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May 21, 2026

VIA ELECTRONIC FILING

Mr. Matthew L. Homsher, Secretary
Pennsylvania Public Utility Commission
Commonwealth Keystone Building, 2nd Floor
400 North Street
Harrisburg, PA 17120

**Re: Duquesne Light Company's Customer Outreach & Education Plan Annual Update:
March 1, 2026
Docket No. M-2019-3008227**

Dear Secretary Homsher:

Pursuant to the Commission's Secretarial Letter issued on March 25, 2026, directing modifications to the customer education and outreach materials, enclosed for filing at the above-captioned docket please find Duquesne Light Company's ("Company") Customer Outreach & Education Plan Annual Update, dated March 1, 2026.

Should you have any questions, please do not hesitate to contact me.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Aron J. Beatty".

Aron J. Beatty, Esquire
PA Atty No. 86625
Regulatory Counsel, IV

Enclosure

Cc: Certificate of Service

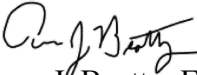
CERTIFICATE OF SERVICE

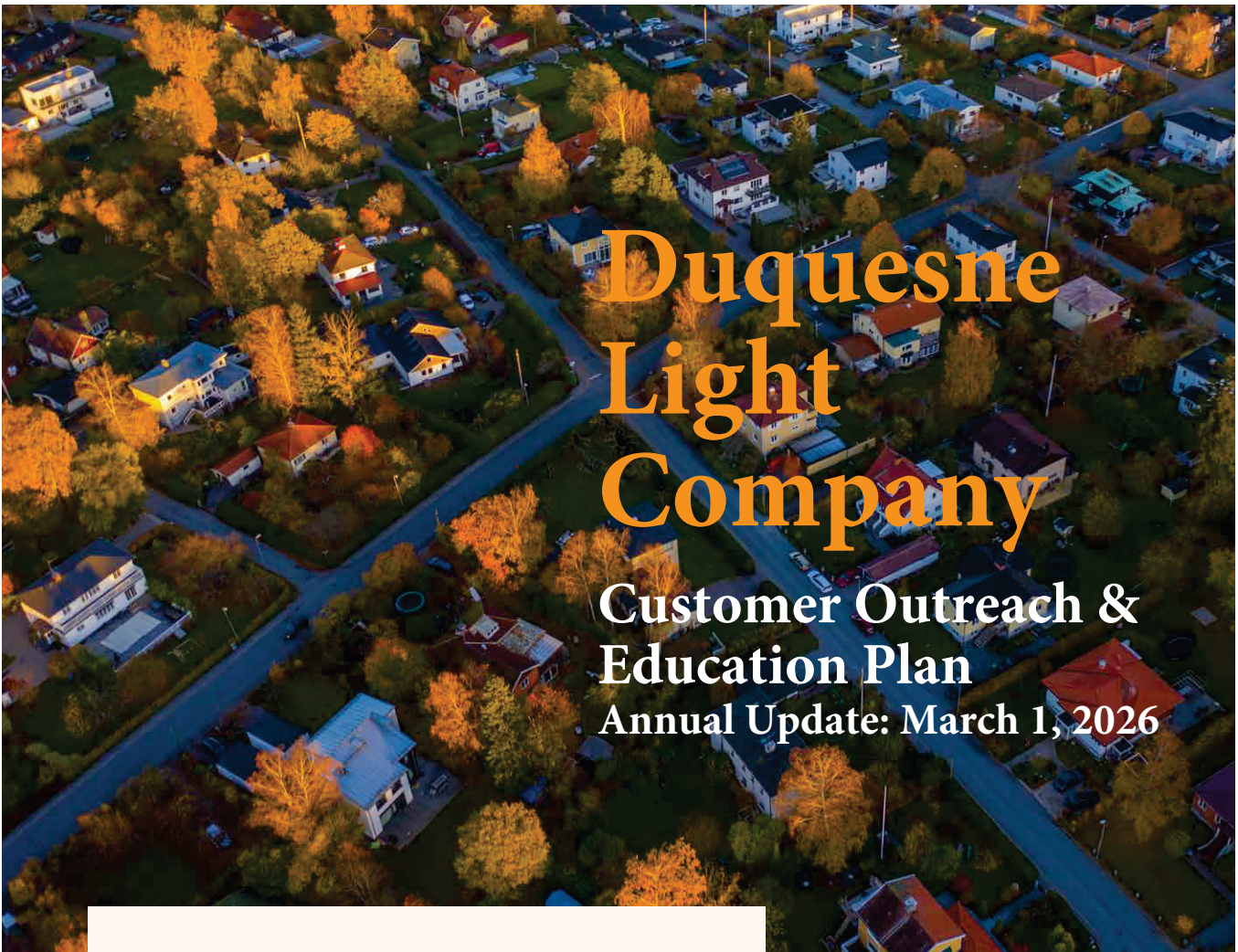
I hereby certify that a true and correct copy of the foregoing has been served upon the following persons, in the manner indicated, in accordance with the requirements of 52 Pa. Code §1.54 (relating to service by a participant):

ELECTRONIC MAIL

Bureau of Investigation & Enforcement Scott B. Granger Commonwealth Keystone Building 400 North Street, 2 nd Floor West PO Box 3265 Harrisburg, PA 17105-3265 sgranger@pa.gov	Office of Small Business Advocate Rebecca Lyttle 555 Walnut Street, 1 st Floor Harrisburg, PA 17101 rlyttle@pa.gov
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Date: May 21, 2026


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Duquesne Light Company

Customer Outreach & Education Plan

Annual Update: March 1, 2026

The Customer Outreach & Education Plan Annual Update outlines key highlights from Duquesne Light Company's 2025 Outreach efforts and presents the proposed 2026 Customer Outreach & Education Plan.



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We are here to help you.
[Duquesnelight.com/SmartComfort](https://duquesnelight.com/SmartComfort)

Income Eligible Customer Kit



Program Summary

This kit was part of DLC's energy assistance efforts to help eligible customers reduce energy usage and improve efficiency in their homes. These kits were provided at no cost to customers who met a specific set of eligibility criteria. Customers who qualified were notified by email in advance to let them know that a kit will be sent to their residence.

Energy Kit Eligibility

- ➔ Currently enrolled in CAP
- ➔ Have average usage over 500 kWh.
- ➔ Provided Duquesne Light Company with an email address.

Kit Contents

- ➔ 6 LED Light Bulbs
- ➔ 2 LED Nightlights

New Customer Assistance Program Booklet



If you're having financial hardship, assistance is available. Duquesne Light Company (DLC) can help you find which assistance option is right for you.



Customer Assistance Program Booklet Enhances Outreach Efforts


To improve customer engagement and access to support services, DLC has developed a new Customer Assistance Program booklet. This comprehensive resource consolidates all available customer programs into one easy-to-navigate format. It provides clear information on energy efficiency initiatives, bill support options, and community resources, helping customers better understand and utilize the assistance available to them. The booklet is designed to enhance transparency and strengthen outreach by offering a centralized overview of support programs.



Online Availability

- ✓ In addition to printed copies, the booklet is also available online, ensuring broader accessibility and convenience for customers who prefer digital resources. This dual-format approach supports our commitment to meeting customers where they are and making assistance easier to find and use.


Outreach Event Table Sign



Helping You Stay Connected:

The Customer Assistance Programs at a Glance

If you're having financial hardship, assistance is available. Duquesne Light Company (DLC) can help you find which assistance option is right for you.



billy

Energy Efficiency Programs:



DLC customers can take advantage of a variety of rebates that will help lower energy costs.

My Electric Use:



Tracking your electric use can help conserve energy and cut costs. My Electric Use will help you do just that.



Outreach Poster

DLC partnered with community organizations across our service territory by distributing posters promoting available energy assistance. Each poster features a QR code directing customers to resources and support options. This collaboration expands our outreach and ensures customers receive information where they already live, work, and gather.



DLC DUQUESNE LIGHT CO.

Residential Customer Assistance Programs



**Helping You Stay Connected:
Find Out what Assistance Programs are for You.** →



Energy Efficiency Programs & Rebates:



DLC customers can take advantage of a variety of rebates that will help lower energy costs.

My Electric Use:



Tracking your electric use can help conserve energy and cut costs. My Electric Use will help you do just that.

DLC DUQUESNE LIGHT CO.

Use of Outreach Materials

These materials are currently being used as part of DLC’s outreach strategy and will continue to serve as foundational tools moving forward, with a structured timeline to expand both partner utilization and overall visibility. As DLC broadens its partner network—including community-based, culturally specific, and refugee-serving organizations—these materials will be scaled to increase geographic reach, frequency of exposure, and consistency of messaging across channels.

- Booklets will be used at outreach events and for targeted distribution through community partners, with distribution volumes and partner coverage tracked to assess reach within priority communities.
- Posters and signage will be displayed at:
 - Outreach events
 - Community partner locations (libraries, CAP offices, community centers, etc.)
Placement will be monitored to ensure coverage across high-burden areas and high-traffic partner sites.
- Approved social posts will be shared with partners to expand trusted outreach within their communities, with engagement metrics (e.g., shares, impressions, partner participation) used to evaluate effectiveness.

To ensure equitable access:

- Materials will be available in multiple languages, and translation support will be available at events when needed.
- Engage and build partnerships with culturally specific and refugee-serving organizations (e.g., Bhutanese community groups and similar organizations) to ensure outreach strategies are culturally relevant, trusted, and effective in reaching diverse populations.
- Non-digital options (in-person enrollment, phone assistance, paper applications) will remain a core part of the strategy
- Customers without email access will have alternative pathways to participate in programs through phone calls and in person outreach.
- Strengthen commitment to plain language communications by implementing readability standards and pursuing third-party review (e.g., adult education or literacy experts) to ensure materials are clear, accessible, and effective.

Performance will be reviewed regularly through partner check-ins and internal reporting, allowing DLC to refine distribution strategies, optimize material placement, and ensure resources are effectively reaching customers with the highest energy burden.

Community Events

DLC Strengthens Community Connections Through Outreach Events

DLC proudly participated in 104 community outreach events across Allegheny and Beaver counties, distributing a total of 8,556 energy-efficient measures to local residents. These events included tabling opportunities, presentations, and sign-up sessions held at senior centers, food distribution locations, and at various community centers.

Being face-to-face with our customers is a vital part of our mission. These interactions allow us to raise awareness about the wide range of programs DLC offers and to guide customers on their journey toward participation. It's about more than just sharing resources, it's about building trust and helping our customers feel confident and supported by DLC.

The Beaver County Office on Aging and Center at the Mall Present

Take Me Out to the Mall!

Baseball Themed Senior Day

Beaver Valley Mall corridor in front of the Center at the Mall
570 Beaver Valley Mall Blvd.
Monaca, PA 15061

Wednesday, May 14, 2025
10AM - Noon

Baseball themed T-shirt giveaway for participants provided by our premier sponsor*



Visit the concession stand inside the Center at the Mall for a Stadium Hot Dog Lunch starting at 11AM. 60 years of age and over - suggested donation of \$3. Under age 60 - cost is \$6.

- Community agencies with senior services information and giveaways*
- Food demonstrations, interactive demonstrations
- Coffee and donuts compliments of Ameriprise Financial*
- Nachos compliments of LIFE Beaver County*
- Complimentary ice cream treat*
- Complimentary manicures, tech help, health screenings, and much more courtesy of Beaver County Career & Technology Center
- WBVP-WMBA live broadcast

Wear your favorite baseball gear! You do not want to miss this day!



*All giveaways are limited to while supplies last
For more information contact: Erin Shuman 724-847-2302 or eshuman@bcocpa.net



Event Type Breakout:

• 22 Food Distribution	• 15 Faith Based Organizations
• 21 Community Events	• 6 DLC Hosted
• 18 Dedicated Senior Days	• 7 CAP Hosted
• 12 Resource Fairs	• 3 City of Pittsburgh Partnerships

Through a continued partnership and close collaboration with the PUC's Office of Communications, we will work jointly to co-host events and coordinate outreach efforts that enhance visibility and broaden community impact. This ongoing relationship also includes sustained engagement in the annual Pittsburgh Be Utility Wise event, where we will remain actively involved not only as participants but as members of the planning committee, helping to shape event strategy, strengthen stakeholder collaboration, and expand outreach efforts year over year.

Customer Outreach & Education Plan

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Key Impact Moments of 2025

Clairton Resource Fairs

The Clairton Resource Fairs were a series of three community events designed to help customers enroll in utility assistance programs and better understand available support options. Representatives from the electric, gas, and water utilities were present to provide direct assistance and guidance. Timed to align with LIHEAP funding availability, the events focused on “stacking” resources to identify the most effective solutions for each customer by leveraging available funding. Serving an average of 20 customers each event, in both enrollment opportunities and educational forums, these resource fairs supported customers throughout the fall and winter of 2025.

DLC Partnership with the City of Pittsburgh – City in the Streets

DLC partnered with the City of Pittsburgh by participating in City in the Streets events held across various neighborhoods, allowing us to meet customers directly in their communities. These events strengthened our presence as a trusted partner, providing opportunities to answer questions about customer assistance programs, available support resources, and general account inquiries. As a result of this community-based engagement, DLC was invited to participate in smaller, targeted speaking events with local organizations, enabling deeper education and more meaningful conversations around assistance options and energy support.

Partnership with St. Vincent de Paul (SVDP)

DLC maintains a strong partnership with St. Vincent de Paul (SVDP) through ongoing collaboration and shared commitment to supporting customers in need. We attend approximately 10–15 SVDP meetings each year to provide education and guidance, and we work with them daily to help resolve customer issues. Their volunteer team, largely composed of retired seniors, plays a critical role in supporting vulnerable customers, making this partnership especially impactful and trust-based.

Honorable Mention Partnerships & Community Impact

These organizations play a critical role in supporting our customers. Through ongoing collaboration, DLC actively helps facilitate customer access to essential resources such as CAP (Customer Assistance Program), energy audits, and LIHEAP (Low Income Home Energy Assistance Program), while strengthening community connections and outreach.

● Community Development & Workforce Support

Thrive 18 - Project Destiny & Veterans Leadership Program

- **Engagement:** Participation in quarterly meetings and community events supporting empowerment and skill development.
- **Collaboration:** Coordinated efforts to identify individuals facing financial or transitional challenges and connect them with utility assistance and supportive resources.
- **Community Benefit:** Expanded assistance access for working families and veterans, supporting stability and preventing service disruptions.

● Basic Needs & Food Security

Rainbow Kitchen & The Cornerstone of Beaver County

- **Engagement:** Regular participation in monthly community resource events and local assistance programs to maintain direct customer access.
- **Collaboration:** Established referral partnerships enabling timely identification of customer needs and coordinated utility assistance.
- **Community Benefit:** Increased awareness and use of CAP and LIHEAP among low-income households, strengthening local safety nets.

● Emergency Assistance & Crisis Support

The Salvation Army & Mon Valley Initiative

- **Engagement:** Expanded access to assistance for working families and veterans, supporting financial stability and preventing service disruptions.
- **Collaboration:** Improved access to assistance for working families and veterans, promoting financial stability and reducing service interruptions.
- **Community Benefit:** Assistance access and stability for working families and veterans.

● Animal Welfare & Community Outreach

Animal Friends & State Rep Senior Fairs

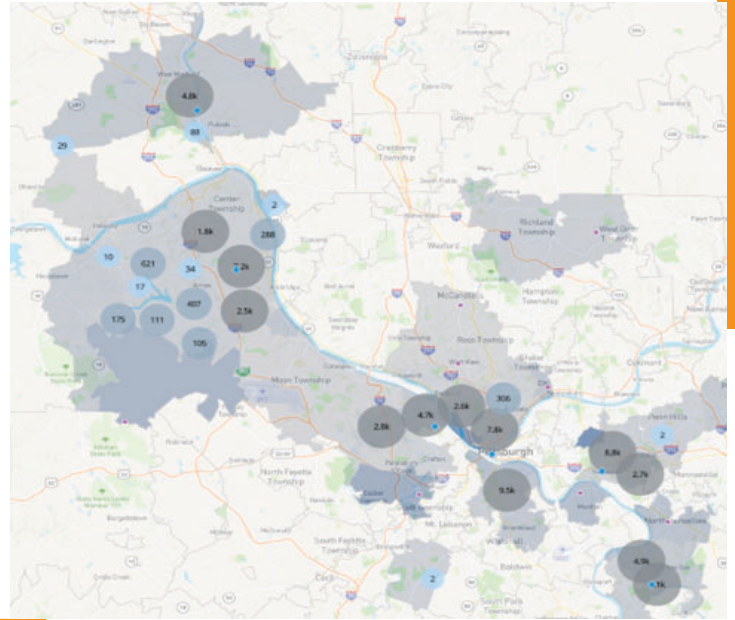
- **Engagement:** Participation in multiple high-attendance community events
- **Collaboration:** Integrated outreach at public events to engage households not typically reached through traditional assistance channels.
- **Community Benefit:** Expanded reach to diverse populations and increased visibility of assistance programs in community-centered settings.



Community Event Photos



2026 Community Outreach & Engagement Plan



Objective

The goal of DLC’s 2026 Income-Eligible Outreach Strategy is to reduce customer energy burden by meeting customers where they are—geographically and across differences in literacy, language, employment status, trust levels, and complex life circumstances. Grounded in customer feedback and data, the strategy emphasizes simple access to assistance, trusted community messengers, and solutions aligned with customers’ daily realities.

DLC will prioritize accessibility, clarity, and partnerships to remove barriers, increase enrollment and long-term retention, and deliver measurable, customer-centered relief. This includes a dual focus on enrollment and retention through proactive recertification support, as well as expanding “program-specific but unified” messaging across bill assistance programs—such as CAP, arrearage forgiveness, deposit relief, and winter protections—to highlight clear, immediate benefits. Additional CAP-specific strategies will be detailed in DLC’s upcoming USECP plan filing.

DLC will also strengthen multi-utility collaboration, particularly with gas companies and Pittsburgh Water, through coordinated outreach, shared engagement strategies, and aligned customer support. Messaging will be unified through shared frameworks, co-branded materials where appropriate, consistent plain-language standards, and ongoing coordination to ensure streamlined, non-duplicative communications.

Top 5 Focus Communities

1. Aliquippa - 15001
2. Beaver Falls - 15010
3. McKees Rocks - 15136
4. McKeesport - 15132
5. Pittsburgh - 15210 / 15212 / 15221

DLC Conducted a deep dive into energy burden across its territory, prioritizing communities with:

- ✓ Highest estimated energy burden
- ✓ High number of customers likely eligible for income-qualified programs
- ✓ Low historical participation levels

Selecting Five Focus Communities with the greatest opportunity for impact through targeted outreach.

Needs Assessment

DLC will leverage existing program data, community partner feedback, and demographic insights to better understand historically low participation in designated ZIP codes. This effort will include a tiered outreach approach based on customer energy burden and payment patterns, allowing DLC to proactively engage confirmed low-income customers with strategies tailored to their specific needs. By positioning program enrollment as a preventative solution to disconnection, arrearages, and unaffordable payment arrangements, DLC will more effectively target resources and interventions. This includes evaluating:

- Common barriers to participation (e.g., documentation, awareness, trust)
- Customer awareness of available programs
- Demographic factors such as language needs, housing type, and income levels
- Preferred communication methods (in-person, phone, non-digital vs. digital)

DLC will also gather direct customer feedback through surveys to better understand where customers seek assistance and how they prefer to receive information. These insights will be used to inform and tailor outreach strategies for each focus community.

Outreach Goals

DLC, in coordination with Franklin Energy and Community based partners, will implement a data-driven outreach strategy with defined performance metrics. For 2026, outreach efforts will include:

- Participation in 75 events across priority and broader service territories
- Meaningful engagement of 250 customers monthly through in-person channels. This is not just passing by a table this will track conversations and enrollments at events.
- Event Form with tracking of:
 - Event attendance
 - CAP Enrollment
 - LIHEAP Referrals
- DLC will also track and evaluate increases in program enrollment, particularly within focus ZIP codes, with a goal of achieving measurable year-over-year growth in participation. DLC is using 2026 as a transition year to focus on more targeted and meaningful outreach. Findings and data collected throughout the year will be used to establish benchmarks and inform future outreach strategy enrollment goals.

Additional tracking and reporting will be conducted through established systems (PMRs/USIS), CAP enrollment data, and customer engagement forms completed at each event, ensuring that progress is consistently measured and shared with stakeholders.

Franklin will also be launching an online eligibility and scheduling tool for income-eligible energy assessments in summer 2026. Once available, Smart Comfort enrollment generated through outreach events will be tracked as part of these efforts.

Partnership Approach



Trusted Messenger

DLC is actively partnering with community-based and faith-based organizations that already have strong relationships within our focus communities. These partners serve as trusted messengers, helping to build awareness, credibility, and confidence in our income-eligible programs by delivering information through voices customers know and trust.



Enrollment & Navigation

DLC is collaborating with organizations that provide hands-on enrollment support and application navigation. These partners help reduce complexity by assisting customers with eligibility questions, documentation requirements, and enrollment steps—ensuring customers are supported throughout the process and not deterred by administrative barriers.



Wraparound Support

DLC is working alongside organizations that address housing stability, food access, employment, and workforce development. By coordinating energy assistance with broader support services, we are addressing root causes of high energy burden and helping customers achieve longer-term stability beyond their utility bill.



Focus on Employment & Job Training:

Recognizing that income is a key driver of energy burden, DLC is placing a strong emphasis on job training and workforce development as part of its long-term affordability strategy. DLC plans to meet directly with cohorts participating in Gateways' job training Programs. Graduates will be incorporated into work supporting DLC's Income Eligible Programs.

Outreach & Enrollment Execution

- On-site enrollment events in trusted community locations
- Co-branded materials developed with partners
- In-language and plain-language communications
- Direct assistance with applications and documentation
- Follow-up support to ensure customers receive and retain benefits



Community-Based Organizations Capacity

DLC's outreach model centers on community-based organizations (CBOs) as trusted messengers and partners, recognizing their critical role in effectively reaching and supporting customers. As DLC evolves its outreach approach, it will deepen collaboration with CBOs by engaging them as core partners and aligning support with their needs and capacity.

DLC will begin with a targeted pilot approach, working with a smaller group of customers to test, learn, and refine processes in close coordination with CBO partners before scaling efforts more broadly. While outreach efforts will extend across the service territory, DLC will prioritize customers experiencing the highest energy burden, including those in identified focus communities, to ensure resources are directed where they can have the greatest impact. To support this approach:

DLC will coordinate closely with CBOs to manage referrals, customer flow, and pilot implementation

DLC will assess partner capacity and identify opportunities for:

- Additional training
- Process alignment
- Administrative or coordination support

Through regular check-ins and ongoing dialogue, DLC will work collaboratively with partners to identify needs and provide tailored support—ensuring CBOs are equipped to manage demand, deliver effective customer assistance, and scale outreach efforts over time.

Supporting Outreach Materials for CBOs



DLC DUQUESNE LIGHT CO.



If your household is struggling with electric bills, **you're not alone**. Programs are available to help lower monthly costs, manage past-due bills and keep your lights on.

GET HELP TODAY

- Lower monthly payments based on income
- Help with past-due balances
- Emergency assistance to prevent shut-offs
- Free home energy-saving support



DLC DUQUESNE LIGHT CO.

[DuquesneLight.com/account-billing/payment-assistance](https://duquesnelight.com/account-billing/payment-assistance)

Franklin's Marketing Plan

The core concept of this marketing plan is participation driven delivery, not broad awareness. Marketing is treated as an operational tool that directly supports enrollment, verified energy savings, and customer follow through—rather than as a standalone branding or education effort.

Overall, the strategy sees marketing as a system that feeds program delivery pipelines, ensuring steady participation throughout the year and during slower periods—not just peak seasons.

- **Participation first:** Campaigns are designed to trigger concrete customer actions (enrolling, purchasing, scheduling) rather than simply informing.
- **Program specific but unified:** Each residential program (Marketplace, Appliance Recycling, Low Income Energy Efficiency) has tailored messaging and tactics, but all are presented within a consistent Duquesne Light Company customer experience.
- **Data led and adaptive:** Ongoing performance tracking allows quick adjustments to timing, messaging, and channels to stay aligned with savings goals and contractor capacity.
- **Equity centered:** The plan intentionally reduces barriers by simplifying language, clarifying eligibility, and matching outreach methods to customer needs and constraints.

The Communities role in the strategy

Community is used as a trust bridge and access point, especially for harder to reach and income qualified customers.

- **Trusted Local Partners:** Delivered through trusted community partners—such as CAP agencies, weatherization providers, and local organizations—who already have established relationships with residents and are more effective than traditional advertising.
- **Place-Based Outreach:** Engagement is tailored to local living conditions through door-to-door outreach in high electric-heating areas, collaboration with multifamily property managers, and targeted efforts based on housing age, income, and tenure.
- **Community Channels Over Mass Media:** Outreach for vulnerable populations prioritizes referrals, plain-language and multilingual materials, and direct human engagement over broad mass-media or digital-only marketing.
- **Cross-Program Community Alignment:** Programs are coordinated through community channels, using Appliance Recycling and the Online Marketplace as entry points and introducing LIEEP through trusted referrals once eligibility is established.

Communication Strategy

DLC and Franklin will deploy a multi-channel communications strategy designed to meet customers where they are, including both digital and non-digital methods.

Channels & Approach:

- **Bill Inserts** – Broad awareness campaigns aligned with program cycles
- **Text Messaging** – Targeted reminders and survey engagement (e.g., notifying CAP Max customers who are approaching their credit limit and encouraging them to schedule an energy assessment to help prevent a service crisis)Email Campaigns – For customers with available contact information
- **Direct Mail** – Focused outreach in priority ZIP codes
- **Social Media & Web** – General awareness and program education
- **In-Person Outreach** – Events, CBO engagement, and field interactions

Franklin Energy additionally will support the implementation of the outreach efforts through on-the-ground outreach and event coordination, management of customer data and reporting through Salesforce, PMRs, and USIS, and ongoing coordination with DLC and community-based organization (CBO) partners to ensure seamless and efficient customer experience.

Frequency & Targeting

Messaging will be deployed on a consistent, campaign-based schedule aligned with seasonal needs (e.g., LIHEAP season, summer cooling). Targeted communications will be directed toward income-eligible customer segments using appropriate channels.

Residential marketing will support equitable program access by:

Incorporating inclusive, plain-language messaging across all materials

Supporting outreach strategies designed to reach income-qualified and underserved customer segments

Coordinating with program implementation teams on equity-driven initiatives for LIEEP and ROM eligibility pathways

Evaluating marketing materials and channels to ensure alignment with broader accessibility and inclusion goals

Low-Income Energy Efficiency Program

Objective: Support contractor utilization and referral pipelines in a capacity-constrained program.

Positioning: No-cost improvements that enhance comfort, safety, and affordability

Approach: Partner-driven outreach through Community Action Agencies, CBOs, healthcare partners, and social services, multilingual materials and door-to-door efforts in high-need areas, and a focus on eligibility and access—not specific measures

Addressing Landlord and Multifamily participation

Multifamily residents, property owners, and property managers are explicitly identified as priority audiences. The strategy recognizes that renters and multifamily buildings require different engagement paths than single-family homeowners, particularly around decision-making authority and access.

Property Managers and Property owners will be engaged as key points of entry to reach tenants—particularly renters who may not receive or respond to direct utility communications. Managers help facilitate access to units, distribute program information, and coordinate scheduling where approvals are required.

Messaging to property managers focuses on benefits that align with their priorities, such as:

- No-cost or low-cost improvements for income-eligible tenants
- Reduced tenant complaints related to comfort and energy costs
- Improvements to common areas or management-owned systems (where applicable)
- Minimal administrative burden and clear expectations

Moderate Income Rebates

The Moderate-Income Rebate Program is designed to serve customers who earn above traditional low-income eligibility thresholds but still face meaningful energy-burden challenges. The program targets moderate-income households, defined as customers whose household income falls above 150% and up to 225% of the federal poverty income guidelines.

The program provides enhanced rebates for energy-efficient products and measures, lowering upfront costs and enabling broader participation among customers who may not qualify for no-cost services but still require financial support to pursue efficiency improvements.

Outreach for the Moderate-Income Rebate Program leverages a combination of:

- **Targeted direct marketing** (email, bill inserts, and direct mail) using income, housing, and usage indicators
- **Digital and paid search campaigns** to capture customers actively seeking efficiency solutions
- **Cross-promotion through market-rate programs**, such as the Online Marketplace and Appliance Recycling, with clear pathways to enhanced rebates
- **Simple, benefit-focused messaging** emphasizing bill savings, comfort, and ease of participation

Desired Outcomes 2026

Catholic Charities Provides Resources To DLC Customers Impacted By Outages



- ✓ Increase program awareness and participation in high-burden communities
- ✓ Reduce procedural and trust-based barriers to enrollment
- ✓ Strengthen community partnerships as extensions of the utility
- ✓ Support customers holistically by addressing income and employment alongside energy efficiency
- ✓ Achieve measurable reductions in customer energy burden

IEAG Partnership & Ongoing Engagement

DLC will continue active engagement with the Income Eligible Advisory Group (IEAG) throughout 2026 by:

- Hosting regular touchpoints/meetings to review outreach strategies and results
- Incorporating IEAG feedback into ongoing program design and outreach adjustments
- Providing updates, including metrics on outreach, engagement, and participation
- Maintaining open channels for ongoing stakeholder input

In Closing

The DLC Customer Assistance Outreach Plan is designed to do more than connect customers to short-term relief—it establishes a clear, coordinated pathway toward long-term stability and self-sufficiency. By leveraging trusted community partners and internal teams, the plan meets customers where they are, using credible messengers and accessible touchpoints to build awareness and trust around available assistance programs.

Through clearly defined outcomes and consistent, plain-language messaging, the plan reduces confusion, improves program uptake, and ensures customers understand not only what support is available, but how to use it effectively. Coordination across outreach channels and partners allows for timely referrals, seamless handoffs, and a more holistic customer experience—minimizing gaps and duplication while maximizing impact.

Most importantly, the plan is outcomes-driven. It focuses on helping customers move from immediate access to assistance, toward improved financial stability, sustained program engagement, and increased confidence in managing their services long term. In doing so, the DLC Customer Assistance Outreach Plan supports both customer well-being and organizational goals by fostering durable solutions, stronger relationships, and a more resilient customer base.