



**Valley Clean Energy**  
**Strategic Plan WORKING DRAFT OUTLINE**  
**2021-2024**

**MISSION**

**INTEGRATED VISION FOR COMMUNITY CHOICE AGGREGATION:**

**NEAR-TERM VISION**

**LONG-TERM VISION**

**STRATEGIC PLAN PURPOSE**

**METHODOLOGY AND ORGANIZATION**

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**KEY GOALS:**

**1. FINANCE AND FISCAL RESPONSIBILITY**

**Goal 1: Commit to Fiscal Efficiencies to build a program foundation from which to deliver customer and community value.**

**Goal 2: Manage resources over next two fiscal years to successfully complete the initial start-up phase of the CCA program**

**Goal 3: Achieve an investment grade credit rating by end of 2024**

**2. CUSTOMER AND COMMUNITY**

**Goal 4: Maintain competitive rates to acquire and retain customers.**

**Goal 5: Promote Greater Customer Awareness Particularly Among VCE's Business and Agricultural Customers**

**Goal 6: Achieve new levels of customer service satisfaction**

**Goal 7: Maintain An Opt-Out Rate of No More Than 10% of VCE’s Customers and Load**

### **3. PROCUREMENT AND POWER SUPPLY**

**Goal 8: Acquire sufficient bundled energy and renewable resources to achieve VCE’s greenhouse gas reduction and other goals while exceeding California’s mandates**

**Goal 9: Supply as high a percentage of carbon-free energy to VCE customers as fiscally practical**

**Goal 10: Manage power supply resources and risks to financial and rate objectives**

### **4. STATEWIDE ISSUES: REGULATORY & LEGISLATIVE**

**Goal 11: Engage regulators and legislators in developing policy that protects CCA rights and facilitates CCA contributions to decarbonization, grid reliability, affordability, and social equity**

### **5. DECARBONIZATION & GRID INNOVATION PROGRAMS**

**Goal 12: Work with VCE member communities to analyze and develop energy and transportation GHG emission reduction targets, programs, and milestone dates.**

### **6. ORGANIZATION AND WORKPLACE**

**Goal 13: Analyze and Implement Optimal Management & Organizational Structure at VCE**

**Goal 14: Build a high-performing in-house team supported by high-quality consultant services**

**Goal 15: Evaluate and Pursue Opportunities for Shared Services with other CCAs for Certain Functions**

**Goal 16: Develop a Set of Criteria and Evaluation Framework to Guide Future Expansion Opportunities within Yolo County and Surrounding Areas**

### **7. INFORMATION SYSTEMS AND TECHNOLOGY**

**Goal 17: Ensure VCE’s Information Technology infrastructure is secure, reliable, and disaster resilient to provide 24/7/365 online access**

**Goal 18: Foster innovation and Empower decision making with data**

## **PERFORMANCE METRICS**