



Strategic Plan

2025-2027



Alice Dowdin Calvillo

Chairperson of the
Board/City of Auburn



Tom Ivy

Vice-Chairperson of the
Board/City of Grass Valley



Sean Lomen

City of Colfax



David Yarbrough

City of Placerville



Jim Holmes

Placer County



John Hidahl

El Dorado County



Gary Peterson

City of Nevada City



Suzanne Jones

Placer County



Greg Janda

City of Rocklin



Dan Karleskint

City of Lincoln



David Ring

Town of Loomis

The Pioneer Governing Board is comprised of Elected Officials from each member agency. The board meets monthly to consider issues of substance including power procurement, finance, rate-making, programs, and other policy questions. Members of the board also serve on the Audit & Finance Committee, Energy Procurement Review Committee, and the Expansion Committee. Each member is selected by their own Town Council, City Council, or Board of Supervisors.



⚡ Pioneer Community Energy formed



⚡ Pioneer receives Find Energy's Lowest Residential Electricity Generation Rate in California award



*Photo courtesy of Sierra Pacific Industries

⚡ Pioneer signs 10-year contract with Sierra Pacific Industries for local biomass



⚡ Pioneer launches service in El Dorado County and the City of Placerville

⚡ City of Auburn adopts Green100



A-
S&P Global
Ratings



- ⚡ Service launches in Grass Valley and Nevada City
- ⚡ Cities of Grass Valley and Nevada City adopt Green100
- ⚡ Pioneer receives A- issuer credit rating from S&P Global
- ⚡ Pioneer receives A+ rating from Better Business Bureau
- ⚡ Pioneer launches several money-saving programs for customers

2017

2018

2020

2021

2022

2023

2024

**2025
& Beyond**



⚡ Pioneer launches service in Placer County, Cities of Auburn, Colfax, Lincoln, Loomis, and Rocklin



*Photo courtesy of El Dorado Irrigation District

- ⚡ Pioneer launches Green100 product
- ⚡ Pioneer signs 10-year hydro contract with El Dorado Irrigation District
- ⚡ Pioneer establishes Community Advisory Committee
- ⚡ Pioneer successfully leads legislative effort to pass Assembly Bill 843, allowing CCAs access to BioMAT program. Other advocacy efforts include initiatives to minimize PPS events and support bioenergy projects



- ⚡ Pioneer's 5-Year Anniversary celebrates \$85 million in customer savings
- ⚡ Pioneer ranks #2 among CCAs by the CPUC for procurement with Minority and Women-owned Business Enterprises certified organizations



⚡ Plans underway for expansion into several Northern California jurisdictions



Strategic Planning for Pioneer's Future

Pioneer Community Energy ("Pioneer") is a not-for-profit Joint Powers Authority with the core priorities of providing a choice in power generation to our ratepayers, allowing our member agencies to take control of their energy future while providing stable and competitive rates. To this end, we practice our mission every day through cost-effective power procurement with emphasis on local biomass energy that maintains low rates while also complying with all regulatory requirements. We practice exceptional customer care and we launch programs that improve our customers' lives.

Strategic planning is the process that supports our mission through a framework of progressively specific goals, objectives, and tasks. By spelling out our intentions in this manner, we provide focus to all of our efforts. Work is organized and aligned in accordance with a carefully considered strategy to reach our vision. Each task must have a specific objective in mind. Achievement of those objectives will lead us further toward our broader goals.

Strategic Goals

We conduct strategic planning every three years with the most current understanding of reasonably foreseeable economic, social, and power markets, as well as regulatory conditions. Over the past six months, the Governing Board and Leadership Team reviewed Pioneer's mission and vision to help restate our goals. The team settled on five goal statements to add substance to the meaning of **Your Power - Your Choice**. Therefore, Pioneer's long-term strategic goals are to:



Be a Community Partner



Be Fiscally Strong and Resilient



Provide an Exceptional Customer Experience



Achieve Operational Optimization



Be a Great Place to Work

The Plan

“

**We at Pioneer
are doing our
part to make the
communities
we serve a great
place to live,
work, and play.**

”

To support these goals, the 2025-2027 Strategic Plan outlines 22 objectives to achieve. Each objective is supported by tasks that mark our progress. The tasks have been assigned distinct measures to determine success through a defined outcome.

Each of the goals, objectives, and tasks included in the plan is a demonstration of Pioneer’s commitment to the community and to becoming a valued partner in the communities we serve.

The elements of the strategic plan are intended to make the best use of rates paid by our 170,000 customers for generation of electricity services. It is imperative for our customers to understand the value of these services and for us to transparently convey how we put those ratepayer funds to work.

As the Chief Executive Officer, I am immensely proud of the staff of Pioneer Community Energy and their dedication to service for our colleagues and customers alike. We at Pioneer are doing our part to make the communities we serve a great place to live, work, and play.



Donald Eckert, Jr.
Chief Executive Officer





Be a Community Partner

Objective: Community Engagement

Task	Measure	Outcomes
Maintain engagement with communities in Placer and El Dorado counties	Achieve 85% overall participation rate for Member Agencies from Placer and El Dorado counties	Focus on maintaining customer loyalty and seek opportunities to increase participation rate
Before launch of new territory, communicate early and often to build trust After launch, maintain engagement with community to strengthen participation rate	Target 95% participation rate for Member Agencies joining after 2022	Customer loyalty



Objective: Community Advisory Committee Representation

Task	Measure	Outcomes
Active recruitment to diversify the committee	75% of members agencies represented on the committee	Program proposals that represent the needs of all the communities we serve
Engage with the Advisory Committee a minimum of five (5) times per year	Advisory Committee proposes three (3) new programs for board consideration annually	Launch programs from the community that are for the community

Objective: Launch and Monitor Energy Efficiency Programs

Task	Measure	Outcomes
Develop, launch, and monitor energy efficiency programs	Programs need to: • Improve our customers lives • Impact grid reliability • Have no impact on rate competitiveness	Enhances the relationship between Pioneer and our customers



Be a Community Partner

Objective: Legislative and Regulatory Representation



Task	Measure	Outcomes
Fund a lobbyist to assist with pushing for issues in the legislature that are important to our communities	Bills presented and passed through the legislature that support issues important to our communities	Our service territory is disproportionately impacted by wildfires and we want to mitigate that risk, while providing grid stability
Utilize our trade association on issues impacting most CCA's for the CPUC or legislature	Represent our ratepayers by advocating against legislation or regulatory decisions that pressure to raise utility rates	Mitigate the risk of rising utility rates
Listen to our communities and elected officials on issues important to them	Focus on issues specific to our region	Communities look to Pioneer as an advocate

Objective: Build Local and Regional Partnerships

Task	Measure	Outcomes
Representation with our member agencies' chambers	100% participation in member agency chambers of commerce	Strengthen our position within the business community
Strategic partnerships with regional organizations	Engage with Rural Counties Representatives of California, League of Cities, and similar organizations	Alignment with the region
Engage with economic development organizations in our territory	Utilize Green100, competitive rates, and programs to help showcase our territories for new business	Businesses invest in the territory that keeps rates low and creates jobs





Be Fiscally Strong and Resilient

Objective: Maintain Investment Grade Credit Rating

Task	Measure	Outcomes
Adopt budgets that maintains Pioneer's "A-" credit rating	- Exceed minimum of 160 expense coverage days - Exceed S&P Global's fixed coverage ratio - Exceed S&P Global's debt ratio	Pioneer's credit rating is a mark of pride but also very important in negotiations for power supply. These measures will not only maintain but also build the case for an "A" rating in the future.



Objective: Financial Integrity and Transparency

Task	Measure	Outcomes
Conduct annual financial audit from independent auditor	Audit is free of material weaknesses and significant deficiencies	Integrity with our stakeholders, partners, and customers
Review financial policies annually	Staff reports to the Audit & Finance Committee annually on results of review of financial policies	As our environment changes, we ensure our policies are current

Objective: Expansion of Pioneer's Service Territory

Task	Measure	Outcomes
Research potential new members to ensure alignment with Pioneer's mission and vision	Potential new members are like-minded and will prioritize ratepayer savings, biomass, and local economic development	Ensure expansion is not introducing conflict to the board
Conduct an Impact Assessment Study	Projected revenues from new territory must cover projected costs to serve	Avoid current ratepayers subsidizing expansion



Be Fiscally Strong and Resilient

Objective: Community Reinvestment



Task	Measure	Outcomes
Fund sponsorships in the budget	Evaluate sponsorship requests through compliance with our policy and ranking of impact	Financial investment is directed in the most meaningful way
Focus on regional non-energy procurement of goods and services when economical	Target >50% of non-power supply procurement from Sacramento and Sierra Nevada regions	Economic development through purchasing local
Utilize the BioMAT program to support the development of small biomass projects	Evaluate three (3) BioMAT opportunities by the end of 2026	Supports regional energy supply, regional job creation, and mitigation of wildfire risk
Utilize the Local Feed-In Tariff program to incentivize the development of energy projects in Pioneer's service territory	Sign one (1) power purchase agreement through the Local Feed-In Tariff program by the end of 2027	Supports reliable energy supply in our service territory and creates local jobs
Place a preference on power procurement from agencies and businesses located in the service territory	Continue to focus on power purchase agreements from hydro agencies located in the service territory as well as renewable energy from local sources	Local agencies can use the revenue stream from Pioneer to keep rates competitive Pioneer receives a local and reliable energy product

Objective: Balanced Approach to Rate-Setting

Task	Measure	Outcomes
Balanced approach to rate-setting	When feasible, rate-setting should provide value to the ratepayer through a discount to PG&E while equally improving reserves of Pioneer	- Long-Term health of Pioneer is maintained - Ratepayers receive lower utility bills



Provide an Exceptional Customer Experience

Objective: Stable & Competitive Rates

Task	Measure	Outcomes
Rate setting that covers cost of service and is competitive	Pioneer's rates are competitive to PG&E's generation rate	Supports customer savings
Rate setting with a long-term view to limit rate adjustments	Rates should be adjusted a maximum of once per year unless a change to competitiveness occurs	Stability in rates



Objective: Responsiveness to Customers' Needs

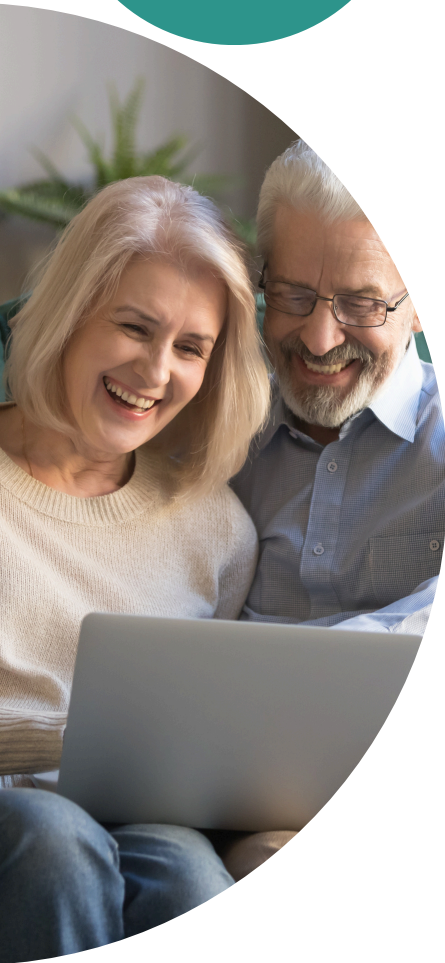
Task	Measure	Outcomes
Hold contracted call center and customer care staff accountable to answering customer inquiries	80% of all calls answered within 45 seconds	Satisfied customers
Coordinate on messaging and provide talking points to the contracted call center in response to various issues	Customer receives same information from Pioneer staff and the contracted call center	Consistency in messaging that builds trust





Provide an Exceptional Customer Experience

Objective: Utilize Technology to Improve the Customer Experience



Task	Measure	Outcomes
Conduct data-driven updates of the website	Focus on website updates to most visited pages	Hot topic and pressing issues are addressed
Expand chatbot capabilities to provide analytics on customer inquiries	Chatbot menu expands based on data to answer our customers questions	Customers can save time getting the answers they want
Customer field days	Conduct in-person field days in the community at least once per month	Build in-person relationships rather than online
Research additional technology tools	Collaborate with other community choice aggregators to explore technological tools and resources	Increase efficiency for the customer

Objective: Increase Customer Understanding

Task	Measure	Outcomes
Produce a series of brief educational videos illustrating various Pioneer topics of interest	Number of positive social media engagements increases. Customer survey results are positive	Increased understanding of various issues and adoption best practices for communication
Extend programs into school scholarship competitions to engage in projects around renewable energy	Number of students touched by outreach	Students gain an appreciation for electricity and recognize it as a potential career interest



Achieve Operational Optimization

Objective: Compliance

Task	Measure	Outcomes
Compliance with the California Public Utilities Commission, California Energy Commission, California Independent System Operator, and all other local/state agencies	No penalties or fines from a regulatory agency	- Trust from our regulators and our customers - Cost savings - Good reputation



Objective: Opportunities

Task	Measure	Outcomes
Pursue revenue-producing opportunities	Revenue sharing opportunities by optimizing assets (solar + battery) through power purchase agreements or program partnerships	Mitigates pressure on rates
Pursue cost reduction opportunities	Invest in technology to produce better forecasting, employ data driven evaluation of responses to power supply RFPs, and generate better decision making with what-if analysis	Mitigates pressure on rates
Procure power supply that is least-cost and best-fit	Follow best practices through the RFP process Build relationships with suppliers to leverage opportunities to maintain cost competitiveness	Power supply is 92% of the budget and will drive rates discussions





Achieve Operational Optimization

Objective: Protection of Customer Data



Task	Measure	Outcomes
Conduct annual IT audits and triennial IT audit as required by the CPUC	Update policies, firewalls, asset management, and other processes as recommended from the audit	No data breaches
Annual cybersecurity training for staff	Phishing tests throughout the year to maintain staff awareness	Maintain diligence against cybersecurity threats

Objective: Risk Management Best Practices

Task	Measure	Outcomes
Conduct quarterly Risk Oversight Committee meetings	Review exceptions to the policy in hedging outward years	Disciplined approach to hedging protects ratepayers from short-term power market volatility
Biennial review of Energy Risk Management Policy and Credit Risk Guidelines	Review changes with Board and Risk Oversight Committee	Ensure policies are up-to-date with current market conditions
Annual review of operational risk such as employee handbook, business insurances, and building security	Safe working environment	Agency assets are protected
Conduct weekly employee meetings to include employee recommendations on business processes	Document business processes	Continuous improvement of business process Documentation on processes minimizes risk and reduces confusion if an employee leaves





Be a Great Place to Work

Objective: Employer of Choice

Task	Measure	Outcomes
Conduct triennial compensation study	All positions within Pioneer are targeted to be at the 75th percentile	Attract and retain high-performing staff
Form an ad hoc committee of board members to review salary ranges, COLA adjustments, and evaluate benefits enhancements	Reference regional consumer price index in COLA recommendation and employee survey to benefit enhancements	Maintains health and welfare competitiveness



Objective: Align the Culture the Employees

Task	Measure	Outcomes
Conduct an annual survey of all employees	Achieve an 80% "neutral" to "satisfied" score from employees	If score is below 80%, investigate the reasons for the misalignment
Provide staff training on internal and external customer service	Internal and external customer service improvements	Every staff member becomes a customer service representative, both internally and externally





Be a Great Place to Work

Objective: Employee Engagement



Task	Measure	Outcomes
Volunteer in the community	Achieve an agency-wide minimum of 100 volunteer hours per year	Support community engagement
Employee appreciation events throughout the year	Host employee appreciation events that support at least 75% participation	Recognition of employees and team building

Objective: High Performing Workforce

Task	Measure	Outcomes
Fund resources for employees to further their professional development	Employees encouraged to engage in 10 hours per year in industry-related education courses or events	Skilled staff
Supervisors identify classes or external training opportunities as an element of annual performant evaluations	- Training needs are documented - All employees are offered job-specific training	Continuous improvement in employee development and diversification of skills



Core Values





Don Eckert
Chief Executive Officer



Sam Kang
Chief Operating Officer



Brad Koehn
Director of Finance & Administration



Gina Stassi-Vanacore
Director of Communications

Pioneer Leadership

Pioneer's Chief Executive Officer and Department Directors ensure our utility meets or exceeds all regulatory requirements from the California Public Utilities Commission (CPUC), California Independent System Operator (CAISO), and the California Energy Commission (CEC), while acting as a responsible steward of ratepayer funds.

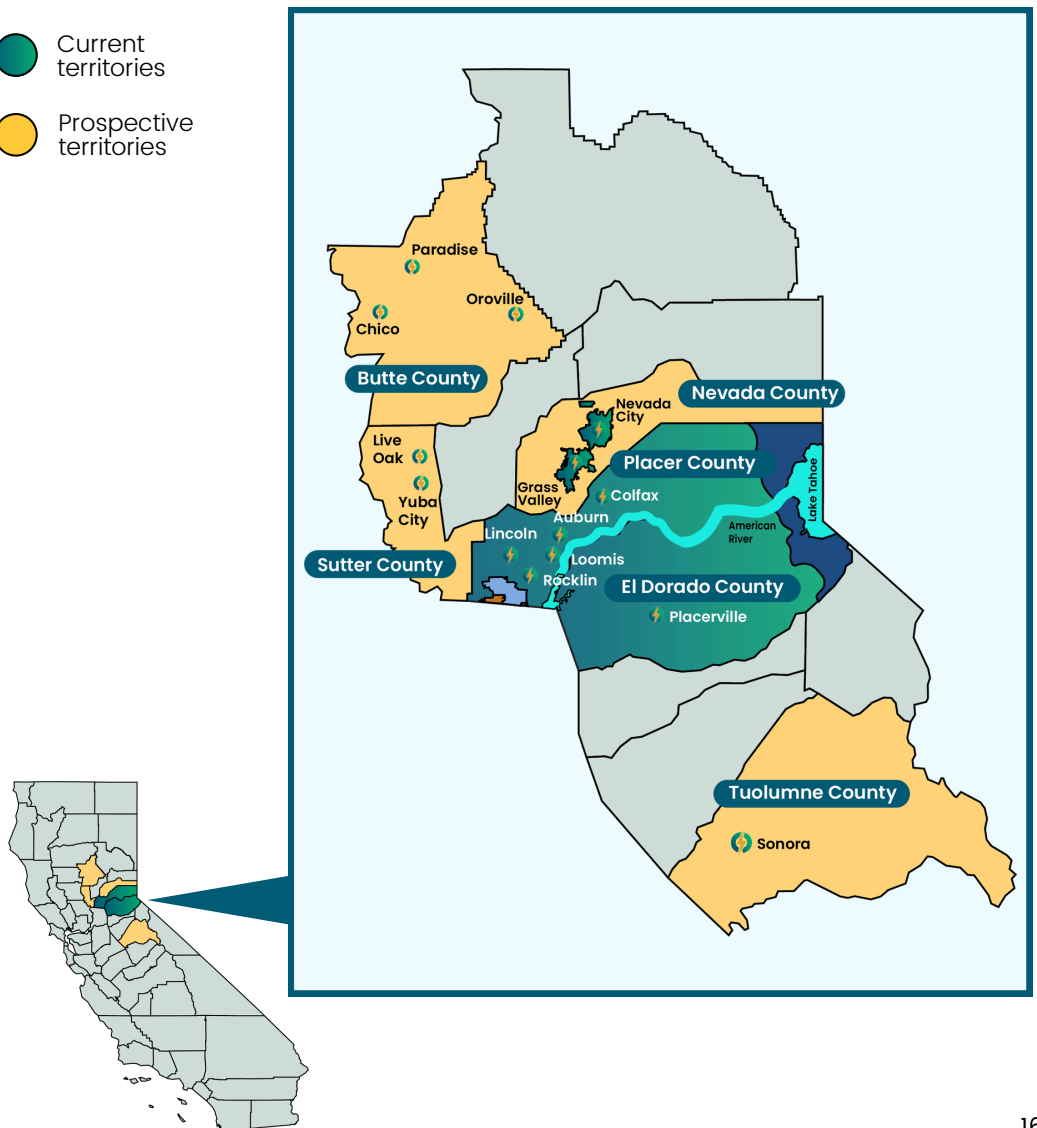
Our Mission

Pioneer Energy is a locally owned, not-for-profit provider of electricity, powering the communities we serve with competitive rates, exceptional local service, and a choice in energy options.

Our Vision

As a community partner in reliable energy solutions dedicated to generating a positive local impact, we are powering today and empowering tomorrow.

-  Current territories
-  Prospective territories



Pioneer by the Numbers...



**\$85
million**

Customer savings
since launch in 2018

170k

Customer accounts
serving a population
of nearly one million

**\$45
million**

Local power supply
purchases

A-

Credit rating from S&P
Global

**1.8
million**

MWhs served



PIONEER
COMMUNITY ENERGY
pioneercommunityenergy.org

2510 Warren Drive,
Rocklin, CA 95677
(916) 758-8969