

neuac

NATIONAL ENERGY & UTILITY AFFORDABILITY COALITION

Board of Directors Orientation 2025-2026

**July 9, 2025
2 p.m. ET**



Meeting Expectations

1. **We are all equal.** In the room, at this time, each of us – regardless of position – are welcome and encouraged to participate.
2. (“WAIT” – Why am I talking? Why aren’t I talking?) We will tap into the wisdom of the group, not focus on the opinions of individuals. **No single person(s) shall dominate the conversation. Monitor your own air time.**
3. **Be open and respectful.** We will seek first to understand and give full consideration to new ideas, approaches and creative processes. We will question our own assumptions and those of our colleagues in order to think creatively. We will not fixate on past practices and will instead be flexible to change or new ideas.
4. **Speak from your own experience.** We will listen to each other and suspend judgments. We will respect all kinds of knowledge and value the full spectrum of knowledge in attendance; use “I” statements and resist expressing assumptions about the experience of others or asking others to speak on behalf of a group.
5. **Be present and listen deeply.** Our conversation is not about convincing each other, but rather about listening and providing your full attention to everything and everyone and then deciding what it all means.

Meeting Expectations

6. **Final decisions are final.** Each of us will be heard, but that doesn't mean each of us will get what we want. It's okay to disagree. When issues are important and people care, they argue, but once we decide, each of us will accept and respect the organization's decisions.
7. If we notice something of concern during a meeting, we have an obligation to speak up. If you choose not to provide input on decisions, it will be assumed that parties are amenable to decisions made. **Discussion happens during meetings, not before or after.**
8. **Stay on track.** We agree to focus on the meeting agenda and work diligently to stay on track.
9. **Be conscious of intent vs. impact.** The things we say or do may have a negative impact on others, despite our intent. Be accountable for the impact of your actions and words.
10. **Be aware of power dynamics.** Notice how you might be subconsciously using your power or privilege and hold awareness of histories of injustice.
11. **Avoid jargon, acronyms, and industry language.** Use inclusive language that is accessible to people with varying sector knowledge.

Agenda

- Introductions
- Mission, History of NEUAC
 - NFFN, NLIEC
- Signature Events
 - Conference, LIHEAP Action Day
- Policy and Advocacy
- Education and Awareness
 - Social Media
- Board Member Responsibilities
- Your Questions/Feedback



Introductions

Roll Call

- Name
- Title
- State
- Organization

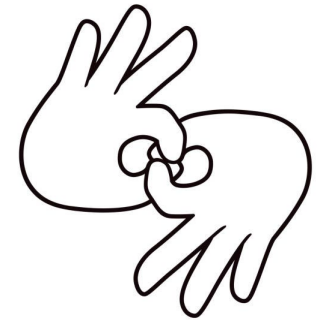
What is your special talent?

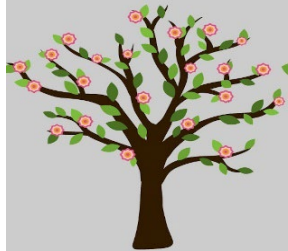
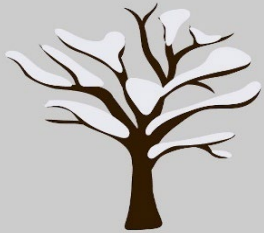


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Board Meeting Annual Overview

Fall Board of Directors Meeting
With Conference Planning Meeting

Winter Board of Directors Meeting
Virtual; or onsite in Washington DC,
special retreats or partner collaborations

Spring Board of Directors Meeting
With LIHEAP Action Day

Summer Board of Directors Meeting
With Annual Conference

Mark Your Calendars

September 30, 2025

NEUAC Conference Planning Meeting – Kicks off planning for the 2026 NEUAC Conference Board members and local nonprofit and utility stakeholders in Seattle and the PNW region

October 1, 2025

NEUAC Fall Board of Directors Meeting

Both meetings: Hyatt Regency Seattle

Housing block is available for \$249/night. Make your hotel reservation no later than September 2:

<https://www.hyatt.com/en-US/group-booking/SEARS/G-NEU2>

Save
LIHEAP

neuac

August is LIHEAP Action Month.
Take action to end energy poverty.

LIHEAP Action Month

LIHEAP Action Month is **August**

A time to visit with federal representatives during the August recess and provide community outreach and education on utility assistance.



Protect
LIHEAP

LIHEAP protects seniors.

41,000 people aged 65+ were lifted out of poverty in 2021 because of energy assistance programs, including LIHEAP.

Tell Congress to **#ProtectLIHEAP** to help end energy poverty.

AUGUST IS LIHEAP ACTION MONTH.
Spread the word. Share this post.

SOURCE: U.S. CENSUS BUREAU, SUPPLEMENTAL POVERTY MEASURE, 2021



LIHEAP Action Day

February 24-25, 2026

Hyatt Regency Capitol Hill (room block only)
Meetings will be on Capitol Hill

<https://neuac.org/liheap-action-day/>



Annual Conference Seattle, WA

Moderator opportunities
Presenting opportunities
Organizational/committee opportunities

Upcoming Events

12/2/25	Utility Summit	Washington, DC
12/3/25	Utility Summit Legislative Meetings (AM)	Washington, DC
12/3/25	Winter Board of Directors Meeting (PM)	Virtual/Hybrid
2/23/26	Spring Board of Directors Meeting	Washington, DC
2/24/26	Advocacy Boot Camp/State Team Meetings	Washington, DC
2/25/26	LIHEAP Action Day	Washington, DC
5/18/26	Summer Board of Directors Meeting	Seattle, WA
5/18/26	NEUAC Preconference Sessions	Seattle, WA
5/19-21/26	NEUAC Annual Conference	Seattle, WA

NEUAC Mission

The National Energy and Utility Affordability Coalition (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.

Take Action. End Energy Poverty.

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. Goals:

- To increase awareness and understanding of the nature and magnitude of income-constrained energy problems among the various publics
- To formulate and advance income-constrained energy policy through compilation, analysis and dissemination of data and information
- To provide information and technical assistance in the creation and development of fuel funds
- To promote the development of statewide and regional fuel funds

**Located in the Dupont Circle neighborhood of Washington, D.C.,
NEUAC staff work with our committed members to advance our mission**

NEUAC – A Look Back in Time

- National Fuel Fund Network (NFFN) formed in 1984, incorporated in 1987
 - **Mission:** Bring together utilities, nonprofits, trade associations and fuel funds; establish a national network
 - Membership-based organization of nearly 300 members



History of NEUAC – Sister Pat Kelley

Missouri EnergyCare spurred the creation of the National Fuel Funds Network and later the National Energy & Utility Affordability Coalition, with a mission to advocate for energy assistance.

Sister Pat Kelley, a member of the Sisters of Charity Order, is credited as the founder of the national effort to advocate for energy assistance.

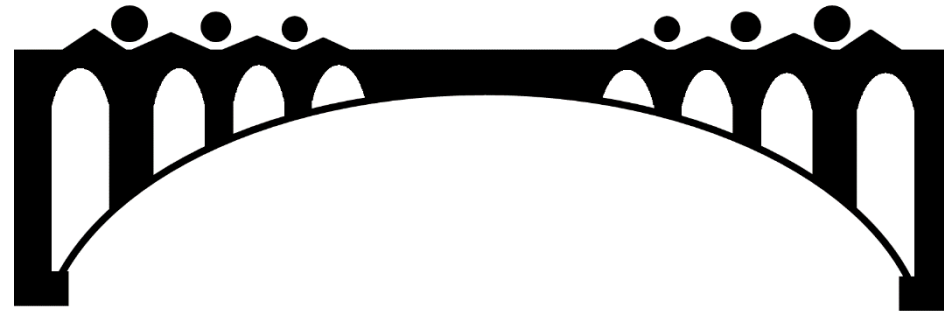


NEUAC honors the legacy of Sister Pat Kelley by bestowing an annual award in her honor to a person with exemplary achievement in furthering NEUAC's objectives of increasing public awareness of low-income energy problems, advancing energy assistance policy, and promoting charitable energy assistance.

History of NEUAC – NLIEC

- National Low Income Energy Consortium (NLIEC) formed in 1986

Mission: Reflect diverse interests with a singular purpose embodied in the theme **“Building Bridges”**



Board Structure: 21 organizations including utilities, nonprofits, and trade associations focused on energy poverty

History of NEUAC – Victorine Q. Adams

Victorine Quille Adams was a public leader and advocate who played a key role in energy affordability.

While serving on city council in Baltimore, MD, a couple in her district froze to death in their own home.

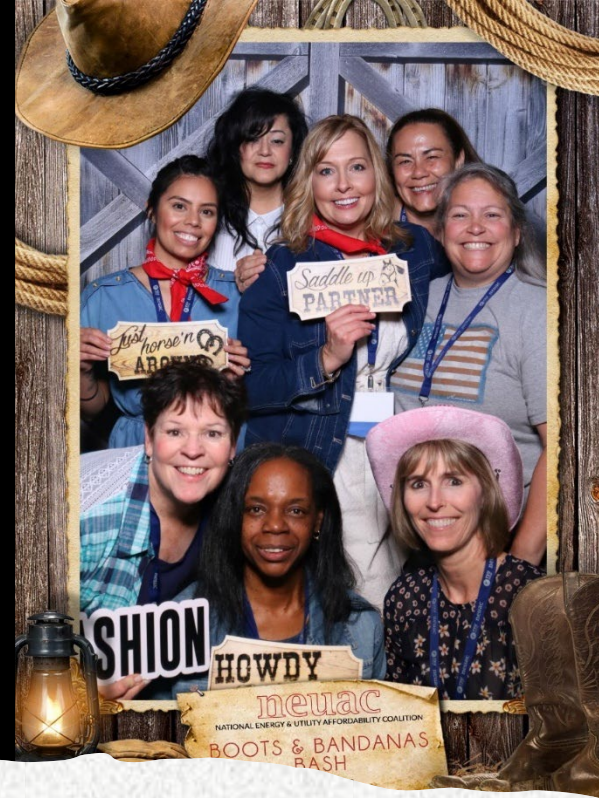
In 1979, Ms. Adams partnered with BGE to establish the Baltimore Fuel Fund to help local families with their heating bills.

Today, it is known as the Maryland Fuel Fund.



“Mother of Energy Equity”

NEUAC honors the legacy of Ms. Adams annually with an award to a nonprofit organization that displays an innovative spirit towards raising public awareness and generating financial aid for people in need of energy assistance.



NEUAC Today

2014 Merger of NFFN and NLIEC resulted in NEUAC, a broad-based coalition of diverse member organizations and individuals

- Today, NEUAC is almost 300 members and growing

Contact Information

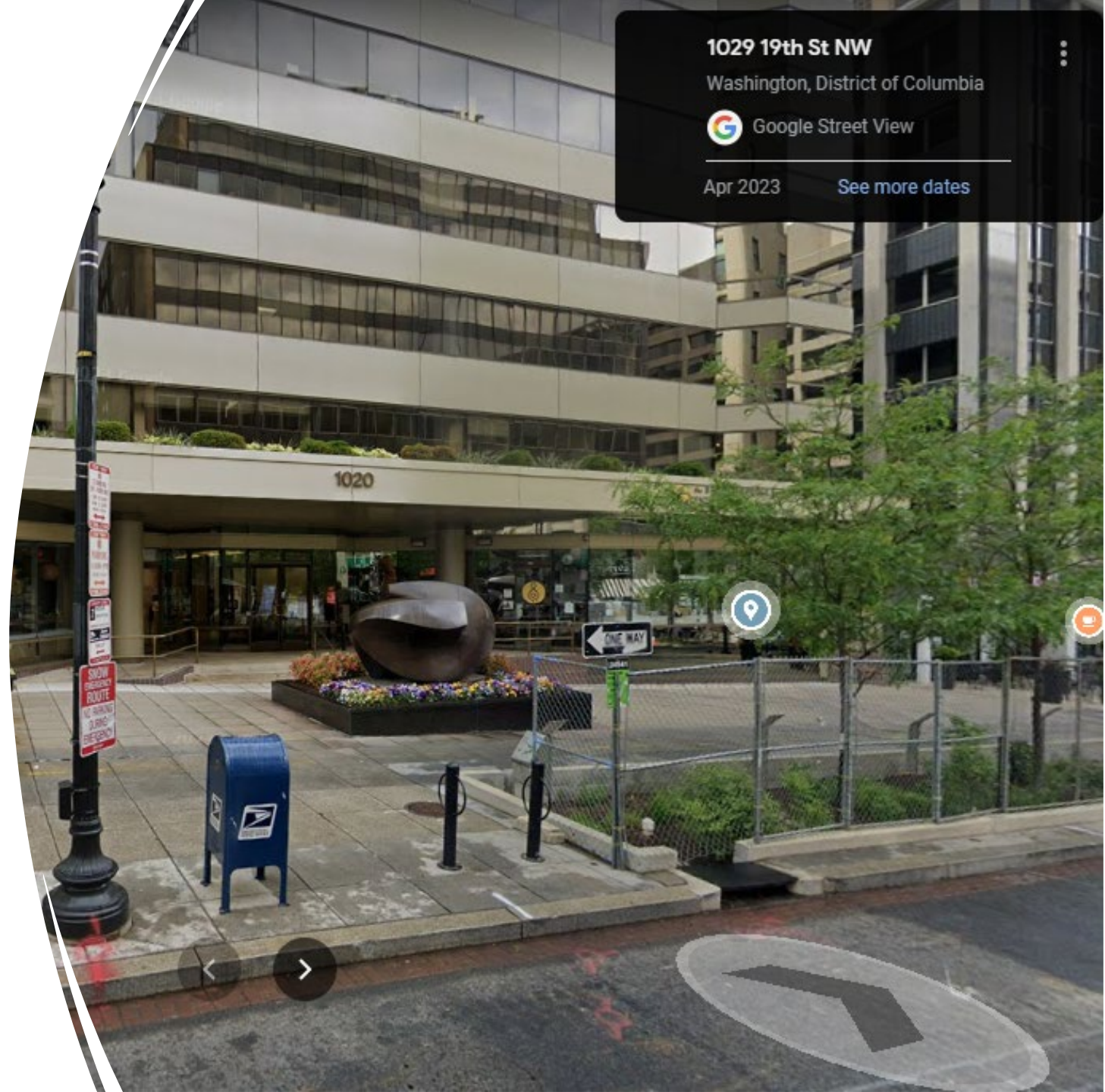
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NEUAC Staff and Consultants



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Board Organization

- Board Organization
 - Governance Board - 35 members
 - Advisory Board – 46 members
 - Ex-Officio Board – 9 members
- Opportunities for involvement
 - Committees
 - LIHEAP Action Day, Advocacy
 - Annual Conference, Education



NEUAC Committees



- *Executive Committee – Officers*

- Conference Planning
- Public Policy & Advocacy
- Finance & Audit
- Membership & Fundraising
- Nominations
- Credentials & Elections

AD HOC

- Site Selection
- Awards
- Bylaws
- JEDIB

Are you thinking...

- Where can I check on my board status?
- Where are the board meeting materials?
- Should I read the bylaws? Where can I find those?
- Where is the agenda for the next board meeting?
- Who are the other board members and how do I reach them?
- What region am I in?

<https://neuac.org/insider/>

2025-2026 NEUAC Governance Board Officers

President: Mike Bradford, The Salvation Army

1st Vice President: Britton Gabel, OPPD

2nd Vice President: John Rich, MAAC

Secretary: Laura Bayona, FPL

Treasurer: Marietta Doney, Oregon Energy Fund

Parliamentarian: Liz Berube, Citizens for Citizens

Past President: Kim Campbell Hailey, Vistra Corp

Governance Board - in the Bylaws

NEUAC shall establish a Governance Board comprised of **nonprofit and utility members of NEUAC in good standing.**

The Governance Board of NEUAC shall have as a common interest a concern in the **utility affordability needs of limited income consumers** and a **commitment to educate themselves and others as to potential resolutions of the problems faced by such persons**, and will support the mission of NEUAC.

The Governance Board has a **duty of undivided loyalty to the mission of NEUAC** including avoidance of self-interest, protection of property and assets, and obedience to these bylaws.

The purpose of the Governance Board shall be to **make decisions on fiduciary, governance, and other important matters** related to the organization and to provide guidance and support to the staff of the NEUAC.

Governance Board – in the Bylaws

At a minimum the following matters should be addressed and/or voted upon by the Governance Board:

- Policy decisions
- Annual budget
- Organizational strategic plan
- Any legal action
- Assumption of a major new financial risk or obligation (e.g. mortgage or lease)
- Hiring, annual review, or dismissal of an executive director
- New Ex-Officio board members
- Revocation of membership
- Removal of an Officer



Governance Board – in the Bylaws

Term Limits

- Up to two, three-year terms on Governance Board
- One year required break in service
 - Advisory Board during this time is allowable

Composition of Members on Governance Board

- Limited to no more than 35
- Should be odd
- Should have at least one more nonprofit representative than utility
- Should broadly represent the membership's interests and geographic regions of the country



Advisory Board – in the Bylaws

NEUAC shall establish an Advisory Board comprised of members in good standing that are not currently serving on the Governance Board and that support the mission of NEUAC.

The purpose of the Advisory Board shall be to provide additional expertise to NEUAC, serve on certain committees, volunteer at events, and perform other supportive functions.

Ex-Officio Board – in the Bylaws

NEUAC shall establish an Ex-Officio Board representing organizations that have national impact, interest, and/or expertise on the issue of utility affordability, and support the mission of NEUAC.

The purpose of the Ex-Officio Board shall be to offer expertise, long-term guidance, and broad perspective on issues related to utility affordability.

There is no term limit for Ex-Officio board members.



Expectations of Board Members



Support the mission and vision of the organization



Attend at least two in-person board meetings annually



Serve on at least one committee



Be an ambassador for NEUAC in your networks



Set and uphold policies, procedures, and ethical standards of organization

- Attend events, encourage others to do so
- Support NEUAC financially by paying dues on time and sponsoring the organization, if possible
- Help fundraise, build membership and sponsorship
- Work for the betterment of the organization and those eligible for utility assistance services

Board Member Responsibilities

- **DUTY OF CARE:** Ensure prudent use of all assets, including facility, people, and good will; provide oversight for all activities that advance the nonprofit's effectiveness and sustainability.
- **DUTY OF LOYALTY:** Make decisions in the best interest of the nonprofit corporation; not in his or her self-interest or his or her company's self interest.
- **DUTY OF OBEDIENCE:** Ensure that the nonprofit obeys applicable laws and acts in accordance with ethical practices; that the nonprofit adheres to its stated mission, and that its activities advance that mission.

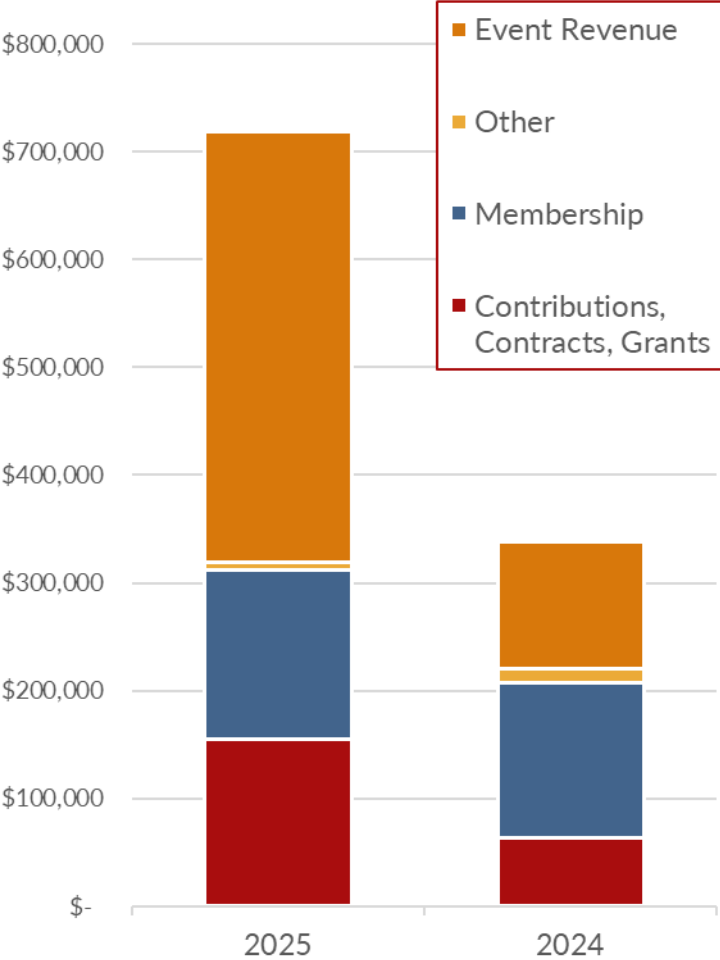
Fiduciary Responsibilities

- Read, understand, and approve the financial reports, annual budget, audit
- Review and approve IRS Form 990
- Understand how the conference and other activities tie to the mission and the financials, as well as the organization's impact

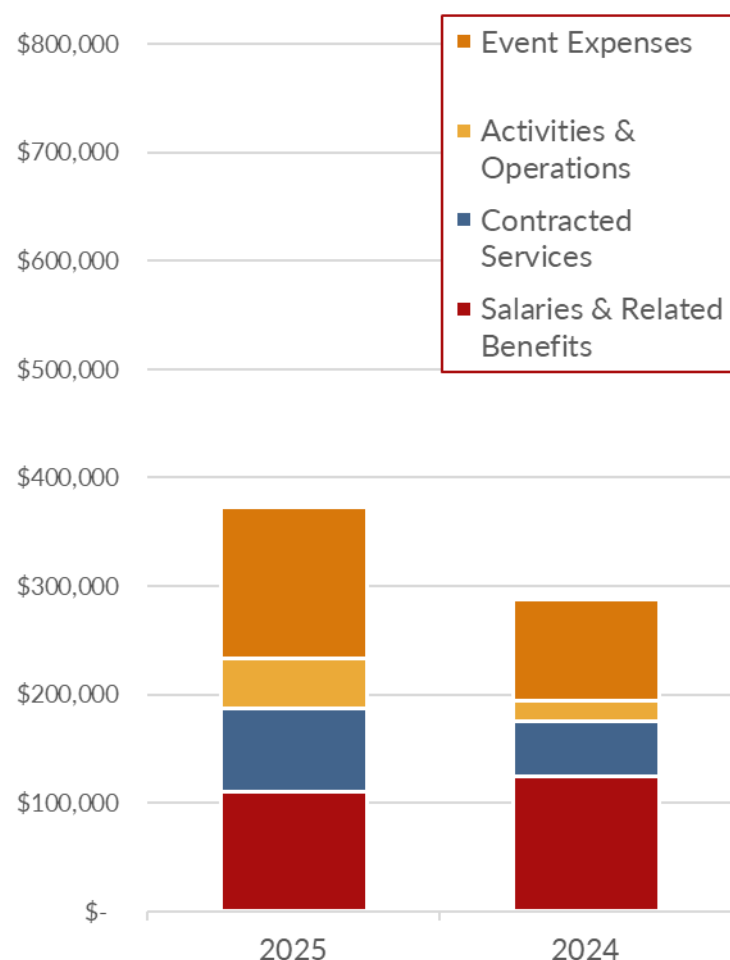


Financial Report as of April 30, 2025

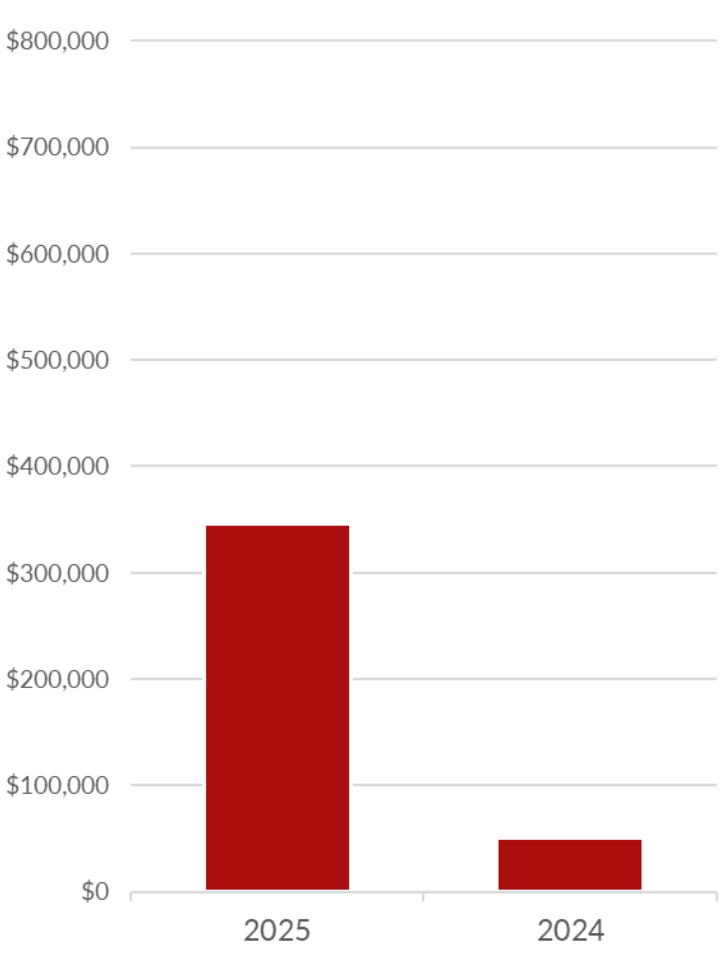
Revenue



Expenses

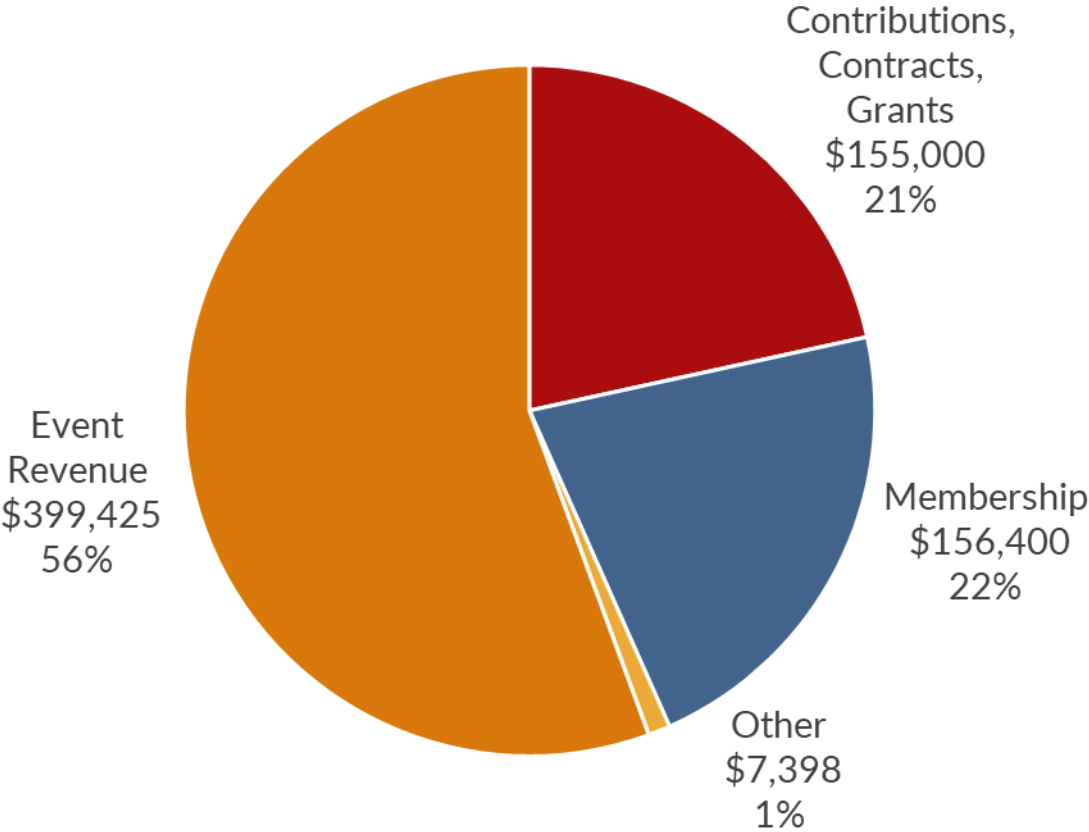


Net Income

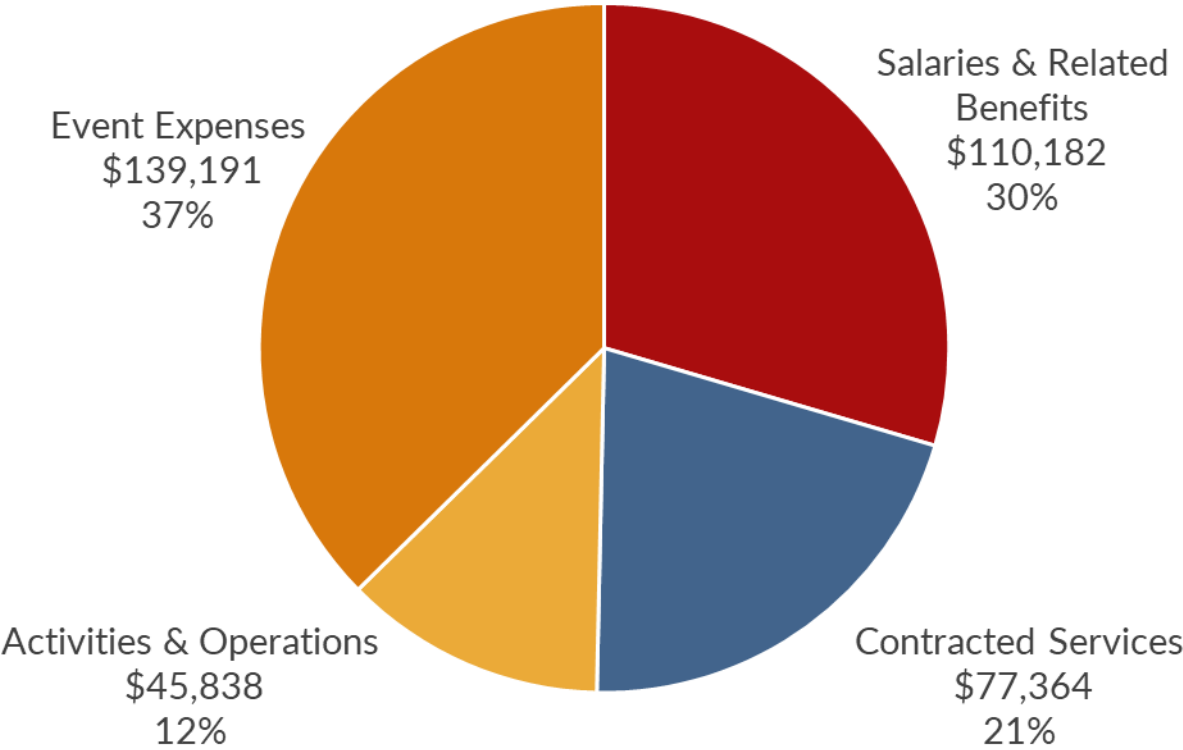


Financial Report as of April 30, 2025

Revenue



Expenses

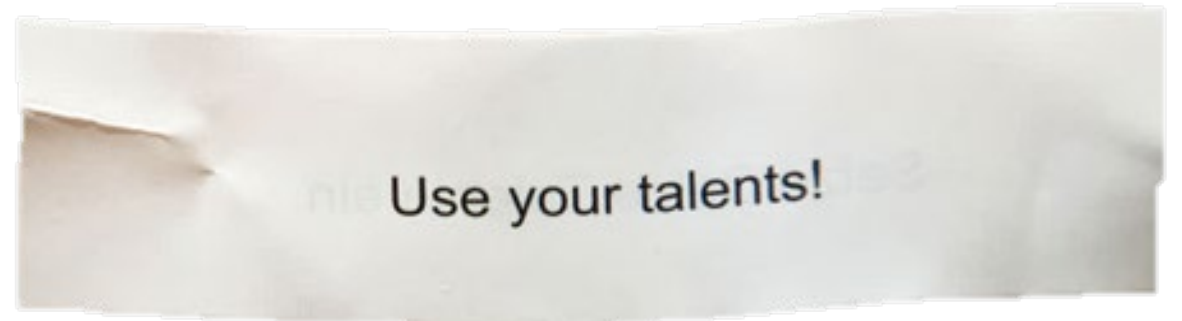


Considering support for policies

- Does the policy support and **align with the mission** of NEUAC?
- Is the policy **free of conflicts of interest** and/or **protective of NEUAC's integrity** as an independent 501(c)(3) nonprofit organization?
- Does the policy **positively affect** the overwhelming majority of **NEUAC member** organizations?
- Is the request **unlikely to be especially detrimental** to any specific NEUAC member organization or group of member organizations?
- Will the request **positively affect** the overwhelming majority of **LIHEAP-eligible and vulnerable households** nationally, including those in tribes and territories?
- **Are the overall benefits of the request to LIHEAP-eligible and vulnerable households enough to justify any potential detriment to specific members?**
- Is the request **fuel-neutral**, e.g. does it demonstrate favor for one fuel or energy type compared to another?

**You are
uniquely suited
for this role.**

Use your special gifts
to help NEUAC grow
and achieve our
mission for utility
affordability.





Social Media

- **X/Twitter**

@theNEUAC, #LIHEAP, #FuelFunds,
#LIHEAPAction #ProtectLIHEAP
#SaveLIHEAP

- **Facebook**

<https://www.facebook.com/neuaccoalition>

Save
LIHEAP

neuac

August is LIHEAP Action Month.
Take action to end energy poverty.

Thank you for your service to NEUAC and those in need of energy assistance.