



neuac

NATIONAL ENERGY & UTILITY AFFORDABILITY COALITION

STRATEGIC PLAN 2020-2023



On the web <http://neuac.org>

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“We rise by lifting others.” ~ Robert Ingersoll



INTRODUCTION

The National Energy and Utility Affordability Coalition (NEUAC) currently serves 195 member organizations that span the nation, including non-profit organizations, energy assistance programs, trade associations, tribes, and utilities. NEUAC provides its members with the tools to support families and underserved populations including the elderly, disabled, veterans, and families with young children.

NEUAC is a leader in the fields of public policy, advocacy, energy, and poverty issues. With our committed members, we work to reduce residential energy burden, especially for these vulnerable populations, and to improve energy affordability.

NEUAC bridges the gap between states, social service organizations, and government and facilitates cooperation between utilities and community partners to better serve our neighbors in times of crisis.

Adequate funding for the federal Low Income Home Energy Assistance Program (LIHEAP) and creation and growth of fuel funds are our main focus areas for policy. Recently, NEUAC has expanded our priorities to include advocacy for water affordability in addition to energy affordability and weatherization.

A 501(c)3 charitable organization, NEUAC was formed in 2014 following the merger of the National Fuel Funds Network (NFFN) and the National Low Income Energy Consortium (NLIEC). The main operating office is in Washington, D.C.

“We can not become what we were meant to be by remaining where we are.”
~ Oprah Winfrey



EXECUTIVE SUMMARY

Listed below are some recent NEUAC accomplishments:

- ◆ The continuation and improvement of LIHEAP funding allocations, despite the administration’s de-prioritization and reoccurring proposals to eliminate funding;
- ◆ Improved attendance at the organization’s premiere event, the NEUAC annual conference, which is hosted in a different U.S. city each year;
- ◆ Record participation in LIHEAP Action Day in Washington, D.C., a fly-in event that connects policymakers with the nonprofits, constituents, and utilities that support the program;
- ◆ The Open Letter to Congress in support of LIHEAP garnered support from across the U.S., totaling more

than 1,000 signatures by stakeholder organizations;

- ◆ Membership has increased from 104 in 2016 to 191 from in 2019;
- ◆ Fundraising has improved from \$259,866 in 2016 to \$490,701 in 2018;
- ◆ Net operating income improved by 197% between 2016 and 2018.

The strategic plan that follows is designed to direct the growth of our organization in accordance with the NEUAC mission, core values, and our members’ shared purpose. As new organizations with fresh perspectives join NEUAC, it is important that NEUAC both embrace our growing diversity and remain true to our earliest objective: to support vulnerable families and individuals with utility affordability and help those with the least, the most.

“It always seems impossible until it’s done.” ~ Nelson Mandela



MISSION

NEUAC is a broad-based coalition of diverse member organizations and individuals dedicated to heightening awareness of the energy needs of low income energy consumers, fostering public-private partnerships, and engaging in other activities to help address these needs.

VISION

- ◆ Improve awareness and understanding of the nature and magnitude of energy and utility challenges for those most vulnerable
- ◆ Formulate and advance utility affordability policies
- ◆ Compile, analyze, and disseminate data that informs the dialogue on utility affordability
- ◆ Promote the development of statewide and regional fuel funds
- ◆ Provide technical assistance in the creation and development of fuel funds

“There’s really no such thing as ‘voiceless.’ There are only the deliberately silenced and the preferably unheard.” ~ Arundhati Roy



CORE VALUES

Collaboration

NEUAC WILL FACILITATE cooperation, mutual respect, and effectual working relationships between public and private organizations, which in turn supports those most vulnerable in our communities.

Advocacy

NEUAC WILL ADVOCATE for those struggling with energy poverty and use our platform to forward policies that improve living conditions and improve utility affordability for families and individuals most in need.

Leadership

NEUAC WILL LEAD our membership and the country in communicating practices that are efficacious, creative, and practical to reduce residential utility burden, especially for vulnerable populations.

Compassion

NEUAC WILL MODEL a compassionate approach to our work with underserved populations and will staff our organization with professionals who demonstrate genuine concern for the well-being of others. We will value and listen with understanding to the real-life experiences of those in need and will not try to filter their words through our own value systems, judgements, or experiences.

“The difficult I’ll do right now. The impossible will take a little while.”
~ Billie Holiday



CORE VALUES continued

Integrity

NEUAC IS COMMITTED TO DOING THE RIGHT THING in each situation; despite obstacles, the promise of monetary or professional gain, or when the decision isn’t popular or praised. When deliberating, the right decision is the one that accrues the most benefit to those suffering in utility crises. NEUAC’s decisions will be justified, operations transparent, and activities connected to and in support of NEUAC’s mission.

Diversity

NEUAC CELEBRATES DIVERSITY. Diversity strengthens the bonds of humanity and creates empathy, which in turn fosters an atmosphere of support for one another that aligns with our mission. NEUAC will create opportunities to listen and learn from people of all walks of life, foster diversity in our staff and leadership, and tell others about the enrichment that results from those decisions.

“You are confined only by the walls you build yourself.”

~ Andrew Murphy



STRATEGIC PLAN — 2020 and beyond

Goal

Increase membership in NEUAC to 220 by 2020 (membership as of 8/12/19 is 195).

Strategy

Retain current members and welcome at least 27 new members to NEUAC in 2020.

Actions

- ◆ Design and send specific marketing for targeted audiences during the membership campaign
- ◆ Continue practice of 1.5 years membership for price of one year for those joining post-conference
- ◆ Streamline the member benefits page and online membership form on neuac.org

- ◆ Send a survey to lapsed members inquiring about why they have not returned
- ◆ Increase and improve outreach and benefits to tribes
- ◆ Each board member commits to bringing one new member in 2020.
- ◆ Aim for at least one organization from each state, territory, and tribe.
- ◆ Engage new or under-tapped audiences, e.g. water, co-ops, Community Action Agencies, government groups, renewables.

Deliverables or Measures of Success

- NEUAC membership will welcome 220 engaged, passionate, and involved members in 2020

“In any given moment we have two choices: to step forward into growth or backward into safety.” ~ Abraham Maslow



STRATEGIC PLAN – 2020 and beyond

Goal

Engage water utility providers and advocates in support of mechanisms that improve water affordability, particularly for disenfranchised communities and vulnerable households.

Strategy

Create opportunities for water stakeholders to participate and benefit from collaboration with NEUAC.

Actions

- ◆ Host a summit for leaders in the water community at the NEUAC 2020 conference.
- ◆ Add an interactive water utility learning station at the 2020 conference
- ◆ Invite a water association leader to participate as an ex-

officio member of the NEUAC board.

- ◆ Engage with national partners and NEUAC members in a plan to address water affordability in vulnerable communities.
- ◆ Incorporate water affordability content into the 2020 conference content, monthly webinar schedule, and communications to the wider NEUAC universe.

Deliverables or Measures of Success

- NEUAC will welcome at least three new water utilities or nonprofits as members in 2020.
- NEUAC will host a water affordability summit for at least 10 leaders at the 2020 conference.
- NEUAC will release three or more email communications focused on water affordability before December 31, 2020.
- NEUAC will host a water affordability-centric webinar before December 31, 2020.



“Plan for the future because that is where
you are going to spend the rest of your life.” ~ Mark Twain



STRATEGIC PLAN – 2020 and beyond

Goal

Protect NEUAC assets and resources while providing liquidity and grow financially.

Strategy

Implement practices to improve transparency and organization of the financial records of the organization, and research and implement fundraising and investment strategies that meet the needs of the organization.

Actions

- ◆ Pursue an annual audit by 12/2020 and remain in compliance with GAAP updates
- ◆ Sub-divide the NEUAC Money Market Account located at SunTrust Bank to incorporate a long-term investment

strategy as approved by the finance committee and board of directors.

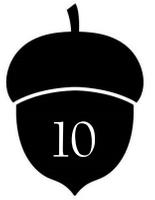
- ◆ Assess and modify financial statements and create a narrative structure for board reports to improve transparency, show revenue and expense comparisons from year-to-year, and give a more complete picture of the financial health of the organization.
- ◆ Find creative ways to do more with less.

Deliverables or Measures of Success

- Long-term investment strategy will yield higher returns on savings for NEUAC within three years.
- Audit will be performed with no findings in 2020.
- Financial reports will demonstrate the financial progress of the organization and will be easier to view and understand.



“Unless someone like you care a whole awful lot,
nothing is going to get better. It’s not.” ~ Dr. Suess, *The Lorax*



STRATEGIC PLAN – 2020 and beyond

Goal

Advance and protect NEUAC’s mission through advocacy and education.

Strategy

Build expertise in NEUAC staff and board members and provide a variety of instruction and materials to develop the advocacy skills of our members.

Actions

- ◆ Initiate regional and state dialogues on effective and meaningful advocacy that supports the mission of NEUAC.
- ◆ Incorporate the voices of those served by energy and water assistance programs into our activities, materials, meetings, and trainings.

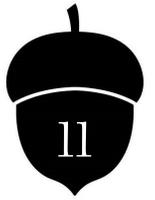
- ◆ Grow LIHEAP Action Day and ensure consistency in messaging by requiring training for state team leaders.

Deliverables or Measures of Success

- The NEUAC annual conference will feature a panel or plenary session featuring customers.
- NEUAC will host a Hill briefing for new staff members and others interested in utility affordability.
- NEUAC will provide testimony, written or in-person, on critical federal policy issues.
- NEUAC will continue to personalize the message for LIHEAP in each state to include energy efficiency, weatherization, crisis programs, poverty research, or other pertinent information and will provide a comprehensive set of materials to each participant in Action Day.



“You are not a victim for sharing your story. You are a survivor, setting the world on fire with your truth. You never know who needs your light, your warmth, your raging courage.” ~ Alex Elle



OUR WAY FORWARD

We hold these truths to be self-evident at NEUAC:

- In a country such as the United States, rich with resources, no person should die at home from exposure to extreme heat or cold.

- The base standard for living should include access to affordable energy; preventive techniques that reduce energy usage and lower bills; safe, affordable drinking water; and functioning systems to maintain healthy indoor air temperatures and quality.

- Those who have experienced energy poverty are best suited to demonstrate the impact of programs designed to address their needs.

- It is imperative that utilities and nonprofits across the country put aside any differences and chorus their voices to support utility affordability programs.

- It is a matter of justice to offer equal access to new or

emerging technologies that reduce energy usage and costs for persons, families, communities, and/or specific populations, especially those perpetually underserved.

NEUAC and our predecessor organizations made tremendous strides to protect and provide solutions that address utility poverty. Moving forward, there will be strength in numbers, strength in our expertise, strength in training and technical assistance, and strength in our passion to eradicate energy poverty and protect the health and safety of American households, especially those that are home to a child, an older adult, or a person living with a disability. These populations are most vulnerable to indoor temperature extremes and are prioritized for services.

We move forward with hope for a day when no one is cold at night; when no one must endure the blistering heat increasingly brought on by forces like climate change.

May we understand that helping one helps us all.

“Everybody can be great, because everybody can serve.”
~ Martin Luther King, Jr.



NEUAC EXECUTIVE COMMITTEE 2019-2020



President Saunteel Jenkins, Executive Director, THAW (Detroit, MI)



First Vice President Rhonda Harper, Citizens Energy Group (Indianapolis, IN)



Second Vice President Kim Campbell, Vistra Energy (Irving, TX)

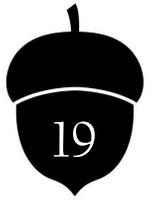


DOING THE MOST GOOD™ Treasurer Mary Wilkins, The Salvation Army, WMNI Division (Grand Rapids, MI)



OPERATION FUEL Secretary Brenda Watson, Operation Fuel Inc. (Hartford, CT)
WE ADVOCATE. WE COLLABORATE. WE SERVE.

“The secret of change is to focus all of your energy
not on fighting the old, but on building the new.” – Socrates



NEUAC Governance Board of Directors, 2019-2020

Atmos Energy, Dan Alderson

Affordable Housing Alliance, Kathleen Kerr

Alliance to Save Energy, Scott Thach

American Council for an Energy Efficient Economy.

Ariel Drehobl

CenterPoint Energy, Sarah Schaffer

City of Avondale, AZ , Sheryl Steele

Energy Outreach Colorado, Enrique Hernandez

Fuel Fund of Maryland, Cami Caudill

Maricopa County Human Services, Sandra Mendez

MASSCAP, Joe Diamond

Michigan Community Action Association, Chere Coleman

National Energy Foundation, Gary Swan

National Grid, Sherry Higgins

New Jersey Natural Gas, Greg Seitz and Luisa Sala

New Jersey SHARES , Cheryl Stowell

Ohio Partners for Affordable Energy, David Rinebolt

Pacific Asian Consortium in Employment , Celia Andrade

Partnership for Affordable Clean Energy, Paul Griffin

PG&E, Silvia Aldana

Pickaway County Community Action, Andrew Binegar

Salt River Project, Bonnie Temme

Spire, Connie Sanchez

TECO, Gerri Drummond

Tennessee Valley Authority, Frank Rapley

VEIC, Alison Donovan

Washington Gas Kelly Caplan

“Do what you can with what you have where you are.” ~ Anonymous



NEUAC MEMBERS 2019

AARP

Action For Boston Community Development, Inc.

Affordable Housing Alliance, Inc.

Align

Alliance To Save Energy

Alliant Energy Corporation

American Council for an Energy-Efficient Economy

American Gas Association

American Public Gas Association

American Public Power Association

APPRISE

Arizona Community Action Association

Arizona Public Service

Atmos Energy

AZCEND

BakerRipley

BGE

Black Hills Energy

Broward County Community Action Agency

Campesinos Unidos, Inc.

CEDA

Centerpoint Energy

Central Coast Energy Services, Inc.

Central Hudson Gas & Electric Corporation

Cherokee Nation

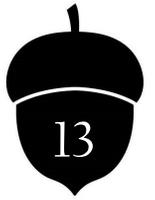
Chesapeake Utilities Corp.

Cincinnati Community Action Agency

Citizens Energy Group

Citizens for Citizens

NEUAC Members 2019, continued



City of Avondale

City of Fort Worth

City of Phoenix Arizona

City of Scottsdale, AZ

City of Surprise, AZ

City of Tolleson, AZ

Clark Public Utilities

Coalition For Affordable Energy For All

Coalition of Northeastern Governors

Coalition to Keep Michigan Warm

Colorado Dept. of Human Services - LEAP

Community Action Agency of Greater Kansas City

Community Action Council of Lewis, Mason & Thurston Counties

Community Action of Northeast Indiana dba Brightpoint

Community Action Partnership Association of Idaho

Community Action Partnership of Kern

Community Action Partnership of Orange County

Community Action Program Committee, Inc.

Community Action Program of Evansville and Vanderburgh County, Inc.

Community Services Consortium

Community Services of Northeast Texas, Inc.

ConEd

Consumers Energy

Crisis Assistance Ministry

CSD

D.C. Office of the Peoples Counsel

Delaware Office of Community Services

Department of Energy & Environment

Department of Environmental Protection

Distributed Energy Financial Group LLC (DEFG)

Dominion Energy

Douglas Cherokee Economic Authority

DTE Energy

Duke Energy





NEUAC Members 2019, continued

Duquesne Light Company

Economic Security Corporation

Edison Electric Institute

Energy Assistance Foundation

Energy Coordinating Agency

Energy Fairness/Partnership for Affordable Clean Energy

Energy Outreach Colorado

EnergyCare

Entergy Services, Inc.

Federal Energy Regulatory Commission

First State Community Action Agency

FirstEnergy

Florida Association for Community Action

Florida Power and Light

Foundation Senior Living

Fuel Fund of Maryland, Inc.

Futures Through Training

Georgia Dept. of HS/DFCS/CSBG/LIHEAP

Georgia Power Company

HeartShare Human Services of New York

HEAT, Inc.

Hopelink

IMPACT Community Action

Jacksonville Electric Authority

Kansas City Power & Light

KC Water

Lawrence County Social Services, Inc.

Louis Gonzalez

Louisiana Housing Corporation

Lumbee Tribe of North Carolina

Lynn Economic Opportunity, Inc.

Maricopa County Community Services Division

MASSCAP

Miami Valley Community Action Partnership

Michigan Community Action

Mid America Assistance Coalition

NEUAC Members 2019, continued

Mid Sioux Opportunity, Inc.
Mid-Cumberland Community Action Agency
Missouri Community Action Network
Montana - Dakota Utilities Co.
Montgomery Community Action Committee
Multi-Service Center
NASCS
National Association of Regulatory Commissioners
National Center for Appropriate Technology
National Energy Assistance Directors' Association
National Energy Foundation
National Grid
National Rural Electric Coop Association
Navajo Nation
Neighbor Helping Neighbor Fund, Inc.
Neighborhood Service Center, Inc.
New England Farm Workers' Council
New Jersey Natural Gas
New York State Energy Research and Development

Authority
NiSource/Columbia Gas Of Ohio
NiSource/Columbia Gas of PA
NJ SHARES
Northeast Denver Housing Center Inc.
Ohio Development Services Agency
OIC of Washington
Oklahoma Department of Human Services
Omaha Public Power District
ONE Gas Oklahoma
ONE Gas Texas
Operation Fuel, Inc.
Opportunity Council
Oregon Energy Fund
PACE Inc. Fuel Assistance
Pacific Asian Consortium in Employment
Pacific Gas and Electric Company
Pathway
PECO





NEUAC Members 2019, continued

Pennsylvania Public Utility Commission

People's Community Action Corporation

Peoples Natural Gas

Pepco Holdings

Philadelphia Gas Works

Pickaway Community Action Agency (PICCA)

Portland Water Bureau

Project Warmth / United Way of Long Island

PSE&G

Pueblo of Jemez LIHEAP

Renewable Energy Transition Initiative

Rural Office of Community Services, Inc.

Salt River Pima Maricopa Indian Community

Salt River Project

San Carlos Apache Tribe

SEEL LLC

SEICAA

Small Tribes Organization of Western WA

SMUD

South Shore Community Action Council

Southern California Gas Co

Southern Company Gas

Spire

Spokane Neighborhood Action Program (S.N.A.P)

State of Michigan

Step Up Suncoast, Inc.

Sustainable Resources Center

Tacoma Public Utilities

TECO Energy

Tempe Community Action Agency

Tennessee Valley Authority

Texas Energy Poverty Research Institute

Thames Valley Council for Community Action

THAW

The Breathing Association

The Salvation Army





“In a gentle way, you can shake the world.”
Mahatma Ghandi

NEUAC Members 2019, continued

The Salvation Army - ALM Division

The Salvation Army - WMNI Division

The Salvation Army National Headquarters

The Salvation Army, Arkansas and Oklahoma Division

The Salvation Army, National Headquarters

Total Community Action Inc.

Town of Gila Bend, AZ

Town of Guadalupe, AZ

Tri-County Action Programs, Inc. (Tri-CAP)

TXU Energy (Vistra Energy)

U. S. Dept of HHS

UGI Utilities

United States Department of Energy

United Way of Jackson County

Upper East TN Human Development Agency

Utility Emergency Services Fund

Vermont Energy Investment Corp.

Washington Gas

WEC Energy Group

WI Division of Energy, Housing and Community Services

Worcester Community Action Council

Yamhill Community Action Partnership

Michael Swayze

Thank you, loyal members, for your part in NEUAC's progress.

“Be brave enough to start a conversation that matters.” ~ Margaret Wheatley



National Energy and Utility Affordability Coalition (NEUAC)

Executive Director Katrina Metzler

Operations Director Erica Lambert

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