

Request for Proposals

Services and Credit Support for All-Requirements Joint Powers Agency & Community Power Aggregation Programs

For Communities, By Communities



COMMUNITY POWER COALITION OF NEW HAMPSHIRE

RFP RELEASE DATE: April 25, 2022

SUBMITTAL DEADLINE: June 15, 2022

Contact: RFI-RFP@CPCNH.org

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GENERAL INFORMATION

The Community Power Coalition of New Hampshire (CPCNH) is issuing this Request for Proposals (RFP) to select a qualified entity or group of entities to provide comprehensive services and credit support to enable CPCNH to develop, finance, launch, and operate of Community Power Aggregation (CPA) programs for its local government Members.

- CPCNH is interested in receiving proposals from entities that have demonstrated experience and qualifications necessary to ensure the success of CPA operations. Qualified entities are encouraged to submit proposals that provide comprehensive services and credit support but may alternatively submit proposals offering a subset of the requested scope of work.
- A qualified entity may subcontract with other qualified entities or form a consortium or partnership for purposes of submitting a joint proposal, provided that all entities are identified and represented by a single prime contractor ("Proposer") authorized to: enter into an Agreement with CPCNH, serve as the primary contact and responsible party, and act on behalf of each entity. The contact information for respondents to CPCNH's Request for Information seeking teaming arrangements for this RFP are listed on [CPCNH's solicitation web page](#).
- Notwithstanding the foregoing, CPCNH reserves the right to alternatively contract independently with some or all of the entities on any proposal. CPCNH reserves the right to self-provide or contract with one or more entities to supplement or alternatively provide some or all of the proposed services offered by one or more entities of any proposal.

Under New Hampshire's Community Power law (RSA 53-E), the implementation of each CPA must be funded through the revenues received from customers who subsequently participate in the program, with *de minimis* exceptions for statutory compliance purposes:

Section 53-E:5 Financial Responsibility. Retail electric customers who choose not to participate in an aggregation program adopted under RSA 53-E:7 shall not be responsible for, and no entity shall require them to pay, any costs associated with such program, through taxes or otherwise except for electric power supply or energy services consumed directly by the municipality or county, or incidental costs, which may include costs necessary to comply with the provisions of this chapter up to the time that the aggregation starts to produce revenue from participating customers, but shall not include any capitalized or operating costs of an aggregation program.

Under the terms of this RFP, CPCNH and its local government members may not commit taxpayer funds to cover implementation costs or assume any liability for such costs beyond committing to repay Proposer from revenues subsequently received from participating customers.



- Proposer will be required to cover the upfront cost of all services and provide credit support sufficient to initiate supply service for CPA programs on a deferred compensation basis.
- Repayment is contingent upon the successful launch of CPA service, will commence upon the receipt of revenues from participating customers, and will be amortized over the initial term of the Agreement.
- CPCNH intends to enter into an Agreement with the selected Proposer to provide services and credit support for a term extending 3-years past the date on which CPCNH's first Member CPA programs are launched.

New Hampshire's CPA market is not yet active and CPCNH is a newly formed all-requirements Joint Powers Agency with unique start-up requirements. As such:

- **CPCNH currently expects that April 2023 represents an optimal launch window. However, the launch window and critical path will depend on a series of interdependent factors, not all of which will be under CPCNH or Proposer's direct control.** Refer to the [Attachment: CPCNH Critical Path Analysis](#).
- CPCNH anticipates relying upon the selected Proposer to (1) analyze and finalize the target date for the launch of Member CPA programs and (2) refine and maintain the critical path sequencing and schedule of all activities required to ensure a successful launch.

This RFP is intended to solicit a variety of approaches and teaming arrangements, while ensuring transparency of cost drivers and preserving the CPCNH's ability to select the most competitive service providers. This solicitation process is overseen by a committee of CPCNH Member representatives, supported by expert third parties. CPCNH representatives and advisors have substantial domain expertise in:

- Structuring and managing a diversified portfolio of wholesale contracts for CPAs.
- Deploying and operating distribution utility customer information systems and electronic data interchange systems in New Hampshire.
- Operating CPAs and/or comparable competitive retail aggregators.
- Deploying pilots with distribution utilities in New Hampshire to enable time-varying rates and dispatchable distributed energy resources.
- Applicable statutory and regulatory requirements for CPAs in New Hampshire.
- Renewable project development in New Hampshire.
- Engaging with the Legislature, NH Department of Energy, Office of the Public Advocate, and Public Utility Commission on energy policy and market issues.
- Engaging with local energy committees and community stakeholders.
- Local government decision-making processes and requirements.

CPCNH Member representatives and advisors have executed conflicts of interest statements and non-disclosure agreements for the purpose of evaluating proposals.



About Community Power Aggregation (CPA)

New Hampshire's updated Community Power law is a bipartisan policy designed to further democratize, evolve, and enhance the economic efficiency of our electric power industry (RSA 53-E, as amended by SB 286 (Chapter 316, NH Laws of 2019), effective October 1, 2019, and HB 315 (Chapter 239:1-10, NH Laws of 2021), effective October 25, 2021).

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 residents and businesses, on an opt-out basis for customers on default energy service and on an opt-in basis for those on competitive supply. CPAs may additionally provide voluntary opt-in services and retail products, and exercise various authorities related to expanding customer choice and animating the retail market in New Hampshire (e.g., various metering, billing, and local program authorities).

Customers enrolled on CPA-provided default service are free to switch suppliers after submitting advance notice of their next billing cycle. Customers that opt-in to the program or opt-up to voluntarily receive a different retail product may switch suppliers subject to agreed-upon terms and conditions.

Refer to the links below for additional reference documentation:

- Current statute governing Community Power Aggregation (RSA 53-E):
<http://www.gencourt.state.nh.us/rsa/html/iii/53-E/53-E-mrg.htm>
- PUC docket DRM 21-142, rulemaking on CPA administrative rules:
<https://www.puc.nh.gov/Regulatory/Docketbk/2021/21-142.html>

About Community Power Coalition of New Hampshire (CPCNH)

CPCNH 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.

CPCNH's eighteen current municipal Members represent ~20% of New Hampshire's population, most of which intend to launch CPA programs to provide default service in the next one to two years. An additional ~24 local governments have expressed interest in joining CPCNH.

To assist in the preparation of proposals, CPCNH has provided substantive context that Proposers should review in the following two attachments to this RFP:



1. [Attachment: About CPCNH](#) — provides an overview of: the estimated load and retail customer base, and target date for Electric Aggregation Plan approval and CPA program launch, for each of CPCNH's Member CPAs; a projection of CPCNH's near-term market share, incorporating current Members and the ~24 additional communities that have expressed interest in joining CPCNH; a summary of CPCNH's preparatory business planning activities and active engagement at the Legislature and Public Utilities Commission to-date; and a description of the organizational capacity that CPCNH has or intends to soon put in place to support this solicitation process and the subsequent launch of CPA program service.
2. [Attachment: CPCNH Critical Path Analysis](#) — a critical path analysis, accompanied by a high-level Gantt Chart, which provides an overview of CPCNH's current understanding of the most consequential interdependent factors that should be taken under consideration by Proposers in planning to launch CPA service. These factors capture considerations that are unique to CPCNH and/or the New Hampshire market, including:
 - a. The process under which each CPCNH Member elects to receive services through CPCNH, and delegates procurement authority to manage a full-requirements electricity portfolio on behalf of their CPA program — by adopting CPCNH's Cost Sharing Agreement and Energy Risk Management and Financial Reserves policy, which Proposer is expected to help draft and upon which CPCNH's creditworthiness as a counterparty to Proposer will largely be defined.
 - b. The uncertain timing of when the PUC finalizes and adopts CPA Administrative Rules, and then approves CPCNH Member CPA Electric Aggregation Plans, which will enable Member CPAs to request customer data from utilities to support load forecasting and procurement (a process that may span up to 90-days, starting after the approval of rules).
 - c. The apparent 'windows' for procurement that are created between (1) when utility default procurement solicitations close, and rates become known for the subsequent 6-month default supply period, and (2) when CPAs are required to submit 45-day or 90-day advance notice for program launch (45-days if the CPA intends to launch in the latter four months of the 6-month default supply period, and 90-days if launching in the first 2 months).
 - d. The impact that the 45-day or 90-day notice requirement has on CPCNH, considering that (1) the default cycles and corresponding notice requirements are not the same across all utilities, and (2) CPCNH anticipates launching Member CPAs across all four utility territories simultaneously to maximize economy of scale cost efficiencies (which may confine CPCNH's effective launch windows to April / May and October / November).
 - e. Additional requirements in proposed CPA Administrative Rules, for which a summary table, noting timeline impacts, and a corresponding flow chart of required activities and compliance requirements has been provided.



CPCNH and Member CPA Goals & Objectives

The overarching objective of CPCNH is provided for in the agency's Joint Powers Agreement (see [Reference Documents](#)):

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.

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.

Member CPAs will need to balance customer rate levels, renewable power content, and the accrual of program reserves to meet these objectives.



RFP PROCESS

Notification 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 provides the CPCNH Authorized Contact with electronic contact information.

Single Point of Contact

Proposers shall submit all correspondence, questions, requests for information, and proposals in response to this RFP in writing by email to CPCNH at RFI-RFP@CPCNH.ORG ("CPCNH Authorized Contact").

Solicitation Schedule

An indicative schedule for the solicitation process is provided below:

ACTIVITY	DATE
RFP Released	April 25, 2022
Solicitation Overview Webinar	May 6, 2022
Deadline to submit written Questions	May 11, 2022
Anticipated distribution of Questions and Answers	May 23, 2022
Proposal addendums (if any)	Late May, 2022
Proposals Due	June 15, 2022
CPCNH review and requests for clarifications (if any)	Late June, 2022
CPCNH conducts interviews with select Proposers	July, 2022
CPCNH Board selection of Proposer(s) for negotiation	Late July 2022
CPCNH Board approval of Service Agreement(s)	August-September 2022



Solicitation Process

Solicitation Overview Webinar

CPCNH will conduct a webinar for prospective bidders shortly after the release of the RFP, in advance of the deadline to submit written questions.

The webinar's purpose is to assist Proposers in reviewing and interpreting the solicitation documents, by providing relevant context and an overview of key subjects and requirements of the RFP.

Question and Answer Process

CPCNH requires Proposers to submit all questions and requests for information in writing via email to RFI-RFP@CPCNH.org.

The deadline for submitting written questions and requests for information is May 11, 2022, at 5 PM Eastern Time. Questions and answers will be posted without attribution and distributed by the anticipated date of May 23, 2022.

Questions received after the May 11th deadline may not be answered prior to the proposal submission date.

Proposal Submission

PROPOSALS IN RESPONSE TO THIS RFP SHOULD BE SUBMITTED TO RFI-RFP@CPCNH.ORG NO LATER THAN 5 PM ET ON JUNE 15th, 2022.

Proposal Evaluation and Clarification Process

Proposals submitted should be clear and concise to enable CPCNH to make a thorough evaluation and arrive at a sound determination as to whether the RFP response meets CPCNH's requirements.

To this end, the proposals should be specific, detailed, and complete to clearly and fully demonstrate that the Proposer has a thorough understanding of and has demonstrated knowledge of the requirements to perform the work.

CPCNH will evaluate proposals based on such considerations as the Proposer's qualifications, capacity, operations proposal, cost and understanding of CPCNH's requirements. The factors that CPCNH may use to evaluate proposals, as applicable to the scope of work offered, include but are not limited to:

1. Completeness and clarity of response submission: responses should respond to each of the items set forth in the RFP.
2. Experience and Qualification: evaluation of the qualifications, expertise, and overall experience of the organization as well as that of the personnel specifically assigned to provide the services requested, including factors such as:
 - a. Demonstrated direct experience within and understanding of energy markets, including relevant legislation and regulations applicable to CPA and its major participants (e.g., NH electric distribution companies, ISO-NE,



offered). Proposers may attend virtually or in-person and may regardless have additional subject matter staff experts attend remotely via webinar conferencing.

Board Approval and Contract Negotiation Process

A final ranking of the proposals, and recommendation of preferred Proposer(s) will be presented to the CPCNH Board for review and approval.

Once the CPCNH Board has selected a preferred Proposer(s), the selected Proposer(s) will attend a partnering interview in-person with CPCNH to discuss mutual expectations, develop the specifics of any applicable quality assurance plans, proactively identify potential sources of conflict, and agree upon cooperative ways to resolve any issues that may arise. This process is intended to identify and provide guidance on any potentially problematic contract negotiations and will be attended by counsel.

CPCNH reserves the right, in its sole discretion, to terminate the subsequent contract negotiations at any time, rescind its selection of a particular Proposer and begin contract negotiations with another Proposer, conduct simultaneous negotiations with multiple Proposers, or reissue the RFP.

The successful Proposer(s) are expected to enter into a Professional Services Agreement. There is no contractual agreement between the selected firm(s) unless and until the CPCNH Board or its designee, as applicable, accepts and signs the Agreement(s).

RFP CONSIDERATIONS

Nature of RFP

This RFP is not a commitment or contract of any kind. This RFP is issued to attract service offerings and 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 for comprehensive electricity service and credit support for the NH electricity market. 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 Proposers (individually or collectively) at any time during the procurement process.
- Execution of an Agreement with the successful Proposer based on the original proposals and/or any other information submitted by the Proposers during the procurement process.
- Rejection of any or all proposals, waiving irregularities in any proposals, accepting or rejecting all or part of any proposals, and waiving any requirements of the RFP, as may be deemed in the best interest of CPCNH.
- Conducting simultaneous negotiations with multiple Proposers.
- Discontinuing negotiations after commencing negotiations with any selected Proposer(s) if progress is unsatisfactory in the sole judgment of CPCNH and commencing negotiations with other qualified Proposer(s).

Proposer Code of Conduct

Proposers are required to adhere to the following Proposer Code of Conduct:

Prohibition on Lobbying

Proposers shall submit all correspondence, questions, requests for information, and proposals in response to this RFP in writing by email to CPCNH at RFI-RFP@CPCNH.ORG ("CPCNH Authorized Contact").

No Proposer, including any member of a proposal development team, may engage in ex parte communications with CPCNH staff, contractors, or volunteers, CPCNH Board or committee members, or elected officials of CPCNH Member governments regarding any proposals or other matter related to this RFP.

Prohibition on Collusion

No Proposer, including any member of a proposal development team, may collaborate or discuss with other Proposers 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 Proposer 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 Proposer, 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 Proposer 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 Proposer that violates RSA 21-G: 38 shall be subject to prosecution for an offense under RSA 640:2. Any Proposer 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 Proposer shall be disqualified from responding on any RFP or similar request for submission issued by CPCNH, unless such Proposer was disqualified because of a pending criminal charge which was subsequently dismissed, resulted in an acquittal, or was annulled.

Non-Discrimination

Proposers may not engage in any discriminatory hiring or employment practices and shall make personnel policies available to CPCNH upon request. Proposers 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 Proposer that the Proposer has investigated all aspects of this RFP, Proposer is aware of the applicable facts pertaining to the RFP process, its procedures and



requirements, Proposer 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 120 days from the submission.

The submission of a proposal shall not be deemed an agreement between the Proposer 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 Proposer.
- Selection of consideration by CPCNH obligates the Proposer 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 Proposer.

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 Proposer and shall not be chargeable in any manner to CPCNH. CPCNH will not reimburse any Proposer 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 Proposer, 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 Proposer(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 Proposer's privacy interest in "confidential, commercial, or financial information" provided by them. To aid CPCNH in responding to any such request, the Proposer 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 Proposer 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 Proposer's approach and qualifications without the need to reference information the Proposer believes to qualify for confidential treatment.

The Proposer 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 Proposer 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 Proposer(s), CPCNH will limit the release of selected Proposal contents as described above. The names of qualified

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.



Proposers (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 Proposer(s) and will not oppose a motion by such Proposer(s) to intervene in any legal action initiated by the requester. The Proposer(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, PROPOSERS 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.

PROPOSAL CONTENTS

Proposals should be concise, specific, responsive to this RFP and formatted for printing on 8.5"x11" paper. Generic marketing material may be provided separately for reference only.

Please read this entire RFP and all attachments before preparing your response.

Proposers must provide all information requested in this section and addendum items, if any, as part of their proposals. Failure to provide all required information as listed below may be grounds for rejection of a proposal. Proposers should seek clarification of any requirements they do not fully understand. Misunderstandings that result in an incomplete or improper response will not be considered a valid reason for a non-responsive submittal.

Proposal Structure

Proposals shall be provided in PDF format and adhere to the following outline:

1. Cover Letter.
2. Table of Contents.
3. Executive Summary.
4. Technical Response for the Scope of Services.
5. Timeline for Implementation of Services.
6. Cost Proposal and Payment Schedule.
7. Appendices:
 - a. Anti-Collusion and COI Statement.



- b.** Company Description, Experience and Qualifications.
- c.** Additional Information (if any).

Any separate and supplemental information (such as marketing material) may also be submitted in PDF format.

Refer to the sections below for a summary of the information requested in each section of the RFP proposal outline.

Cover letter

Provide a cover letter that includes the following:

- Name, legal form, address, telephone and email of Proposer and primary contact person.
- A statement that the Proposer has reviewed the requirements of the project as described in this RFP, its enclosures, and all addenda, by listing all addenda.
- A statement that the Proposer agrees that the terms of proposal and the cost as submitted by Proposer are firm for a period of 120 days from the date of submission.
- If team arrangement is proposed, a statement that the Proposer is the prime Contractor and is authorized to serve as the primary contact and responsible party and to enter into an Agreement with CPCNH on behalf of each entity.

The cover letter and any forms must be signed by an officer or agent of the Proposer authorized to bind the Proposer and all entities in the proposed teaming arrangement, if any.

Executive Summary

Provide an executive summary, not to exceed four pages, that clearly states the services the proposal addresses, highlights the major elements of your qualifications and capabilities, and addresses your proposed CPA development and implementation strategies.

If team arrangement is proposed, describe the structure of the relationship and any past working relationships on similar projects.

Technical Response for the Scope of Services

Refer to the Scope of Services Section below for the list of requested services.

Provide a clear explanation of the Scope of Services the proposal encompasses. Address each element with thorough detail on your strategy and capabilities to address all tasks required for successful CPA program implementation and operation.



Timeline for Implementation of Services

Provide a proposed timeline that outlines your strategy for addressing the elements of the Scope of Services offered. Specify assumptions and requirements upon which the timeline depends. Refer to the [Appendix: CPCNH Critical Path Analysis](#) for relevant context.

Cost Proposal and Payment Schedule

Provide a cost proposal detailing the full cost of the services proposed and how those fees are structured:

- Proposers should provide specific budgets (broken down by task) or specify fee levels. Proposers may propose varying fee structures such as consulting fees (e.g., \$ per hour or fixed \$ sums by deliverable) for one phase or set of services and management fees (e.g., \$ per kWh or \$ per CPA customer account per month) for another.
- Proposers should present fee structures and pricing for non-related services separately. Proposers should not bundle pricing for non-related services together in an attempt to tie the provision of one service to another under this solicitation.
- If Proposer is relying upon other qualified entities to provide any services, by subcontracting or under a team arrangement, identify which entities provide each service.

Identify and estimate which costs would be incurred prior to the point at which CPCNH has enrolled and begun to receive revenues from participating retail customers. Propose payment terms for the costs incurred prior to and after this point.

For the provision of financing and credit support, if applicable:

- Describe any proposed covenants, repayment schedule or other requirements of CPCNH and its Member CPA programs. Note that under RSA 53-E:5, no taxpayer funds may be encumbered for this purpose, whereas a lien on future Member CPA program revenues would be an acceptable form of security.
- Describe how these requirements would be best incorporated into CPCNH's Cost Sharing Agreement and Energy Risk Management and Financial Reserves Policy drafting and approval process.
- Refer to the [Appendix: CPCNH Critical Path Analysis](#) for relevant context (in particular, section [Member CPA Approval for Delegation of Procurement Authority](#)).



Appendices

Anti-Collusion and COI Statement

The [Attachment: Anti-Collusion and COI Statement](#) must be executed and included as part of the proposal package. This certification 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.

Company Description, Experience and Qualifications

Proposer Qualifications

Describe your capabilities as an entity, size, number of years in business, experience relevant to the proposed scope of work, and internal capacity relative to the proposed timeline and implementation strategy.

Identify and describe all licenses, certifications, insurance coverage, service interruption history (if applicable), solution processes, and disaster recovery solutions that are relevant to the proposed scope of work.

If applicable, describe your performance, qualifications and track record providing credit support for energy procurement services, and provide documentation of your creditworthiness.

If a team arrangement is proposed, provide this information for each entity.

Staff Qualifications

Provide the names and contact information of individuals who will be assigned to provide services requested by this RFP. List the qualifications of each individual and provide a resume or curriculum vitae (CV) for each such individual, along with a description of staffing structure (such as an organization chart).

Specify how the staff proposal has attained or fulfills the knowledge, experience, abilities, and capacity necessary to deliver the Scope of Services.

If a team arrangement is proposed, show the organizational relationship of staff across all entities and delineate their responsibilities in regard to the proposed Scope of Services.

Sample Projects and References

Describe services provided currently, or in the past, to other entities that are directly relevant to services described in this RFP.

Provide the entity name, point of contact name, address, telephone number and email address for at least three (3) client references, along with a brief description and date range for the services provided.

If a team arrangement is proposed, provide this information for each entity.



Additional Information

Other information or data relevant to your proposal is optional and may be included as an Appendix to the proposal.

SCOPE OF SERVICES

CPCNH is interested in proposals that provide specific details on Proposers' service models and qualifications, but this RFP is not intended to require a particular approach. CPCNH will consider and compare different service models and strategies.

The Scope of Services below is intended to provide a framework for RFP responses and is not the specific scope of work to be included in the final Professional Services Agreement with the selected Proposer.

Proposers are encouraged to submit proposals that include additional relevant and related services not specifically requested in this RFP if appropriate. Proposers are also encouraged to provide alternatives if they can improve the cost effectiveness, stability, and beneficial impacts of CPA programs.

Proposals should describe in detail the proposed approach to comprehensively meet CPCNH's CPA formation and operational needs, as applicable, including all items outlined in the Scope of Services, as well as the Proposers' specific experience, qualifications, and organizational capacity to perform these functions. If Proposer intends to utilize the services of a system integration consultant to assist with the implementation, the proposal should describe the system integrator's role.

Proposers should refer to the [Appendix: CPCNH Critical Path Analysis](#) for relevant context to reference when preparing responses.

CPCNH Organizational Development

The selected Proposer will provide guidance and advice to CPCNH with creating the necessary organizational documents, procedures, and systems to successfully plan for and operate an all-requirements Joint Powers Agency, including:

1. Enterprise Risk Management Policy (including Energy Risk Management and Financial Reserves)
2. Member CPA Cost Sharing Agreement
3. Business and operations plan
4. Enterprise budget preparation
5. Operational policies and procedures
6. Committee structures and processes
7. Risk Management Committee support



It is a strategic priority for CPCNH that the governance framework and business model of the agency be able to evolve and scale on an agile basis in anticipation of market reforms, new commercial opportunities, and expansions in membership service territory.

Proposers should describe how they will support CPCNH to achieve this goal.

Member CPA Recruitment

Member CPA recruitment is a core internal CPCNH activity. A primary goal of CPCNH is to streamline program implementation for all municipalities, large and small, throughout the state. Members assume only those responsibilities within these categories of activity that their elected officials and staff are most comfortable and capable of handling. CPCNH has developed template materials and has relied on consultants and member-led outreach to engage and support communities through all of stages of the CPCNH JPA approval and CPA authorization process:

- Adopting the CPCNH Joint Powers Agreement and participating on the CPCNH Board of Directors.
- Enabling Resolutions, establishment of Electric Aggregation Committees, and the drafting, approval, and submission of Electric Aggregation Plans (EAPs).
- Community Outreach and Public Meeting Support.
- Utility Data Requests and Customer Privacy Compliance.
- Marketing, Branding, and Web Development.

Proposers should describe how they will support CPCNH in these efforts through the following activities:

1. Supporting CPCNH in continuing to engage local officials and policymakers (select board and city council members, city managers, local government staff, local energy committees, etc.) regarding the basics of CPA, highlighting the experience of CPCNH and Member CPA programs to-date, and detailing the benefits of joining CPCNH.
2. Facilitating public meetings, presentations and other activities as required to vote to approve each communities' Electric Aggregation Plan, the CPCNH JPA and Member CPA Cost Sharing Agreement, and to satisfy any other membership requirements thereafter.
3. Assisting new Member communities with branding, logo and website development for CPA programs.

Additional Tasks

Proposers should include other components that could enhance CPCNH member recruitment activities.



Launch of Member CPA Programs

The selected Proposer will address all the tasks required to prepare for the launch Member CPA programs.

CPCNH anticipates launching CPA program service for current Members in 2023 and 2024. In addition, CPCNH is actively recruiting new communities interested in new CPA programs Refer to the section [Market Share Projections](#).

Implementation Planning

The selected Proposer will assist CPCNH with refining a timeline for CPA program implementation. The timetable should include a critical path sequencing and schedule of all activities required to ensure a successful launch. As part of this task, the selected Proposer will also advise CPCNH on related operational structures, procedures, and recommended subcommittees.

Regulatory Compliance

The selected Proposer will undertake all functions necessary to comply with NHPUC regulations related to establishing and operating CPCNH and all Member CPA programs, including satisfying registration requirements with distribution utilities.

Utility Data Requests & Management

The selected Proposer will undertake all functions necessary to request, receive and analyze customer account and usage data from electric distribution utilities.

Community Engagement

The selected Proposer will develop community outreach plans for CPCNH Members and will work with CPCNH to ensure the plans are being followed.

Customer Engagement & Notification

The selected Proposer will assist CPCNH with developing and implementing a plan for engaging Member CPA customers prior to launch, including setting up a call-center and obtaining all the data necessary for customer enrollment.

The selected Proposer will prepare and send opt-in and opt-out noticing and will ensure all notices are sent by the proper times.

The selected Proposer will assist Members in facilitating the public meeting required after customer notifications have been sent and prior to launching each Member CPA program.

Budgeting & Rate Setting

The selected Proposer will support CPCNH by preparing analyses for the annual budget and will assist CPCNH and Member CPAs in establishing a rate regime that meets the revenue requirement of the agency.



This will include recovery of all expenses and any reserves, coverage, or other debt service requirements set forth in financing agreements.

CPCNH anticipates rate structures for Member CPAs similar to the incumbent distribution utilities rate schedule at the outset.

Included in the rate structure should be consideration of policies that further encourage renewable energy development, including but not limited to:

- Group and individual net energy metering rates and tariffs that encourage distributed energy resources on the customer side of the meter, i.e., solar, storage, EVs, manageable loads, etc.
- Premium renewable opt-in products.

Additional Tasks

Proposers should include other components of the launch phase that will be important in the program ultimately being successful.

CPCNH Operational Services, Financing, and Credit Support

Proposers must demonstrate their qualifications and capabilities to provide the services requested in this section and be clear about the method of compensation.

Financing and Credit Support

The Proposer should clearly specify all anticipated financial needs required to launch CPCNH Members' CPA programs and how those funds will be obtained.

There will be several short-term financial needs, including the costs of sending notifications to all customers taking distribution service in each Member CPA territory (i.e., opt-out notifications for default service customers and opt-in notifications for customers served by competitive suppliers), and the credit and collateral expense of purchasing initial electricity before the revenue customer receipts are received by the JPA.

Proposer should specify whether it can cover these costs — which CPCNH strongly prefers — or if it intends to work with CPCNH to raise the necessary capital from a financial institution. If the latter, the Proposer should specify its role in helping to secure the financing.

Operational Services

The selected Proposer will provide all required services and credit support necessary to operate the agency and supply all-requirements electricity to CPA customers:

- 1.** Retail Data Management and Billing Services
 - a.** Utility Electronic Data Interchange (EDI)
 - b.** Customer Data Validation and Error Resolution Management



- c. Billing Calculations
 - d. Utility Payment Receipt
 - e. Revenue Oversight and Tracking
- 2. Retail Customer Solutions
 - a. Customer and Program Analytics and Insights
 - b. Rate Design Development, Pricing, and Product Structuring
 - c. Grid Edge Enablement and Portfolio Integrations
 - d. Key Account Relationship Management
 - e. Inbound and Outbound Call Center Operations
 - f. Digital Engagement and Orchestration
- 3. Portfolio Risk Management Services
 - a. Energy Portfolio Planning and Development
 - b. Contract Valuation and Procurement
 - c. Deal Capture, Contract Management, and Counterparty Monitoring
 - d. Trading, Position Management, and Reporting
 - e. Forecasting, Scheduling, and Settlements
 - f. ISO shadow settlements and dispute resolution
 - g. ISO monitoring, stakeholder processes, collateral posting, and onboarding support
- 4. Banking and Financial Services
 - a. Credit Support
 - b. Secure Revenue Account Administration
 - c. Accounting Support and Controls
 - d. Financial Statement Setup and Review
 - e. Revenue Forecasting and Budgeting
 - f. Invoice Validation
- 5. Enterprise Data Management: to support the development of an in-house central repository of customer and other data for use by CPCNH staff and authorized third parties for the purpose of enabling research and development of new energy services.
- 6. Additional Services: respondents should provide additional descriptions of services not provided for above.

Proposers should address how they will work with CPCNH to meet the needs of ongoing CPA operations and how Proposer's approach would be economically and operationally advantageous to CPCNH.



Strategic Planning & Organizational Development

The selected Proposer will assist CPCNH with developing an annual strategic plan for the development of a cost-effective and reliable portfolio of wholesale, distribution interconnected and distributed energy resources, local programs and retail products.

The plan will include an assessment of local renewable and energy project development opportunities and an evaluation of financing options (third-party power purchase agreements, leasing, debt financing, etc.) and strategies. It is anticipated that the plan will consider a 15-year planning horizon, leverage the opportunities created through CPCNH's strategic legislative and regulatory reform initiatives (such as [Senate Bill 321](#)), and should prioritize project development opportunities within Member CPA service territories.

The plan will identify opportunities for CPCNH's business model to expand in terms of the scope of services offered to Member CPAs required to implement the plan.

Local Program Development

Facilitating the design and deployment of innovative, cost-effective local programs is a strategic and financial priority for CPCNH. These offerings will help Member CPAs:

1. Lower electricity supply costs and risk in aggregate, along with the electricity bills of participating customers;
2. Strengthen customer relationships and local brand recognition; and
3. Protect against customer attrition (the risk that customers opt-out of the program over time by choosing an alternative supplier).

The selected Proposer should describe how cost-effective local programs will be designed to offer new retail products and services that enable customers to:

- Intelligently moderate their use of electricity from the grid during times of high wholesale power prices and when the physical grid is constrained; and
- Increase their use of electricity from the grid when wholesale prices are depressed and the physical grid is not constrained.

Examples of innovative retail products and services that enable customers to do so include time-based rate options, individual and group net metering, distributed local small-scale generation and energy storage programs, electric vehicle charging rates, and other services that leverage third-party aggregators and directly empower customers with new technologies.

CPCNH recognizes that the intelligent use of electricity simultaneously lower costs for both individual customers (from a “total bill” perspective, inclusive of transmission and distribution charges) and each Member's CPA program in aggregate (from a supply cost perspective) — provided that the local programs are properly designed to achieve these overlapping objectives.



Proposals should identify a commercial strategy that accounts for the different metering, communication, and data management capabilities of incumbent distribution utilities, and across different types of customers. The Proposer should identify any regulatory and legislative engagement and reform strategies necessary to support the strategy.

Additional Tasks

Proposers should include other components of the operations phase that will be important in the program ultimately being successful, including any additional innovative or value-added services proposed beyond the basic requirements of CPA operations outlined above.



ATTACHMENT: ANTI-COLLUSION AND COI STATEMENT

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

The undersigned Proposer 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 Proposers and has not colluded with any other Proposer whatsoever outside of the submission of a joint proposal to which Proposer is a party.

The undersigned Proposer 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 Proposer, or a predecessor organization of the Proposer, or a subcontractor or team participant included in the Proposer's response to this RFP, and (2) one or more of the parties listed in the tables completed and appended to this statement.

The undersigned Proposer 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.

The undersigned Proposer additionally asserts and certifies that, to the best of the undersigned's knowledge, the undersigned Proposer and its affiliates or subcontractors are not otherwise prohibited or suspended from contracting with CPCNH or its local government Members.

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.

SIGNED:

NAME:

TITLE:

ORGANIZATION:



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 Rye	
Town of Walpole	
Town of Warner	
Town of Webster	
CPCNH Directors, Alternate Directors and Volunteers	
Community Choice Partners, Inc.	
Duncan Weinberg Genzer & Pembroke, P.C.	
Primmer Piper Eggleston & Cramer	
Herndon Enterprises, LLC	



Insert additional pages as required.



ATTACHMENT: ABOUT CPCNH

CPCNH is an all-requirements Joint Powers Agency incorporated as a government instrumentality and NH non-profit on October 1, 2021, to provide for the launch and operation of CPA programs on behalf of participating Members.

CPCNH 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. CPCNH intends to do so by:

- Hiring staff to provide strategic direction and day-to-day oversight of the services requested in the RFP;
- Offering Members a comprehensive menu of operational services and providing for pooled power purchases and credit support; and
- Engaging at the Legislature, Department of Energy, Public Utilities Commission (PUC), and other forums on behalf of its Members on matters related to energy and Community Power. Strategic objectives in CPCNH's public advocacy include strengthening public participation and oversight, modernizing our electric grid, developing local energy infrastructure, and enabling welfare-enabling market mechanisms that facilitate the integration of in-state renewable and distributed energy resources.

Reference Documents

Refer to this online folder to access the reference documentation listed below:

- <https://www.dropbox.com/scl/fo/08ai8fwdutpheaabort6rx/h?dl=0&rlkey=rjivwz1s8f82z0cj07nfb7t8l>

1. CPCNH Joint Powers Agreement

CPCNH's Joint Powers Agreement, which was approved by Members on October 1, 2021, and amended at the first Annual Meeting of the Members on April 21st 2022.

2. CPCNH draft Business Plan

CPCNH's draft Business Plan is a consulting work product prepared for CPCNH in Q2 2021. It is accompanied by a cover letter update from CPCNH's Board Chair as well as a summary presentation given to the CPCNH Board in Q4 2021.

3. CPCNH Member CPA Electric Aggregation Plans

CPCNH's template Electric Aggregation Plan ("EAP", which is required by statute to authorize the implementation of CPA programs) created for use by Member communities, along with (1) the Electric Aggregation Plans adopted by Member communities to date (the City of Lebanon and the Towns of Hanover, Harrisville, Rye,



Walpole, Plainfield, and Exeter) and (2) the Town of Enfield's EAP (which is pending approval at their 4/30/22 Town Meeting).

Member CPA Characteristics

CPCNH's founding Members are: the cities of Dover, Lebanon, and Nashua; the towns of Durham, Enfield, Exeter, Hanover, Harrisville, Plainfield, Newmarket, Rye, Walpole, and Warner; and Cheshire County. The City of Portsmouth and towns of Hudson, Pembroke, New London and Webster joined after incorporation.

Member CPA Authorization Process, Status & Outlook

To authorize the creation of CPA programs, local governments in New Hampshire must form or task a committee with drafting an Electric Aggregation Plan (EAP), hold at least two public hearings to receive and incorporate feedback, and adopt the plan by majority vote of their local legislative body (typically a Town or City Council or a Town Meeting vote).

Whereas City and Town Councils meet regularly and may schedule a vote to approve an Electric Aggregation Plan throughout the year, most Town Meetings take place in March-May — and matters to be voted on must be identified in warrant articles filed as early as November or December.

Consequently, since incorporating on October 1st, CPCNH has prioritized supporting member communities to meet near-term filing deadlines in advance of Q1-Q2 2022 Town Meetings.

EAPs must also be submitted to the Public Utilities Commission for review and are subject to disapproval if found not in compliance with statutory and regulatory rule requirements. The approval process is notably flexible in that:

- Local governments have the option of submitting EAPs to the Commission either prior to or after adoption by their local legislative body.
- Additionally, if the Commission disapproves an EAP that has already been adopted by a local legislative body, the local governing body (e.g., Town or City Council or Town Selectboard) may revise and resubmit the EAP for approval (i.e., re-adoption at the next annual Town Meeting is not required).

The status and outlook for each Members' EAP approval process is shown in the table on the next page:



MEMBER CPA APPROVAL PROCESS

Member	Type	Population	Joint Powers Agreement Signed	Committee Formed	Utility Data Requested	Utility Data Received	Aggregation Plan Drafted	Public Hearing #1	Public Hearing #2	Local Legislative Body Adoption	Public Utilities Commission Approval	Target CPA Launch Window
Lebanon	City	14,282	YES	YES	YES	YES	YES	YES	YES	Council Adopted	Submission pending PUC adoption of CPA Rules (Q2 2022)	April - May 2023
Hanover	Town	11,870	YES	YES	YES	YES	YES	YES	YES	Adopted at 2022 Town Meeting		
Harrisville	Town	984	YES	YES	YES	YES	YES	YES	YES			
Exeter	Town	16,049	YES	YES	YES	YES	YES	YES	YES			
Rye	Town	5,543	YES	YES	YES	YES	YES	YES	YES			
Walpole	Town	3,633	YES	YES	YES	YES	YES	YES	YES			
Plainfield	Town	2,459	YES	YES	YES	YES	YES	YES	YES			
Enfield	Town	4,465	YES	YES	YES	YES	YES	YES	Scheduled 4/30			
Cheshire	County	N/A	YES	YES	N/A: County accounts only		YES	Pending passage of SB 286				
Durham	Town	15,490	YES	YES	YES	YES	Council hearings pending PUC adoption of CPA Rules					
Nashua	City	91,322	YES	YES	YES	In Process						
Newmarket	Town	9,430	YES	YES	YES	YES	In Process					
Dover	City	32,741	YES	YES	YES	YES	7/1/22	7/20/22	9/21/22	Q4 2022 - Q1 2023	Q2 2024	
Warner	Town	2,937	YES	YES	YES	YES	TBD	TBD	TBD			
Pembroke	Town	25,394	YES	YES	YES	YES	In Process	TBD	TBD			
Hudson	Town	7,207	YES	In Process	YES	YES	In Process	TBD	TBD			
Webster	Town	1,954	YES	YES	TBD	TBD	TBD	TBD	TBD			
New London	Town	4,400	YES	YES	TBD	TBD	TBD	TBD	TBD			
Portsmouth	City	21,956	YES	TBD	TBD	TBD	TBD	TBD	TBD			

Regarding the explanatory notations in the above table, note that:

- The Members planning to launch CPA programs in Q2 2023 are grouped in the top section (green) while those launching in Q2 2024 are in the bottom (blue).
- Cheshire County intends to launch opt-in CPA service for county and municipal facility loads, but is waiting to adopt their EAP until [Senate Bill 265](#) is passed to clarify that such opt-in CPAs do not need to send mailed notifications to every distribution customer in their territory (which would be cost-prohibitive for a county).
- All Members planning to launch in Q2 2023 are waiting for the Commission to issue CPA Administrative Rules prior to submitting their EAPs for approval (refer to "[Data Access Dependencies: PUC Approval of CPA Rules & EAPs](#)" for context).
- The legislative bodies for the City of Nashua and towns of Durham and Newmarket are councils of elected officials that may convene to approve EAPs at any time and will consequently proceed with their EAP finalization and adoption process after rules are issued.
- Enfield's Town Meeting on April 30, 2022, will vote on their EAP; the towns of Hanover, Harrisville, Exeter, Rye, Walpole and Plainfield, as well as the City of Lebanon, have already adopted their EAPs. Refer to "[Reference Documents](#)".

Member CPA Utility Territories, Default Service Load & Customer Accounts

The table below shows the population (2020 US Census) of each Member with the estimated number of customers and default energy service load in annual MWh:



MEMBER CPA UTILITY TERRITORIES, DEFAULT LOAD & CUSTOMER ACCOUNTS

Member	Type	Population	Default Load (MWH / Year)			Default Customer Accounts			Distribution Utility	Target CPA Launch Window
			Total	Res	Non-Res	Total	Res	Non-Res		
Lebanon	City	14,282	80,200	37,300	42,900	8,190	6,790	1,400	Liberty	April - May 2023
Hanover	Town	11,870	40,300	21,600	18,700	3,110	2,550	560	Eversource, Liberty & NHEC	
Harrisville	Town	984	3,200	2,800	400	750	660	90	Eversource	
Exeter	Town	16,049	90,400	30,600	59,800	8,200	6,500	1,700	Eversource & Unitil	
Rye	Town	5,543	25,600	23,100	2,500	3,170	2,800	370	Eversource	
Walpole	Town	3,633	21,500	12,700	8,800	1,940	1,700	240	Liberty	
Plainfield	Town	2,459	5,700	5,200	500	1,040	970	70	Eversource, Liberty & NHEC	
Enfield	Town	4,465	19,200	15,600	3,600	2,740	2,490	250	Eversource, Liberty & NHEC	
Cheshire	County	N/A	4,500	-	4,500	5	-	5	Eversource	
Durham	Town	15,490	34,500	22,100	12,400	3,620	3,170	450	Eversource & NHEC	
Nashua	City	91,322	260,200	189,900	70,300	37,530	32,560	4,970	Eversource	Q2 2024
Newmarket	Town	9,430	25,900	23,000	2,900	4,400	4,020	380	Eversource	
Dover	City	32,741	104,400	82,800	21,600	15,940	13,930	2,010	Eversource	
Warner	Town	2,937	18,000	9,500	8,500	1,850	1,550	300	Eversource	
Pembroke	Town	7,207	24,600	19,600	5,000	3,260	2,860	400	Eversource & Unitil	
Hudson	Town	25,394	102,900	70,400	32,500	10,890	9,130	1,760	Eversource	
Webster	Town	1,954	Estimated pending utility data requests:						Eversource & Unitil	
New London	Town	4,400	99,900	65,700	34,200	12,300	10,600	1,700	Eversource	
Portsmouth	City	21,956							Eversource	
Q2 2023 Launch:		175,527	611,200	383,900	227,300	74,695	64,210	10,485		
Q2 2024 Launch:		96,589	349,800	248,000	101,800	44,240	38,070	6,170		
TOTAL:		272,116	961,000	631,900	329,100	118,935	102,280	16,655		

Note that CPCNH's Member CPA programs will operate within and across all four distribution company service territories in the state: Eversource, Unitil, Liberty Utilities, and the New Hampshire Electric Co-Op.

Market Share Projections

CPCNH's Members represent an estimated combined total of ~119,000 utility default service customers that collectively use ~960,000 MWH of electricity per year.

- The twelve communities seeking to launch program service in Q2 2023 represent ~75,000 default service customers and ~610,000 MWH per year.
- The seven communities seeking to launch CPA program service in Q2 2024 represent an additional 44,300 default customers and ~350,000 MWH per year.

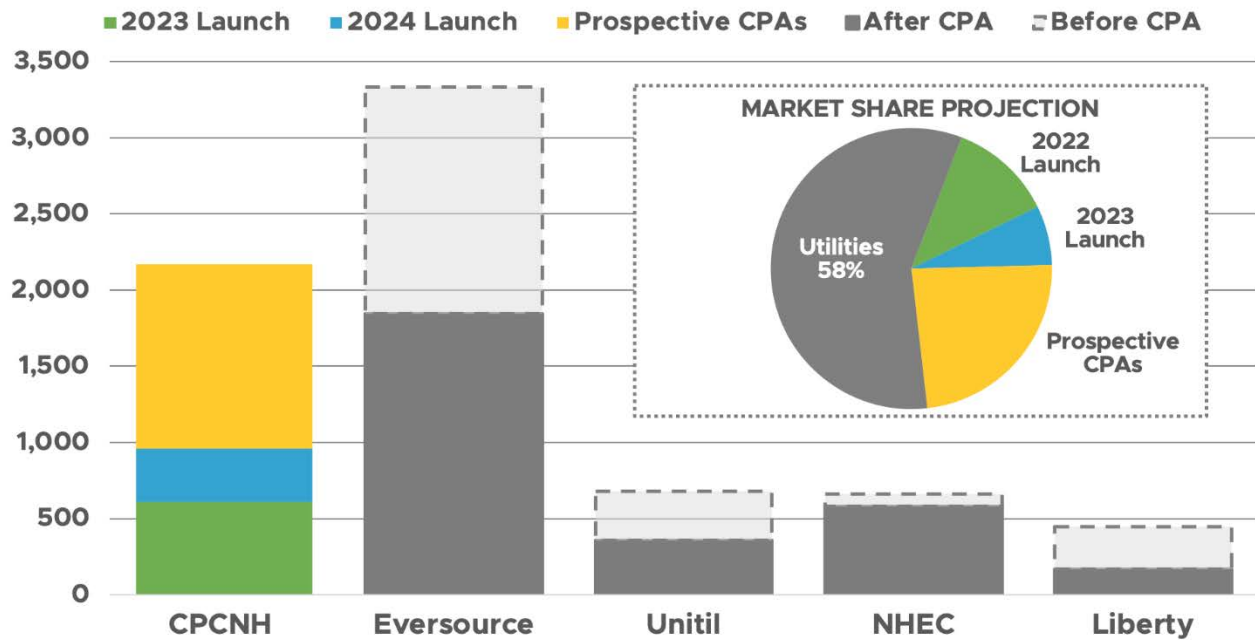
Additionally, based on the state-wide visibility of CPA, and direct discussions with over 30 communities, CPCNH expects to expand membership during 2022 and continuing after the launch of initial CPA programs.

- Communities interested in possibly joining CPCNH have a combined population of ~345,000 and represent an estimated ~1,200,000 MWH per year in default load.

The graph below shows the load volume of CPCNH Members seeking to launch CPA programs in 2023 and 2024, along with the potential load of prospective new member communities, compared to the estimated default service load and residual market share that would remain served by New Hampshire's four distribution companies (after default customers switch to CPA service):



DEFAULT SERVICE LOAD (GWH)



Across the state at present, about four out of five customers remain on utility-provided default service. The penetration of competitive supply service is relatively stable, and a nominal percentage of residential customers have begun to steadily switch back to utility-provided default service in Eversource's territory (New Hampshire's largest distribution company).

For additional context, respondents should refer to the "Market Analysis" sections of CPCNH's draft Business Plan and associated slide deck presented to the CPCNH Board of Directors (see [Reference Documents](#)).

Business Planning

CPCNH has been under development since Q4 2019. Prior to incorporating the agency in October 2021, the Community Development Finance Authority's (CDFA) Tax Credit Program provided funding to the City of Lebanon to engage Henry Herndon, now of Herndon Enterprises, LLC, and Community Choice Partners, Inc. to provide a series of over 35 consulting work products to support the formation and launch of CPCNH.

The development of work products during this period was overseen by a core management team composed of representatives from the cities of Lebanon and Nashua and the Town of Hanover, on behalf of an ad-hoc "organizing group" of staff, elected officials and volunteers additionally representing Cheshire County and the Town of Harrisville that met regularly between Q4 2019 and October 2021.

CPCNH's Draft Business Plan and financial proforma was developed during this period. Consequently, a number of assumptions were made regarding the JPA's future membership, load volumes, organizational development strategy and other matters. These assumptions are currently under review by the Board.



- Refer to [Reference Documents](#) for CPCNH's draft Business Plan and accompanying explanatory materials.

The draft Business Plan explains the CPCNH business model and strategic objectives; summarizes new-Member recruitment activities; explains the agency's anticipated financing, accounting, risk management, and credit enhancement mechanisms; analyzes the current regulated market structure and parameters within which CPCNH and its Member CPA programs will offer service on a competitive basis; provides an overview of the anticipated competitive solicitation process; discusses the agency's startup phase and matters of organizational development; presents the results of an analysis estimating the margins of competitive suppliers providing utility default service; and provides an initial cash flow analysis for the agency based upon the business model assumptions described therein.

To reflect an understanding and commitment to industry best practices — and the fiscal responsibility the Board has to our member communities — Moody's credit rating methodology for US Municipal Joint Action Agencies was included as a standalone appendix to the draft Business Plan. It provides key financial metrics for CPA JPAs and discusses a variety of relevant risk factors, along with management best practices and mitigating strategies, which substantially informed the draft Business Plan and were incorporated into CPCNH's internal cost-of-service and cash flow modeling.

Regulatory and Legislative Engagement

CPCNH engages at the Legislature and Public Utilities Commission to represent consumer interests and to protect and expand the authorities of its Member CPAs. CPCNH's Chair Clifton Below often leads the agency's regulatory and legislative engagement activities. His 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 the initial and subsequent draft rules for discussion, arranging bilateral meetings with utilities and other stakeholders, and leading significant portions of the subsequent 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 requiring a Purchase of Receivables program for each electric distribution utility, at least for CPAs.
- Authoring CPCNH's petition to commence the CPA administrative rulemaking process, which was endorsed by a coalition of public stakeholders and adopted by the Commission as their initial proposed rules ([docket DRM 21-142](#)).
- 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 CPCNH Chair Clifton Below on behalf of CPAs and municipalities across the state ([docket DE 19-197](#)); and

- Advanced 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).

Refer to these web links for additional information: [CPCNH Chair Clifton Below biography](#), [CPCNH public advocacy & House Bill 315 campaign](#), and [CPCNH's Administrative Rules Petition](#).

Organizational Capacity

CPCNH is governed by a Board of Directors composed of 37 representatives (elected officials, 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. Board and committee meetings are open to the public.

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	
Town of Hanover	Prior Chair April Salas	Peter Kulbacki
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 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



Current Resources

To put in place the structures, protocols, subject-matter expertise, and work plans required to conduct this solicitation and continue to develop the organization, the Board has:

- Established an Executive Committee, Finance Committee, Member Operations & Engagement Committee, Risk Management Committee, Regulatory & Legislative Affairs Committee, and CEO & Staff Search Committee (refer to [“Public Meeting Requirements & In-Person Quorum Requirements”](#) for additional context).
- Received approximately \$135,000 in grants and donations to cover start-up administrative expenses and consulting services.
- Contracted for General Counsel legal services on an at-risk, deferred compensation basis (to be repaid after the launch of CPA service) provided by Duncan Weinberg Genzer & Pembroke, P.C. with Eli Emerson from Primmer Piper Eggleston & Cramer as New Hampshire counsel.
- Contracted for technical consulting services provided by Community Choice Partners, Inc., with two-thirds compensation on an at-risk, deferred basis (to be repaid after the launch of CPA service).
- Contracted with Herndon Enterprises, LLC for organizational support, Member recruitment and Member community engagement services.

Staffing Strategy

CPCNH’s staffing strategy is to fill key functional roles with highly qualified staff in managerial positions to provide oversight and initiative for the agency:

- Prior to launch, CPCNH expects to hire a CEO or General Manager experienced in managing an all-requirements power agency in a competitive market. They will report to the Board and be responsible for CPCNH’s strategic planning and organizational development, staffing decisions, executive management, representing CPCNH to external parties and overseeing vendor contracts and performance.
- Expediting the hiring process for CPCNH’s remaining staff positions will be a strategic priority for the agency, with timing subject to funding constraints. CPCNH anticipates commencing this process in the period leading up to the launch of Member CPA programs, likely after customer notifications have been sent. The following roles will be filled around the time of launch:
 - Business Development and Customer Service: CPA member recruitment, retail customer products and services, key account management, and retention.
 - Energy Portfolio Management: contract valuation, procurement, power purchase agreements, portfolio strategy, and energy risk management.



- Financial Management: budgeting, cash flow analysis, rate setting, financial compliance, and reserve management.
- Information Technology: enterprise data management and analytics.
- 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.

To accelerate CPCNH's organizational development, the Board is actively pursuing additional grant funding and donations to supplement the JPA's budget that have been recently identified as near-term opportunities.



ATTACHMENT: CPCNH CRITICAL PATH ANALYSIS

CPCNH currently expects that April to May 2023 represents an optimal window to launch Member CPA program service. However, this is dependent upon on a series of interdependent factors that may change, not all of which will be under CPCNH or Proposer's direct control.

CPCNH anticipates relying upon the selected Proposer to (1) analyze and finalize the target date for the launch of Member CPA programs and (2) refine and manage the critical path sequencing and schedule of all activities to ensure a successful launch.

To assist in the preparation of proposals, this attachment provides:

1. CPCNH's draft Gantt Chart, assuming a launch date on April 1, 2023.
2. Global reference materials relevant to the critical path, regarding:
 - a. Utility Procurement Cycles, Rate setting and Retail Transactions
 - b. Summary of CPA Administrative Rules (PUC Initial Proposal)
3. Discussion and analysis of the following key factors that are unique to CPCNH and/or the New Hampshire CPA market:
 - a. CPCNH and Member CPA decision-making process considerations
 - i. Member CPA approval for delegation of procurement authority
 - ii. Public meeting requirements & in-person quorum requirements
 - b. Data access dependencies: PUC approval of CPA Rules & EAPs
 - i. Timeline of PUC approval of CPA Rules
 - ii. Timeline of PUC approval for EAPs
 - c. Advance Notice Requirements, Procurement & Launch Target Dates

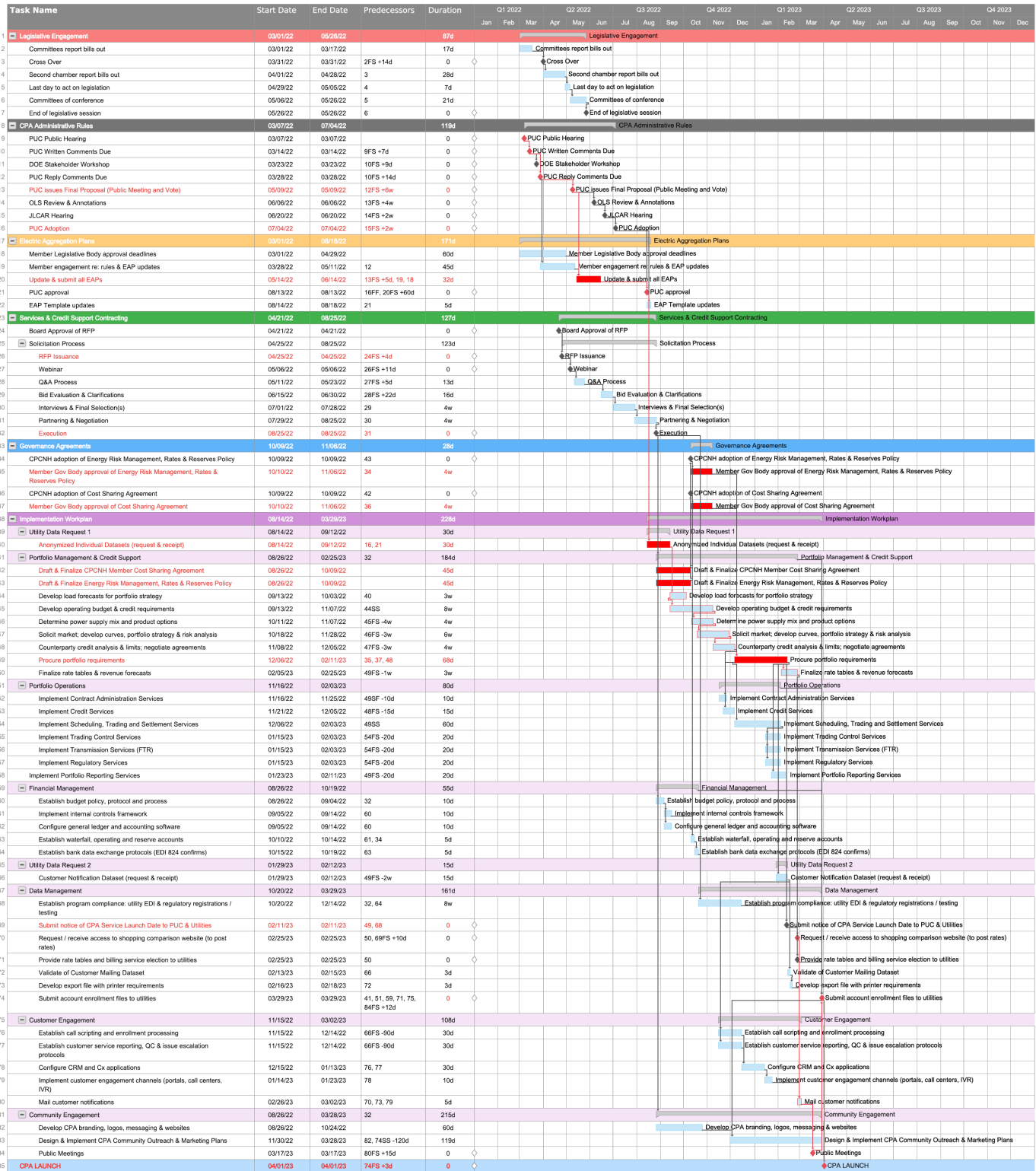
Each of the above sections provide cross-references to the CPCNH Gantt Chart, summarize risks and intended mitigation strategies, and conclude with additional explanatory context.

While every effort has been made to ensure the information and analysis presented in this attachment is accurate and thorough, CPCNH assumes no liability for any errors or omissions.



CPCNH Draft Gantt Chart

Note that the discrete steps shown below are (1) for planning purposes, (2) are not intended to be prescriptive, (3) will be revised to reflect the service configuration and implementation strategies defined in selected Proposer's response to this solicitation, and (4) do not capture the full range of services requested in this RFP:

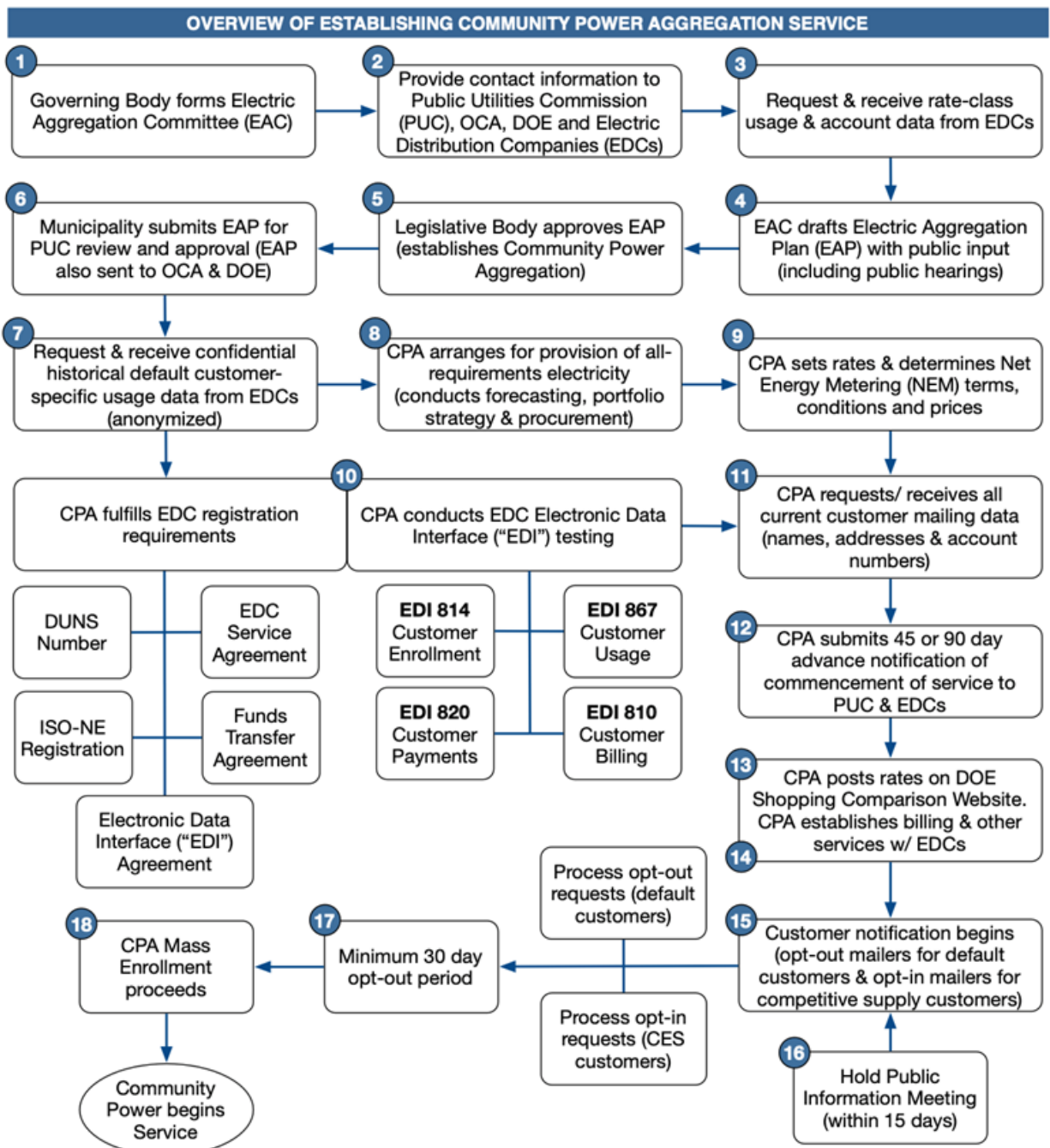




Global Reference Materials

Summary of CPA Administrative Rules (PUC Initial Proposal)

This chart depicts the sequence of activities required to implement CPA service in relation to the applicable statutory requirement ([NH RSA 53-E](#)) and/or draft rule ([PUC initial proposal for Puc 2200 CPA rules](#) in docket [DRM 21-142](#), which is subject to change pending finalization and adoption by the Commission). **Note that the step numbers below correspond to the table on the proceeding page, which provides an overview of timeline considerations for each requirement.**





COMMUNITY POWER AGGREGATION IMPLEMENTATION TIMELINE BASED ON PUC INITIAL PROPOSAL For Puc 2200 Community Power Aggregation RULES

Step	RSA* or Proposed Rule	CPA Implementation Process	Explanation / Notes	Days	
				(min)	(max)
1	RSA 53-E:6, I	Governing Body forms Electric Aggregation Committee (EAC)	CPA implementation process begins	0	
2	Puc 2203.01	EAC contact information submitted to Public Utilities Commission (PUC), Electric Distribution Companies (EDCs), Office of Public Advocate (OCA) & Dept. of Energy (DOE)	Notice must be submitted 10+ days in advance of request for community-level data	10	10
3	RSA 53-E:7, X Puc 2203.02	EAC requests/ receives 12-24 months of usage & account data by rate class (distinguishing bundled and competitive supply service) + NEM data (if available)	EDCs provide data w/in 30 days of request	6	30
4	RSA 53-E:6	EAC drafts Electric Aggregation Plan (EAP) with public input (including public hearings)	Estimated 2 to 3 months for EAP drafting, public review process and EAC finalization & adoption process	60	90
5	RSA 53-E:7, I	Governing Body provides EAP to Legislative Body for review and adoption	Note that EAP may be submitted for PUC review <u>either before or after</u> adoption by Legislative Body. PUC has 60 days to approve or else identify changes required to submit a revised EAP.	60	365
6	RSA 53-E:7, II Puc 2204.01	Municipality submits EAP for PUC review and approval (note EAP is also sent to OCA & DOE on submittal date)	Estimate one month notice for EAP adoption by City Councils or < 1 year notice for the next Town Meeting.		
7	RSA 53-E:4, VI RSA 53-E:7, X Puc 2204.02	CPA requests/ receives anonymized default customer-specific data from EDCs: rate class, energy usage (12-24 mo.), ICAP tags (1-3 power years), meter read cycles, NEM / Group NEM status, DG service start date & capacity	Data request submitted after EAP approved by both PUC & Legislative Body — EDCs provide data w/in 30 days	15	30
8	Puc 2205.01	CPA arranges for provision of all-requirements electricity (conducts forecasting, portfolio strategy & procurement)	Estimated 45 to 90 days , depending on individual CPA approaches. Note: CPA will set rates at this stage and be prepared to (1) assign customers as load assets for ISO-NE settlements and (2) commence Electronic Data Interchange w/ EDCs.	45	90
9	Puc 2205.15	CPA determines Net Energy Metering (NEM) terms, conditions and prices			
10	Puc 2204.06	CPA satisfies Electronic Data Interchange (EDI) registration and testing requirements w/ EDCs			
11	RSA 53-E:4, VI RSA 53-E:7, III & X Puc 2204.03	CPA requests/ receives all current customer mailing data (names, addresses & account numbers)	Data provided by EDCs to CPA w/in 15 days of request		
12	Puc 2204.04	CPA submits 45 or 90 day advance notification of commencement of service to PUC & EDCs	90 day notice required for CPA launch during first 2 months of 6-month EDC default service period; otherwise, 45 day notice is required.		
13	Puc 2204.05	CPA posts rates on DOE Shopping Comparison Website (note: required prior to mailing written customer notifications)	Website credentials provided to CPA w/in 10 days of receipt of advance notification.		
14	RSA 53-E:4, V RSA 53-E:9 (POR) Puc 2205.03 Puc 2205.16	CPA establishes billing & other services w/ EDCs	CPA provides EDCs w/ CPA call center #, determination of which customers are placed on separate or consolidated billing services and — for consolidated billing customers — the CPA's customer classes & rate structures. Note that NEM customers may warrant separate billing services & enhanced coordination btw. EDCs & CPA. Optional: CPA requests & pays EDC for incremental upgrade costs for customized pricing periods (on/off peak, etc.), enhanced metering services (if any), etc. Note that timeline impacts here are TBD.	45	90
15	RSA 53-E:7, III-V Puc 2204.05	CPA commences customer notification process	Estimate 7 to 14 days to validate EDC data, prepare and mail notifications: opt-out notice for default customers & opt-in notice for competitive supply customers. Note that CPA ensures website, call center scripting & opt-in / opt-out processes are in-place.		
16		CPA holds Public Information Meeting	Note that Public Meeting is held w/in 15 days of mailing.		
17		Mandatory 30-day waiting period: CPA processes customer opt-out/-in requests (via postcard, web, call center, etc.)	Note default customers must have 30 days or more — after notices are posted — to opt-out prior to enrollment.		
18	RSA 53-E:4, V & VI RSA 53-E:7, VI & X Puc 2205.05 Puc 2205.13	CPA Customer Mass Enrollment proceeds: - Customers transferred to Community Power service - Utility provides CPA w/ individual customer data - Utility Electronic Data Interchange (EDI) commences - New default customers periodically notified & enrolled	First customer tranche enrolled based on meter reading date. Remaining customer enrolled in tranches, over the course of the month, based on meter reading date.	30	

* Note: wherever a specific RSA is not referenced, RSA 53-E7, X still provides PUC with broad rule making authority for the public good

Total days from Step 1 until CPA begins enrolling customers (8 month min.):	241	705
Total days from Step 1 until CPA finishes enrolling customers (9 month min.):	271	735



Utility Procurement Cycles, Rate Setting, and Retail Transactions

Utility Procurement and Rate Setting Practices

The timing of the distribution utilities' procurement and rate setting schedules for each distribution utility are summarized below:

- **Eversource** (Public Service Company of New Hampshire): issues RFPs in May and November, with final bids due in early June and mid-December, for suppliers to begin serving customers in August and February, offering four ~100 MW tranches to serve small customers and a single tranche to serve large customers (five tranches in total). Retail rates are fixed over the 6-month supply term for small customers and vary by month for large customers. Refer to [docket DE 21-007](#) for Eversource's 2021 approved procurements and rates.
- **Liberty Utilities**: follows the same supplier RFP schedule and retail pricing as Eversource but (1) solicits supply for small customers in a single 6-month block tranche and for large customers in two, consecutive three-month block tranches (3 tranches total), and (2) allows bidders to include and price RPS compliance obligations separately (as an additional product). Refer to [docket DE 21-087](#) for Liberty's 2021 approved procurements and rates.
- **Unitil**: issues RFPs in early March and late August, with final bids due in late March and late September, for delivery beginning in June and December, offering tranches of residential, small commercial, outdoor lighting and large customers classes (four tranches). The large customer RFP is structured in a distinct fashion, in that it passes through market costs for energy and so suppliers compete to price capacity, congestions, ancillary services, etc. for the large customer tranche over the 6-month term; retail rates reflect these load-serving entity costs along with the pass-through of real time locational marginal market prices (which are load-weighted by the entire class' hourly load shape i.e., not the individual large customer's usage profile). Retail rates for the residential, small commercial, and outdoor lighting classes are fixed over the 6-month supply term, though customers have the option to choose variable monthly pricing if the election is made prior to the start of the next 6-month term. Refer to [docket DE 21-041](#) for Unitil's 2021 approved procurements and rates.
- **New Hampshire Electric Cooperative**: The New Hampshire Electric Cooperative actively manages their energy portfolio and is not rate-regulated by the PUC. Refer to the [NHEC Rates & Tariffs](#) web page.

Utility Load Assets and Default Service Classes

The summary table below presents the rate classes and associated load assets referenced in each of the investor-owned utilities default service solicitations:



UTILITY	RATE CLASS	GROUP	DESCRIPTION	LOAD ASSET NAME	ASSET ID	ZONE	ZONE ID	SUPPLY PERIOD 1	SUPPLY PERIOD 2
EVERSOURCE	R	SMALL	RESIDENTIAL	PSNH SMALL CUSTOMER LOAD	752	NH	4002	RFP: NOV BID: MID DEC START: FEB 1 END: JUL 31	RFP: MAY BID: EARLY JUN START: AUG 1 END: JAN 31
	R-OTOD	SMALL	RESIDENTIAL	PSNH SMALL CUSTOMER LOAD	752	NH	4002		
	G	SMALL	GENERAL SERVICE	PSNH SMALL CUSTOMER LOAD	752	NH	4002		
	G-OTOD	SMALL	GENERAL SERVICE	PSNH SMALL CUSTOMER LOAD	752	NH	4002		
	OL	SMALL	OUTDOOR LIGHTING (SMALL)	PSNH SMALL CUSTOMER LOAD	752	NH	4002		
	EOL	SMALL	OUTDOOR LIGHTING (SMALL)	PSNH SMALL CUSTOMER LOAD	752	NH	4002		
	GV	LARGE	PRIMARY GENERAL SERVICE	PSNH LARGE CUSTOMER LOAD	43493	NH	4002		
	LG	LARGE	LARGE GENERAL SERVICE	PSNH LARGE CUSTOMER LOAD	43493	NH	4002		
	B	LARGE	BACKUP SERVICE	PSNH LARGE CUSTOMER LOAD	43493	NH	4002		
	OL	LARGE	OUTDOOR LIGHTING (LARGE)	PSNH LARGE CUSTOMER LOAD	43493	NH	4002		
LIBERTY	D	SMALL	DOMESTIC	GRANITE SMALL CG DS SVC LOAD	11436	NH	4002	RFP: EARLY MAR BIDS: LATE MAR START: JUN 1 END: NOV 30	RFP: LATE AUG BID: LATE SEP START: DEC 1 END: MAY 31
	D-10	SMALL	DOMESTIC PEAK LOAD PRICING	GRANITE SMALL CG DS SVC LOAD	11436	NH	4002		
	G-3	SMALL	GENERAL SERVICE	GRANITE SMALL CG DS SVC LOAD	11436	NH	4002		
	M	SMALL	OUTDOOR LIGHTING	GRANITE SMALL CG DS SVC LOAD	11436	NH	4002		
	T	SMALL	ELECTRICAL LIVING	GRANITE SMALL CG DS SVC LOAD	11436	NH	4002		
	V	SMALL	COMMERCIAL SPACE HEATING	GRANITE SMALL CG DS SVC LOAD	11436	NH	4002		
	G-1	LARGE	GENERAL SERVICE TOU	GRANITE LARGE CG DS SVC LOAD	11437	NH	4002		
UNITIL	G-2	LARGE	GENERAL SERVICE	GRANITE LARGE CG DS SVC LOAD	11437	NH	4002		
	D	SMALL	DOMESTIC	UES SMALL DEFAULT LOAD	11451	NH	4002	RFP: EARLY MAR BIDS: LATE MAR START: JUN 1 END: NOV 30	RFP: LATE AUG BID: LATE SEP START: DEC 1 END: MAY 31
	G2	MEDIUM	REGULAR GENERAL	UES MEDIUM DEFAULT LOAD	11452	NH	4002		
	OL	MEDIUM	OUTDOOR LIGHTING	UES MEDIUM DEFAULT LOAD	11452	NH	4002		
	G1	LARGE	LARGE GENERAL	UES LARGE DEFAULT LOAD	10019	NH	4002		

Utility Resources for Wholesale Settlements and Retail Transactions

Refer to the following web pages for information relative to wholesale energy procurement and the provision of competitive retail supply:

- Eversource: [Wholesale Supplier](#) and [Competitive Supplier](#) information.
- Liberty Utilities: [Wholesale Supplier](#) and Competitive Supplier Information.
- Unitil (UES): [Wholesale Supplier](#) and [Competitive Supplier](#) Information.
- New Hampshire Electric Cooperative: [Competitive Supplier](#) information.

Regarding the above web pages and reference materials:

- Competitive Supplier pages generally contain service agreements, transaction and testing guidelines, training schedules, meter reading schedules, and information that is ostensibly related to load settlements (e.g., estimated load profiles and static loss factors).
- Wholesale Supplier pages contain multiple years of actual load settlement data submitted to ISO-NE and ICAP tags, along with reports on the load and customers on default service or competitive supply each month.
- Unaccounted for energy and loss factors are a particular source of uncertainty. Utilities generally do not disclose these figures on an hourly basis, and the average figures that are published for suppliers are (1) not regularly updated, and (2) appear to be inaccurate (inflated).
 - The exception is Liberty Utilities, which discloses two sets of hourly ISO-NE settlement and resettlement data for each customer class, including and excluding losses. (Actual hourly loss factors by class may be derived by subtracting the two datasets.)



- Refer to pages 42 to 43 of CPCNH's draft Business Plan for additional context (in [Reference Documents](#)).
- CPCNH is pursuing several strategies to obtain actual loss factors from the other distribution utilities.
- Competitive Supplier pages generally direct suppliers to the [PUC's EDI Information](#) web page in reference to Electronic Data Information standards.
 - The PUC's web page contains various standards and guidelines that were published in 1998 and have not been subsequently updated.
 - All four distribution utilities transact using EDI V12 version 4010 standards, and the utilities' business rules permit dual billing and LDC rate-ready consolidated billing (but not bill-ready consolidated billing or supplier consolidated billing).

To provide additional clarifications, utility contacts are provided below:

Utility	Contact	Telephone	Email
Eversource	Denise Magaldi	(860) 665-3278	SupplierServices@Eversource.com SupplierServicesNH@Eversource.com
	Daryush Donyavi	(860) 665-3239	
Unitil	Jeff Pentz	(603) 773-6473	EL_supplierservices@unitil.com
	Maureen Cote	(603) 227-4628	
Liberty Utilities	Melyssa Flaherty	(603) 216-3512	NHCEPS@libertyutilities.com
NHEC			CompetitiveSuppliers@nhec.com

Net Metering Considerations

CPCNH will enable Member CPAs to offer individual and group net energy metering (NEM) generation supply rates and terms to customers with eligible onsite renewable generation. Non-supply related components of the Net Energy Metering tariff (e.g., credits for transmission and distribution) will continue to be provided to customer-generators directly by distribution utilities.

The process of transferring significant numbers of NEM customers may cause challenges of an operational nature due to utility metering, billing, and data management processes, and may have financial implications for customers in terms of how surplus generation credits are managed. Additionally, while distribution utilities are required to appropriately net out surplus generation from CPA load settlement obligations, how surplus generation is tracked, accounted for, and billed by CPCNH will impact Member CPA RPS compliance obligations and costs.

Refer CPCNH's template Electric Aggregation Plan, Attachment 5 ("Overview of Utility Net Energy Metering Tariffs") and Attachment 6: ("Community Power Net Metering, Group Net Metering and Low-Moderate Income Solar Project Opportunities") under [Reference Documents](#) for additional context. In particular:



- CPCNH anticipates that appropriately reflecting the impact of surplus generation on lowering RPS obligations will require (1) offering kWh credits to track surplus generation as an offset customer supply charges and (2) dual-billing customer-generators that have installed systems after September 2017.
- There may also be instances where specific net metered customers should not be dual billed. For example, customers that receive Electric Assistance Program rate discounts must remain on LDC rate-ready consolidated billing to continue receiving benefits.
- For group net metering where the host customer-generator is on default service, to the extent Member CPA supply rates are lower than the utility supply rates, it may be most advantageous for the host to remain on utility default service, while the other group members (that receive on-bill credits) would benefit from switching to CPA service.

The selected Proposer will be expected to (1) evaluate ways to enhance the value of the NEM credits that customers receive, from both a program and customer perspective, (2) enable Member CPAs to set NEM rates and terms accordingly, (3) ensure that NEM customers are engaged and informed of any changes to billing arrangements and surplus accounting methods, and (4) expeditiously resolve any issues that may occur over the course of customer switching in coordination with each distribution utility.

Critical Path Considerations

CPCNH and Member CPA Decision-Making Process Considerations

Member CPA Approval for Delegation of Procurement Authority

Gantt Chart Step(s): 42, 43, and 34 through 37.

Risk: each Member CPA is under no obligation to rely on the services provided through CPCNH until the Member's governing body executes CPCNH's Cost Sharing Agreement and selects which services will be provided through CPCNH. Additionally, CPCNH and selected Proposer will not be authorized to procure on behalf of Member CPAs until CPCNH's Energy Risk Management and Financial Reserve Policy is drafted and adopted by (1) the CPCNH Board and subsequently (2) each Member CPA that has elected to receive all-requirements supply under their Cost Sharing Agreement.

Mitigation: CPCNH anticipates the drafting and approval process will be a near-term priority and focus for Proposer and CPCNH, commencing shortly after execution of an Agreement with Proposer. Additionally, over the course of Q2 2022, CPCNH's Member Operations and Engagement Committee will focus on engaging Member governing bodies and key stakeholders in preparation for this process.



Additional Context

CPCNH's Joint Powers Agreement ([Reference Documents](#)), Article V ("*Cost Sharing Principals*") provides certain requirements regarding how costs, expenses, debts, and liabilities ("costs") incurred on behalf of Member CPAs will be tracked and allocated:

- Costs will be tracked in three distinct categories: direct project costs, member services, and general and administrative costs (which are overhead costs that are not associated with any specific project or member service).
- CPCNH's Cost Sharing Agreement must be the same in all material respects: general and administrative costs will be allocated based on each Member CPA's share of total electricity usage, while each Member will choose and separately pay for the costs of specific services and projects (under terms that reflect a fair allocation across all the Members that chose the same services and projects).

Additionally, under the terms of the Joint Powers Agreement and By-Laws, the debts, liabilities, and obligations of CPCNH, and of other participating Member CPAs, are non-recourse to each Member unless expressly agreed to by the Member's governing body under the terms of CPCNH's Cost Sharing Agreement or in a Project Contract.

Members generally anticipate relying on CPCNH to provide the complete set of services and credit support required to launch and operate CPA programs. However:

- Each individual Member CPA is under no obligation to rely on the services provided through CPCNH until the Member's governing body executes CPCNH's Cost Sharing Agreement and selects which services will be provided through CPCNH.
- Additionally, CPCNH and selected Proposer will not be authorized to procure on behalf of Member CPAs until CPCNH's Energy Risk Management and Financial Reserve Policy is drafted and adopted by (1) the CPCNH Board and subsequently (2) the governing body of Member CPAs that has elected to receive all-requirements supply under their Cost Sharing Agreement.
- CPCNH Members approved Electric Aggregation Plans ([Reference Documents](#)) require CPA programs to (1) launch with rates that are lower than, or in some cases competitive with, utility default supply rates (e.g., "meet or beat") and (2) maintain competitive rates thereafter.
- Over time, Members may choose to decrease the extent of their reliance on CPCNH for the provision of services and all-requirements supply — subject to any contractual obligations agreed to in the Cost Sharing Agreement. Refer to Article IV ("Membership") Section 6 ("*Continuing Obligations*") of the Joint Powers Agreement.



CPCNH anticipates relying on the selected Proposer to support the drafting and approval process for CPCNH's Cost Sharing Agreement and Energy Risk Management and Financial Reserve Policy. In this regard:

- CPCNH expects the drafting and approval process will be a near-term priority for Proposer and CPCNH, commencing shortly after execution of an Agreement with Proposer.
- CPCNH understands that its creditworthiness and financing cost are contingent upon adopting mutually acceptable terms that are reflective of the fee structures and financial requirements of the Agreement executed with Proposer.

- CPCNH expects to rely upon a secured revenue account managed by Proposer or a third-party financial institution to manage the disbursement of customer receipts in accordance with agreed-upon contracts, and to ensure that sufficient funds are retained to satisfy all financial covenants and provide for strong liquidity.
- CPCNH anticipates adopting provisions that (1) guard against cross-subsidization by recovering costs equitably from Member CPAs, (2) ensure that Member CPA rates provide sufficient revenue on a forecasted basis to recover operating and capital costs and maintain adequate liquidity for the agency, and (3) enable Member CPAs to accrue financial reserves.

CPCNH generally expects that Member CPAs will prioritize the accrual and pooling of reserves sufficient to support a credit facility and accelerate the agency's ability to (1) self-provide credit and collateral requirements, (2) register as a Load Serving Entity with ISO-NE and as a Publicly Owned Entity with NEPOOL, and (3) provide Members opportunities to contract for the development of physical assets (under Project Contracts).

- CPCNH also anticipates adopting provisions which allow for Member CPA rate changes to be implemented expeditiously and as necessary to help manage the impact of unanticipated adverse material changes.

CPCNH is interested in proposals that balance Member CPAs' collective interest in this regard with the anticipated concerns Member governing bodies may have in delegating rate setting authority to varying degrees.

- At launch, CPCNH expects minimal differentiation across Members CPAs regarding each aggregation's default supply portfolio content.
 - Members generally assume CPA programs will offer a similar default product, potentially with differing volumes of RPS-compliant RECS, along with voluntary "opt-up" and "opt-down" products, as well as individual and group net energy metering supply rates and terms.
 - Over time, the portfolio content and risk profile of individual Member CPAs may diverge further, particularly regarding participation in Project



Contracts, the orchestration of local distributed energy resources, and a given Member CPA's risk tolerance and accrued financial reserves.

- Certain Member CPAs will serve customers in two or more utility territories and CPCNH's Member CPAs in aggregate will serve customers across all four utilities.
 - Each utility presents a different "price to compare" by rate class, in terms of default rate competition, with rate adjustments that occur at different points in time.

Note that under [RSA 53-E:7, VIII](#), customers on CPA provided default service "*shall [not] be required to pay any exit fee or charge*" for opting-out.

- The different metering, billing, load profiling and settlement capabilities and processes of each utility, at launch and over time, could also impact the rate setting and operational and financial performance of Member CPAs and may need to be considered in terms of allocation of cost and risk.

Under [RSA 53-E:6, II](#), each Member CPA must "*provide universal access, reliability, and equitable treatment of all classes of customers subject to any differences arising from varying opportunities, tariffs, and arrangements between different electric distribution utilities in their respective franchise territories.*"

CPCNH intends to adopt a Cost Sharing Agreement and Energy Risk Management and Financial Reserve Policy that provides for the robust financial integrity of the agency while maximizing the flexibility and autonomy of individual Member CPAs to pursue innovative solutions to local needs.

Proposers are encouraged to provide (1) detailed explanations, insights, and recommendations as to how CPCNH could best achieve this goal, and how Proposer intends to structure a corresponding back-office and accounting system, along with (2) flexibility on pricing and guidance on how different factors would impact the agency's creditworthiness.

Public Meeting Requirements & In-Person Quorum Requirements

Gantt Chart Step(s): 34, 36 (and as required based upon the planned sequence of activities, and corresponding decision points, finalized by Proposer and CPCNH).

Risk: CPCNH is subject to New Hampshire's Right to Know law ([RSA 91-A](#)), which requires that "[e]xcept in an emergency, a quorum of the public body shall be physically present at ... the location of the meeting" ([RSA 91-A:2, I](#)). CPCNH's committees and Board have consequently experienced scheduling difficulties, and had to defer meetings on occasion, due to the practical challenges involved with convening so many Member representatives from across the state. Additionally, inclement weather can cause unsafe driving conditions at short notice during the winter months. This can impede CPCNH's ability to act, particularly in the current start-up phase prior to when the agency has hired and delegated certain decision-making authorities to staff.



Mitigation: CPCNH's Joint Powers Agreement was amended at the April 21, 2022, Annual Meeting of the Members to allow the Board to define a quorum as two or more members for standing committees. This will allow the Board to lower quorum thresholds, as necessary, so that committees may convene more regularly and reliably while still satisfying RSA 91-A:2's in-person quorum requirements. Note that Member representation in decision-making will not be negatively impacted, as remote participation in meetings is permitted (JPA Article IX, Section 3).

Additional Context

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

- Board of Directors: monthly and as-needed meetings with up to 19 directors (or alternate directors) each of whom has been appointed by their respective town, city, or county governing body.
- Executive Committee: monthly between Board meetings and as-needed comprised of CPCNH's Chair, immediate past-Chair, Vice Chair, Treasurer, and Secretary.

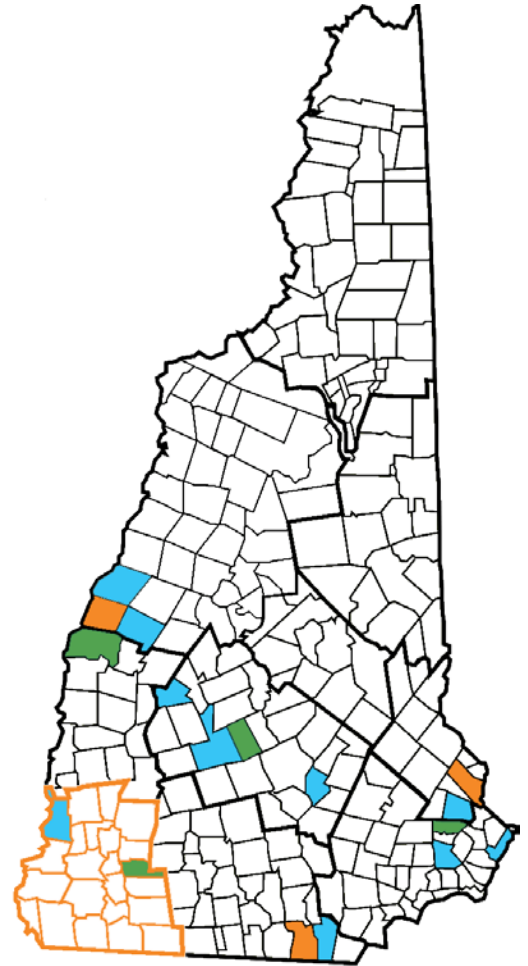
Authorized to act on behalf of the Board, on most matters, in instances where decisions may not wait until the next meeting of the Board.

- 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.
- 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

- Risk Management Committee: bi-weekly and as-needed meetings of 8 members. Responsible for overseeing CPCNH's competitive solicitations for services and credit support, and for understanding and advising upon enterprise risk factors and mitigating strategies more broadly.
- Regulatory and Legislative Affairs Committee: as-needed meetings of 4 members. Responsible for monitoring and advising the Coalition and its

CPA Territories





Members regarding regulatory and legislative engagement, and also for appointing representatives of the Corporation to serve on statutory commissions, study commissions, and other boards and commissions created by the state legislature.

- CEO & Staff Search Committee: as-needed meetings of 4 or more members Responsible for developing a solicitation and hiring process for Board review and approval in preparation for hiring a CEO and key staff.

Additionally, the following standing committees are also required under CPCNH's Joint Powers Agreement: Audit Committee and Governance Committee. CPCNH expects to form these committees prior to the launch of CPA programs.

Data Access Dependencies: PUC Approval of CPA Rules & EAPs

Gantt Chart Step(s): 9 through 16, 20, 21, and 40.

Risk: Utilities will not disclose customer data required to support load forecasting, procurement, and rate setting to Member CPAs until after the PUC (1) adopts administrative rules governing CPAs and (2) approves Member CPA Electric Aggregation Plans (EAPs) for compliance with statutory and administrative rule requirements. The timeline for PUC approval of administrative rules is uncertain. Additionally, waiting to submit Member CPA EAPs for review until after PUC adopts administrative rules could impose critical path delays.

Mitigation: CPCNH intends to submit Member CPA EAPs to the PUC for review and approval shortly after the PUC issues a Final Proposal for CPA administrative rules. At that point, the PUC has up to 60 days to disapprove EAPs. Provided that the PUC subsequently adopts CPA administrative rules within this 60-day window, CPCNH expects that the PUC would find Member EAPs in compliance with rule requirements. This strategy is intended to position Member CPAs to be authorized to request customer datasets from the utilities as soon as possible after the adoption of CPA administrative rules. CPCNH may also resubmit EAPs at any point to restart the 60-day clock.

Additional Context

There is a potentially 90-day period between when (1) CPCNH's Member CPAs submit their EAPs for approval to the PUC and (2) CPCNH receives the anonymized, individual customer data required to support load forecasting, procurement and rate setting activities.

- Refer to [PUC initial proposal for Puc 2200 CPA rules](#) (in docket [DRM 21-142](#)), proposed rule Puc 2204.01 ("*Submission of Electric Aggregation Plans to the Commission for Review and Approval*") and proposed rule Puc 2204.02 ("*Request for Anonymized Customer-Specific Information from Utilities*").
- The PUC has up to 60 days to disapprove an EAP submitted for compliance review; after this point, a CPA may request data from utilities, and utilities have up to 30 days to provide the data.



The PUC has already disapproved several CPCNH Member CPA EAPs, primarily because CPA administrative rules had not yet been adopted at the time.

- Refer to the following links to access each EAP docket: [Lebanon](#), [Hanover](#), [Harrisville](#) and [Rye](#).
- Note that the PUC also provided feedback and requests for additional detail on specific subjects, which CPCNH will apply across all subsequent Member CPA EAPs to support an expedited approval process going forward.

Timeline of PUC approval of CPA Rules

The process to finalize and adopt CPA administrative rules is currently underway:

- The Commission previously issued a notice and [Initial Proposal](#) for CPA administrative rules (which reflect the draft rules presented in CPCNH's joint petition for rulemaking), conducted a public hearing, and received two sets of public comments in docket [DRM 21-142](#).
- After the submission of initial comments, and an informal stakeholder meeting hosted by the NH Department of Energy, [CPCNH's reply comments](#) voiced support for proposed rules and recommending certain additional clarifications.

The PUC's Final Proposal for CPA rules may be issued over the near-term or up to ~150 days later. The PUC also has the option to hold an additional hearing and comment period on the final proposal.

CPCNH anticipates that the PUC will issue its Final Proposal for CPA administrative rules sometime in May.

- The PUC's Final Proposal will be then filed with Office of Legislative Services (OLS); OLS staff will comment on the final proposal and schedule for a monthly Joint Legislative Committee on Administrative Rules (JLCAR) meeting.
- JLCAR will hold a public hearing and issue an approval (or conditional approval) within 7 to 30 days, provided they do not vote to make any preliminary objections. However, if JLCAR makes any preliminary objections and/or if the PUC asks for time to offer a conditional approval request, it may take up to ~150 days for resolution and approval.
- Following JLCAR approval, or the passage of time, the PUC may then adopt administrative rules for CPAs.
- Depending upon the extent of concerns expressed and JLCAR's public hearing and JLCAR's reaction, CPCNH anticipates the most likely period in which administrative rules will be approved will be in late June through July.

Timeline of PUC approval for EAPs

CPCNH intends to submit Member CPA EAPs to the PUC for review and approval shortly after the PUC issues a Final Proposal for CPA administrative rules (anticipated



in early May), rather than waiting until the PUC adopts administrative rules (anticipated in June or July).

- After submission, the PUC has up to 60 days to disapprove EAPs.
- Provided that JLCAR completes its approval process, and the PUC subsequently adopts CPA administrative rules within this 60-day window, CPCNH expects that the PUC would find Member EAPs in compliance with rule requirements.
- CPCNH may also resubmit EAPs at any point to restart the 60-day clock (if the process appears to be taking longer than currently anticipated).

This strategy is intended to position Member CPAs to be authorized to request customer datasets from the utilities as soon as possible after the adoption of CPA administrative rules.

Advance Notice Requirements, Procurement & Launch Target Dates

Gantt Chart Step(s): 49, 69 and 85.

Risk: CPAs must submit 90-day or 45-day advance notice of intent to launch, depending upon whether the launch date falls within the first 2 months or latter 4 months (respectively) of the incumbent distribution utility's 6-month default service period. CPCNH anticipates that (1) launching Member CPAs at the same time will maximize economy of scale and cost efficiencies, (2) a 45-day advance notice would support more competitive portfolio pricing, and (3) launching in the spring 2023 period will likely maximize the accrual of net revenues on an annualized, risk-adjusted basis. However, the default cycles and corresponding notice requirements are not the same across all utilities. CPCNH will only be able to launch all Member CPAs as a group and submit 45-day advance notice, regardless of utility, in the following four months: April to May and October to November. Delays to the critical path risk extending CPCNH's target launch date beyond April to May, which would likely erode cost savings and diminish net revenues for Member CPAs.

Mitigation: CPCNH and the selected Proposer will work closely together to ensure the agency is prepared to launch Member CPAs in April to May 2023.

Additional Context

Under the PUC's Initial Proposal for administrative rules, CPAs must submit advance notice of intent to launch service:

- Proposed rule Puc 2204.04 ("*Notification of Commencement of CPA Service*") requires that CPAs provide 90 days advance notice to launch during the first two months of an investor-owned utility's 6-month default service period, and 45 days advance notice if launching in the latter four months of the 6-month period. Refer to [PUC initial proposal for Puc 2200 CPA rules](#) (in docket [DRM 21-142](#)).
- If a CPA's customer base is served by more than one investor-owned utility (as is the case for several CPCNH Members), the CPA's advance notice requirements are determined by whichever utility serves the largest number of CPA customers.

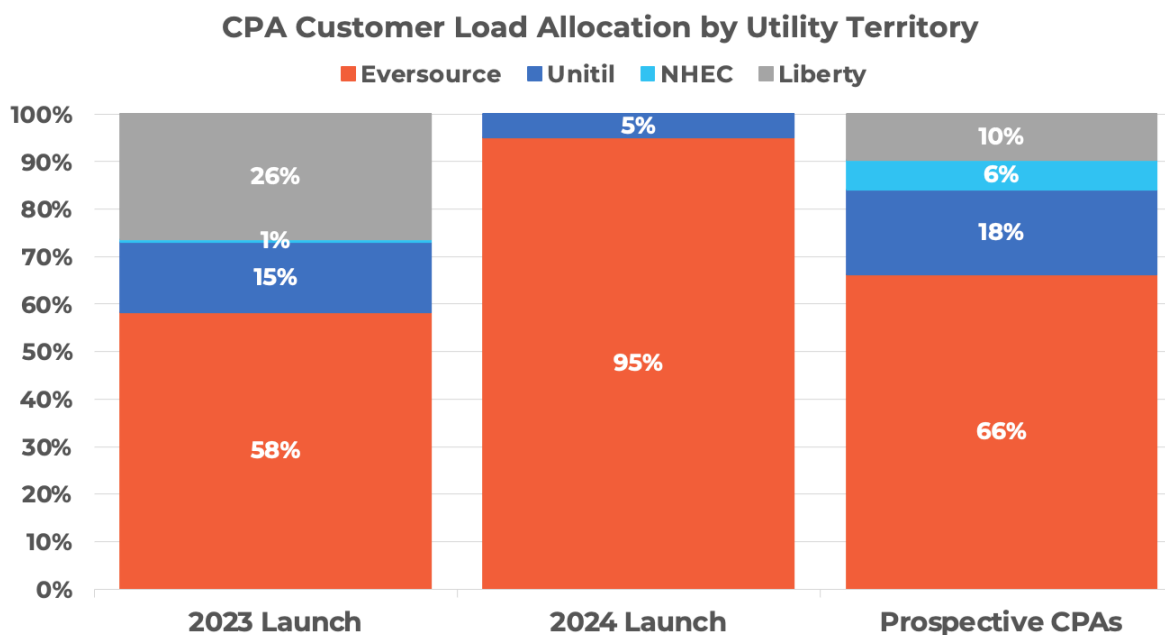


- The 6-month periods for Eversource and Liberty Utilities are August through January and February through July, whereas Unitil's are from June through November and December through May. Refer to "[Utility Procurement and Rate Setting Practices](#)" for additional context.

CPCNH expects that the most cost-effective implementation strategy will be to (1) launch Member CPA programs as a group, to maximize economies of scale and cashflow, and (2) minimize the notice period required in advance of program launch (e.g., 45 days instead of 90 days), to lower hedging premiums and maximize flexibility in procuring cost-effective supply relative to utility default supply rates.

However, CPCNH's Member CPAs will serve customers across all four distribution utility territories and are subject to differential noticing requirements on that basis.

The graph below shows the estimated allocation of CPCNH's load that will be served in each of the four utility territories, differentiating between the groups of Member CPA programs that intend to launch in Q2 2023 and Q2 2024, and for the 30+ communities interested in joining CPCNH (certain of which may launch CPA program service as soon as 2024, or thereafter):



Consequently, there are only four months out of the year in which CPCNH would be able to launch all Member CPA programs simultaneously and provide the same 45-day advance notice to each utility. These months are identified by the green-shaded boxes in the table below, which depicts the investor-owned utility procurement cycles and corresponding advance notice required (the grey and white boxes) along with the month in which a CPA must submit notice, based upon the month it intends to launch service (orange and green boxes). Under the PUC rules proposal, in communities served by more than one electric distribution utility the advance notice



period applicable to the utility with the largest load in that community will set the advance notice period for all utilities within that community.

Utility Default Contracts (6-month cycles)		Month CPA intends to launch	Notification of CPA Commencement of Service Rule			
			Advance Notification Required (in days)		Month that Advance Notice Must Be Submitted	
			Eversource & Liberty	Unitil	Eversource & Liberty	Unitil
JAN	JAN	JAN	45 days	90 days	NOV	OCT
FEB	FEB	FEB	90 days	45 days	NOV	DEC
MAR	MAR	MAR	90 days	45 days	DEC	JAN
APR	APR	APR	45 days	45 days	FEB	FEB
MAY	MAY	MAY	45 days	45 days	MAR	MAR
JUN	JUN	JUN	45 days	90 days	APR	MAR
JUL	JUL	JUL	45 days	90 days	MAY	APR
AUG	AUG	AUG	90 days	45 days	MAY	JUN
SEP	SEP	SEP	90 days	45 days	JUN	JUL
OCT	OCT	OCT	45 days	45 days	AUG	AUG
NOV	NOV	NOV	45 days	45 days	SEP	SEP
DEC	DEC	DEC	45 days	90 days	OCT	SEP

CPCNH Member CPA programs must launch with rates that are lower than, or in some cases competitive with, utility default supply rates (e.g., “meet or beat”), and maintain competitive rates thereafter.

Launching in April to May likely represents an optimal strategy in this regard, as the spring months are typically viewed as an ideal time to ‘go to market’ in New Hampshire.

- Default supply rates in April to May — across all three investor-owned utilities — will tend to be above the cost of supply. This is because each utility’s rates for residential and small commercial customers is fixed over a 6-month period, and the rates in April and May consequently reflect cost averaging that includes winter and summer wholesale pricing (which tends to be higher and more volatile than in the spring). Refer to “[Utility Procurement and Ratesetting Practices](#)”.
- Thus, CPCNH will be going to market after regulated utilities have locked in pricing, and during a period in which forward prices tend to decline.
- Based on an initial cashflow analysis, the spread between wholesale costs and utility default supply rates — particularly for the residential and small commercial customers that account for most CPA load obligations — appears to be highest in the spring months. Refer to page 36 of CPCNH’s draft Business Plan for additional context (see [Reference Documents](#)).



- CPCNH therefore expects that commencing service in April to May (preferably early April) would likely maximize the accrual of net revenues on an annualized, risk-adjusted basis

The advance notice requirements for commencement of CPA service in April to May (relative to each utility's 6-month rate setting periods) creates a 'window' of time for CPCNH's procurement and rate setting activities, which:

- Begins around the date when all utilities have received bids for default supply that will be in effect in April and May 2023 — late September for Unitil and mid-December 2022 for both Eversource and Liberty Utilities — which are filed for approval shortly thereafter with the Commission.
- Ends on the date when CPCNH would need to submit the 45-day advance notice of the intended date of commencement of CPA service to the PUC and all three investor-owned utilities — which would be February 15, 2023, for the enrollment of CPA customers commencing on April 1st or March 17, 2023, for launch on May 1st.

In summary, launching CPA service in April to May provides CPCNH will a window of time within which:

- Each Member CPA's initial "price to beat" (utility default supply rates) is known.
- CPCNH will be positioned to structure a portfolio to compete on price — supported by market fundamentals and structural pricing advantages that accrue from regulated utility procurement and rate setting practices.