	Andrea Hodson	Andrew Maneval
Town of Hudson	Craig Putnam	Kate Messner
Town of New London	Jamie Hess	Tim Paradis
Town of Newmarket	Toni Weinstein	Steve Fournier
Town of Pembroke	Matthew Miller	Jacqueline Wengenroth
Town of Plainfield	Evan Oxenham	Steve Ladd
Town of Rye	Lisa Sweet	Howard Kalet
Town of Walpole	Paul Looney	Dennis Marcom
Town of Warner	Clyde Carson	George Packard
Town of Webster	Martin Bender	David Hemenway



CPCNH also conducts its business through the committees, each of which is composed of Member representatives drawn from across the state:

1. **Executive Committee:** bi-weekly and as-needed meetings of CPCNH's Chair, immediate past-chair, Vice Chair, Treasurer, and Secretary. Authorized to act on behalf of the Board, on most matters, in instances where decisions may not wait until the next meeting of the Board.
2. **Finance Committee:** bi-weekly and as-needed meetings of 3 members. Responsible for advising the Treasurer and the Board as to the investments, budget, and general fiscal policy of the Coalition.
3. **Member Operations & Engagement Committee:** bi-weekly and as-needed meetings of 8 members representing Dover, Durham, Hanover, Pembroke, Rye and Walpole, with additional advisors based in Peterborough and Hanover. Responsible for (1) assisting Members' Electric Aggregation Committees through the Electric Aggregation Plan drafting and local approval process, and (2) recruiting new CPCNH Members by engaging with interested communities
4. **Risk Management Committee:** bi-weekly and as-needed meetings of 8 members. Responsible for overseeing CPCNH's competitive solicitation for services and credit support, for overseeing energy portfolio risk management procurement decisions, and for understanding and advising upon enterprise risk factors and mitigating strategies more broadly.
5. **Regulatory and Legislative Affairs Committee:** as-needed meetings of 4 members, Responsible for monitoring and advising the Coalition and its Members regarding regulatory and legislative engagement, and for appointing representatives of the Corporation to serve on statutory commissions, study commissions, and other boards and commissions created by the state legislature.
6. **CEO & Staff Search Committee:** as-needed meetings of 4 members. Responsible for developing a solicitation and hiring process for Board review and approval in preparation for hiring a CEO and key staff.

Additionally, prior to the launch of CPA programs, the Board will create an **Audit Committee** and **Governance Committee**, as required standing committees per our Joint Powers Agreement.

Organizational Capacity

The [Board, committees, and executive team](#) bring a great breadth and depth of experience to the organization with professional backgrounds that support the Coalition's mission.

The Coalition is also supported by outside General Counsel ([Michael Postar](#) of [DWGP, P.C.](#) with NH advice from [Eli Emerson of Primer Piper, P.C.](#)) and two professional consultants ([Henry Herndon](#), of Herndon Enterprises, for member services, and [Samuel Golding](#) of Community Choice Partners, for technical advice and support).

Most recently, the Coalition has concluded a [competitive solicitation for services and credit support](#) and is now negotiating contracts for \$750,000 in startup funding, \$9.5

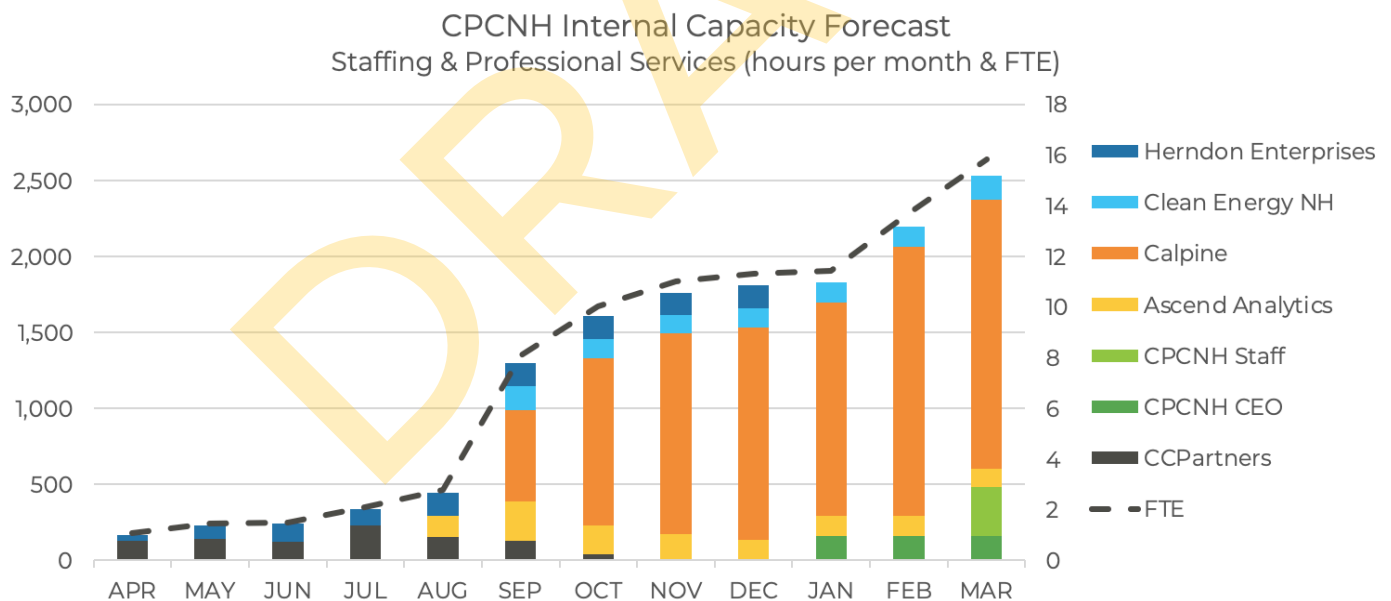


million in credit support, and ~\$8 million to ~\$9 million in professional services to operate our power agency and expand CPCNH's membership over the next three years:

1. [Ascend Analytics](#): for Load Serving Entity (LSE), energy portfolio risk management and procurement services, credit support (three lines of credit providing \$6 million for LSE and wholesale requirements, \$2.5 million for Ascend's invoices, and \$1 million for non-Arcend third-party invoices), and overall implementation management and oversight (the Coalition's critical path analysis is [online here](#); refer to pp. 37-54).
2. [Calpine Energy Solutions](#), for \$750,000 in startup funding and retail customer services: utility electronic data interchange (EDI), retail data management, and call center operations.
3. [River City Bank](#), for secure revenue "lockbox" account administration and various commercial banking services.
4. [Clean Energy New Hampshire](#) for member and community relations, media strategy and engagement, and related administrative services.

The Coalition's committee award reports and winning proposal materials are [online here](#). The Board has also authorized the issuance of an RFP for accounting service, to implement an accounting system and controls for the Coalition.

The chart below shows the Coalition's current and forecasted internal professional services and staffing capacity:



Staffing Strategy

The Coalition currently has no staff and will support the CEO in filling key functional roles with highly qualified staff in managerial positions to provide oversight and initiative that guide's the evolution of the agency.



Expediting the CEO's hiring process for remaining staff positions is a strategic priority for the Coalition in the period leading up to the launch of Member CPA programs, likely after initial customer notifications have been sent in March 2023.

The Coalition anticipates that the CEO will recommend prioritizing staff capacity in the following areas of expertise:

1. Financial Management: Treasury support, budgeting, cash flow analysis, rate setting, financial controls and compliance, and reserve management.
2. Retail Services: retail customer products and services, key account management and retention, and local programs.
3. Energy Portfolio Management: contract valuation, procurement, power purchase agreements, portfolio strategy, and energy risk management analytics and reporting.
4. Information Technology: enterprise data management and analytics.
5. Regulatory and Legislative Affairs: engagement with the Legislature, NH Department of Energy, Office of the Public Advocate, Public Utility Commission, distribution utilities, and other stakeholders on energy policy and market issues impacting CPAs.

Coalition Purpose, Mission, Values & Power Enterprise Objectives

The Coalition seeks a highly qualified person as CEO who will: (1) carry out their responsibilities under our Joint Powers Agreement, (2) advance our mission in alignment with our values, and (3) ensure the successful implementation and ongoing operations of our power enterprise beginning in April to May 2023.

Purpose of the Coalition

The overarching objective of CPCNH is provided for in our [Joint Powers Agreement](#):

The purpose of CPCNH is to promote the common good and general welfare by supporting the economic vitality and prosperity of local communities by enabling municipalities and counties to support and jointly exercise authorities granted to them pursuant to NH RSA 33-B, NH RSA 53-E, NH RSA 53-F, and NH RSA 374-D, all in accordance with NH RSA 53-A; to assist member municipalities and counties in complying with the provisions of NH RSA 53-E in developing and implementing Electric Aggregation Plans and Programs known as Community Power Aggregations ("CPAs"); to provide supportive services and technical assistance to community power aggregations serving member towns, cities, counties, unincorporated places, and village districts; and to support and promote public education and civic engagement by the residents and businesses of member communities in developing and implementing energy and climate policies and actions and the role of CPAs in advancing such policies and actions for the common good.

Mission and Values

CPCNH's Board of Directors has subsequently adopted the mission and values below:



Our mission is to foster resilient New Hampshire communities by empowering them to realize their energy goals. The Coalition will create value for our Community Power member municipalities by jointly contracting for services, developing projects and programs together, educating and engaging the public, and advocating for communities and customers at the Legislature and Public Utilities Commission.

In carrying out its activities, the Coalition is guided by the following values:

1. Embody an inspiring vision for New Hampshire's energy future.
2. Support communities to reduce energy costs and pursue economic vitality by harnessing the power of competitive markets and innovation.
3. Support communities to implement successful energy and climate policies and to promote the transition to a carbon neutral energy system.
4. Balance the interests of member communities who are diverse in demographics, geography and their energy goals.
5. Use our shared expertise, leadership and skills to educate, empower and build the capacities of our members.
6. Help communities demystify the power sector to make informed decisions.
7. Facilitate collaboration and teamwork by championing diversity, equity and inclusion of people and communities of all kinds.

Power Enterprise Objectives

The Coalition's immediate objectives in implementing CPA supply service in April to May 2023 were summarized in our prior solicitation for services and credit support:

While many of the broader benefits that CPCNH intends to create will be developed over time, the agency's immediate objectives are to:

1. Procure a reliable supply of all-requirements electricity, inclusive of Renewable Portfolio Standard requirements, and satisfy all load-serving entity obligations on behalf of participating customers.
2. Launch with default supply rates that "meet or beat" utility default service rates and maintain competitive default supply rates thereafter.
3. Accrue reserve funds sufficient to ensure Members' long-term financial stability.
4. Offer voluntary products that retail customers may opt-up to receive as well as Net Energy Metering supply rates that allow customer-generators to participate in the program.
5. Ensure individual customers have excellent customer service experience every time they interact with CPCNH regarding their electric service and all account transactions.
6. Guarantee that individual customer data is secure and protected against third party attacks, data breaches and inappropriate use.



The Coalition understands the need to balance customer rate levels, renewable power content, and the accrual of program reserves to meet our objectives and will look to the CEO to help lead internal discussions regarding the prudent allocation of revenues.

POSITION SUMMARY

The CEO will report to the Board of Directors of the Coalition and will provide strategic leadership and direct all activities within the organization. The CEO will:

- ⚡ Coordinate all aspects of launching and operating members' Community Power programs and building the Coalition into an innovative enterprise that benefits New Hampshire's residents and businesses.
- ⚡ Have responsibility over the functional areas of internal operations, finance, retail customer services, power procurement, energy risk management and resource planning, energy infrastructure development, public relations and marketing, community stakeholder relations, and regulatory and legislative affairs.
- ⚡ Work with numerous stakeholders including residents, businesses, community groups, government officials, other CPA programs, regulatory bodies, and energy and utility experts.
- ⚡ Utilize a combination of Coalition staff and contractor support, as may be needed to perform the required functions of the Coalition.

ESSENTIAL DUTIES & RESPONSIBILITIES

The CEO directs the daily operations, supports the Board of Directors in setting the strategic direction of the Coalition, and performs related duties as assigned by the Board:

Administration and Management

- ⚡ Negotiates and administers contracts with service providers and energy service providers and other outside consultants or contractors.
- ⚡ Develops agreements, methods and procedures to implement, administer and evaluate Coalition member programs; directs the preparation, review and approval of technical reports and proposals, oversees and directs regulatory compliance reviews and analyzes performance outcome measures to determine program effectiveness; develops process improvement plans and strategies to enhance service delivery; reviews project metrics and related records in order to assess the progress of key initiatives and to assure effectiveness and compliance.
- ⚡ Prepares and administers an annual operating budget, revises and maintains Coalition fiscal policies including operating reserves and debt/credit limits; negotiates and monitors Coalition debt and works with Treasurer to oversee financing of Coalition operations and projects, establishment of accounting systems and procedures to efficiently and accurately monitor income sources and expenses,



provide internal accounting controls and financial reports; oversees annual independent audit for the Coalition.

- ⚡ Builds Coalition and its staff. Plans, organizes, directs, and evaluates the activities of staff and the establishment of employment policies and procedures. Selects and trains professional and management staff; assigns and reviews work of department heads or other direct reports; establishes employee performance standards; trains and advises employees; takes or approves disciplinary actions.
- ⚡ Develops and implements data and management information systems to track, plan, and analyze various Coalition member programs, customer relationship management, grid-related data systems, power procurement and development, and program performance.

Program Development

- ⚡ Plans and recommends program and policy direction that implements various Board approved plans and documents including but not limited to the Coalition's Joint Powers Agreement and member Electric Aggregation Plans.
- ⚡ Directs the development of Coalition operational and program policies; explains, advises, and recommends action on policy matters to the Board of Directors and relevant Committees; advises the Board of problems and potential problems and recommends appropriate course of action.
- ⚡ In coordination with the Board of Directors, general counsel, and relevant Committees, engages in developing strategic, operational, and integrated resource plans and policies, and implementing adopted plans and policies.
- ⚡ Researches, identifies, develops, and negotiates public and private funding opportunities to support Coalition goals and programs; identifies grant funding opportunities and submits grant applications for funding; issues directives related to fund distribution, and policy and procedural constraints of grant requirements.

Collaboration and Community Engagement

- ⚡ Consults with and solicits the engagement of the various member communities, business, labor, community groups and government agencies in implementing Board-approved goals and objectives pursuant to the Coalition's Joint Powers Agreement and develops responsive programs to meet those goals and objectives.
- ⚡ Coordinates program planning with jurisdictions participating in the Coalition, other relevant jurisdictions, federal funding agencies and community and business groups; stays abreast of community, social, and political issues, and their relevance to and impact upon Coalition programs.
- ⚡ Directs the development of a public affairs program to inform and obtain feedback from the public about operations, services, programs, goals, and objectives; provides consultation to individuals, citizen groups, business organizations, consultants and governmental agencies on all matters related to Coalition operations.



Policy and Regulatory Advocacy

- ⚡ Represents the Coalition at governmental hearings, in front of administrative bodies, and at public meetings.
- ⚡ Addresses legislative and regulatory bodies to influence or persuade them to take supportive actions related to protecting and advancing Coalition program goals.
- ⚡ Makes recommendations and decisions regarding Coalition legislative and regulatory positions.
- ⚡ Tracks, reviews, and evaluates proposed legislation, Department of Energy activities, and Public Utility Commission proceedings and rulemakings, and initiates studies of technical problems and recommends necessary actions.
- ⚡ Analyzes the impact of newly enacted State and Federal legislation and regulatory decisions on Coalition policies and operations.

QUALIFICATIONS

The CEO directs the Coalition's daily operations, supports the Board of Directors in setting the strategic direction of the Coalition, and performs related duties as assigned by the Board of Directors. Candidates are expected to demonstrate:

- ⚡ Strong leadership, decision-making and executive level management skills regarding energy procurement and risk management, customer engagement, distributed energy resources, energy markets, utility planning, and regulatory and policy engagement.
- ⚡ Ability to design and implement programs that enhance the Coalition member jurisdictions' economic and environmental health, including local renewable energy facilities, local energy programs, energy efficiency and demand flexibility programs, and adoption of cost-effective energy technologies.
- ⚡ Experience tracking, engaging in and responding to community and industry developments, anticipating, and addressing challenges, and seizing emerging opportunities.
- ⚡ Experience building and managing a multidisciplinary team of staff and contractors with expertise in the operational aspects of power procurement and power planning, regulatory and legislative affairs, the economics of retail and wholesale electricity markets, renewable power development, emerging technological advances in the energy industry, and state and federal compliance requirements and procedures.
- ⚡ Experience working with external stakeholder groups including energy services and power suppliers, local advocacy organizations, regulatory commissions, and utilities.
- ⚡ A continual record of career advancement with quantifiable successes that include executive management of multiple functions within a competitive electric power supplier or utility or related organization and a track record of successful board management and relationships.



Abilities

- ⚡ Exercise discretion and independent judgment.
- ⚡ Maintain a good working relationship with members of the Board and Committees, Coalition staff, external stakeholders, contractors, and clients (local government members).
- ⚡ Develop risk management policies and contingency plans to address changing program needs.
- ⚡ Assure compliance with program goals, policies and procedures and lead a continuous improvement process.
- ⚡ Coordinate the preparation of professional reports as required by the Board, funding agencies and other interested parties.
- ⚡ Prepare, administer, and monitor program budgets to meet contractual and statutory requirements.
- ⚡ Handle multiple projects simultaneously within stringent time constraints.
- ⚡ Negotiate complex contracts.
- ⚡ Identify and direct grant opportunities.
- ⚡ Provide program management guidance for staff and the public.
- ⚡ Manage staff and contractors to ensure that deliverables are received within contracted time, quality, quantity, and cost requirements.
- ⚡ Lead long-range strategic and fiscal planning for Coalition development and program design process, including needs assessments, project design, proposal development, budgeting, marketing strategy, customer relations evaluation components of each.

Knowledge

- ⚡ Energy principles, New Hampshire and ISO-NE energy market structures and processes, and competitive retail customer services, electric generation procurement, and energy project development functions.
- ⚡ Current issues in demand-side management, renewable energy, climate change, and energy policy.
- ⚡ Municipal operations and public agency protocols including board and governance management, public procurement procedures, and New Hampshire's Right-to Know Law (NH RSA 91-A).
- ⚡ Programs, functions and operations of New Hampshire's electric distribution companies, ISO-NE, NEPOOL and the New Hampshire Public Utilities Commission.

Experience

Any combination of experience and training that complement and expand competencies beyond educational credentials such as ten years of full-time



administration/senior management experience supervising professional staff engaged in energy-related fields, including specific experience in financial, program and organizational operations, analysis, member Board of Directors, 5-15 employees, and an annual budget approximating or exceeding \$100M is highly desirable.

Education

Any combination of educational coursework and training, which would provide the necessary knowledge and abilities for the position such as: degree from accredited university with emphasis in energy, environment, engineering, natural sciences, public administration, public policy, business administration, economics, finance or a closely related field.

A Master's Degree is desirable but not required commensurate with experience.

COMPENSATION

This CEO will be retained by the Coalition as an independent contractor until the Coalition has established permanent employee benefits and policies. At that time, estimated to be within 6-8 months of the initial contract, the position will convert to a full-time salaried employee of the Coalition.

Salary for this position is negotiable depending upon an individual's qualifications and experience. A competitive benefits package will also be offered and made available after the independent contractor is converted to an employee of the Coalition.

APPLICATION PROCESS

The materials listed below must be electronically submitted in PDF format to [INSERT NAME] at [INSERT EMAIL]:

1. Current Resume.
2. Cover letter with responses to the following topics:
 - a. A summary of your qualifications, specifically your executive leadership, budget/finance, governance and personnel management, and energy market or utility experience.
 - b. A description of your experience establishing, growing and leading an organization with regional impact.
 - c. An example of a time when you successfully managed competing political interests among parties, including the skills and techniques you utilized, and the outcome.
 - d. An example of a complex contract negotiation that you were directly involved in and its outcome.
3. Three professional references.



Applicants must submit required materials no later than 5:00PM on [INSERT DATE]. Please title the e-mail in the Subject field as “Coalition CEO Recruitment”.

For additional information, please contact [INSERT NAME] by telephone at [INSERT #] or by email at [INSERT EMAIL].

TENTATIVE RECRUITMENT SCHEDULE

- ⚡ [INSERT DATE]: Open Recruitment
- ⚡ [INSERT DATE]: Close Recruitment
- ⚡ [INSERT DATE]: Panel Interviews
- ⚡ [INSERT DATE]: Finalist Interviews
- ⚡ [INSERT DATE]: Final Selection

DRAFT



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For communities, by communities.

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