



**JOINT LEBANON ENERGY ADVISORY
COMMITTEE AND CITY COUNCIL
WEDNESDAY, AUGUST 18, 2021 - 6:00 PM
Council Chambers, City Hall or
REMOTE VIA VIRTUAL PLATFORM
[LebanonNH.gov/LIVE](https://lebanonnh.gov/LIVE)**

1. Call to Order

To participate in this meeting, please [join live via WebEx](#) or call 415-655-0001 (access code: 1323 60 5682). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

2. Public Hearing Items

- A. A public hearing for the purpose of receiving public input on its draft Electric Aggregation Plan for Lebanon Community Power, which, if adopted by the City Council, would allow the City to become the alternative default energy service supplier for electricity customers within Lebanon on an opt-out basis. A presentation at 6:00 pm will precede the public comment period.

The DRAFT Electric Aggregation Plan and Frequently Asked Questions (FAQs) can be viewed from this website: [LebanonNH.gov/LCP](https://lebanonnh.gov/LCP)

3. Adjournment

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to [LebanonNH.gov/Live](https://lebanonnh.gov/Live) where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.

Lebanon Community Power

Electric Aggregation Plan Overview

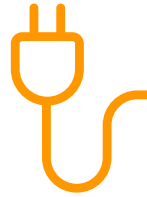
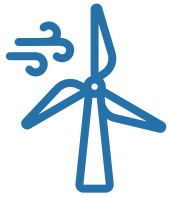
August 18, 2021

- **Community Power is a means to help the City achieve its sustainability goals and lower costs for residents & businesses.**
- **It enables accelerated cost-effective integration of renewable energy, reduction of fossil fuel use, and decarbonization.**



What is Community Power?

New Hampshire cities, towns, and counties procure electric power supply on behalf of their residents and businesses and provide related services.



Pooled Purchasing Power
For **Energy Supply**
(**Generation Services**)

- Access to competitive markets
- Joint risk management = lower costs & price stability
- Option to source power locally & build new renewables

Utility Company
Delivers Power
(**Transmission & Distribution – Wires**)

- Utilities own & maintain power grid
- Connecting generation to load
- Ensuring reliable electric service
- Opportunities to better collaborate

Communities Benefit from
Value Added Services
(**New Options & Possibilities**)

- Affordable rates
- Access to green power options
- Time-of-Use rate options
- Solar, storage, electric vehicle support

Enabling Legislation: RSA 53-E, Relative to Aggregation of Electric Customers by Municipalities & Counties

Default Service = Energy Service on Liberty Utilities Electric Bill:

ACCOUNT ACTIVITY	
Voltage Delivery Level	0 - 2.2 kv
Previous Balance:	100.28
Payments Received:	100.28 CR
Balance Forward:	0.00
Current Charges:	
Customer Chg	16.43
Distribution Chg 562.00 units @ 0.05269	29.61
Energy Service 562.00 units @ 0.06426	36.11
Stranded Cost Chg 562.00 units @ -0.00080	0.45 CR
Sys Benefits Chg 562.00 units @ 0.00678	3.81
Transmission Chg 562.00 units @ 0.03104	17.44
Miscellaneous Charges/Credits:	
Total Amount Due:	102.95

Purpose of the Electric Aggregation Plan

The Electric Aggregation Plan:

1. Defines program goals and objectives
2. Defines how Lebanon Community Power will be governed (process for approving rates, etc.)
3. Provides background context and summarizes the anticipated implementation process
4. Commits Lebanon to comply with applicable statutes and regulations in terms of:
 - (a) *Providing universal access, reliability, and equitable treatment of all classes of customers;*
 - (b) *Meeting, at a minimum, the basic environmental and service standards established by the Public Utilities Commission and other applicable agencies and laws and rules.*

The Plan does:

Address issues required to be considered by RSA 53-E including:

- (a) How net metering will be provided; and
- (b) How customers enrolled in the Electric Assistance Program will receive their discount.

The Plan does not:

- Otherwise commit the City to any defined course of action; or
- Impose any financial commitment or liability on the City of Lebanon or its taxpayers.

Electric Aggregation Plan Overview

Chapters:

1. Introduction to Community Power
2. Overview of Lebanon Community Power
3. The Community Power Coalition of NH
4. Lebanon's Goals, Objectives & Requirements
5. Statutory Requirements for Lebanon's Plan

Appendices:

1. Legislative Background
- 2. Community Power Coalition Background**
3. Renewable Portfolio Standard
4. Utility Procurement & Rate Setting
- 5. Utility Net Energy Metering Tariffs**
- 6. Opportunities for Lebanon: Net Energy Metering, Group Net Metering & Low-Moderate Income Solar Project**
7. Lebanon's public planning process
- 8. Lebanon key policy excerpts**

Lebanon Community Power and the



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

- The Plan assumes (but does not require) Lebanon to participate fully in the Community Power Coalition of New Hampshire (CPCNH) and **contract for operational services jointly** with other participating Community Power programs.
- The City has been a founding member of the organizing group to create the Coalition that is informed by best practices for publicly controlled joint power agencies serving aggregated municipal loads – many examples.
- The Coalition is to be created by a Joint Powers Agreement (JPA) (pursuant to [RSA 53-A](#).) developed by the CPCNH organizing group. See www.cpcnh.org for more information and the presentation made to the Lebanon City Council at their [February 3 meeting](#) before voting on it.
- The Cities of **Lebanon, Nashua, and Dover** and the Towns of **Hanover, Harrisville, Exeter, Rye, Warner, and Walpole** have voted to authorize their municipalities to enter into the JPA and join the Coalition as founding members. Others are considering joining.
- **CPCNH is designed to insulate member municipalities and their taxpayers from financial and legal liabilities of CPCNH and its services, while being accountable to locally elected bodies – *for communities – by communities.***

WHAT IS CPCNH DESIGNED TO BE & DO?

- Statewide public power non-profit providing full range of services for Community Power Aggregations
- Governed by member communities – financial & operational transparency
- Shared services and professional staff to provide:
- Pooled competitive procurement – economies of scale – avoid redundancy
- Risk management of portfolio of power supply contracts (multi-year & short-term), including new local and regional renewables
- Retail customer services
- Opportunities for new projects & services
- Joint legislative & regulatory advocacy to improve NH energy market, innovation, and efficiency

CPCNH will succeed if communities have financial stability, unbiased professional oversight, and advanced services needed to achieve their policy goals.

Benefits of Community Power



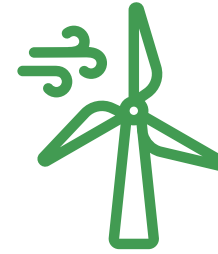
Local Control

Democratizing energy procurement to the community level



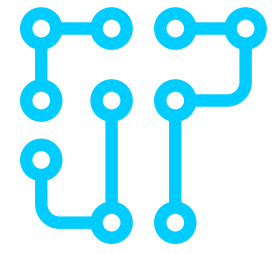
Lower Costs

MA, NY, CA and other markets have demonstrated lower rates than regulated utilities



Renewables

Build & Buy
Clean Energy
Support more local renewables



Resilience & Innovation

New Technologies
Market Competition
Price Signals
Customer Empowerment

"Lebanon Community Power will only launch if it can initially offer a rate lower than the default energy service rate offered by Liberty Utilities . . ."

(p. 15 of proposed Electric Aggregation Plan)

Overview of Lebanon Community Power

Customer Rates and Products

Example of a default service product and optional rates that may be offered to customers:

	DEFAULT SERVICE (automatic enrollment)	OPTIONAL PRODUCTS		
		Basic Service	Green Start	Prime
Attributes	5-10% above Renewable Portfolio Standard (RPS)	Meets RPS	~50% Renewable	100% Renewable
Price	Meet or beat default utility rate at launch	Below default utility rates	Higher or competitive w/ default utility rate	Exceeds default utility rate

Lebanon Community Power (LCP) will:

- **Serve as the default electricity supplier** on an “opt-out” basis;
- **Offer innovative service and rate options to customers on an "opt-in" basis** (such as time-varying rates and Net Energy Metering generation credits);
- **Operate on a competitive basis** – customers will be able to switch back to Liberty energy service or other supplier with no penalty; and
- **Be self-funded** in rates paid by participating customers – **the City will not use taxes to cover program operating expenses or capitalized costs.**
- **The City Council, with advisory support from the Lebanon Energy Advisory Committee (LEAC), will authorize the City Manager to contract for the necessary services** and power supplies to implement and operate the program, set customer rates prior to program launch, and continue to provide oversight thereafter.

Customer Notification and Enrollment Process

- At least 30 days before program launch all Lebanon electric customers will be mailed notifications that will include the initial fixed rate for LCP service compared with Liberty.
- Customers currently on default energy service provided by Liberty Utilities will be able to decline participation or “opt-out” of LCP such as by return postcard, online, or by calling a number.
- If a customer is already getting their power from a competitive supplier, nothing will change unless they choose to switch and “opt-in”.
- New utility customers will get similar opt-out notices.
- All Lebanon Community Power default service customers will always be able to **know the fixed rate at least 30 days in advance** and be able to switch supplier at next meter read upon request with no penalty or exit fee.



Appendices



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

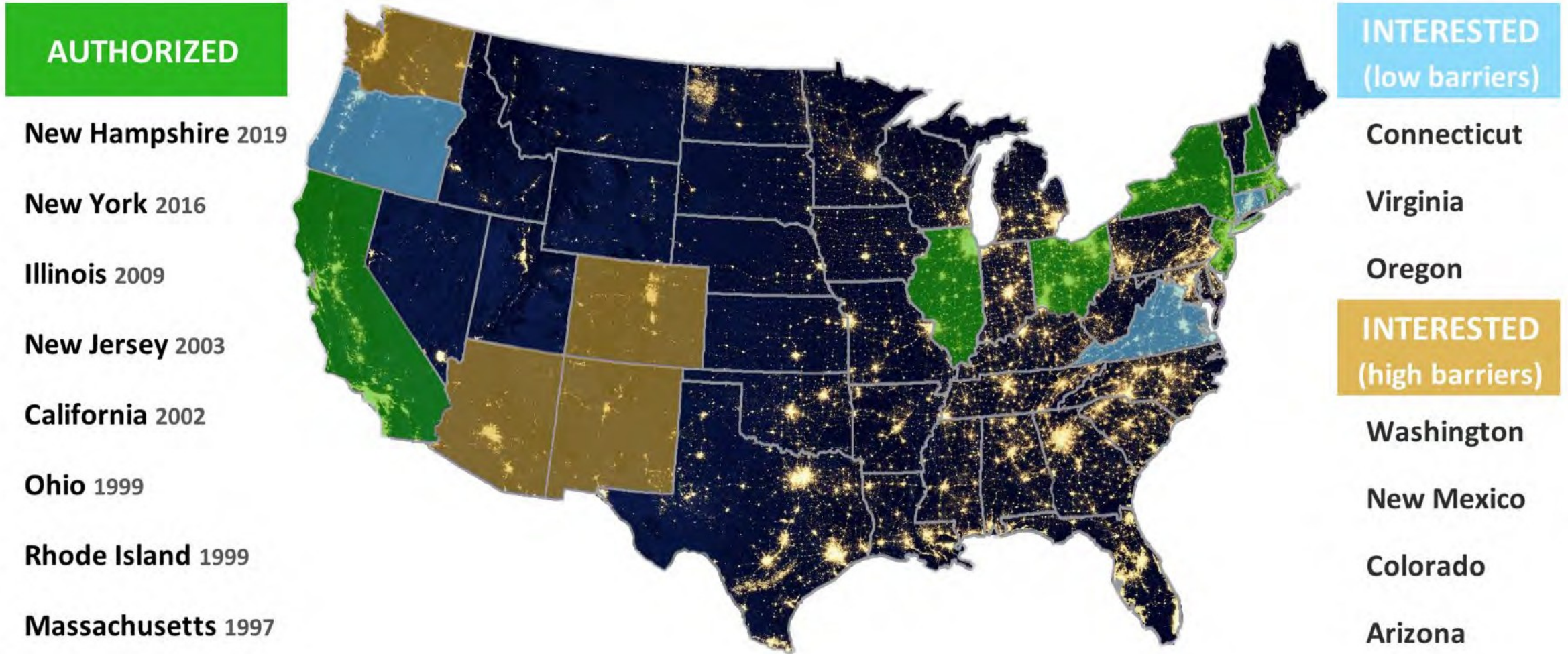


Net Metering for Lebanon Community Power

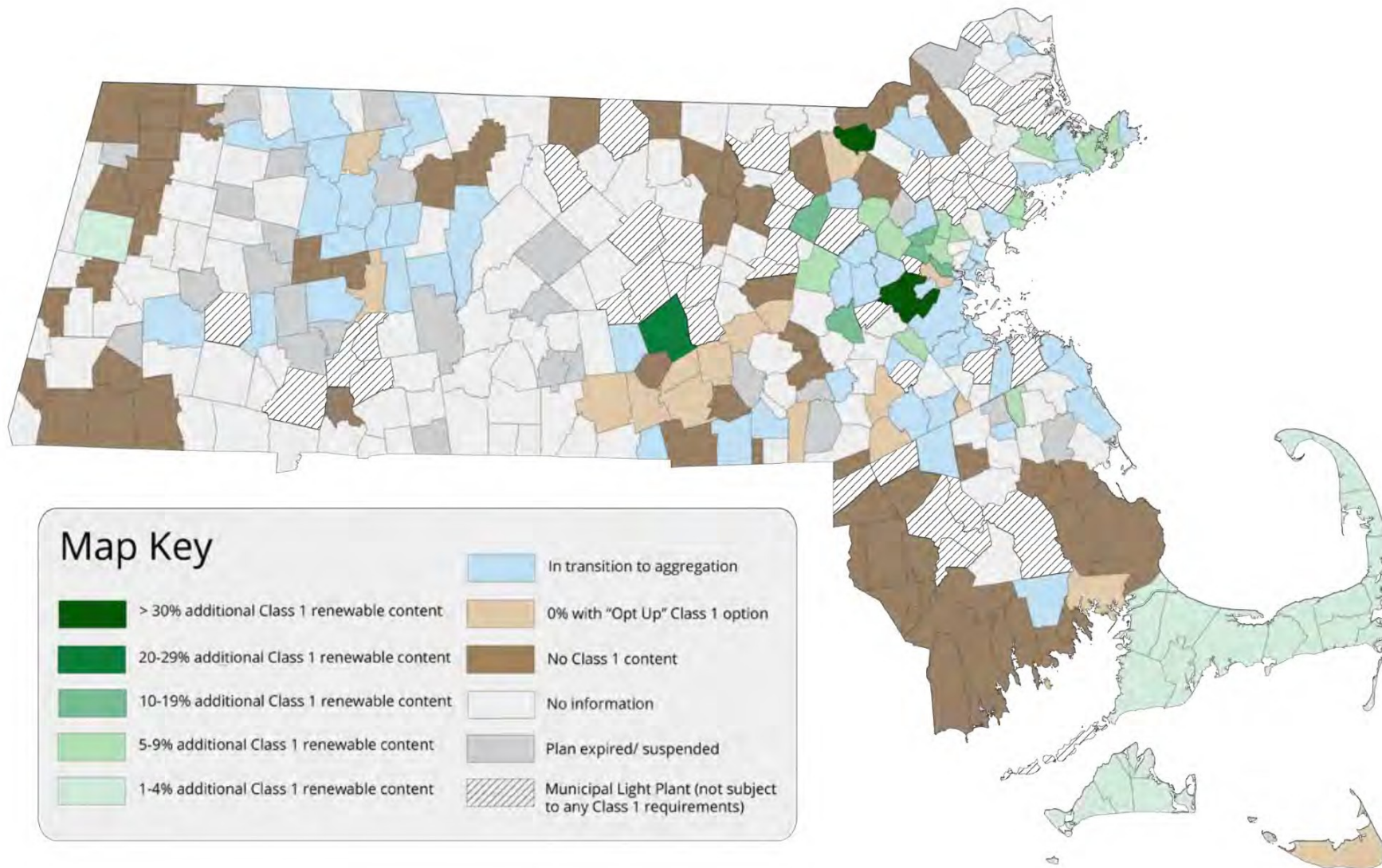
How LCP plans to serve Net Energy Metered (NEM) customers is detailed on p. 23 and Attachments 5 and 6 of the plan. 3 types of NEM:

1. On-site (behind the meter or BTM) NEM customer-generators grandfathered into traditional or standard NEM 1.0 (< 9/1/17) will continue to receive kWh credits for exports to the grid to offset future electricity load.
2. On-site BTM customer-generators on newer NEM 2.0 (since 9/1/17) may switch to traditional NEM kWh credit for generation supply from LCP but will continue to receive monetary credit for net monthly exports for distribution and transmission rates from Liberty.
3. For Group NEM the group host (generator) should stay on Liberty default service while group members may switch to LCP, get LCP rate for supply and continue to receive on-bill credits for their share of group host output.

Where is Community Power?



Massachusetts Market

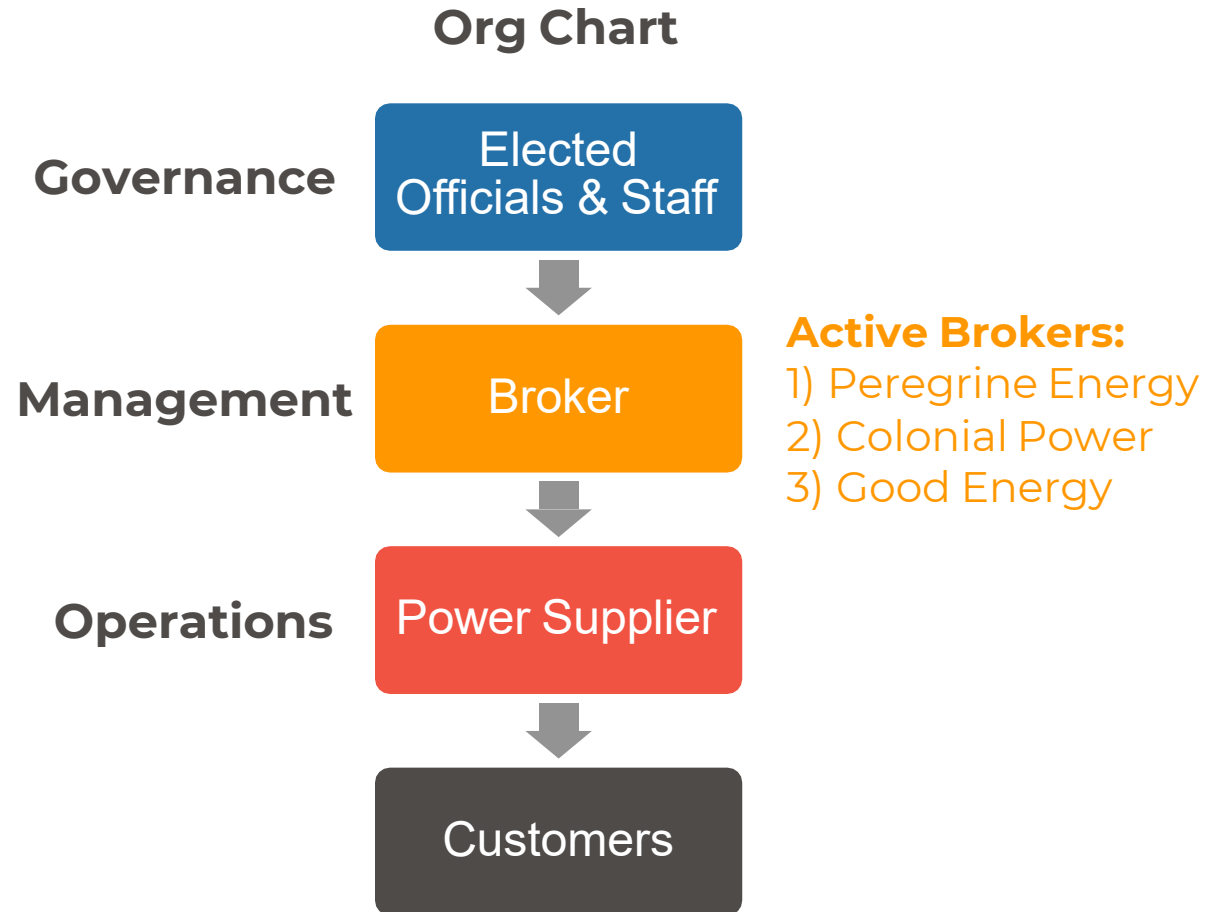


Observations

- Rate stability over 2-3 year contract terms
- Moderate savings on supply rates, on average
- Additional MA RPS Class 1 RECs purchases
- Minimal innovation:
 - Local programs
 - Customer services
 - Project development
- Market fragmentation: no political coordination or public advocacy.
 - Boston: low-income solar program (blocked)

Source: "Green Municipal Aggregation in Massachusetts" (2020)

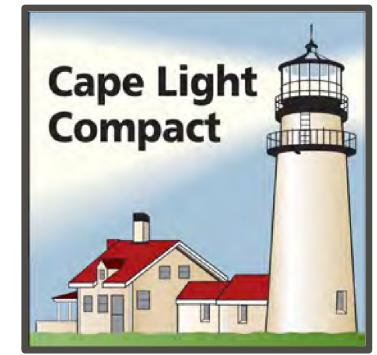
Massachusetts: Broker Model



Massachusetts: Compact Model

Cape Light Compact

- Founded in 1997 as public body governed by a board of appointed officials from each member entity
- **Joint Powers Entity** (JPE) serving by the 21 towns on Cape Cod, Martha's Vineyard & Dukes County
 - First Community Choice aggregator the US
 - First Joint Powers Entity in MA
- Broader value proposition for communities & customers:
 - The only non-utility energy efficiency program admin
 - Incubated solar coop: 28 MW local PV installed to-date
 - Default service: 1% above MA RPS Class 1 + 100% RECs
 - Opt-up "LocalGreen": 50% / 100% MA RPS (funds a trust to build new RE)
 - Public Advocacy: engagement at Dept. Public Utilities on Eversource's Grid Modernization & Rate Cases



Org Chart

Governance

Elected Officials



Management

Staff



Operations

Power Supplier

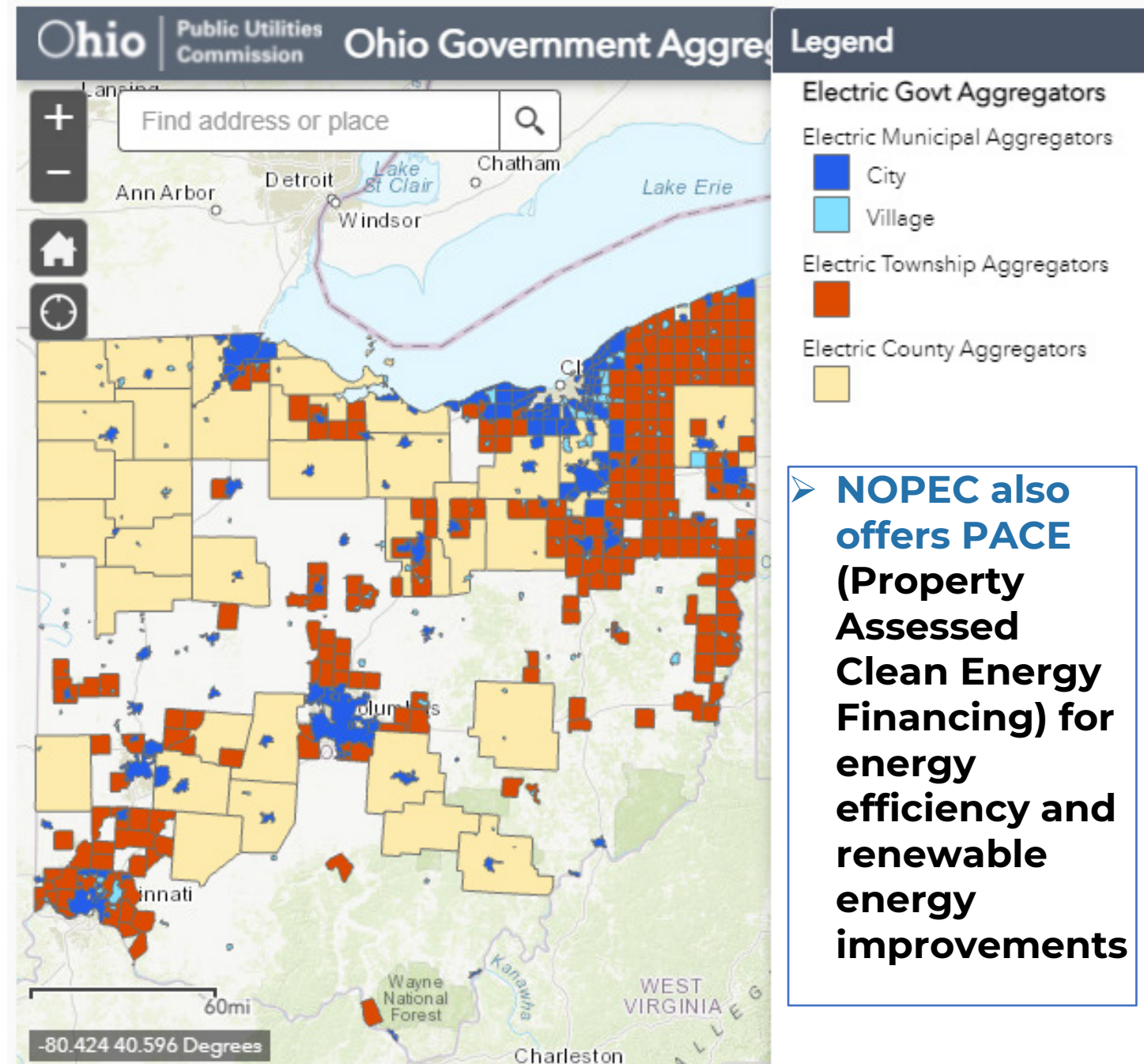


Customers

OHIO Community Power Market

- Ohio has enabled municipal and county aggregation for more than 2 decades.
- Map from Ohio PUC shows places that have **authorized electric aggregations**. (Not all may be currently active.)
- The largest, Northeast Ohio Public Energy Council (NOPEC), serves 950,000 customers in 240 communities. NOPEC estimates savings >\$300 million and \$28 million in community energy efficiency grants since 2001 inception.

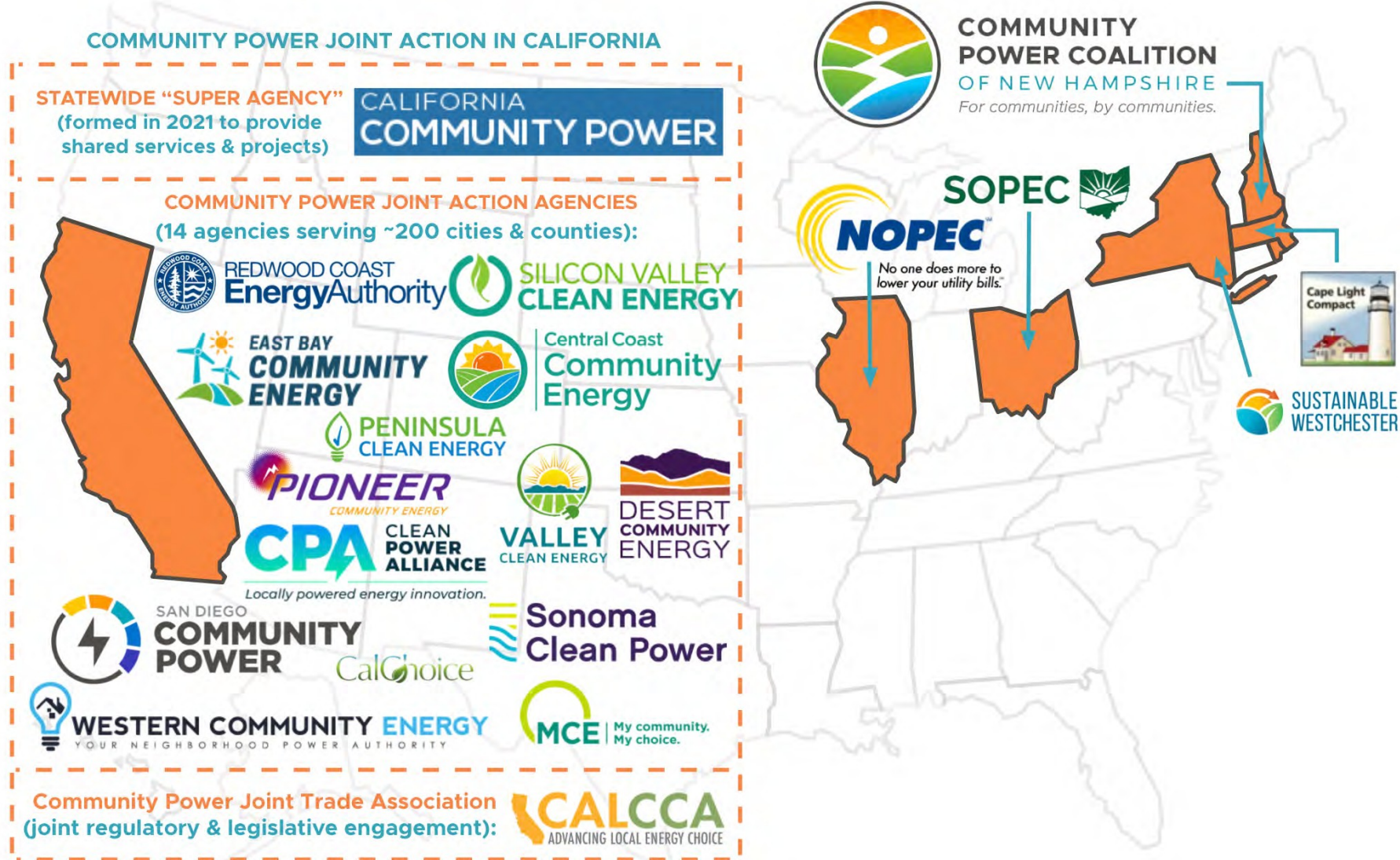
Sources: <https://www.leanenergyus.org/ohio> and <https://puco.ohio.gov/wps/portal/gov/puco/utilities/electricity/resources/government-aggregation>



➤ **NOPEC also offers PACE (Property Assessed Clean Energy Financing) for energy efficiency and renewable energy improvements**

Community Power Joint Powers Agencies

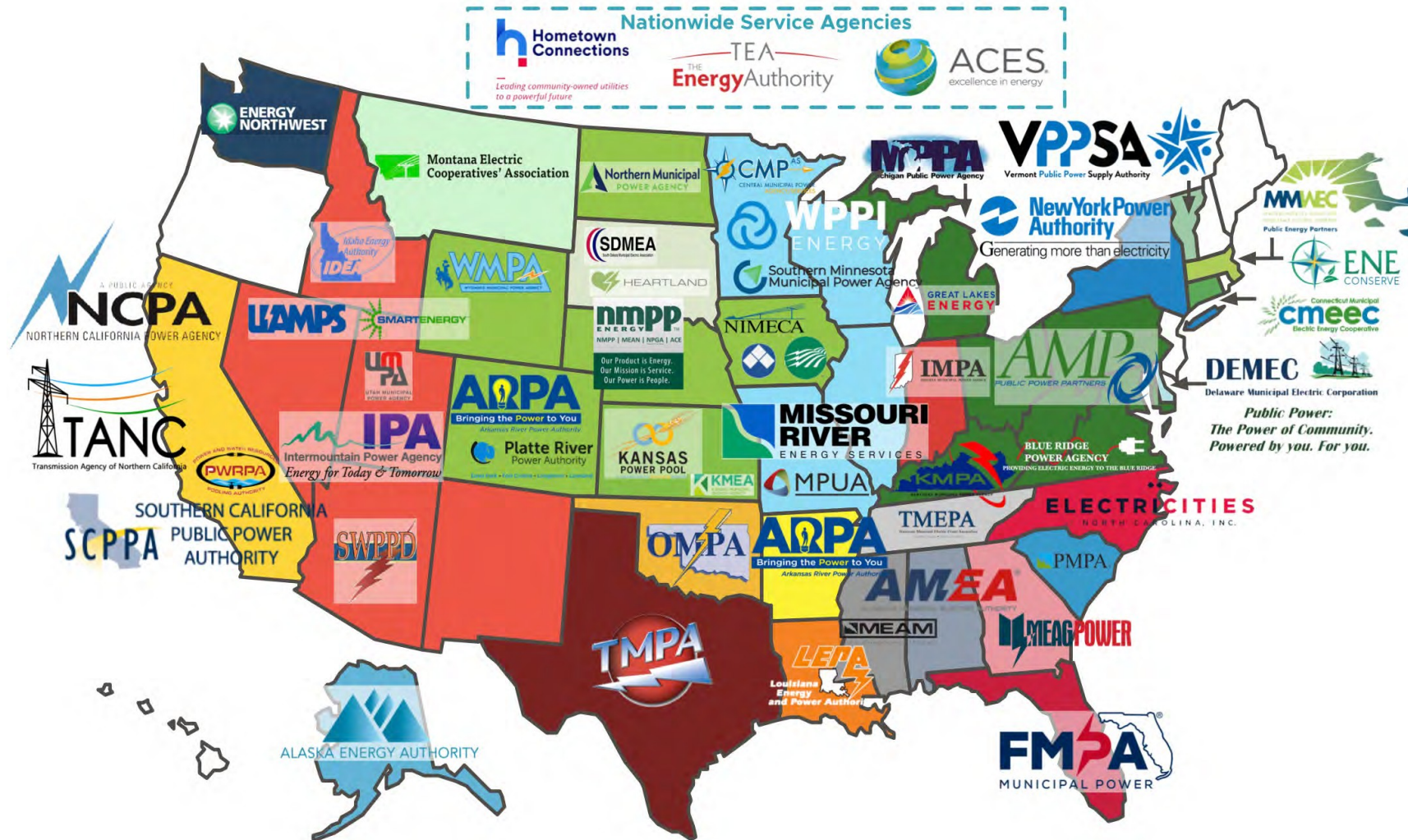
Hundreds of local communities have formed joint power agencies / coalitions across the industry:



Public Power Joint Powers Agencies (JPAs)

Public power utilities formed 70+ joint power agencies over the past ~50 years to provide power supply services for many of the more than 2,000 municipal electric utilities in the U.S.

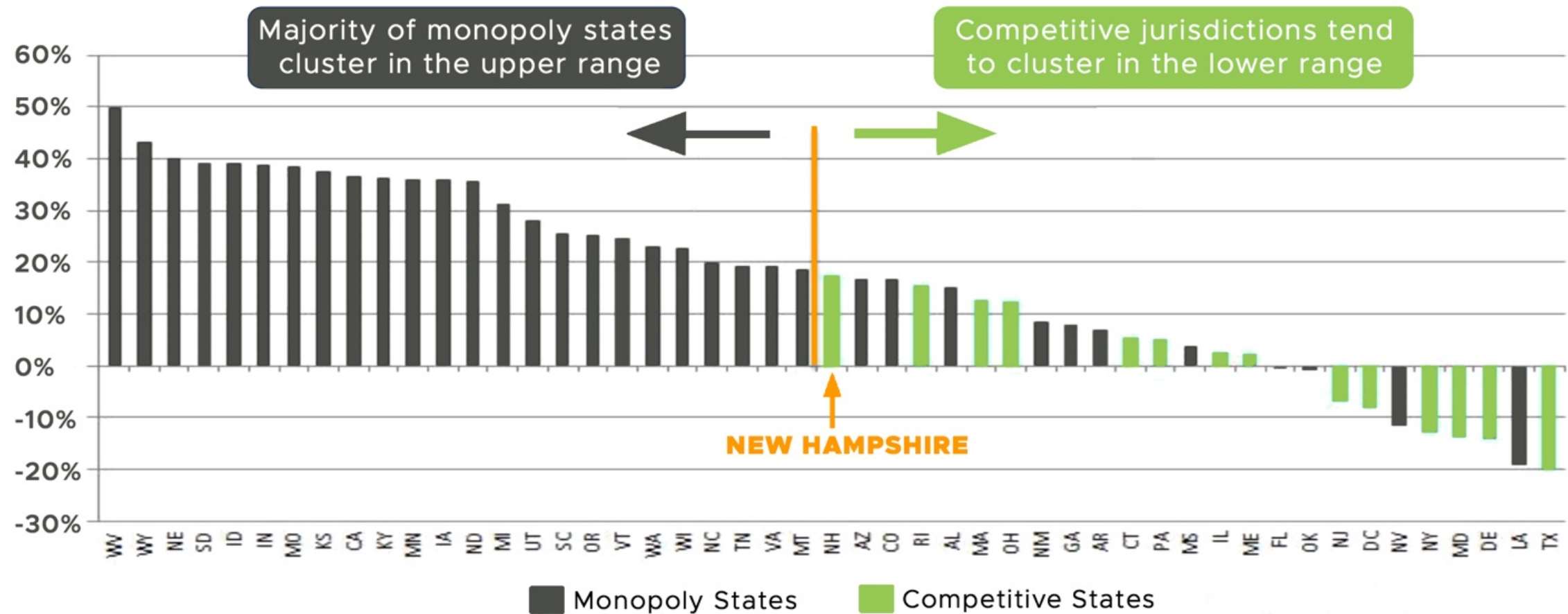
There are another 63 power supply cooperatives serving many of the more than 800 retail electric cooperatives.



Market Context: Price Performance

All Sector Price % Price Change by State, 2008-2019

Source: EIA 861M



Lebanon Policy Goals & Program Design

Design Process



Policy Goals



Program Objectives & Requirements



Program Design Requirements

The City's overall vision for sustainability is that Lebanon is:

"a model for a balanced and desirable sustainable community . . . Meeting the needs of the present without compromising the ability of future generations to meet their needs."

Energy Chapter of Lebanon's Master Plan Overall Goal:

"Lebanon is a leader in energy efficiency, renewable energy reliance, and innovation across municipal, commercial, institutional, and residential sectors."

The vision for Lebanon's energy future is to:

"increase energy savings for residents, businesses, and municipal functions, to ensure a robust and stable energy economy, and to reduce the impacts of greenhouse gas emissions.."

A key outcome: *"The City relies upon as much local renewable energy as possible."*

City Council resolution in support of the Paris Climate Accords:

"[Lebanon stands] ready to work with other communities and towns across the state, to provide the leadership and resources at the local level that will reduce greenhouse gas emissions, protect our most vulnerable residents from the impacts of climate change, and reap the benefits of the transition to a clean energy economy."

Policy Goals



Program Objectives & Requirements



Program Design Requirements

The Plan defines an actionable, comprehensive, and stable pathway to achieving our policy goals over the short- to long-term — with nine overarching objectives and four immediate requirements for Lebanon Community Power at launch:

Program Objectives

1. Meet or beat utility default supply rates
2. Provide greener electricity
3. Maintain rate stability
4. Engage in Public Advocacy
5. Help customers lower total energy costs
6. Support and develop local and regional renewables and storage
7. Support and develop customer and community energy resilience
8. Collaborate regionally on clean infrastructure developments
9. Accelerate Grid Modernization

Near-Term Requirements

1. Launch with competitive rates
2. Begin accruing financial reserves
3. Offer Net Energy Metering supply rates
4. Offer opt-in products (increased renewables, time varying rates, etc.)

Pre-Launch Requirements

1. Work with utilities, DoE, & Public Utilities Commission to adopt administrative rules for Community Power programs.
2. Establish CPCNH and engage vendors through open RFP process.

Policy Goals



**Program Objectives
& Requirements**



**Program Design
Requirements**

Requirements & objectives fall into three broad categories that informed our program design:

**Energy Portfolio Risk
Management**

**Retail customer services &
local programs**

**Joint advocacy with other
Community Power programs**

Program Objectives

1. **Meet or beat utility default supply rates**
2. **Provide greener electricity**
3. **Maintain rate stability**
4. **Engage in Public Advocacy**
5. **Help customers lower total energy costs**
6. **Support and develop local and regional renewables and storage**
7. **Support and develop customer and community energy resilience**
8. **Collaborate regionally on clean infrastructure developments**
9. **Accelerate Grid Modernization**

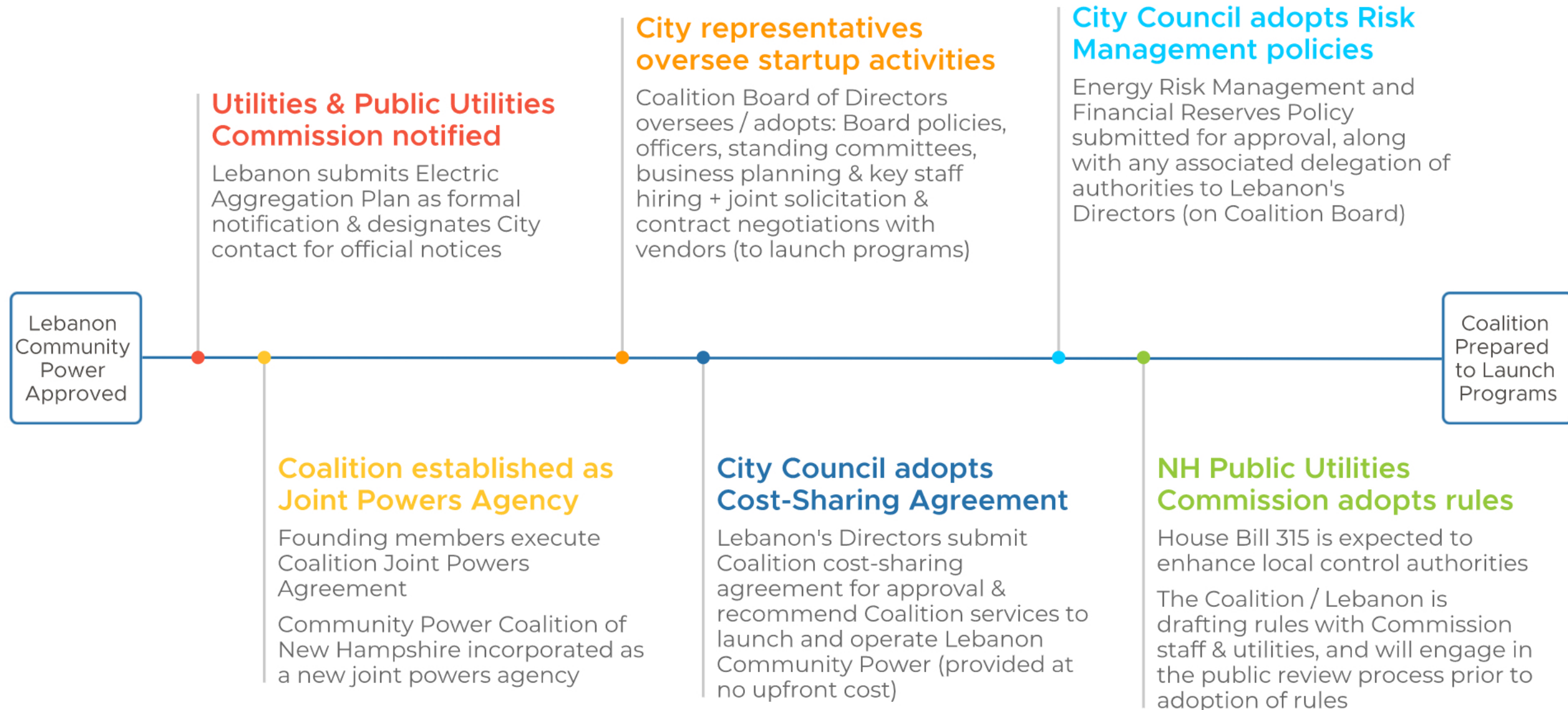
Near-Term Requirements

1. **Launch with competitive rates**
2. **Begin accruing financial reserves**
3. **Offer Net Energy Metering supply rates**
4. **Offer opt-in products (increased renewables, time varying rates, etc.)**

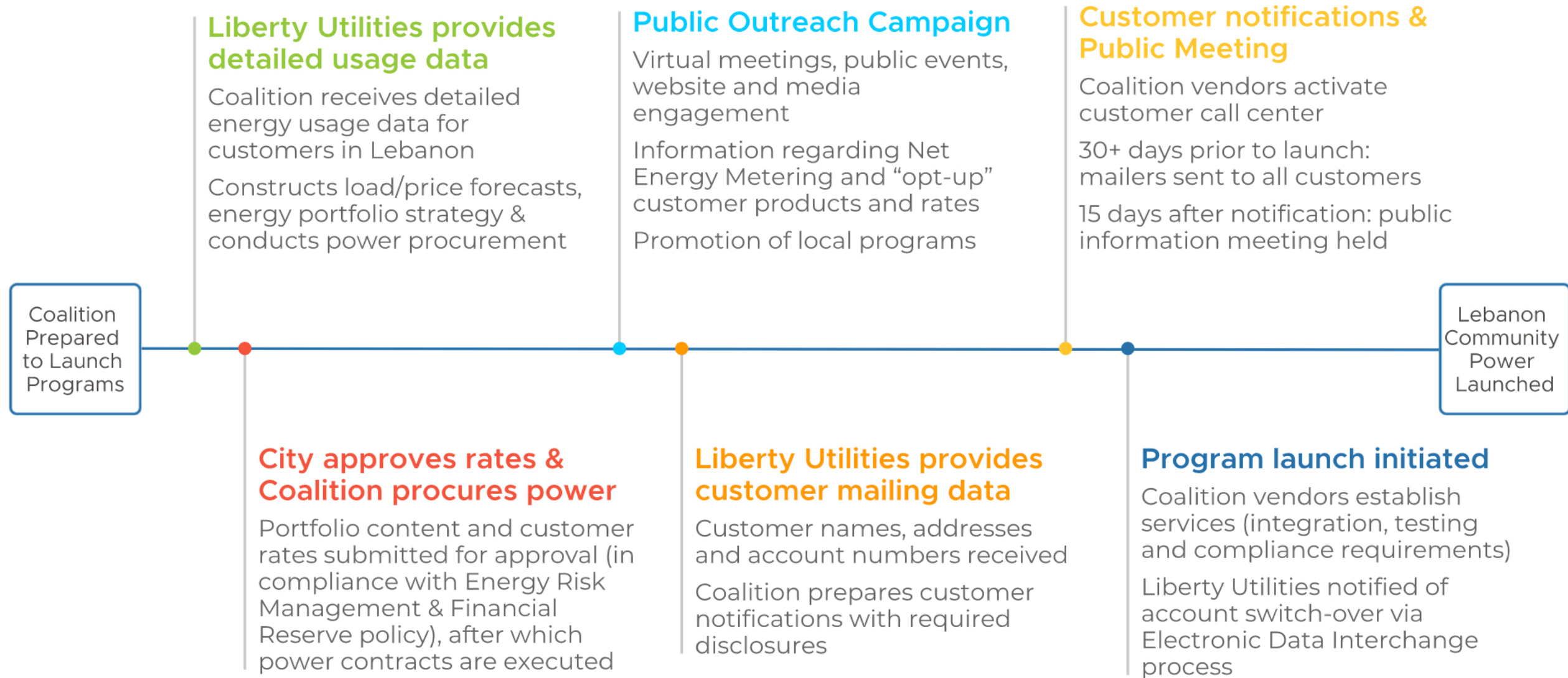
Pre-Launch Requirement

1. **Work with utilities, DoE & Public Utilities Commission to adopt administrative rules for Community Power programs**
2. **Establish CPCNH and engage vendors through open RFP process.**

Start-Up Process



Launch Process



THANK FOR YOUR INTEREST!

Questions?



LEARN MORE AT: LebanonNH.gov/LCP

- ✓ Frequently Asked Questions
- ✓ Lebanon Community Power in the News
- ✓ Download a copy of the proposed Electric Aggregation Plan

**Lebanon Community Power
Electric Aggregation Plan
— DRAFT —**



May 25, 2021

COALITION TEMPLATE INSTRUCTIONS

...

Dates need to be specified / inserted on pages 3 and 5.

As a final step prior to release, update the Table of Contents and then check all internal hyperlinks in the body of the plan (all external hyperlinks should work regardless, but MS Word can sometimes break links to other sections of the document when edits are made).

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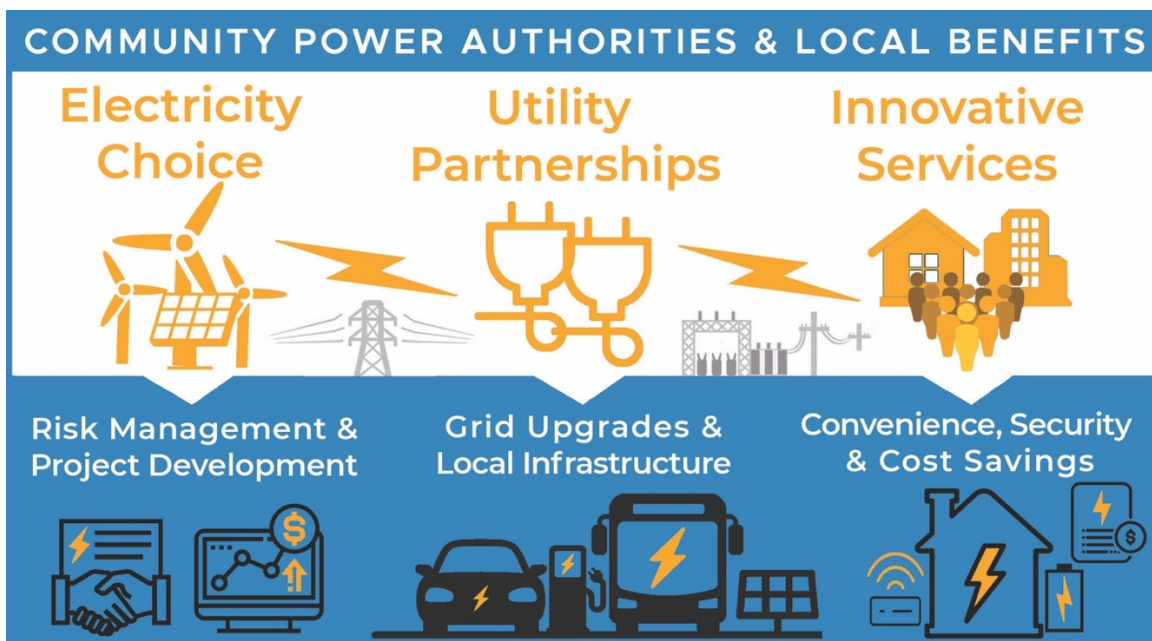
INTRODUCTION TO COMMUNITY POWER

New Hampshire's updated Community Power law ([RSA 53-E](#), as amended by SB 286, effective October 1, 2019) is a bipartisan policy designed to further democratize, evolve, and enhance the economic efficiency of our electric power industry.

The Legislature's intent in enacting RSA 53-E was to *"encourage voluntary, cost effective and innovative solutions to local needs with careful consideration of local conditions and opportunities."* (Refer to [Attachment 1](#) for a summary of the legislative context and local control authorities of Community Power.) To achieve this goal, RSA 53-E authorizes local governments (cities, towns, and counties) to launch Community Power programs that:

- Provide electricity supply service to residents and businesses, who are notified and enrolled on an "opt-in" customer choice or "opt-out" default service basis and may thereafter leave or rejoin the program (by switching suppliers in advance of their next billing cycle date);
- Procure a reliable supply of "all-requirements" electricity, inclusive of Renewable Portfolio Standard requirements, with the option to participate directly in the ISO New England wholesale market (as a load-serving entity on behalf of participating customers);
- Offer a range of innovative services, products, new Net Energy Metering supply rates, and local programs to participating customers;
- Establish a joint powers agency with other Community Power programs to share services, contract for energy project developments, and facilitate related energy initiatives; and
- Work collaboratively with distribution utilities, regulators, policymakers, and innovative energy businesses to help modernize our electrical grid and market infrastructure.

These authorities and local benefits are depicted in the graphic below:



Distribution utilities will continue to deliver power to all customers, regardless of whether they are supplied electricity by new Community Power programs or Competitive Electric Power Suppliers (or have chosen to switch back to utility-provided default service).

OVERVIEW OF LEBANON COMMUNITY POWER

Lebanon Community Power is a program authorized under RSA 53:E to provide electricity supply service for the City's residents, businesses, and other types of customers. Providing electricity supply involves being responsible for procuring electric generation (supply) to match customer loads (consumption) in real time, except when the grid goes down. The program will only launch if it is able to initially offer residential default rates that are lower than or competitive with those offered by Liberty Utilities. Thereafter, the program will:

- Serve as the default electricity supplier for all customers on a default "opt-out" basis;
- Offer innovative services and generation rates to customers on an "opt-in" or "opt-up" basis (such as 100% renewable premium products, time-varying rates and Net Energy Metering generation credits for customers with solar photovoltaics);
- Operate on a competitive basis, in that customers may choose to switch between Lebanon Community Power, service provided by Competitive Electric Power Suppliers, and utility-provided default service; and
- Be self-funded through revenues generated by participating customers; the City will not use taxes to cover program expenses.

Liberty Utilities will continue to own and operate the distribution grid and be responsible for delivering power to all customers within the City. Customers will continue be charged for utility delivery services at rates set by the Public Utilities Commission.

The City Council, in coordination with advisory support from the Lebanon Energy Advisory Committee (LEAC), will authorize the City Manager to contract for the necessary services and power supplies to implement and operate the program, set customer rates prior to program launch and continue to provide oversight over the program thereafter.

Customer Notification and Enrollment Process

Prior to launch of Lebanon Community Power, all eligible customers will be mailed notifications and provided the opportunity to "opt-out" or "opt-in" to the program, depending on whether they currently are on default service provided by Liberty Utilities or take service from a Competitive Electric Power Supplier:

- Customers already served by Competitive Electric Power Suppliers will be notified and may request to "opt-in" to the program; and
- Customers currently on default energy service provided by Liberty Utilities will be notified, provided the opportunity to decline participation ("opt-out"), and thereafter transferred to Lebanon Community Power if they do not opt-out.

Notifications to customers on utility-provided default service will include the initial fixed rate for the program's default service compared with the Liberty's rate, be mailed to customers at least 30 days in advance of program launch and provide instructions for customers to decline participation (for example, by return postcard, calling a phone number or using a web portal).

After the launch of Lebanon Community Power, any new customers starting service within the City will be given a similar opt-out notice and will be transferred onto default service provided by the program, unless they choose to take energy service from Liberty Utilities or a Competitive Electric Power Supplier.

All customers on Lebanon Community Power default service will remain free to switch back to the Liberty Utilities or to take energy service from a Competitive Electric Power Supplier.

Customer Accounts and Electricity Usage Estimates

The tables below show the total number and annual electricity usage of customers within Lebanon's territory who would initially receive either "opt-out" or "opt-in" notifications:

	<u>Utility Default Supply Customers</u> (Eligible for Opt-Out Notifications & Automatic Enrollment)		<u>Competitive Supply Customers</u> (Eligible for Opt-In Notifications & Voluntary Enrollment)	
	Customer Accounts	Annual Usage (MWh)	Customer Accounts	Annual Usage (MWh)
Residential	6,221	35,806	419	2,767
Outdoor Lighting	?	?	?	?
Small Commercial	1,090	15,265	339	6,627
Med. Commercial	156	16,805	106	23,588
Large C & Industry	14	12,215	45	147,369
Total	7,481	80,091	909	180,350

Aggregated data shown was provided by Liberty Utilities for the 12 months ending 7/31/19.

An updated data set extending into 2021 will be added before finalizing this draft EAP.

Membership in the Community Power Coalition of New Hampshire

Lebanon is a founding member of the [Community Power Coalition of New Hampshire](#) ("the Coalition"), a joint powers agency authorized under RSA 53-A ("Agreements Between Governments: Joint Exercise of Powers") that will operate on a not-for-profit basis.

The Coalition was created so that towns, cities, and counties across New Hampshire could:

1. Access the resources and support required to streamline the process of establishing an Electric Aggregation Committee, drafting an Electric Aggregation Plan and approving a new Community Power program.
2. Jointly solicit and contract for third-party services and staff support to launch and operate Community Power programs, without requiring any upfront costs or imposing any financial liabilities on participating communities.
3. Participate in joint power solicitations and local project development opportunities.
4. Share knowledge and collaborate regionally on clean energy and resilient infrastructure development at the community-level throughout the state.
5. Speak with one voice at the Legislature and Public Utilities Commission on public advocacy issues related to energy and Community Power.

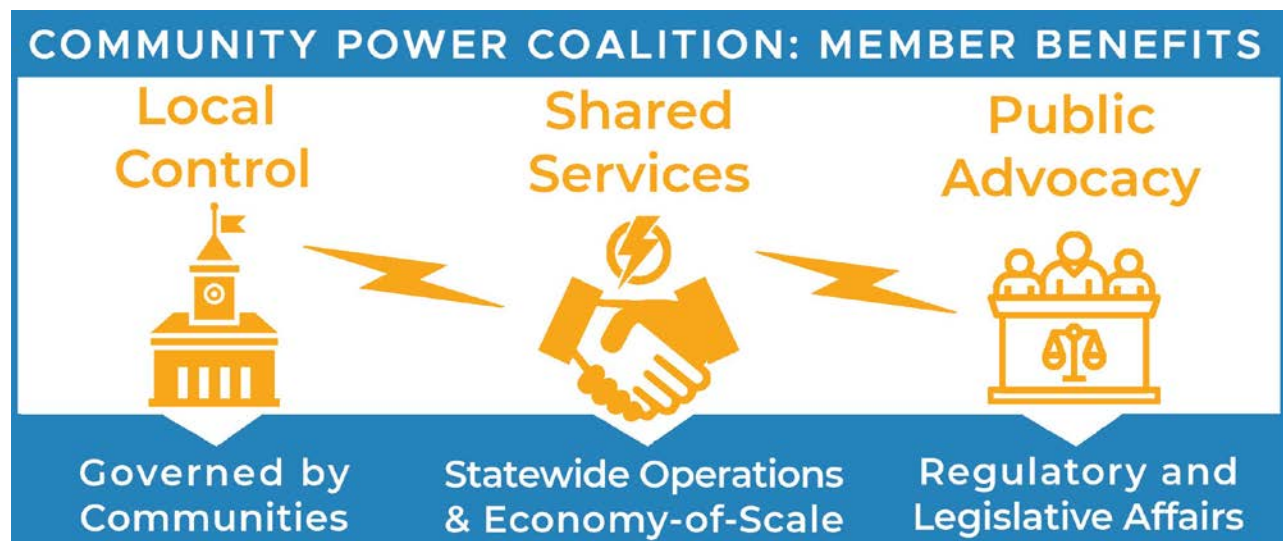
Lebanon has worked with other municipalities since December 2019 to design the Coalition:

- Shortly after SB 286 was signed into law, LEAC and those involved with developing Lebanon Community Power concluded that exercising and deriving benefit from the full range of local

control authorities authorized under RSA 53-E would be challenging for any single Community Power program to accomplish on its own.

- Consequently, beginning in December 2019, officials and staff from Lebanon began researching Community Power and power agency design best practices in collaboration with several other municipalities and expert energy advisors from across the state.
- The ad hoc group evaluated various power agency models and hired legal experts to draft the Coalition’s Joint Powers Agreement (the governance agreement that municipalities jointly execute to create the agency); it has been approved by Lebanon, Hanover, Exeter and Nashua to-date, is expected to be approved by Cheshire County in the near-term, and has been approved by the NH Attorney General as conforming with state law.
- The Coalition’s joint powers agency governance model and competitive business model have been designed in accordance with energy industry best practices to ensure that participating Community Power programs benefit from transparent governance and high-quality services — so that all communities are able to take full advantage of their local control authorities under RSA 53-E and achieve the full scope of their local energy policy goals.

The Coalition will be governed “*for communities, by communities*” under a voluntary and flexible membership structure, will provide competitive electricity service on a statewide basis, and will strengthen the ability of communities to coordinate effectively on related public advocacy issues.



Key aspects of the Coalition’s design, governance, services and start-up process are summarized in:

- The appendix ([Attachment 2](#)) provides an overview of the communities, volunteers and experts involved in the process of designing the power agency.
- The chapter “[Overview of the Community Power Coalition of New Hampshire](#)” provides context regarding the purpose of joint action power agencies, highlights the importance of joint public advocacy (and summarizes the Coalition’s successful engagements at the Legislature and Public Utilities Commission on Community Power and public advocacy issues to-date), and summarizes key features of the Coalition’s business model and services.
- The chapter “[Lebanon Community Power Goals, Objectives and Requirements](#)” explains how the Coalition’s joint action governance and business model should help enable Lebanon to achieve the full scope of our policy goals, delineates what our goals are over the short-to-long term, and summarizes the program’s near-term operational requirements as a power

enterprise.

- The remainder of this chapter summarizes the City's anticipated role in the Coalition's governance and implementation process through the launch of Lebanon Community Power.

Purpose of this Electric Aggregation Plan

On October 5, 2016 the Lebanon City Council voted unanimously to designate LEAC, the Lebanon Energy Advisory Committee, as the City's Electric Aggregation Committee pursuant to RSA 53-E and tasked LEAC to prepare this Electric Aggregation Plan, which sets forth Lebanon's policy goals for our Community Power program, summarizes program governance and implementation processes, and commits Lebanon Community Power to comply with applicable statutes and regulations in terms of:

- Providing 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; and
- Meeting, at a minimum, the basic environmental and service standards established by the Public Utilities Commission and other applicable agencies and laws and rules concerning the provision of service under Community Power.

This plan does not otherwise commit Lebanon to any defined course of action, including participation in the Coalition for the purposes of launching the program, and does not impose any financial commitment on the City.

The City Council retains the power to contract for all required program services and electricity supplies, to set rates, and to pursue related projects independently of the Coalition.

Approval Process for Lebanon Community Power

This Electric Aggregation Plan was developed by LEAC with due input from the public, as required under RSA 53-E. Public hearings were held on **[INSERT DATE]** and **[INSERT DATE]**, 2021. Refer to [Attachment 7](#) for additional information.

LEAC has determined that this Electric Aggregation Plan satisfies applicable statutory requirements and is in the best, long-term interest of the City and its residents, businesses, and other ratepayers.

Adoption of this Plan by the City Council, by majority approval of those present and voting, establishes Lebanon Community Power as an approved aggregation with statutory authorities defined under RSA 53-E:3 (to be exercised with due oversight and local governance, as described herein), and authorizes the City Council to arrange and contract for the necessary professional services and power supplies to launch Lebanon Community Power.

Implementation Process for the Coalition & Lebanon Community Power

The City became a founding member of the Coalition on February 3rd, 2020 when the City Council unanimously approved entering into the Coalition's Joint Powers Agreement.

The Coalition's Joint Powers Agreement includes the Articles of Agreement and Bylaws of the nonprofit. It establishes the general purpose, authorities, structure, Board of Directors, committees, cost-sharing principles, liability protections, and other aspects of the organization.

This plan assumes, but does not require, that the City will participate fully in the Coalition for the purposes of implementing and operating Lebanon Community Power.

City Participation in Joint Powers Agency Governance

After the founding members jointly execute the Joint Powers Agreement, the Coalition will be incorporated, and the Board of Directors constituted with representatives appointed by each member's governing body.

The City Council or the Mayor as their designee will appoint primary and alternate representatives of Lebanon Community Power to serve on the Coalition's Board of Directors and as Member representatives to Annual meetings and certain votes. The City's representatives will directly oversee the Coalition's initial startup and implementation activities, including the:

- Adoption of Board policies and the election of officers;
- Hiring of expert staff to provide qualified management and oversight;
- Solicitation and contracting of third-party service vendors to launch and operate Community Power programs; and
- Appointment of Board members and other community representatives to committees.

Lebanon and all founding members will be directly represented on the Coalition's Board until more than twenty-one (21) members join, at which point directors will be elected by vote of the Members' representatives at annual meetings (with a Board size of between 11 and 21 representatives, at the Members' direction).

Additionally, to exercise more regular oversight over specific aspects of the joint powers agency, the Coalition will have six standing committees as it develops: Executive, Finance, Audit, Regulatory and Legislative Affairs, Risk Management, and Governance. The Board may also establish ad-hoc committees, and each direct project that members choose to pursue in the future will be overseen by a committee specific to that project.

All meetings of the Coalition will comply with New Hampshire's Right-to-Know Law (RSA 91-A), the purpose of which is to *"ensure both the greatest possible public access to the actions, discussions and records of all public bodies, and their accountability to the people"*, based on the recognition that *"openness in the conduct of public business is essential to a democratic society."*

Development of Member Cost Sharing Agreement and Services for Lebanon Community Power

Under the terms of New Hampshire's Community Power law ([RSA 53-E](#)):

- Community Power programs must be self-funded, with ongoing costs paid for using the revenues generated by participating customers.
- Municipalities are only allowed to incur incidental costs associated with implementing Community Power programs, such as the costs necessary to comply with the Community Power law, up to the time that the program starts to produce revenue from participating customers. Incidental costs should not include any costs that are more properly accounted for as capitalized or operating costs of the Lebanon Community Power program.

Membership in the Coalition, and the implementation of Lebanon Community Power, will not require any upfront cost for the City other than such incidental expenses (e.g., the staff time, counsel review of agreements, and other expenses required to comply with the Community Power law before the program starts to generate revenue).

To provide the services, credit support and electricity supply required to launch and operate Lebanon Community Power:

- The Coalition will administer competitive solicitations on behalf of all participating Community Power programs to contract with qualified vendors and credit-worthy suppliers.
- Vendors are expected to fund and self-manage the upfront cost of launching Community Power programs, under at-risk and performance-based contract structures with payments contingent upon successful launch.
- Program implementation costs for Lebanon, along with ongoing operational and power procurement expenses, will be factored into the customer rates adopted by the City Council and be recovered from the revenues received from participating customers after the launch of Lebanon Community Power.

Similar solicitations and at-risk, performance-based contract structures have been used to successfully launch and operate new joint powers agencies in other Community Power markets.

Lebanon's representatives on the Coalition's Board of Directors will participate in the solicitation of services, agency startup activities and the development of a cost-sharing agreement with other founding members.

The Coalition's Joint Powers Agreement provides certain requirements regarding how costs will be tracked and shared across participating Community Power programs, which will guide the development of the Coalition cost-sharing agreement:

- 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);
- Member cost-sharing agreements will be the same in all material respects: general and administrative costs will be allocated based on each Community Power program's share of total electricity usage each year, 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); and
- The debts, liabilities, and obligations of the Coalition, and of other participating Community Power programs, will be non-recourse to Lebanon (unless expressly agreed to by the City Council under Lebanon's Cost Sharing Agreement or a Project Contract).

The Coalition intends to contract for all the services required to launch and operate member Community Power programs, which is expected to enable access to advanced services and expertise at least cost for Lebanon Community Power. However, note that:

- The City will be under no obligation to rely on the services provided through the Coalition until the City Council executes the Coalition's cost-sharing agreement and chooses which services will be provided through the Coalition.
- At that time, the City Council may decide to rely on the Coalition for all or a subset of the services required to launch and operate Lebanon Community Power.
- Alternatively, the City Council could decide to withdraw from the Coalition entirely, prior to executing the cost-sharing agreement, and launch Lebanon Community Power independently.
- Lastly, after Lebanon Community Power launches, the City could still decide to procure certain services independently or to withdraw from the Coalition at a future date, subject to the terms, conditions and any continuing obligations specified in the cost-sharing agreement approved by the City Council.

Decisions made by the City Council regarding how to best implement and operate Lebanon Community Power, including the execution of the Coalition cost-sharing agreement and selection of services provided through the Coalition, will be made at duly noticed public meetings.

Coalition Engagement on Rule Making at the Public Utility Commission

Lebanon Community Power will launch after administrative rules governing Community Power are adopted by the Public Utilities Commission. Rules are expected to require submission of Lebanon's Electric Aggregation Plan to the Commission in order to:

- Provide formal notice that the City is planning to launch a Community Power program;
- Authorize the City to request access to additional customer data from Liberty Utilities that will be needed for the implementation and administration of Lebanon Community Power.

Over the course of 2020, Lebanon and other communities and advisors of the Coalition have actively participated in the informal rule drafting process by providing initial and subsequent sets of draft rules for review and refinement, arranging and facilitating bilateral meetings with utilities and other stakeholders, and leading stakeholder workshop discussions and editing sessions at the request of Public Utilities Commission staff.

More recently, Lebanon and the Coalition worked with legislators and utilities to clarify Community Power authorities in House Bill 315. The City has subsequently been working with Eversource and Commission staff to revise draft rules in anticipation of final passage of the bill (which modifies certain rule requirements). Thereafter, Lebanon Community Power and the Coalition will actively participate in the Commission's public review process.

Coalition & Lebanon Community Power Implementation Milestone Charts

The milestone charts below show the anticipated approval, formation and launch processes for Lebanon Community Power and the Coalition power agency, as described in the sections above.

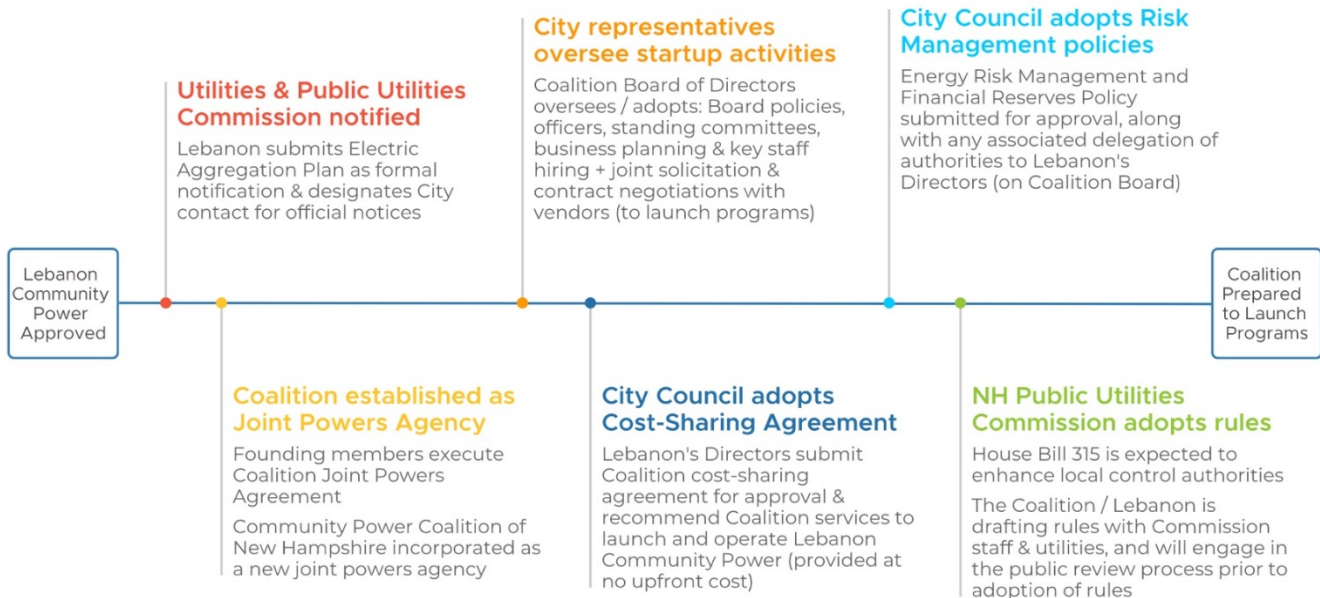
The first chart below summarizes the different categories of activities required to approve Lebanon Community Power and join the Coalition as a founding member to create the joint powers agency:

Approval Process for Coalition Agency & Lebanon Community Power



Lebanon's directors on the Coalition Board will then oversee startup activities, including engagement at the Public Utilities Commission to finalize the administrative rules governing the Community Power market, and will bring forward the Coalition's cost-sharing agreement along with an Energy Risk Management and Financial Reserve Policy for approval by the City Council:

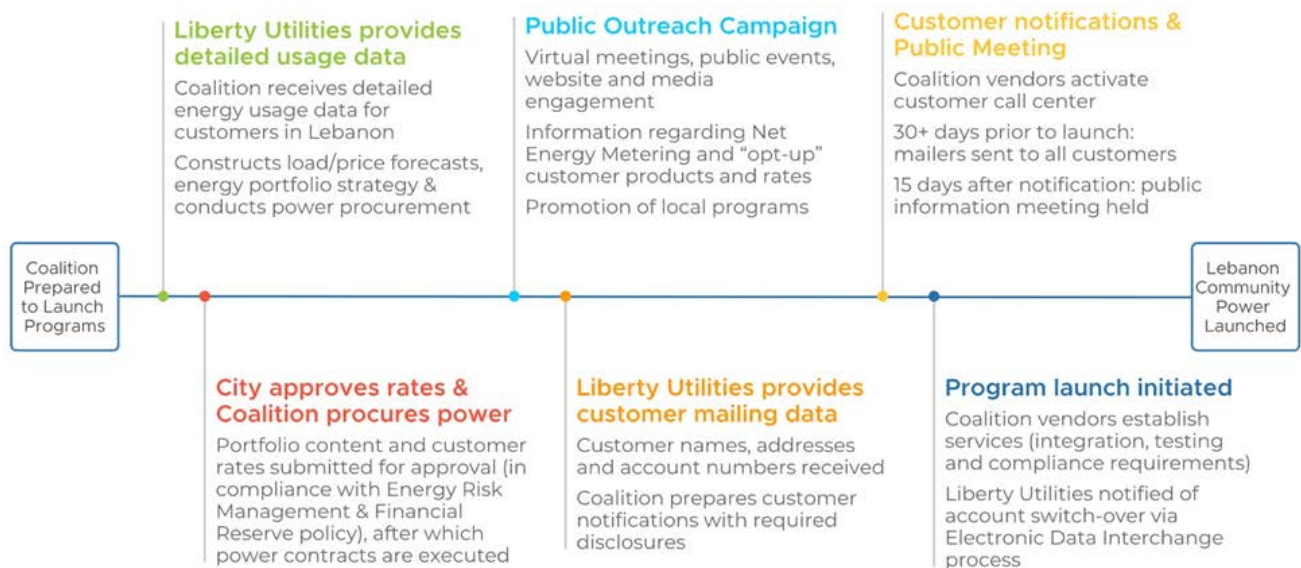
Coalition Startup, Rule Making and Risk Management Policy Approval Process



After the Public Utility Commission adopts rules and opens the market, the Coalition will be allowed to launch Lebanon Community Power (and the programs of other participating municipalities).

The milestones below summarize the process by which the Coalition will structure and conduct data collection, forecasting, power procurement solicitations and rate setting exercises — in compliance with the Energy Risk Management and Financial Reserve Policy adopted by the City — and the local outreach, customer notification mailings and public meeting process that culminates in the launch of Lebanon Community Power:

Lebanon Community Power Launch Process



OVERVIEW OF THE COMMUNITY POWER COALITION OF NEW HAMPSHIRE



Lebanon is a founding member of the Community Power Coalition of New Hampshire, a nonprofit joint powers agency authorized under RSA 53-A.

Refer to [Attachment 2](#) for details regarding the City's role in its formation of the Coalition.

Joint powers agencies are governed by communities, operated on a not-for-profit basis as instrumentalities of local governments, and allow Community Power programs to voluntarily join forces to take advantage of economies of scale and shared services to boost operational efficiencies.

The public power industry has created over seventy joint powers agencies in the last fifty years, and several hundred local governments operate Community Power programs through joint powers agencies or comparable collaborative governance structures in Massachusetts, New York, Ohio, Illinois and California.

The experience of these markets demonstrates that the economics of joint purchasing can enable access to advanced services and expertise for participating Community Power programs, which helps keep power rates competitive and supports long-term financial stability.

Due to the participation of several other municipalities and growing interest of communities throughout the state, the Coalition can be expected to launch with a number of customers and a quantity of electricity procured to serve those customers roughly comparable to Liberty Utilities' entire default energy service. (Liberty is the smallest of the state's 3 investor-owned electric utilities serving ~9% of the state's load with about half of that on default service.)

Lebanon anticipates relying upon the Coalition's member services to launch and operate Lebanon Community Power, but approval of this plan does not commit the City to doing so. The City Council retains the authority to contract for any and all required program services and electricity supplies, and to pursue projects independently of the Coalition.

Based on the design and projected size of the Coalition, LEAC anticipates that participation will result in cost savings, lower staff requirements, and enhanced quality of services for Lebanon Community Power and other member programs.

Operating Lebanon Community Power through the Coalition is expected to provide a number of distinct benefits in terms of transparency, scope and cost of services, regulatory and policy engagement, local program options, quality of energy risk management advice, the accrual of financial reserves sufficient to ensure long-term financial stability, and opportunities to develop new energy projects. These benefits are summarized in the "Regulatory and Policy Advocacy" and "Coalition Member Services" sections below.

Regulatory and Policy Advocacy

Changes in law and regulations that adversely impact Community Power programs will be a non-trivial source of risk for Lebanon Community Power.

Additionally, extending and maintaining the full range of benefits that Lebanon Community Power could create for customers will require informed participation and advocacy on energy issues at the Legislature and Public Utilities Commission.

Coordination with other municipalities and Community Power initiatives on matters of common interest through the Coalition have already produced meaningful results in these areas. For example, over the last year, the communities involved in the formation of the Coalition have:

- Participated in the Community Power informal rule drafting process, including 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 Public Utilities Commission staff.
- Intervened in regulatory proceedings to represent the interests of customers and Community Power programs, such as by advocating for expanded data access in the Commission's Statewide Data Platform docket (DE 19-197), under which a settlement agreement with the utilities was negotiated and recently submitted to the Public Utilities Commission. (If adopted, the settlement would create a statewide platform to enable data access for customers and Community Power programs, which would be overseen by a Governance Council that includes Coalition representatives.)
- Testified in legislative hearings — and organized hundreds of people, elected officials and civic organizations to register in support of the Coalition's position on key legislation — in order to successfully negotiate critical amendments to House Bill 315 and some degree of compromise on Senate Bill 91:
 - House Bill 315, which would clarify and expand key Community Power authorities; and
 - Senate Bill 91, Part IV, which would have expanded the ability of Community Power programs to buy from in-state generators and battery storage projects (under 5 megawatts in size), but has is now being turned into a study committee of the issue.

Lebanon Community Power will continue and expand on these activities through the Coalition.

Coalition Member Services

The Coalition's business model has been designed to provide Community Power programs with:

- **Innovative local programs and customer services:** new rates, technologies and services for customers that lower electricity supply costs and risk for the program in aggregate, along with the electricity bills of participating customers from a "full bill" perspective (i.e., inclusive of transmission and distribution charges).
- **Energy Risk Management & Financial Reserve Policies, Procedures and Practices:** expert guidance on energy risk management, procurement of a diversified portfolio of energy contracts, rate setting, and financial reserves — sufficient to ensure the stability and operational continuity of Community Power programs over the long-term (as technologies, market dynamics, risk factors, consumer preferences and energy policies continue to evolve).
- **Development of Renewable and Battery Storage Projects:** joint contracting opportunities for the construction of new renewable and battery storage projects financed under long-term contracts — to diversify program energy portfolios, provide a physical hedge against wholesale market price fluctuations, enhance the resiliency of our electrical grid, and stimulate local construction and economic development.

The Coalition intends to contract with qualified vendors and credit-worthy suppliers to provide the services, credit support and electricity required to launch and operate Community Power programs. These third parties are expected to fund the upfront cost of implementing Community Power

programs, the expense of which would be amortized and recovered for a specified term, along with ongoing operating costs, in customer rates.

The extent of services offered by the Coalition is expected to thereafter expand over time, in response to new market opportunities and ongoing regulatory rule reforms, and to meet the local objectives of participating Community Power programs. The Coalition also plans to hire a small number of qualified staff to ensure effective oversight of operations, as well as enhanced transparency and expert management as the Coalition's business operations evolve.

The proceeding sections explain how the above categories of member services are interrelated in ways that combine to ensure Lebanon Community Power remains operationally stable, competitive and able to achieve the full range of our local policy goals over the long-term.

Innovative Local Programs & Customer Services

Cost-effective local programs provide 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 (at-risk of not being able to deliver enough power to meet all customers' usage requirements during the hours of "peak demand");
- Increase their use of electricity from the grid when wholesale prices are relatively low 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, targeted efficiency, distributed generation and energy storage programs, electric vehicle charging rates, and other offerings that empower customers directly and enable the services of third-party energy companies that are helping customers adopt and use new technologies.

Programs that enable the intelligent use of electricity will help Lebanon Community Power to:

- Lower electricity supply costs and risk for the program in aggregate, along with the electricity bills of participating customers from a "full bill" perspective (inclusive of transmission and distribution charges);
- Strengthen customer relationships and local brand recognition; and
- Protect against customer attrition (the risk that customers opt-out of the program by choosing an alternative supplier) and potentially grow the program's customer base over time.

Local programs, in order to be cost-effective, need to be designed in ways that relate to and actively help manage the various sources of cost and risk involved in operating a competitive power agency.

As explained in the section below, the Coalition will adopt a structured approach to monitoring, analyzing and actively managing energy cost and risk — both to enable the design of cost-effective local programs, and provide additional benefits such as long-term financial stability.

Energy Risk Management & Financial Reserve Policies, Procedures and Practices

Lebanon Community Power's ability to maintain competitive rates, as market prices and Liberty Utilities default rates change over time, is a primary goal for the program. Competitive rates will significantly reduce the risk that customers opt-out of Lebanon Community Power and allow the program to achieve our medium- to long-term goals.

To that end, working with the other members of the Coalition, Lebanon Community Power will adopt Energy Risk Management and Financial Reserve policies. The purpose of these policies is to:

- Ensure that Lebanon Community Power allocates customer revenues in ways that balance our community’s goals and objectives over the short-to-long term; and
- Define how the Coalition will conduct energy risk management, procurement and market operations on behalf of Lebanon Community Power (so that the agency remains in compliance with our adopted policies).

These policies, combined with the operational procedures and practices of the Coalition’s business model — referred to as the “3Ps” of energy risk management — are designed to ensure that Lebanon Community Power, along with all participating members of the Coalition, will be able to:

- Foresee, forecast and adequately plan for adverse contingencies (such as power supply shocks, economic downturns and changes in policy and regulations);
- Structure and manage a diversified portfolio (or “book”) of physical and financial energy contracts in order to (1) hedge price risk in an optimal fashion by assessing the cost of entering into forward contracts against the risk of wholesale market price exposure, (2) transact quickly to take advantage of changing market conditions and (3) incorporate energy contracts from a variety of preferred sources (e.g., renewables and battery storage assets, local generators, customer-generators and demand response programs, etc.);
- Maintain competitive rates, and additionally set aside funds to accrue financial reserves, while also implementing local programs (designed in ways that lower portfolio costs and risk factors);
- Draw on financial reserves or credit support sufficient to maintain (1) rate stability for participating customers and (2) adequate cash flow for the Coalition’s operations over the course of any adverse events and periods.

As Lebanon Community Power accrues financial reserves, the Coalition will be able to facilitate additional ways to lower costs, create new value, and further enhance the financial stability of the program. As one example, the accrual of sufficient reserves will allow Lebanon Community Power to begin self-providing the collateral required for wholesale power market transactions and power purchase agreements. This will lower the capital costs and risk premiums otherwise embedded into the price of power contracts negotiated by the Coalition. Similarly, the Coalition also intends to facilitate pooled power procurement across participating Community Power programs, and to explore opportunities to jointly satisfy collateral obligations within these arrangements.

Lastly, as explained further in the section below, the combination of the Coalition’s approach to energy portfolio risk management and the accrual of sufficient financial reserves by participating members is what will enable Lebanon Community Power to enter into long-term contracts — in order to construct new renewable and battery storage projects.

Development of Renewable and Battery Storage Projects

As Lebanon Community Power and other participating Community Power programs demonstrate the ability to accrue reserves sufficient to ensure our collective financial stability — and maintain or grow our customer base by offering competitive rates and innovative services over time — the Coalition will be able to facilitate new project developments for Lebanon Community Power and other Community Power programs that elect to jointly participate in long-term contracting solicitations. As context:

- Project developers and financiers require long-term power purchase agreements (typically 10 years or longer in duration) to justify the upfront cost of constructing new renewables and

battery storage facilities;

- Consequently, project financiers will not execute long-term contracts with a Community Power program if they do not believe that the program is likely to remain a stable, credit-worthy counterparty (i.e., unlikely to default on payment obligations over the contract term).

Achieving the ability to execute long-term contracts and build new renewables and battery storage projects is a priority for Lebanon Community Power and the other Community Power programs joining together to create the Coalition. This objective is an important policy goal for our program and will additionally diversify the energy supply portfolio managed by the Coalition.

Portfolio diversification helps to stabilize operating margins by intelligently hedging Lebanon Community Power's exposure to wholesale market dynamics and price fluctuations. The objective is to enter into contracts that help to manage risk and maximize revenues for the program from total portfolio management perspective, in order to further strengthen our program's financial performance and stability over the long-term. As context:

- When bidding on joint project development solicitations, developers will submit different combinations of technologies, project locations, prices, term lengths and contractual clauses with operational and financial implications.
- Selecting which contracts to enter into — and effectively negotiating contract terms and prices — requires analyzing the different contracts being offered, individually and in combinations, and simulating the impact that the new contracts would have on Lebanon Community Power's cashflow, total portfolio costs and risk profile over the length of the contract.
- This exercise, which is a key component of the Coalition's broader "portfolio strategy" analysis, is referred to as "contract valuation" or "deal valuation". These simulations allow the Coalition to quantify the value of the contract (from a portfolio risk management perspective), compare the value against the price being offered by developers, negotiate for better terms and prices as necessary, and enter into contracts on behalf of Lebanon Community Power that are likely to cost less than the value created at the program portfolio level.

As described in the preceding section *"Energy Risk Management & Financial Reserve Policies, Procedures and Practices"*, the Coalition's business model has been designed to actively manage a diversified portfolio of energy contracts at launch — which entails:

- Understanding and analyzing energy cost and risk factors on a continuous basis;
- Conducting contract valuation simulations;
- Negotiating contract terms and prices with a variety of counterparties to construct a portfolio of energy contracts that, in aggregate, is designed to optimally hedge price risk; and
- Thereafter, actively and continuously managing the "book" of contracts in response to market dynamics, price movements and opportunities.

In these ways, the Coalition's business model provides the foundational capabilities required to support joint project development solicitations for Lebanon Community Power and other participating programs — inclusive of long-term contract valuation simulations, counterparty negotiation, and active management of the contract and overall portfolio thereafter.

Lebanon Community Power Goals, Objectives and Requirements

Lebanon Community Power affords the City the capacity and flexibility to realize and build on our policies pertaining to, sustainability, energy, economic vitality, and infrastructure.

Our policy goals will need to be pursued through a combination of direct program activities and informed public advocacy at the Legislature and Public Utilities Commission. This will require enhanced coordination with other communities as well as advanced operational services, dedicated expertise, innovation and sustained initiative carried out over a period of multiple years.

Simultaneously, maintaining competitive rates compared to Liberty Utilities' default service rates — as market prices, energy technologies and policies change over time — will require nimble decision-making and the ability to evolve business operations in response to changing market conditions to actively manage risk, minimize costs and maximize the creation of customer value.

The structure of the Coalition — the combination of the joint powers agency's community governance model, competitive business model and coordinated approach to engaging in public advocacy — has been designed to enable and streamline these activities for Lebanon Community Power at an advantageous, cost-effective economy-of-scale.

Participation in the Coalition is therefore expected to strengthen the capacity and financial performance of Lebanon Community Power, such that the program can operate continuously as a self-supporting, competitive enterprise for the foreseeable future, and will therefore be able to work towards achieving the full scope of our policy goals and objectives over the long-term.

Lebanon's Policy Goals

The City of Lebanon is committed to advancing an environmentally and economically sustainable future. This commitment is expressed through a sustainability vision and principles, as well as through the Master Plan and the ongoing Outcomes and Work Plan of the City administration.

The overall long-term goal of the Energy Chapter of Lebanon's Master Plan is that "Lebanon is a leader in energy efficiency, renewable energy reliance, and innovation across municipal, commercial, institutional, and residential sectors."

The City Council has adopted a resolution in support of the Paris Climate Accords that concludes by stating that the City "[s]tands ready to work with other communities and towns across the state, to provide the leadership and resources at the local level that will reduce greenhouse gas emissions, protect our most vulnerable residents from the impacts of climate change, and reap the benefits of the transition to a clean energy economy."

Refer to [Attachment 8](#) for additional select excerpts of these policies and links to more detail.

Lebanon Community Power Objectives

To achieve our policy goals, Lebanon Community Power will be guided by the following objectives:

Lebanon Community Power is aligned with our goals of creating a more localized, resilient, and clean energy system. The program is guided by the following objectives, which represent an actionable, comprehensive, and stable pathway to achieving these goals over the short- to long-term:

- 1. Save Customers Money:** Lebanon Community Power will only launch if it can initially offer a rate lower than the default energy service rate offered by Liberty Utilities, and its long-term stability

depends on maintaining rate options competitive with Liberty's default service rate. Lebanon Community Power will bring to all default customers rate advantages now utilized only by customers able to access competitive supply. This will directly benefit residents and small businesses and institutions in Lebanon.

2. Provide Green Power: Lebanon Community Power will offer customers easy opt-in options to purchase more renewably sourced electricity that will serve a pent-up demand for greener power and will further the City's goal of reducing overall greenhouse gas emissions.

3. Plan for Rate Stability: By adopting an Energy Risk Management Policy to guide procurement and depositing a portion of revenues into a rate reserve fund, Lebanon Community Power will protect its default service customers against rate fluctuation and ensure its own long-term stability as a program.

4. Consumer Protections & Public Advocacy: As an instrumentality of the City of Lebanon, Lebanon Community Power will act in the interest of its customers and the City, by ensuring that the contracts it enters into on behalf of customers are fair, and by representing the interests of its customers before the legislature and the Public Utilities Commission on matters pertaining to Community Power, ratepayer protection, local energy generation and resiliency of the grid.

5. Assist Customers to Lower Total Energy Costs: Lebanon Community Power will develop programs to lower the carbon emissions and the overall cost of customer energy use, through electrification of appliances and vehicles and through thermal efficiency programs to lower heating and cooling energy costs. The adoption by customers of technologies that will reduce the electricity demand of Lebanon Community Power during peak hours will lower transmission and capacity costs for all Lebanon Community Power customers (and other ratepayers). Eventually Lebanon Community Power intends to offer opt-in time varying rates to incentivize shifting power consumption away from times when electricity wholesale market prices are high and demand on the system is peaking. This may include a limited opt-in real-time pricing pilot if feasible.

6. Promote Renewable Energy: Besides offering participants the option to purchase higher proportions of renewably sourced electricity, Lebanon Community Power will prioritize the inclusion of renewable energy sources in its portfolio, including providing markets to encourage the development of new local and regional renewable energy capabilities.

7. Develop Energy Resilience: By encouraging local energy production and -local storage strategies, by supporting the installation by customers of technologies that controls when power is taken from the grid and when it is supplied to the grid, and by developing microgrids to supply critical facilities, Lebanon Community Power will enhance local energy resilience.

8. Regional Collaborations: Lebanon Community Power will work with other Community Power programs, utilities, municipalities, and government agencies to jointly develop cost effective renewable generation and storage projects and energy infrastructure, such as electric vehicle transit fleets and charging corridors; and

9. Grid Modernization: Lebanon Community Power will join with other Community Power programs to advocate for policies, regulations, and infrastructure investments — such as the widespread deployment of interval meters and other Smart Grid infrastructure technologies — necessary to achieve an affordable, localized and resilient energy system that: enables innovative customer services and the intelligent use of new clean technologies, the reliable operation of the utility's distribution grid along with customer and community owned microgrids, and the cost-effective integration of local and regional renewable generation and energy storage resources.

Through strategies and initiatives like these, enabled by the scope and scale of service provided through the Coalition, Lebanon Community Power intends to:

- Reduce fossil fuel consumption overall while enhancing the reliability of our electricity grid;
- Create savings and new value for customers; and
- Support the vitality and growth of local businesses.

These objectives that are essential to our continued success as a vital, sustainable community.

Near-Term Operational Requirements

While many of the broader benefits Lebanon Community Power intends to create for customers and the City will be developed over time, the program’s immediate objective is to offer competitive default supply rates compared to Liberty Utilities while accruing a reserve fund sufficient to ensure long-term financial stability, and additionally offering 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.

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

Performance Relative to Utility Default Service and Net Energy Metering Generation Rates

Compensation to customer generators under Net Energy Metering generation rates, the timing of the program’s rate setting decisions and, to a certain degree, the procurement of electricity will need to take into account Liberty Utilities’ tariffs, processes and timing in regard to these activities.

Refer to [Attachment 3](#), [Attachment 4](#), [Attachment 5](#) and the section “[Net Metering and Group Net Metering Policies](#)” for additional documentation and discussion of these factors.

Customer Rates and Products

The table below provides an illustrative example of a default service product and optional rates that could be offered to customers:

	DEFAULT SERVICE (automatic enrollment)	OPTIONAL PRODUCTS		
		Basic Service	Green Start	Prime
Attributes	5-10% above Renewable Portfolio Standard (RPS)	Meets RPS	~50% Renewable	100% Renewable
Price	Meet or beat default utility rate at launch	Below default utility rates	Higher or competitive w/ default utility rate	Exceeds default utility rate

The products that Lebanon Community Power initially offers to customers, and the rates charged for each product, will be refined and finalized in advance of program launch.

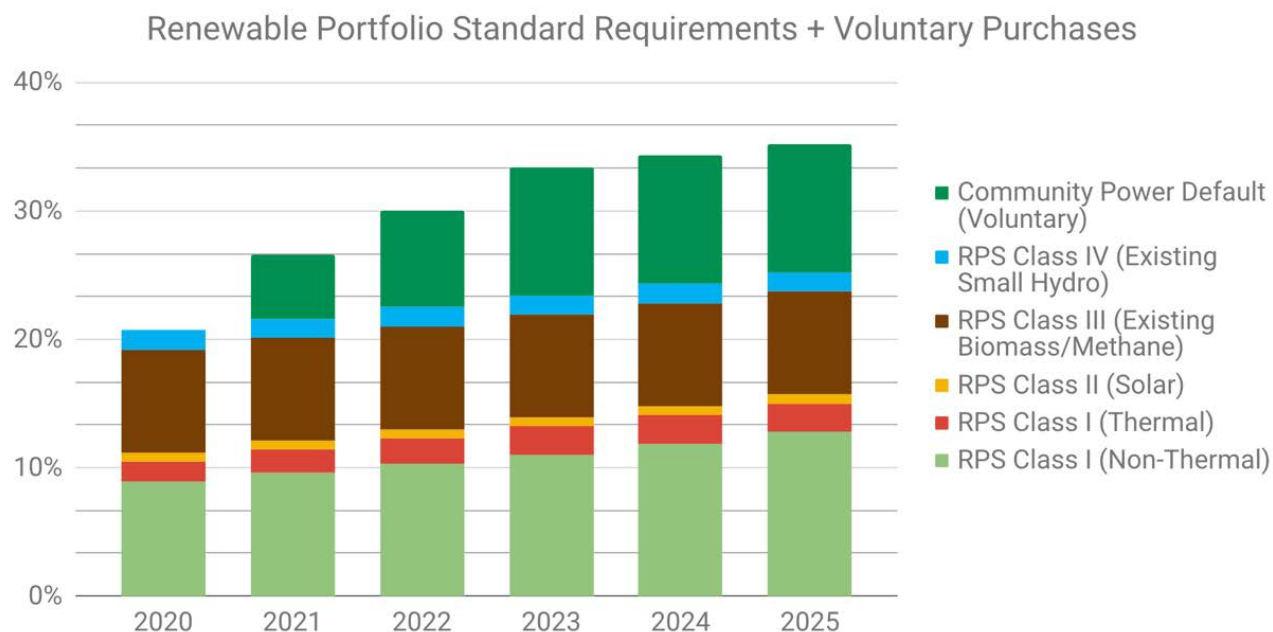
Renewable Portfolio Standard Requirements

New Hampshire’s Renewable Portfolio Standard (RPS) requires all electricity suppliers to obtain RECs for four distinct “classes” of renewables, each distinguishing between different technologies and dependent upon the year that the generators came online.

For 2021, Liberty Utilities and other electricity suppliers are required to include 21.6% renewable energy in their energy supply. This minimum compliance requirement will increase incrementally to 25.2% by 2025 and remain fixed thereafter, absent an increase in the RPS.

Lebanon Community Power will seek to procure voluntary renewables in excess of the RPS minimum requirements from “Class I” resources (as defined in [Attachment 3](#)). Additionally, the program could prioritize including as much renewable energy sourced from generating resources located in New Hampshire and New England as possible.

The chart below shows the different classes and quantities of renewable power required under the RPS between 2020 and 2025, along with, for the sake of illustration, Lebanon Community Power’s additional voluntary purchases (assuming that the default product from the table in the proceeding section, which exceeds RPS requirements by 5% to 10% each year):



Energy Risk Management and Financial Reserve Policy Compliance

Lebanon Community Power’s power procurement, budgeting and rate-setting will be carried out in accordance with the Energy Risk Management Policy and Financial Reserve Policy that will be adopted by the City Council.

This decision-making framework is intended to guide the program to allocate revenues in a manner that appropriately balances our competing priorities — to ensure that Lebanon Community Power will remain stable, and able to work towards achieving all of our policy goals, over the long-term.

ELECTRIC AGGREGATION PLAN STATUTORY REQUIREMENTS

The following requirements for this Electric Aggregation Plan, in compliance with RSA 53-E:6, are addressed below:

- A. Organizational structure of the program;
- B. Methods of entering into and terminating agreements;
- C. Operation and funding;
- D. Rate setting, costs, and customer enrollment process;
- E. Rights and responsibilities of program participants;
- F. Net metering and group net metering policies;
- G. Ensuring discounts for Electric Assistance Program participants; and,
- H. Termination of program.

Organizational Structure of the Program

Upon approval of this plan, Lebanon Community Power will be authorized to provide electricity and other related services to participating residents, businesses, and other customers in the City.

The City Council will oversee the program and has overall governance authority. Decisions regarding Lebanon Community Power, such as updating program goals, adoption of an Energy Risk Management and Financial Reserve Policy and approval of customer rates, will be made at duly noticed public meetings and with advisory support from LEAC.

Once the joint powers agency is incorporated, the Mayor, in consultation with the City Manager will appoint a primary and alternate representative to the Community Power Coalition of New Hampshire's Board of Directors and may delegate certain decision-making authorities to them to carry out their responsibilities at the City Council's direction.

In general, Lebanon's representatives will be expected to help oversee the start-up and operation of the agency, provide input regarding the Coalition's public advocacy on matters of policy and regulation, provide direction to the Coalition's staff and vendors as the agency's operations and customer services evolve over time, and report back regularly regarding the performance of Lebanon Community Power and on any matter that warrants attention or requires action by the City Council.

Additionally, the City Council may direct LEAC to continue to hold meetings for the purpose of providing community input and advisory support regarding the program.

Methods of Entering into and Terminating Agreements

This Electric Aggregation Plan authorizes the City Council to negotiate, enter into, modify, enforce, and terminate agreements as necessary for the implementation and operation of Lebanon Community Power.

Operation and Funding

Lebanon Community Power will contract with qualified vendors and credit-worthy suppliers to provide the services, credit support and electricity required to launch and operate the program.

This plan assumes, but does not require, Lebanon to participate fully in the Coalition and thereby contract for operational services jointly with other participating Community Power programs.

The Coalition's third-party contractors will be expected to fund the upfront cost of implementing Lebanon Community Power, the expense of which will be amortized and recovered in the program's rates and charges to participating customers. The program may also seek opportunities to apply for grant funding, either independently or through the Coalition.

Services provided by third-party entities required to launch and operate the program may include portfolio risk management advisory services, wholesale load-serving entity services, financial services, electronic data interchange services with the utility, and customer notification, data management, billing, and relationship management (e.g., call center, website, etc.) services.

Additional support services such as management and planning, budgeting and rate setting, local project development support, regulatory compliance, and legislative and regulatory engagement services (on matters that could impact the program and participating customers) will be addressed through a combination of staff support and third-party services.

Lebanon Community Power will provide "all-requirements" electricity supply for its customers, inclusive of all of the electrical energy, capacity, reserves, ancillary services, transmission services (to the extent not provided through Liberty), transmission and distribution losses, congestion management, and other such services or products necessary to provide firm power supply to participants and meet the requirements of New Hampshire's Renewable Portfolio Standard. (Refer to [Attachment 3](#) for details regarding the requirements of Renewable Portfolio Standard statute, RSA 362-F.)

Electricity supply contracts will be executed or guaranteed by investment-grade entities, and suppliers will be required to use proper standards of management and operations, maintain sufficient insurance, and meet appropriate performance requirements.

Additionally, RSA 53-E provides Community Power programs with authorities pertaining to meter ownership, meter reading, billing, and other related services. These authorities provide Lebanon Community Power with the practical ability to help customers adopt and use innovative technologies (for example, building management systems, smart thermostats, backup battery storage systems, controllable electric vehicle chargers, etc.) in ways that save money, enhance grid resiliency, and decarbonize our power supply.

However, the implementation of these authorities is expected to take some time, as it requires action by the Public Utilities Commission to adopt enabling rules and coordination with Liberty Utilities to adapt existing meter and billing system processes.

Rate Setting, Costs, Enrollment Process, and Options

Customers who choose not to participate in Lebanon Community Power shall not be responsible for any costs associated with the program, apart from incidental costs incurred by the City prior to the point at which the program starts producing revenue from participating customers (for example, contract review by legal counsel, but not any operational or capitalized costs of the program).

Rate Setting and Costs

Lebanon Community Power will only launch if it is able to offer residential default rates that are initially lower than or competitive with those offered by Liberty Utilities; thereafter, the program

will strive to maintain competitive rates for all default service customers on an overall annual basis, as well as customers who opt-in or opt-up to receive optional retail products, while working to achieve the program's goals (as set forth in this Electric Aggregation Plan and modified from time to time at the direction of the City Council).

The City Council will adopt an Energy Risk Management Policy and Financial Reserve Policy to govern the program's power procurement and rate-setting decisions. Rates will be set at a level such that revenues from participating customers are projected to meet or exceed the ongoing operating and capital costs of the program.

To ensure the financial stability of Lebanon Community Power, a portion of revenues will be deposited in a financial reserve account. In general, the fund will be restricted for uses such as:

- **In the near-term**, maintain competitive customer rates in the context of price fluctuations in the electricity market and other factors;
- **In the medium term**, as collateral for power purchase agreements (including for the development of new renewable and battery storage projects), and for additional credit enhancements and purposes that lower the program's cost of service; and
- **Over the long term**, may also be used to directly fund other program financial requirements, or to augment the financing for development of new projects and programs in the later years of the program, subject to the City Council's approval.

As required by law, the program will ensure the 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.

In other words, customers will be treated the same based on their circumstances. For example, any customers that opt-in after being offered the opportunity to participate during the initial enrollment period may be offered rates that reflect how market prices have changed in the intervening period.

Changes to the program's default service rates shall be set and publicly noticed at least 30 days in advance of any rate change.

Enrollment Process and Options

Lebanon Community Power intends to launch on an opt-out basis, providing an alternative default service to the utility provided default service rate. After approval of this Electric Aggregation Plan and before the launch of Lebanon Community Power, all customers in the City will be sent notifications regarding the program and offered the opportunity to participate:

- **Customers currently on default service provided by Liberty Utilities** will be sent "opt-out" notifications — describing the program, its implications for the City, the rights and responsibilities of customers, and program rates and charges — with instructions on how to decline participation, and thereafter be transferred to Lebanon Community Power if they do not opt-out of the program prior to launch.
- **Customers already served by Competitive Electric Power Suppliers** will receive "opt-in" notifications describing the program and may request to opt-in to the program.

Customers will be notified through a mailing, which will be posted not less than 30 days prior to the enrollment of any customers. All information will be repeated and posted at the City's Community

Power website. A public information meeting will be held within 15 days of the notification to answer program questions or provide clarification.

Optional products, such as increased renewable power content in excess of the Renewable Portfolio Standard (RPS) requirements and other energy services, including time varying rates, may be offered on an opt-in basis.

After launch and in accordance with any applicable rules and procedures established by the Public Utilities Commission, new customers will be provided with the default service rates of Liberty Utilities and Lebanon Community Power and will be transferred onto Lebanon Community Power's default service unless they choose to be served by Liberty Utilities or a Competitive Electric Power Supplier.

Customers that request to opt-in to the program may do so at the discretion and subject to the terms of Lebanon Community Power.

Residents, businesses, and other electricity customers may opt-out of participating in Lebanon Community Power default service at any time, by submitting adequate notice in advance of the next regular meter reading by Liberty Utilities (in the same manner as if they were on utility provided default service or as approved by the Public Utilities Commission).

Customers that have opted-in to an optional product offered by Lebanon Community Power may switch back to the Liberty Utilities or to take service from a Competitive Electric Power Supplier subject to any terms and conditions of the optional product.

Rights and Responsibilities of Program Participants

All participants will have available to them the customer protection provisions of the law and regulations of New Hampshire, including the right to question billing and service quality practices.

Customers will be able to ask questions of and register complaints with the City, Liberty Utilities and the Public Utilities Commission.

Lebanon Community Power shall maintain the confidentiality of individual customer data in compliance with its obligations as a service provider under [RSA 363:38](#) (privacy policies for individual customer data; duties and responsibilities of service providers) and other applicable statutes and Public Utilities Commission rules. Individual customer data includes information that singly or in combination can identify that specific customer including the individual customers' name, service address, billing address, telephone number, account number, payment information, and electricity consumption data. Such individual customer data will not be subject to public disclosure under RSA 91-A (access to governmental records and meetings). Suppliers and vendors for Lebanon Community Power will be contractually required to maintain the confidentiality of individual customer data pursuant to RSA 363:38, V(b).

Aggregate or anonymized data that does not compromise confidentiality of individual customers may be released at the discretion of Lebanon Community Power and as required by law or regulation.

Participants will continue to be responsible for paying their bills. Failure to do so may result in a customer being transferred from Lebanon Community Power back to Liberty Utilities (the regulated distribution utility and provider of last resort) for default energy service, payment collections and utility shut offs under procedures subject to oversight by the Public Utilities Commission.

Net Metering and Group Net Metering Policies

Under the net metering process, customers who install renewable generation or qualifying combined heat and power systems up to 1,000 kilowatts in size are eligible to receive credit or compensation for any electricity generated onsite in excess of their onsite usage.

Any surplus generation produced by these systems flows back into the distribution grid and offsets the electricity that would otherwise have to be purchased from the regional wholesale market to serve other customers.

Currently, customer-generators are charged their full retail rate for electricity supplied by Liberty Utilities and receive credits for electricity they export to the grid based on Liberty Utilities' Net Energy Metering (NEM) tariffs.

Lebanon Community Power intends to provide new rates and terms that compensate participating customer-generators for the electricity supply component of their net metered surplus generation.

Customer-generators will continue to receive any non-supply related components (e.g., transmission and distribution credits) directly from Liberty Utilities, as specified under the terms of their applicable net energy metering tariff.

Lebanon Community Power's exact terms, conditions, and rates for compensating and crediting different types of NEM customer generators in the City will be set at duly noticed public meetings and fully disclosed to all prospective NEM customers through the program's enrollment notification process and thereafter.

Certain aspects of administering net energy metering require coordination between Liberty Utilities and Lebanon Community Power. The enabling services and strategies that Lebanon Community Power may pursue, to benefit and encourage customers to adopt distributed generation, include but are not limited to:

- Dual-billing customer-generators separately for supply services;
- Offering time-varying rates and alternative credit mechanisms to compensate customers for surplus generation; and
- Streamlining the establishment of new Group Net Metering and Low-Moderate Income Solar Project groups;
- Facilitating interval meter and Renewable Energy Certificate (REC) meter installations for customer-generators; and
- Engaging at the Legislature and Public Utilities Commission to advocate for upgrades and reforms to metering and billing infrastructure and business processes to enable Net Energy Metering and other innovative services to benefit customer-generators.

For additional details regarding these enabling services and strategies, refer to:

- [Attachment 5](#) provides an overview of Liberty Utilities' net energy metering tariffs in use today, including the "standard" and "alternative" tariffs for individual customer-generators as well as Group Net Metering and Low-Moderate Income Solar Project options, and tables showing the number of customer-generators on net metered service in each utility territory;
- [Attachment 6](#) provides an in-depth discussion regarding operational and strategic opportunities to enhance net metering and group net metering through Lebanon Community Power.

Ensuring Discounts for Electric Assistance Program Participants

Income eligible households can qualify for discounts on their electric bills under the Electric Assistance Program. Lebanon Community Power will support income eligible customers who enroll in the Electric Assistance Program to receive their discount.

Electric Assistance Program discounts are funded by all ratepayers as part of the System Benefits Charge, which is charged to all customers and collected by the distribution utilities.

At present, the Public Utilities Commission and utilities only support provision of the discount to individual customers when the customer's electricity supply charges are billed through the distribution utility.

Lebanon Community Power consequently plans to rely on Liberty Utilities to bill all customer accounts enrolled in the Electric Assistance Program. This represents no change in the provision or funding of this program.

This arrangement may be revisited if, at some point in future, the Public Utilities Commission enables Community Power programs to provide Electric Assistance Program customers with their discount directly.

Termination of the Program

There is no planned termination date for Lebanon Community Power.

Lebanon Community Power may be terminated by majority approval of the City Council. If so terminated, Lebanon Community Power would cease operations after satisfying any obligations contractually entered into prior to termination, and after meeting any advance notification period or other applicable requirements in statute or regulation, at which point participating customers would either be transferred to default service provided by Liberty Utilities or to a Competitive Electric Power Supplier of their choosing.

Lebanon Community Power will provide as much advance notice as possible regarding the potential or planned termination of the program to participating customers, the Coalition, the Public Utilities Commission and Liberty Utilities.

Upon termination, the balance of any funds accrued in the program's financial reserve fund and other accounts, if any, would be available for distribution or application as directed by the City Council and in accordance with any applicable law and regulation.

Attachments

Attachment 1: Legislative Background and Local Control Authorities

In 1996, New Hampshire led the nation in being the first state to pass an Electric Utility Restructuring Act ([RSA 374-F](#)), the purpose of which is excerpted in full below:

- I. The most compelling reason to restructure the New Hampshire electric utility industry is to reduce costs for all consumers of electricity by harnessing the power of competitive markets. The overall public policy goal of restructuring is to develop a more efficient industry structure and regulatory framework that results in a more productive economy by reducing costs to consumers while maintaining safe and reliable electric service with minimum adverse impacts on the environment. Increased customer choice and the development of competitive markets for wholesale and retail electricity services are key elements in a restructured industry that will require unbundling of prices and services and at least functional separation of centralized generation services from transmission and distribution services.*
- II. A transition to competitive markets for electricity is consistent with the directives of part II, article 83 of the New Hampshire constitution which reads in part: “Free and fair competition in the trades and industries is an inherent and essential right of the people and should be protected against all monopolies and conspiracies which tend to hinder or destroy it.” Competitive markets should provide electricity suppliers with incentives to operate efficiently and cleanly, open markets for new and improved technologies, provide electricity buyers and sellers with appropriate price signals, and improve public confidence in the electric utility industry.*
- III. The following interdependent policy principles are intended to guide the New Hampshire public utilities commission in implementing a statewide electric utility industry restructuring plan, in establishing interim stranded cost recovery charges, in approving each utility’s compliance filing, in streamlining administrative processes to make regulation more efficient, and in regulating a restructured electric utility industry. In addition, these interdependent principles are intended to guide the New Hampshire general court and the department of environmental services and other state agencies in promoting and regulating a restructured electric utility industry.*

Prior to this point, state regulators set retail customer rates to allow electric utilities to recover a return on their investments (profits) and prudently incurred costs for “vertically integrated” monopoly service — spanning wholesale electricity generation, transmission, local distribution and retail customer services (metering, billing, collections, call center operations and so on).

Restructuring sought to increase competition and technological innovation in the markets for electricity supply and retail customer services, by requiring electric utilities to divest of their generation portfolios, creating a Federally regulated regional electricity market or “Independent System Operator” (ISO New England is the market operator for New England), and allowing Competitive Electric Power Suppliers (CEPs) to offer electricity supply rates and other services to retail customers.

Customers that did not choose a competitive supplier were left on “default service” provided by the electric utilities — afterwards referred to as “electric distribution companies” — which continue to be regulated by the Public Utilities Commission. The distribution utilities periodically hold auctions for competitive suppliers to bid against one another for the right to supply

electricity to default service customers in large groups to competitive suppliers. (Refer to [Attachment 4](#) for additional details on this process.)

Status of the Competitive Market

Nearly a quarter century has passed, and New Hampshire's competitive market has seen little growth since 2013. Four out of five customers remain on default service provided by the distribution utilities, and the customers that are on competitive supply only account for about half of total electricity usage.

Regulated distribution utilities continue to provide services that are not natural monopolies, and could therefore be available by competitive means, such as: default electricity supply, metering, meter data management, billing, and other retail customer services (such as demand response and energy storage for smaller customers).

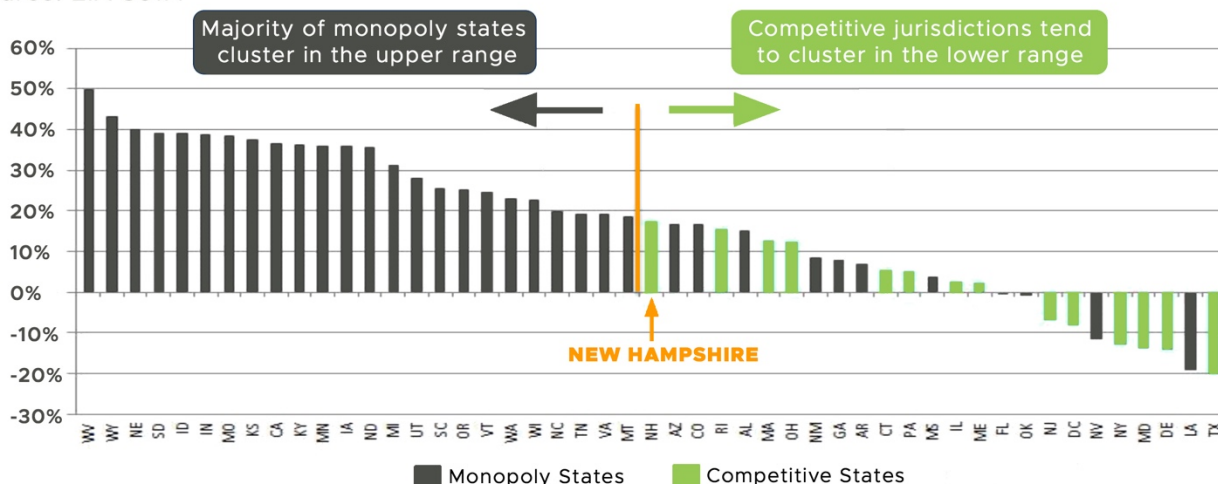
The continued reliance on utilities to provide these customer-facing services has necessitated state regulation over many aspects of the retail customer market. Utility regulation relies on administrative regulatory proceedings, which are necessarily more slow-moving and unable to respond to changing customer technologies and wholesale market dynamics (such as the increased price volatility caused by higher levels of renewable generation) compared to the nimbler, market-based framework envisioned under the Electric Utility Restructuring Act.

Residential customers, in particular, are not offered many rate options or clean technology innovations today: out of the 29 competitive suppliers currently offering service in New Hampshire, only nine offer service to residential customers (and only four serve customers in every distribution utility territory).

As a consequence, New Hampshire has fallen behind every other state with a restructured electricity market in terms of price competition:

All Sector Price % Price Change by State, 2008-2019

Source: EIA 861M



Credit: *Retail Energy Supply Association, 2020.*

The Community Power Act

In order to support the growth of competitive market services in alignment with The Electric Utility Restructuring Act, Senate Bill 286 and [RSA 53-E:6](#) have authorized towns, cities and

counties to launch Community Power programs that replace distribution utilities as default suppliers of electricity to retail customers. The purpose of RSA 53-E is excerpted below:

“The general court finds it to be in the public interest to allow municipalities and counties to aggregate retail electric customers, as necessary, to provide such customers access to competitive markets for supplies of electricity and related energy services. The general court finds that aggregation may provide small customers with similar opportunities to those available to larger customers in obtaining lower electric costs, reliable service, and secure energy supplies. The purpose of aggregation shall be to encourage voluntary, cost effective and innovative solutions to local needs with careful consideration of local conditions and opportunities.”

To achieve this purpose, RSA 53-E:3 allows Community Power programs to enter into agreements and provide for:

“the supply of electric power; demand side management; conservation; meter reading; customer service; other related services; and the operation of energy efficiency and clean energy districts adopted by a municipality pursuant to RSA 53-F and as approved by the municipality’s governing body.”

RSA 53-E:3-a further provides Community Power programs with authorities and regulatory pathways to offer more advanced meters for customers, and to provide for alternative customer billing options. Both metering and billing services are important means by which Community Power programs will be able to better engage customers and offer more innovative services that lower the energy expenditures and carbon emissions for individual customers and communities.

Lastly, and to enable all municipalities to work together to achieve this purpose, RSA 53-E:3 provides that *“such agreements may be entered into and such services may be provided by a single municipality or county, or by a group of such entities operating jointly pursuant to [RSA 53-A](#).”*

Community Power program *“shall not be required to own any utility property or equipment to provide electric power and energy services to its customers.”* To ensure that utilities are fairly compensated for their continuing role in owning and operating the distribution grid, RSA 53-E:4(III) stipulates that:

“Transmission and distribution services shall remain with the transmission and distribution utilities and who shall be paid for such services according to rate schedules approved by the applicable regulatory authority, which may include optional time varying rates for transmission and distribution services that may be offered by distribution utilities on a pilot or regular basis.”

Enabling locally controlled Community Power programs, in order to exercise local control over these authorities and bring in third-party competitors to provide more innovative services on a community-wide scale, represents a viable and stable pathway to animate competitive retail markets across New Hampshire — and thus realize a lower-cost, more innovative and sustainable future for both our community and all Granite Staters.

Lebanon is committed to using its local control authorities granted under RSA 53-E to accelerate innovation, customer and community choice in electricity supply, the creation of new economic value, and a sustainable and resilient future for our City and customers.

Attachment 2: The Community Power Coalition of New Hampshire

Lebanon is a founding member of the Community Power Coalition of New Hampshire (“CPCNH” or “the Coalition”), a nonprofit joint powers agency authorized under RSA 53-A and governed by participating communities under the terms of the Joint Powers Agreement unanimously approved by Lebanon’s City Council on February 3rd, 2021. The City Council’s motion is provided below:

Councilor Bronner MOVED, that the Lebanon City Council hereby authorizes the City Manager to enter into an intermunicipal agreement known as the “Joint Powers Agreement” under the provisions of New Hampshire RSA 53-A to create the Community Power Coalition of New Hampshire (CPCNH) for the purpose of supporting member municipalities and counties in developing and implementing electric aggregation plans, pursuant to RSA 53-E, as well as related statutory authorities.

BE IT FURTHER MOVED, that the Mayor, in consultation with the City Manager, is authorized to appoint a City representative and an alternate to the CPCNH Membership and Board of Directors.

The motion was seconded by Councilor Heistad and approved 8-0 by: Mayor McNamara, Assistant Mayor Below, and Councilors Bronner, Heistad, Liot Hill, Sykes, Winny, and Zook.

The Joint Powers Agreement is available on the Coalition’s webpage (<http://www.cpcnh.org>). The agreement includes the nonprofit’s Bylaws and Articles of Agreement, and details the common purpose, authorities, structure, Board of Directors, committees, cost sharing principals, liability protections, and other aspects of the organization.

The City of Nashua and towns of Hanover and Exeter have also approved entering into the Joint Powers Agreement, Cheshire County is expected to do so over the near-term, and additional communities are starting to evaluate joining the Coalition as founding members as well.

After the founding members jointly execute the agreement, the Coalition will be incorporated, and the Board constituted with Directors appointed by each member’s governing body. The Board will directly oversee the initial startup and implementation activities of the Coalition.

Municipalities that adopt the Joint Powers Agreement prior to the joint execution of the agreement by participating municipalities become founding members of the Coalition.

Municipalities that adopt the Joint Powers Agreement after the incorporation of the agency may subsequently apply for membership under the terms and procedures required by the agreement.

Lebanon’s Participation in the Design Process

Lebanon has actively participated in the exploratory “Organizing Group” process that designed the Coalition joint powers agency. This process began in December 2019, with communities interested in Community Power meeting regularly to research national best practices and explore the viability of establishing a collaborative nonprofit to share services across municipalities and counties:

- The Coalition’s initial Organizing Group consisted of the cities of Lebanon and Nashua, the towns of Hanover and Harrisville, and Cheshire County;
- Technical and community advisors included representatives from both Thayer School of

Engineering and Tuck School of Business at Dartmouth, the Monadnock Sustainability Hub, Clean Energy New Hampshire, Growing Edge Partners and Community Choice Partners;

- Activities were carried out in four working group tracks: Governance Agreements, Regulatory and Policy Engagement, Design and Implementation, and Community Engagement.

Over the last year, members of the Coalition’s Organizing Group have:

- Participated in the Community Power informal rule drafting process, including 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 Public Utilities Commission staff;
- Intervened in regulatory proceedings and legislative hearings to represent the interests of communities and customers, such as by advocating for expanded data access in the Commission’s Statewide Data Platform docket, DE 19-197, and successfully negotiating the clarification and expansion of key Community Power authorities in House Bill 315;
- Assessed power agency design best practices — in terms of public governance and competitive operating models — by interviewing elected officials, senior staff and vendors operating Community Power programs in other states, along with representatives from public power associations (such as the American Public Power Association and the Vermont Public Power Supply Authority) and other industry experts; and
- Hosted a virtual summit on Community Power that was attended by over eighty representatives from thirty-one municipalities, collectively representing one-quarter of the state’s default electricity market.

Most recently, the City of Lebanon, using grant funding and in collaboration with the Organizing Group executed legal, community engagement and professional service contracts to help formally establish and implement the Community Power Coalition of New Hampshire.

Joint Powers Agreement Drafting Process

The Organizing Group began by surveying other Community Power states and the broader public power industry, assessed the legal and governance structure of a selection of successful nonprofit power agencies that provide services to multiple municipal members, and interviewed staff and elected officials involved.

After discussing joint governance issues and reviewing the governance documents of comparable entities, the Organizing Group created a draft Joint Powers Agreement for the Coalition in July 2020.

In September 2020, the City of Lebanon and Town of Hanover, in collaboration with the Organizing Group, reviewed six responses to a Request for Qualifications and retained the legal services of Duncan, Weinberg, Genzer & Pembroke (DWGP). The firm was hired to provide advice on key aspects of joint power agency governance and to finalize the Coalition’s Joint Powers Agreement, in compliance with RSA 53-A., with additional support provided by New Hampshire counsel on a subcontracted basis. DWGP are national leaders with over 50 years in public power legal guidance, and the project was led by DWGP President Michael Postar Esq.

The Joint Powers Agreement was finalized in December 2020.

Outreach and Implementation Process

In February 2021, the City of Lebanon, using previously secured grant funding and in collaboration with the Coalition's Organizing Group, contracted with Henry Herndon (formerly the Director of Local Energy Solutions at Clean Energy New Hampshire) and Samuel Golding of Community Choice Partners, Inc., to provide implementation support services prior to launch.

Mr. Herndon is facilitating branding and policy communication efforts, drafting an outreach strategy, compiling resources and facilitating the engagement of prospective members, and onboarding new members and their representatives throughout the state to the Coalition.

Mr. Golding is advising on Community Power rule development at the Public Utilities Commission and other regulatory and legislative affairs, drafting Electric Aggregation Plans and supporting municipalities through the local approval process, creating educational materials and presentations, drafting a business plan and budget for the Coalition, advising on Board policies and staffing, preparing vendor surveys and a request for proposals for the services and financing required to launch Community Power programs, and assisting in the bid evaluation, award and contracting process.

Attachment 3: New Hampshire's Renewable Portfolio Standard

New Hampshire's Electric Renewable Portfolio Standard ("RPS") statute, RSA 362-F, established the renewable energy policy for the State.

The RPS statute requires each electricity provider, including Liberty Utilities and Lebanon Community Power, to meet a certain percentage of customer load by purchasing, generating or otherwise acquiring Renewable Energy Certificates ("RECs"):

- One REC represents the renewable attributes of one megawatt-hour of electricity, or the equivalent amount of useful thermal energy.
- RECs are generated by certified renewable energy facilities for power that is physically delivered into the New England wholesale electricity market operated by ISO-New England (which means the power can come from within New England, New York or eastern Canada).
- The New England Power Pool Generation Information System (NEPOOL GIS) issues and tracks RECs for the region.
- RECs are generally used for compliance in the same year as the renewable power was generated, though suppliers may "bank" RECs for up to two years to meet up to 30% of compliance requirements.

There are four distinct "classes" of renewable certificates under the RPS, each distinguishing between different technologies and dependent upon the year that the generators came online:

1. Class I is divided between thermal and non-thermal renewables:
 - o Class I non-thermal electricity, from generators that came online after January 1, 2006: wind, solar, small hydroelectric, methane (biologically derived such as from anaerobic digestion of organic materials), biomass, hydrogen (from methane or biomass), ocean thermal, current, tidal or wave energy, and also biodiesel (if produced in state).
 - o Class I thermal energy, from generators that came online after January 1, 2013 (and are producing thermal energy, rather than electricity): geothermal, solar thermal, biomass and methane.
2. Class II: solar generation that came online after January 1, 2006.
3. Class III: biomass & methane that came online before January 1, 2006.
4. Class IV: small hydroelectric that came online before January 1, 2006.

Electricity suppliers must obtain RECs for each of the four classes of renewables as a set percentage of their retail electric load, which increase on an annual basis (until plateauing after 2025, unless the RPS is raised in future):

Compliance Year	Total RPS Requirement	Class I Non-Thermal	Class I Thermal	Class II Solar	Class III Biomass & Methane	Class IV Small Hydro
2020	20.70%	8.90%	1.60%	0.70%	8.00%	1.50%
2021	21.60%	9.60%	1.80%	0.70%	8.00%	1.50%
2022	22.50%	10.30%	2.00%	0.70%	8.00%	1.50%
2023	23.40%	11.00%	2.20%	0.70%	8.00%	1.50%
2024	24.30%	11.90%	2.20%	0.70%	8.00%	1.50%
2025 onwards	25.20%	12.80%	2.20%	0.70%	8.00%	1.50%

Note the following flexibilities in meeting Class I requirements:

- Class I non-thermal requirements may be met with Class I thermal biomass and methane resources;
- Class I requirements may also be met with Class III (biomass & methane, thermal and non-thermal) or Class IV (small hydroelectric, non-thermal) resources that have been restored through significant investment or have otherwise begun generating in excess of historic baselines; and
- Solar that came online after January 1, 2006 may be used to satisfy Class II or Class I requirements.

Additionally, net metered customers (primarily customers with solar photovoltaics) that meet certain registration and administrative requirements can track and sell their RECs (which are accounted for in NEPOOL's Generation Information System). Not all customers do, however, and the REC production from such customer generators are estimated by the Public Utilities Commission each year and applied to lower the Class I and Class II procurement requirements of the utilities and other suppliers.

If the electricity providers are not able to meet the RPS requirements by purchasing or acquiring renewable energy certificates, they must pay alternative compliance payments (ACPs). The funds are used for a variety of renewable programs in New Hampshire.

The result is that these alternative compliance payment prices essentially act as a price ceiling for the REC market in New Hampshire. The ACPs for RECs by class in recent years are:

Inflation Adjusted Alternative Compliance Payment Rate (\$ per Megawatt Hour)					
	2017	2018	2019	2020	2021
Class I (Non-Thermal)	\$ 56.02	\$ 56.54	\$ 57.15	\$ 57.61	\$ 57.99
Class I Thermal	\$ 25.46	\$ 25.69	\$ 25.97	\$ 26.18	\$ 26.35
Class II	\$ 56.02	\$ 56.54	\$ 57.15	\$ 57.61	\$ 57.99
Class III	\$ 55.00	\$ 55.00	\$ 55.00	\$ 34.54	\$ 34.99
Class IV	\$ 27.49	\$ 28.00	\$ 28.60	\$ 29.06	\$ 29.44

For example, Eversource, Unitil and the New Hampshire Electric Cooperative have recently made alternative compliance payments instead of purchasing certain categories of RECs:

2019 Company	Alternative Compliance Payments (ACPs)					
	Class I	Class I Thermal	Class II	Class III	Class IV	Total
Liberty Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Hampshire Electric Cooperative	\$ -	\$ 187,192	\$ -	\$ -	\$ -	\$ 187,192
Eversource Energy	\$ -	\$ 519,893	\$ -	\$ -	\$ -	\$ 519,893
Unitil Energy Systems, Inc.	\$ -	\$ -	\$ 1,029	\$ -	\$ -	\$ 1,029
Distribution Utilities Subtotal	\$ -	\$ 707,085	\$ 1,029	\$ -	\$ -	\$ 708,114

For additional information on the Renewable Portfolio Standard, refer to:

- [New Hampshire's RPS statute \(RSA 362-F\)](#)
- [Public Utilities Commission RPS Website](#)
- [New Hampshire Renewable Energy Fund Annual Report \(1 October 2020\)](#)
- [UNH Sustainability Institute Study: New Hampshire RPS Retrospective 2007 to 2015](#)

Attachment 4: Utility Default Procurement Cycles and Rate Setting

Lebanon Community Power has a goal of maintaining competitive default rates compared to Liberty Utilities, while also offering voluntary products that retail customers may opt-in to receive.

The timing of the program's rate setting decisions, and, to a certain degree, the procurement of electricity will need to consider when Liberty Utilities conducts these same activities (particularly for the program's default electricity product).

As context, Eversource, Liberty Utilities and Unitil all issue requests for proposals (RFPs) twice annually for competitive suppliers to assume load-serving entity obligations and supply default customers with electricity for 6-month "strip" periods, with suppliers bidding to serve individual "tranches" or segments of customers by class.

The procurement schedules, tranches and rate practices for each distribution utility are:

- **Eversource** (Public Service Company of New Hampshire): issues RFPs in May and November with bids due in early to mid- June and 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 period for small customers and vary by month for large customers.
- **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).
- **Unitil**: issues RFPs in March and August 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 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.

Supplier bids are priced in dollars per megawatt-hour (\$/MWh) on a monthly basis and generally exclude Renewable Portfolio Standard (RPS) compliance obligations (called "Renewable Energy Certificates" or "RECs"), though Liberty Utilities allows RECs to be bid as a separate product. Distribution utilities typically procure most or all of their supply of RECs through competitive solicitations held separately from the auctions for default electricity service.

New Hampshire's RPS requires all electricity suppliers to procure or otherwise obtain RECs for four distinct "classes" of renewables, each distinguishing between different technologies and dependent upon the year that the generators came online.

For 2021, Liberty Utilities is required to include 21.6% renewable energy in their energy supply. This minimum compliance requirement will increase incrementally to 25.2% by 2025 and remain fixed thereafter, absent an increase in the RPS requirement by the NH legislature.

Refer to [Attachment 3](#) for further details on the RPS.

Attachment 5: Overview of Utility Net Energy Metering Tariffs

Discussion of Utility Net Metering, Group Net Metering and Low-Moderate Income Solar Project Tariffs

Under the net metering process, customers who install renewable generation or qualifying combined heat and power systems up to 1,000 kilowatts in size are eligible to receive credit or compensation for any electricity generated onsite in excess of their onsite usage.

Any surplus generation produced by these systems flows back into the distribution grid and offsets the electricity that would otherwise have to be purchased from the regional wholesale market to serve other customers.

The credits and compensation customer-generators receive for electricity exported to the grid are defined under Net Energy Metering (NEM) tariffs offered by Eversource, Liberty Utilities, Unitil and the .New Hampshire Electric Cooperative.

The Public Utilities Commission (PUC) regulates the investor-owned distribution utilities' Net Energy Metering (NEM) tariffs in accordance with [PUC Rule 900](#) and [RSA 362-A:9](#) (refer to [RSA 362-A:9, XIV](#) specifically for Group Net Metering statutes). The NH Electric Cooperative member elected Board of Directors sets their net-metering tariff rather than the PUC. Note that for the 3 investor owned distribution utilities:

- NEM tariffs offered by the utilities underwent a significant change several years ago;
- Customer-generators that installed systems before September 2017 may still take service under the "NEM 1.0" tariff ("standard" or "traditional" NEM); whereas
- Systems installed after August 2017 must take service under the "NEM 2.0" tariff ("alternative NEM")
- NEM 1.0 customers are allowed to switch to taking service under the NEM 2.0 tariff, but cannot subsequently opt-back into NEM 1.0 (with limited exceptions, e.g., participation in certain pilot programs).

Under both tariffs, customer-generators are charged the full retail rate for electricity supplied by Liberty Utilities and receive credits for electricity they export to the grid for some (but not all) components of their full retail rate. Refer to the next subsection for tables comparing NEM 1.0 to 2.0 tariffs.

To appropriately measure and credit customer-generators taking service under a NEM tariff, Liberty Utilities installs a bi-directional net meter that records each kilowatt-hour (kWh) supplied to the customer from the grid and also each kWh that flows back into the grid. This data is recorded and collected on a monthly billing-cycle basis.

For NEM 1.0 tariff systems (installed before September 2017), any kWh exported to the grid are netted against kWh consumed. If there is a net surplus of kWh at the end of the monthly billing period (i.e., more power was exported to the grid by the customer-generator than was consumed) those surplus or negative kWh are carried forward and can be used to offset future kWh consumption (so the customer only pays for their "net" energy consumption).

For NEM 2.0 tariff systems (installed after August 2017), all customer-generators receive a monetary credit for each kWh that is exported valued at 100% of their default electricity supply rate component for the month. Smaller systems (up to 100 kilowatts in size) additionally receive

credits for 100% of the transmission component and 25% of the distribution component of their retail rate. (Larger systems, up to 1,000 kilowatts in size, only receive full credit for the electricity supply rate component.)

Note that most customer-generators in Lebanon Community Power are expected to be taking service under NEM 2.0 tariffs going forward.

Any credits that accumulate over time are tracked and used to offset the customer-generator's future electricity bills. Customers may also request to cash-out their surplus credit once a year, after their March billing cycle, if the balance exceeds \$100 (or any balance in the event of moving or service disconnection). NEM 1.0 surplus balances are tracked as kWh credits and are converted to dollars at wholesale avoided costs, while NEM 2.0 surplus balances are tracked as monetary credits directly (in dollars). Note that these cash-outs are treated as taxable income by the Internal Revenue Service (IRS). Payments of \$600 or more remitted to the customer are accompanied by a 1099 form for the IRS. Utilities may also issue IRS Form 1099s for smaller amounts.

Alternatively, Group Net Metering is a process that allows any customer-generator to share the proceeds of their surplus generation credits to directly offset the electricity bills of other customers, which is financially more advantageous and can increase the effective value of the system. All the members in the group need to be within the same distribution utility service territory but may be served by different suppliers. The credits are calculated based on the host site's NEM tariff and retail rate, and payments are credited to offset the electricity bills of each member directly by Liberty Utilities (if the customers are billed for supply by Liberty Utilities). These allocations are governed by a Group Net Metering Agreement between the host customer-generator and group members, which is part of the registration process overseen by the Public Utilities Commission.

Note that larger systems (up to 1,000 kilowatts in size) actually have to register as group hosts in order to qualify for net metering in the event that the customer-generator exports more than 80 percent of the power produced onsite to the distribution grid. Additionally, if the electricity exported from larger systems exceeds the total electricity usage of the group on an annual basis, the credit for the residual amount (e.g., electricity exported in excess of the group's total usage) is re-calculated based on Liberty Utilities' avoided cost of electricity supply. This rate is lower than the NEM credit based on the customer-generator's retail rate, and results in a downward payment adjustment issued by Liberty Utilities to the host customer. Residential systems under 15 kilowatts, however, are not subject to this adjustment.

Most recently, a Low-Moderate Income (LMI) Community Solar Project option has been implemented under Group Net Metering. The program currently provides an incentive of 3 cents per kWh (dropping down to 2.5 cents after July 2021) in addition to the host site's NEM credits, and solar systems may be either rooftop or ground-mounted systems. To qualify, groups must include at least five residential customers, a majority of which are at or below 300 percent of the federal poverty guidelines, and non-residential customers cannot account for more than 15 percent of the total projected load in the group.

Lastly, all group hosts (except for residential systems under 15 kilowatts) must file an annual report with the Public Utilities Commission and Liberty Utilities that includes the annual load of the host and members, annual total and net surplus generation of the host site system, and additional information for Low-Moderate Income Community Solar Projects.

In addition to NEM credits, all customer-generators have the option of selling the Renewable Energy Certificates (RECs) produced by their systems. This can provide an additional revenue stream to customer-generators, but requires a separate REC meter, registration and ongoing reporting requirement.

Alternatively, the Public Utilities Commission estimates the RECs that could be produced by all customer-generators who do not separately meter and sell their RECs and lowers the Renewable Portfolio Standard procurement requirements for all load-serving entities by an equivalent amount.

Comparison of Utility “Standard” and “Alternative” Net Energy Metering Tariffs

The tables below compare the two tariff structures, which offer different credits to customers depending on the size of their installed system:

Net Energy Metering (NEM) Credit on Net Monthly Exports to Grid

	NEM 1.0 <i>“Standard NEM”</i> <i>Offered prior to 9/1/2017</i>	NEM 2.0 <i>“Alternative NEM”</i> <i>Effective 9/1/2017</i>
Large Systems <i>100 Kilowatts to 1 Megawatt</i>	Full credit (at the customer’s retail rate) for electricity supply <u>only</u>	
Small Systems <i>≤ 100 Kilowatts</i>	Full credit for electricity supply, distribution, transmission, System Benefits, Stranded Cost & Storm Recovery charges	Full credit for electricity supply and transmission; 25% credit for distribution & no credit for other charges

As shown in the table above, levels of compensation for small customer-generators (with systems up to 100 kilowatts) were lowered, such that these customers no longer receive full compensation on their distribution rate component or several other small charges (e.g., the System Benefits, Stranded Cost and Storm Recovery charges).

Additionally, the NEM 2.0 tariff modified the type of credit, and the ways credits for surplus generation are tracked and refunded, for both small and large customer generators:

- Under NEM 1.0, any surplus generation would be tracked as a kilowatt-hour (kWh) credit, which was carried forward to offset the customer’s consumption (and bill) in future months. For any kWh credits remaining on an annual basis (at the end of March each year), such customers have the option of either continuing to bank their credits to offset future usage, or to convert the kWh credit into a monetary credit, at a rate set by the Public Utilities Commission (typically ~3 to 5 cents per kilowatt-hour) and to apply the amount to their account or receive a check for the amount owed.
- Under NEM 2.0, kWh credits are automatically converted into a monetary credit every month, valued at the customer’s retail rate for that specific month. Customers have the option of either carrying the credit forward to offset to their electricity bill in future months or may receive the refund directly as a check.

The crediting mechanism under NEM 1.0 was relatively more advantageous for customers in one respect. Solar systems generate more power in the spring and summer months relative to other seasons; consequently, the credits that customer-generators would accrue during the summer months would offset their consumption in the winter months on a one-to-one, kWh per kWh basis. This is advantageous because winter supply rates are above summer rates on average.

In another respect, NEM 2.0 offers an advantage to customers that accrue surplus credits over the course of the year, because the surplus is calculated based on components of the customer's retail rate — which is higher than the ~3-5 cents per kilowatt-hour value that is applied to convert NEM 1.0 kWh credits into a monetary credit whenever customers elect to cash-out their surplus.

These changes are summarized in the table below, and apply to all customer-generators regardless of system size:

NEM 1.0 <i>“Standard NEM”</i> <i>Offered prior to 9/1/2017</i>	NEM 2.0 <i>“Alternative NEM”</i> <i>Effective 9/1/2017</i>
kWh credit carried forward. May be refunded at a rate calculated by the Public Utilities Commission (typically ~3 to 5¢ per kWh).	kWh converted to monetary credit automatically each month. Monetary credit carried forward as a bill credit or refundable.

Additional details may be found in the Eversource, Liberty Utilities and Unitil tariffs and the Public Utilities Commission website:

- [Eversource Tariffs](#)
- [Unitil Tariffs](#)
- [Liberty Utilities Tariffs](#)
- [PUC overview of Net Metering](#)
- [PUC graphic explanation of NEM 1.0 vs. NEM 2.0.](#)

Net Energy Metering Systems by Utility Territory

According to the most recent [Energy Information Agency \(EIA\) Form 861m data](#), there are about 11,000 customer-generators taking service under Net Energy Metering tariffs in New Hampshire, with a cumulative installed capacity of approximately 140 megawatts (in terms of nameplate capacity in alternating current, or “AC”). Estimated numbers of customer-generators and installed capacity by technology are summarized below:

- Solar photovoltaics: ~120 megawatts (MW) and 10,760 customer-generators; note that:
 - o Group Net Metering accounts for an additional ~1.5 MW serving 56 customers; and
 - o Sixteen residential customers, in addition to solar photovoltaics, also have battery storage systems with a cumulative capacity of 175 kilowatts (an average size of ~11 kilowatts per customer).
- Onsite wind: 412 kilowatts (kW) and 72 customer-generators.

- “Other” technologies (presumably, small hydro or qualifying combined heat and power systems, or “CHP”): ~17.5 megawatts (MW) and 55 customer-generators.

The table below provides the number of customer-generators in each distribution utility territory:

Number of Net Metered Customer-Generators by Technology

	Customer-Generators by Technology				Subsets of Solar PV Customers	
	Total	Wind	Other (CHP or Hydro)	Solar PV	Group Net Metering	Battery Storage
Eversource	7,949	37	52	7,860	21	0
Unitil	1,066	3	1	1,062	0	0
Liberty Utilities	724	1	0	723	22	16
NHEC	1,204	31	2	1,171	13	0
Total	10,943	72	55	10,816	56	16

The number of customer-generators by customer class with onsite solar photovoltaic systems, total installed capacity, and average solar system size in each utility territory are provided for reference in the tables below.

Note that these tables do not include Group Net Metered systems and participating customers within groups and reflect only installed solar photovoltaic system capacity (i.e., exclusive of onsite battery storage capacity).

Net Metered Solar Photovoltaic Systems: Number of Customer-Generators

	Residential	Commercial	Industrial	Total Customer-Generators
Eversource	7,195	630	35	7,860
Unitil	973	61	6	1040
Liberty Utilities	633	77	0	710
NH Electric Coop	1,065	81	4	1,150
Total	9,866	849	45	10,760

Net Metered Solar Photovoltaic Systems: Total Installed Capacity (MW-AC)

	Residential	Commercial	Industrial	Total Installed Capacity (MW-AC)
Eversource	54.15	29.66	5.09	88.91
Unitil	7.40	2.30	0.73	10.43
Liberty Utilities	4.78	5.12	0.00	9.90
NH Electric Coop	7.61	2.46	0.60	10.66
Total	73.94	39.54	6.42	119.90

Net Metered Solar Photovoltaic Systems: Average System Size (kW-AC)

	Residential	Commercial	Industrial	Average System Size (kW-AC)
Eversource	7.5	47.1	145.5	66.7
Unitil	7.6	37.8	121.2	55.5
Liberty Utilities	7.6	66.5	N/A	24.7
NH Electric Coop	7.1	30.3	149.0	62.2
Average	7.5	45.4	138.6	52.3

Attachment 6: Lebanon Community Power Net Metering, Group Net Metering and Low-Moderate Income Solar Project Opportunities

Please refer to Attachment 5: [Overview of Utility Net Metering Tariffs](#) as context for this section.

[RSA 362-A:9, II](#) grants Community Power programs broad statutory authority to offer customer-generators new supply rates and terms for the generation supply component of Net Energy Metering (NEM). The relevant statutory authority is quoted in full below:

“Competitive electricity suppliers registered under RSA 374-F:7 and municipal or county aggregators under RSA 53-E determine the terms, conditions, and prices under which they agree to provide generation supply to and credit, as an offset to supply, or purchase the generation output exported to the distribution grid from eligible customer-generators. The commission may require appropriate disclosure of such terms, conditions, and prices or credits. Such output shall be accounted for as a reduction to the customer-generators’ electricity supplier’s wholesale load obligation for energy supply as a load service entity, net of any applicable line loss adjustments, as approved by the commission. Nothing in this paragraph shall be construed as limiting or otherwise interfering with the provisions or authority for municipal or county aggregators under RSA 53-E, including, but not limited to, the terms and conditions for net metering.”

Lebanon Community Power intends to offer a NEM generation rate and terms to customers with onsite renewable generation eligible for net metering from Liberty Utilities. Note that any 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 Liberty Utilities.

How Lebanon Community Power calculates, accounts for and provides NEM credits to participating customer-generators for the different types of eligible system sizes, customer types and group configurations will have a number of important financial and practical implications for the program and customers in the City.

Lebanon Community Power also anticipates encountering practical challenges of an operational nature in administering net metering and group net metering programs. This is partly because net energy metering continues to evolve in response to new policy and regulatory requirements, and the day-to-day processes that govern the coordination between the program, participating customers and Liberty Utilities are subject to refinement and change over time.

Lebanon Community Power will be one of the first default aggregation programs to launch in Liberty Utilities’ service territory, and the process of transferring significant numbers of NEM customers may cause unanticipated issues due to the metering, billing, and data management requirements of this subset of customers. Lebanon Community Power will maintain close coordination with Liberty Utilities to expeditiously resolve any such issues that may occur.

For example, Lebanon Community Power may decide to separately issue supply bills to customers that have installed systems after September 2017.

The advantage in dual-billing this subset of customers stems from what is essentially an accounting irregularity in how Liberty Utilities’ billing system and PUC policies currently treat customer-generators taking service under the NEM 1.0 tariff, which applies to systems installed before September 2017, versus the NEM 2.0 tariff, which applies to all systems installed after that date. As context:

- The cumulative surplus generation exports of net metered customer-generators will decrease the amount of electricity that Lebanon Community Power will have to purchase from the regional power market to supply other customers in the program. The surplus generation from both NEM 1.0 and NEM 2.0 customer-generators will be tracked and netted out from the program's wholesale load obligations by Liberty Utilities for this purpose.
- However, for the purpose of netting out of the program's Renewable Portfolio Standard (RPS) compliance requirements, the surplus generation from NEM 1.0 customers is tracked and accounted for differently than it is for NEM 2.0 customers:
 - Surplus generation from NEM 1.0 customers is tracked as a kWh credit that is carried forward to offset the customer's future electricity supply requirements; these kWh credits will be counted as an offset that decreases the total electricity supplied by the program to retail customers in aggregate — which lowers the program's RPS compliance obligation.
 - Surplus generation from NEM 2.0 customers is tracked as a monetary credit that is carried forward to offset the customer's future electricity bills; even though the monetary credit is calculated each month based on every customer's kWh surplus generation, the monetary credit is treated as a re-sale or delivery of power generated by NEM 2.0 customer and provided to other participating customers through the program — it is not treated, in other words, as an offset that decreases the total electricity supplied by program to retail customers in aggregate — and therefore does not lower RPS compliance obligations in the same way.

The practical consequence of this accounting treatment is that Lebanon Community Power would have to purchase Renewable Energy Certificates for the amount of surplus generation supplied by NEM 2.0 customer-generators (but not NEM 1.0 customer-generators) in the same way as if the program had imported that amount of electricity from the regional wholesale market.

- Taking on the responsibility of billing this subset of NEM 2.0 customers directly may allow Lebanon Community Power to track and account for the impact of their surplus generation in ways that lower the program's RPS compliance obligations and costs. Specifically, the program could credit customers currently on the utility's NEM 2.0 tariff in the same way that NEM 1.0 customers are credited (i.e., using kWh credits to track surplus generation on the supply portion of the bill). Note that RSA 362-A:9,II explicitly grants Community Power programs the flexibility to offer net metered customers either:
 - A *"credit, as an offset to supply"* for their surplus generation, which is equivalent to the NEM 1.0 tariff accounting practices; or
 - To *"purchase the generation output exported"* which is equivalent to how the NEM 2.0 tariff tracks surplus generation.

Exercising the first option listed above, by offering NEM 2.0 customers a kWh credit tracked as an offset to supply, would allow Lebanon Community Power to harmonize the accounting treatment of NEM 1.0 and 2.0 surplus generation for the purpose of program RPS compliance reporting. This would help lower program rates and is an option that the program may therefore find cost-effective to implement.

Additionally, certain customer-generators currently receiving IRS Form 1099 taxable income from monetary credits under Liberty Utilities' NEM 2.0 tariff may benefit financially from receiving kWh credits for the supply portion of their monthly surplus generation instead.

While dual billing is typically avoided — as it is less convenient for most customers to receive a separate bill from their utility and supplier — customers with onsite generation systems tend to be highly informed on energy issues and respond positively to more active engagement with both their utility and supplier.

Consequently, dual billing may enhance customer satisfaction, awareness and ongoing participation in the program for customer-generators. Furthermore, dual billing could be done electronically, which is more convenient for the customer and will be less costly for the program than sending paper bills.

Furthermore, Lebanon Community Power may be able to create additional value for customer-generators through a combination of dual billing, assistance with metering upgrades and time-varying rate structures. For example:

- Many customer-generators with solar systems may benefit from local programs that help them reduce their full energy bill costs;
- Providing the customer with a separate supply-only bill would allow Lebanon Community Power to also offer a time-varying rate (which may not otherwise be available through Liberty Utilities' billing system);
- Upgrading to an interval meter (if the customer does not have one) and installing onsite battery storage, combined with a time-varying rate, may enable the customer-generator to further lower their overall bill by shifting their pattern of electricity usage at times of high-power prices and constrained generation and transmission capacity. This could also help to manage and lower the program's electricity supply costs in aggregate as well, and thus benefits all participating customers.

Similarly, Lebanon Community Power may be able to streamline the process and cost of installing REC production meters for customer-generators that don't already have one. By registering customer-generators and purchasing their RECs for their onsite power generation Lebanon Community Power could use them to satisfy part of the program's overall RPS compliance requirements. This would allow the program to source RECs locally and would provide an additional source of revenue for customer-generators in the City.

Lebanon Community Power also intends to evaluate ways to enhance the value of the NEM credits that customers receive overall, from both the program and Liberty Utilities. For example, customer-generators may benefit by becoming hosts in Group Net Metering, including by establishing a Low-Moderate Income Solar Project group. The program may be able to streamline the process required to do so, which entails:

- Matching customers interested in becoming members with prospective group hosts;
- Executing a Group Net Metering Agreement together;
- Registering the group with the Public Utilities Commission and Liberty Utilities; and
- Thereafter filing annual compliance reports.

Lastly, NEM tariffs are subject to revision and Lebanon Community Power, through the Coalition, intends to work with Liberty Utilities, participate in Public Utilities Commission proceedings and engage at the Legislature on issues that impact how the tariffs evolve going forward.

Customers are increasingly adopting new energy technologies and expect to be offered rates and services that provide them with new choices and fair compensation based on their investment; the program's ability to assist customers in these ways is heavily dependent on how state policies and utility regulations evolve over time.

Lebanon Community Power will seek to represent the interests of our community and customers in these matters.

Attachment 7: Lebanon's Public Planning Process

The initial vote by the Lebanon City Council to authorize LEAC to be the City's Electric Aggregation Committee in October 2016 was done in conjunction with the City's intervention in NH PUC Docket No. [DE 16-576](#) concerning the development of new alternative net metering tariffs, also authorized by the City Council. In that proceeding, the City's expert witness, City Councilor and former PUC Commissioner Clifton Below, testified, among other issues, in favor of a proposed real time pricing pilot where a number of customer-generators and other participating customers would be equipped with interval meters and could both purchase and get credit for electricity supplied to the grid at real time hourly prices and receive credit for actual avoided generation capacity and transmission charges.¹ The City proposed the use of RSA 53-C municipal aggregation as a vehicle to sponsor such a pilot to be undertaken in collaboration with Liberty Utilities with PUC approval. At that time RSA 53-E only allowed municipal aggregation on an opt-in basis.

In June of 2017 the PUC approved new alternative net metering tariffs based on a hybrid of two competing settlement proposals, along the lines suggested by the City in live testimony at the public hearing on the settlements. In its [Order No. 26,029](#), the Commission called for all 3 utilities to undertake time-of-use (TOU) rate pilots involving net metering and specifically approved the opt-in real time pricing pilot proposed by the City to be Liberty's TOU pilot², stating that:

"we find that the RTP pilot program proposed to be implemented by the City of Lebanon with Liberty, through a municipal aggregation . . . represents an innovative and forward-looking project that may generate useful data regarding customer behavior and utility rate impacts. We direct Liberty to work with the City to develop the proposed RTP pilot program for filing with the Commission. We will not require that the City of Lebanon RTP pilot program be developed through the stakeholder working group process described below, . . ."

For the next couple of years LEAC and its aggregation subcommittee, which has met 29 times since 2017 at publicly noticed meetings, worked to develop an aggregation plan based on only providing the opt-in real time pricing pilot. On parallel tracks were the development of solar on City sites to be net metered and work to convert street lighting to smart networked dimmable LED lights, which required getting Liberty's tariff changed through an adjudicated PUC proceeding where the City again intervened and succeeded in getting the tariff changed to allow City ownership and control of its streetlights.³ However, progress working with Liberty on the practicalities of a real time pricing pilot was stymied by the lack an affordable interval metering solution that was feasible and acceptable to both the City and Liberty.

A progress report on efforts to develop Lebanon Community Power was issued by LEAC on April 5, 2018.⁴

¹ See Exh. 25 [City of Lebanon Direct Testimony of Clifton Below](#); Exh. 26 [City of Lebanon Attachments to Direct Testimony of Below](#); Exh. 59, [City of Lebanon Rebuttal Testimony of Below](#); and Exh. 61, [City of Lebanon Attachments to Rebuttal Testimony of Below](#).

² See ["Lebanon's Solar Future Shines with PUC Decision on Net Metering, Endorses City's Proposed Pilot, 6/29/17.](#)

³ See NH PUC Docket No DE 19-064, [City of Lebanon testimony of Clifton Below](#) and [Attachments](#).

⁴ See Lebanon Community Power Update #1 found at: <https://lebanonnh.gov/CivicAlerts.aspx?AID=549&ARC=1367>.

On May 4, 2018, with some collaboration with Liberty Utilities, the City issued a Request for Information⁵ for the provision of services to support 3 related projects:

- 1) Smart LED Street Lighting Conversion,
- 2) Interval Metering for the City's Electric Pilot (in collaboration with Liberty Utilities, the local electric utility), and
- 3) Services to Support Lebanon Community Power, a Proposed Municipal Aggregation Involving the Use of Real-Time Hourly Pricing.

A key purpose of the RFI was to allow the City to engage in discussion with potential vendors, through an open and transparent process, to develop information to support budget pricing and the feasibility of ways of moving the 3 related projects forward. Useful responses were received across the various topics.

LEAC Chair and City Councilor Clifton Below was also invited to make a presentation at the 2018 Transactive Energy Systems conference at MIT in June 2018, which was also shared with LEAC and the City Council at public meetings in June and July of 2018.⁶

For a while in the summer and early fall of 2018 it looked like there might be a cost-effective path forward working with Liberty to provide interval meters that could be read on a daily or even near real-time basis using a smart street lighting network communication system. However, the vendor eventually indicated that they did not actually know when or if their smart street light communication system would ever be integrated with their smart (interval) meter system, so that approach proved to be a dead end.

Back to the drawing board the City realized that in addition to the metering problem, there were other problems with trying to implement an opt-in only aggregation with RSA 53-E as it stood in 2018, including a catch-22 requirement that a municipality do a mailing to all customers taking electric service from the utility within the town or city, while the utility was prohibited by a more recent law, RSA 362:37-38, from providing such information to the City. Another problem was that the customer acquisition and start-up costs to provide an opt-in only aggregation, whether based on real time pricing or even a conventional forward fixed flat rate, looked too high to be feasible to implement. So in late 2018 the City worked with other interested parties, including the Conservation Law Foundation, Clean Energy New Hampshire, and the Town of Hanover, to draft legislation sponsored by the new majority leader in the State Senate and the former (and now current) majority leader in the Senate, Senators Feltes (D) and Bradley (R) to sponsor legislation, SB 286 (2019) to update RSA 53-E, including to allow an opt-out approach to providing alternative default energy service at a known fixed rate.

In anticipation of possible enactment of SB 286 and a shift to a broader approach to community power aggregation, the City applied for a tax credit grant from the NH Community Development Finance Authority for new capacity development. In June 2019, as SB 286 was being enacted into law, Lebanon was awarded the \$60,000 net grant.⁷ Over the next 9 months LEAC members,

⁵ See: <https://lebanonnh.gov/bids.aspx?bidID=57>, <https://lebanonnh.gov/DocumentCenter/View/8359/RFI-for-the-Provision-of-Services-to-Support-Electrical-Projects?bidId=57>

⁶ See: <https://lebanonnh.gov/DocumentCenter/View/6981/TESC-18-Presentation-Clifton-BELOW---LCP?bidId=>

⁷ See: <https://lebanonnh.gov/CivicAlerts.aspx?AID=1026>.

with some support by City staff, raised the \$75,000 in donations from local business (partially offset by tax credits) to secure the grant.

After SB 286 was signed into law, in September 2019, LEAC and the City sponsored a public presentation by Samuel Golding of Community Choice Partners that told the story of how California municipalities have successfully joined forces using joint powers agreements to start-up regional community choice aggregations (CCAs) another term for community power or municipal aggregations. This resulted in a consensus by LEAC, the City Manager and Council to pursue development of Lebanon Community Power in the context of supporting the development of joint powers agreement with other municipalities and counties, resulting in formation of the community power organizing group that first meet in late 2019 and worked in earnest through 2020. By the summer of 2020 it was apparent that the services of specialized legal counsel were needed to assist the organizing group in writing organizational documents. The City publicly issued a request for qualifications (RFQ) for Legal Services for the Development of Community Power.⁸ The background document for this RFQ included a “Lebanon Community Power Update” last revised on 7/22/20.⁹ The results of this process are further described in Attachment 2.

In early 2021 the City also secured approval of the NHCDFA to amend the anticipated scope of work under its grant to engage consultants Community Choice Partners and Henry Herndon to advance both Lebanon Community Power and the Community Power Coalition of New Hampshire.

Template drafts of this Electric Aggregation Plan is one of the results of this engagement.

[BEFORE FINALIZING THIS EAP ADD DETAIL AS TO THE PUBLIC HEARINGS ON THIS DRAFT EAP.]

⁸ See: <https://lebanonnh.gov/DocumentCenter/View/12155/Community-Power-Legal-Services-7-24-20?bidId=>.

⁹ See: <https://lebanonnh.gov/DocumentCenter/View/12156/Legal-Services-for-Community-Power-RFQ-Background-Documents?bidId=>

Attachment 8: City Policy Excerpts

The City has an overall vision of becoming “a model for a balanced and desirable sustainable community preserving its New England rural character, smartly managing its growth and urbanization as the hub of the Upper Valley Micropolitan area, and meeting the needs of the present without compromising the ability of future generations to meet their needs.”¹⁰

This vision is rooted a number of policy documents adopted by the City, including:

- [Sustainability Principles](#), first adopted by the City Council in 2009 and revised in 2015.
- The [City Master Plan](#), adopted in 2012 by both the Planning Board and City Council as official City policy, including, in particular, the [Energy Chapter](#).
- The City’s 2020-2023 [Outcomes and Work Plan](#), including in particular pp. 29-32.
- [City Council Guiding Principles](#).
- [Lebanon’s Resolution in Support of the Paris Climate Agreement](#) (8/8/17).

A number of relevant excerpts are provided below:

From the City of Lebanon Sustainability Principles:

Principle #3 – Environmental Responsibility and Energy Efficiency

Does the action . . .

- C. Improve energy efficiency and reduce the City's carbon footprint?
- D. Engage the Lebanon community to conserve energy and adopt more sustainable technologies for heating, cooling, lighting, transportation, and so forth?

Principle #5 – Economic Vitality

Does the action . . .

- A. Promote community prosperity and proactively position our community for a changing world?
- B. Support and enhance innovative, diversified, green, and creative enterprises?
- D. Encourage partnership between the public and private sectors to achieve shared goals?

Principle #6– Fiscal Responsibility

Does the action . . .

- A. Strengthen the City’s tax base and maintain or enhance property values?
- B. Offer cost-effectiveness, and preferably pay for itself?
- C. Promote other forms of revenue to help reduce the fiscal burden on taxpayers?
- D. Balance current demands with investments necessary for long-term viability, with particular attention to core services?
- E. Ensure transparency in government fiscal policies by linking spending to outcomes?

Principle #7 – Regional Partnerships

Does the action. . .

¹⁰ See: <https://lebanonnh.gov/204/Sustainable-Community>.

- A. Work with neighboring towns to achieve common goals and address common problems more effectively?
- B. Encourage a regional view of community interdependence while respecting local autonomy?
- C. Manage growth locally and collaborate regionally?
- D. Promote positive innovation and excellence by achieving and exceeding best

From City of Lebanon Master Plan, Chapter 13 Energy

The overall long-term goal is that “Lebanon is a leader in energy efficiency, renewable energy reliance, and innovation across municipal, commercial, institutional, and residential sectors.”

Vision and Purpose (13-B)

The long-term vision for Lebanon’s energy future is to increase energy savings for residents, businesses, and municipal functions, to ensure a robust and stable energy economy, and to reduce the impacts of greenhouse gas emissions that result from a fossil fuel-dependent economy. The purpose of the Energy Plan is to develop near-term outcomes, strategies, and actions that lay a strong foundation for Lebanon’s energy future, for the fiscal and environmental benefit and security of the City and its taxpayers.

Visions for energy savings:

- The City of Lebanon shall be a regional leader in energy efficiency, innovation, and fiscal responsibility.
- The City shall explore renewable energy options for purchase and development such as hydro, wind, solar, geothermal, biomass within the City’s control to reduce reliance on non-local and foreign sources of energy, and promote similar projects in the commercial sector.
- The City shall comply with the New Hampshire Climate Action Plan, which aims to reduce greenhouse gas emissions 80% below 1990 levels by 2050.

Issues and Priorities: Renewable Energy (13-D-2I)

- By investing in local renewable energy production, the City of Lebanon will reduce its reliance on foreign fuel sources, improve air quality for residents, stabilize the price and supply of energy for its many robust businesses, and reflect strong regional leadership. Additionally, investment in local power generating projects fulfills citizens' desires to maintain small town character and quality of life by gradually returning to the small scale, sustainable power sources that propelled economic development and commercial prosperity in Lebanon since its founding.

Future Challenges & Opportunities (13-F)

Regional Coordination & Leadership (13-F-1)

- The City of Lebanon has a strong commitment to leading-by-example in areas such as energy efficiency to demonstrate cost-effective solutions to citizens, businesses, and other municipalities. As the regional center for the Upper Valley, Lebanon has a tremendous opportunity to benefit from energy savings by residents and businesses.

- As a regional leader, the City of Lebanon should promote private-public partnerships and inspire the commercial sector to invest further in efficiency and renewable technology by paving the way. . . .

Renewable Energy Opportunities (13-F-3)

- The City shall actively pursue opportunities to develop and purchase renewable energy sources such as hydropower, wind, solar, biomass and geothermal.

Aggregate Power Purchasing (13- F-11i)

- A group of communities and and/or larger utility users (e.g. large employers, school districts, large commercial power consumers) can coordinate to aggregate their electric supply accounts and negotiate lower power generation rates than are offered through the existing regional power supply companies.

OUTCOME 2 The City relies upon as much local renewable energy as possible.

OUTCOME 3 There is a culture of energy efficiency and conservation within the City's municipal, commercial, institutional, and residential communities.

- Strategy D. The City shall explore opportunities to collaborate with local and regional partners, including the Lebanon School District and neighboring communities, to develop regional energy initiatives including aggregated power purchasing, expanded commuter engagement, and other opportunities to reduce energy use and costs.

OUTCOME 4 The City's residential, commercial, and institutional sectors privately invest in energy efficiency and renewable energy projects.

- Strategy A. The City shall take active steps to encourage residents, businesses, and institutions to invest in efficiency and renewable technology.
- Strategy B. The City shall pursue public-private partnerships to save money and generate energy.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LEBANON, NEW HAMPSHIRE IN SUPPORT OF THE PARIS CLIMATE AGREEMENT¹¹

WHEREAS, consensus exists among the world's leading climate scientists that global warming caused by emissions of greenhouse gases from human activities is among the most significant problems facing the world today; and

WHEREAS, documented impacts of global warming include but are not limited to increased occurrences of extreme weather events (e.g. droughts and floods), adverse impacts on ecosystems, demographic patterns and economic value chains; and

WHEREAS, the State of New Hampshire through its Climate Action Plan developed under the auspices of the Department of Environmental Services has called for a statewide reduction of GHG emissions by 80% below 1990 levels by 2050; and

WHEREAS, the City of Lebanon, New Hampshire, has adopted an Energy Chapter to its Master Plan as official City policy that calls for the City to be an innovative leader in energy efficiency

¹¹ Unanimously approved on 8/8/17 See: <https://lebanonnh.gov/CivicAlerts.aspx?AID=294&ARC=490>

