

Strategic Plan 2024-2026 Progress Report	Progress Notes
GOAL 1: Expand awareness and deepen the conversation about energy burden and utility affordability.	
Strategies	
1. Create a repository and advocacy toolkit relevant to members on information and resources on energy and utility affordability	A repository of practices is a goal that remains outstanding. neuac.org/liheap-action-toolkit
2. Empower member organizations with information and technical assistance that supports the interests of their vulnerable households.	NEUAC has continued existing practices and added a Utility Summit in 2025 that addressed topics specifically to utility members.
3. Identify and pursue ways to build awareness using communications tools (e.g., website, white papers, and media relations).	This goal needs action items assigned and continued monitoring.
4. Facilitate appropriate alliances around energy and utility affordability with organizations with interests that align with those of NEUAC.	NEUAC has continued to nurture existing alliances and form new ones as appropriate, e.g. Children's HealthWatch, National Propane Gas Association. Additionally, we added new members to our roster each year and formed a welcome committee to facilitate their connection to NEUAC's work.

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<p>5. Identify and pursue opportunities to collaborate on issues affecting energy affordability; such as weatherization, energy efficiency, and water affordability.</p>	<p>NEUAC continued to partner with the National Association for State Community Services Programs (NASCS) to annually update a one-page advocacy tool for LIHEAP Action Day. NASCS also acted as a conduit for information on weatherization reauthorization via their position on NEUAC's advisory board. Mutual support helped protect the program and advance weatherization reauthorization. Water affordability engagement continues appropriately, primarily advocating for an appropriate budget position for the program that does not interfere with LIHEAP funding. Most recently, NEUAC participated in the development phase of a bill to re-introduce water assistance being led by Senators Lisa Blunt Rochester and Alex Padilla.</p>

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Goal 2: Grow NEUAC's membership and the strength of its coalition.	
Strategies	
1. Continue to build upon the success of LIHEAP Action Day and the conference.	NEUAC saw decreasing participation in LIHEAP Action Day from 2023 to 2024, and an increase again in 2025. 2026 is expected to increase again, possibly breaking the attendance record set in 2023. The conference saw stable attendance in 2023 and 2024, followed by a downturn in 2025. To build upon the success of these events, NEUAC should add action items and continue to monitor progress.
2. Increase representation of and engagement with tribes/indigenous organizations.	NEUAC members from Native American and Indigenous groups increased during the three-year period of the strategic plan. Additionally, NEUAC worked with our representative members to push forward content and learning for tribal partners, including plenary speaking engagements at the annual conference, special sessions on the history of indigenous persons, tribe-specific LIHEAP training, and more.
3. Increase participation in NEUAC from rural communities.	NEUAC welcomed 50 new members in 2023, 30 in 2024, and 36 in 2025; many of whom represent rural areas.
4. Create opportunities for vulnerable households to have a voice regarding energy burden and utility affordability.	NEUAC encouraged and facilitated the inclusion of LIHEAP recipients at LIHEAP Action Day and the annual conference. However, this goal needs additional action items assigned and continued monitoring.

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5. Evaluate membership tier structure to increase access for smaller entities.	Membership structure was evaluated. However, NEUAC opted to provide incentives in the form of scholarships to conference, providing a more valuable monetary benefit to smaller entities like tribes. Benefits were not implemented for smaller municipal utilities or other organizations.
6. Embrace NEUAC's role as a uniquely positioned convening organization to facilitate greater connection among stakeholders and within regions.	This goal needs action items assigned and continued monitoring.

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Goal 3: Increase organizational capacity to facilitate the long-term sustainability of NEUAC's impact.	
Strategies	
1. Diversify funding sources beyond current fundraising.	NEUAC employed a sweeps account to build passive income, resulting in additional income of approximately \$25,000 annually.
2. Expand staff.	NEUAC employed an intern in 2024 during the first six months of the year, during the time of highest stress on staffing resources. Later, in 2025, NEUAC implemented an alliance of alumni who are willing to donate time and expertise in exchange for stipends or participation in NEUAC events. NEUAC also increased the number of hours for contractor Annie Doran, expanding her ability to engage on more projects. However, no permanent additional full time staff person has been hired.
3. Embed justice, equity, diversity, and inclusion (JEDI) work into NEUAC's programs and internal operations.	NEUAC established a JEDI committee and made progress towards this goal by 1. Establishing a written statement of purpose, 2. Establishing and implementing Meeting Expectations based on JEDI principles, 3. Aggregating and presenting information on board diversity annually, 4. Implementing JEDI hiring and administrative practices at NEUAC. However, this work was disrupted by the political lockdown of DEI implementation and has not been as active since January 2025.

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4. Identify strategies to support board development and increase engagement from the board and working committees.	This goal needs action items assigned and continued monitoring.