

2024 - 2027

# STRATEGIC PLAN



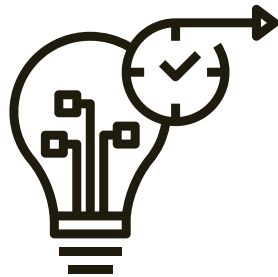
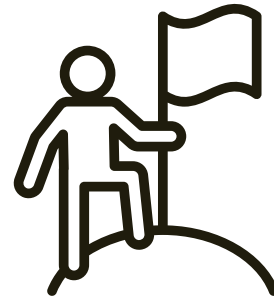
# neuac

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NATIONAL ENERGY & UTILITY  
AFFORDABILITY COALITION

## OUR MISSION

NEUAC is a broad-based coalition of diverse members dedicated to heightening awareness of the energy and utility affordability needs of vulnerable households, fostering public-private partnerships, and engaging in advocacy, education, and other activities to help address these needs.



## OUR VISION

Our vision is for all people to have access to the energy and utility resources they need to live in a safe and healthy way.

## OUR VALUES

Accountability  
Advocacy  
Collaboration  
Compassion

Integrity  
Inclusion  
Learning



## STRATEGIC PLANNING PROCESS

## STAKEHOLDER ENGAGEMENT HIGHLIGHTS

Percent of member survey takers who agreed that NEUAC provides value to member organizations

**94.7%**

Percent of member survey takers who were satisfied with NEUAC's LIHEAP Action Day

**95.7%**

Percent of member survey takers who were satisfied with the quality of NEUAC's communications with its members

**96.5%**

During 2023, NEUAC engaged numerous stakeholder groups, including the Board of Directors, Advisory Board, staff, federal partners, and members to provide input that informed the goals and strategies included in this strategic plan. Key themes from this engagement included:

- Identifying noteworthy strengths of NEUAC's work;
- Building awareness of energy burden and utility affordability;
- Strengthening NEUAC's coalition, including members and mission-aligned stakeholders; and
- Building the long-term capacity within the organization

These goals and strategies respond to this valuable insight, leverage NEUAC's existing strengths, and establish new goals and a strategic direction for the organization's work moving forward.

Originally adopted for 2024-2026, this plan was amended and extended by the Board of Directors in Feb 2026.



## GOAL 1: EXPAND AWARENESS AND DEEPEN THE CONVERSATION ABOUT ENERGY BURDEN AND UTILITY AFFORDABILITY.

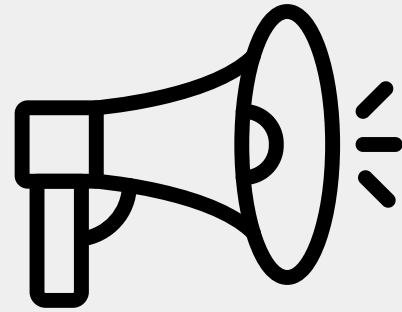
**Strategy 1:** Create a repository and advocacy toolkit relevant to members on information and resources on energy and utility affordability.

**Strategy 2:** Empower member organizations with information and technical assistance that supports the interests of their vulnerable households.

**Strategy 3:** Identify and pursue ways to build awareness using communications tools (e.g., website, white papers, and media relations).

**Strategy 4:** Facilitate appropriate alliances around energy and utility affordability with organizations with interests that align with those of NEUAC.

**Strategy 5:** Identify and pursue opportunities to collaborate on issues affecting energy affordability; such as weatherization, energy efficiency, and water affordability.



### Outcome:

Increased recognition of the importance of solutions that address the energy and utility affordability needs of vulnerable households.



## Outcome:

Expanded, broad membership base with increased member engagement.

## GOAL 2: GROW NEUAC'S MEMBERSHIP AND THE STRENGTH OF ITS COALITION.

**Strategy 1:** Continue to build upon the success of LIHEAP Action Day and the conference.

**Strategy 2:** Increase representation of and engagement with tribes/Native organizations.

**Strategy 3:** Increase participation in NEUAC from rural communities.

**Strategy 4:** Create opportunities for vulnerable households to have a voice regarding energy burden and utility affordability.

**Strategy 5:** Evaluate membership tier structure to increase access for smaller entities.

**Strategy 6:** Embrace NEUAC's role as a uniquely positioned convening organization to facilitate greater connection among stakeholders and within regions, including to continue conversations on LIHEAP reauthorization and to explore and develop a Utility Assistance Programs Survey.

## GOAL 3: INCREASE ORGANIZATIONAL CAPACITY TO FACILITATE THE LONG-TERM SUSTAINABILITY OF NEUAC'S IMPACT.

**Strategy 1:** Diversify funding sources beyond current fundraising.

**Strategy 2:** Expand staff.

**Strategy 3:** Embed justice, equity, diversity, and inclusion (JEDI) work into NEUAC's programs and internal operations.

**Strategy 4:** Identify strategies to support board development and increase engagement from the board and working committees.



### Outcome:

Internal organizational structure and resources that support work toward ambitious, yet achievable, goals.

## ACKNOWLEDGMENTS

### GOVERNANCE BOARD

Affordable Housing Alliance: Kathleen Kerr  
American Council for an Energy-Efficient Economy (ACEEE): Amanda Dewey  
Arizona Public Service Company (APS): Michelle Lehman  
Baltimore Gas and Electric: David Conn  
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CenterPoint Energy: Todd Berreman  
Central Coast Energy Services: Julie Garcia  
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Dollar Energy Fund: Chad Quinn  
Dominion: Carolyn Perry  
DTE Energy: Sakinah Howard  
Duke Energy: Brittany Lyke  
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HeartShare Human Services: Tanya Jones  
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Mid-America Assistance Coalition: John Rich  
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Oregon Energy Fund: Marietta Doney  
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VEIC: Alison Donovan  
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WSSC Water: Kelly Caplan

# ACKNOWLEDGMENTS

## ADVISORY BOARD

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PSEG: Jared Hawes  
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SEEL: Scott Alan Davis  
SoCalGas: Octavio Verduzco  
Southern Company Gas: Tiffany Gilstrap  
Step Forward: Doug Bennett  
Tacoma Public Utilities: Francine Artis  
TECO Energy: Gerri Drummond  
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The Salvation Army – Central Territory: Angie Sterner  
Xcel Energy: Diedra Howard

## ACKNOWLEDGMENTS

### EX-OFFICIO BOARD

American Gas Association (AGA): Brian Caudill  
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American Public Power Association (APPA): John Godfrey  
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Federal Energy Regulatory Commission, alternate: Sheila Ruffin  
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U.S. Department of Energy: VACANT  
U.S. Department of Health and Human Services: Heather Jones  
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### NEUAC STAFF

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