



**We Advocate.
We Collaborate.
We Serve.**

2015/2016 Annual Report



Operation Fuel, Inc.



2015-2016 Board of Directors

Nancy Bulkeley, Chair
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Laura Gonzalez
The United Illuminating Company

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Susan T. Wakefield
Energizer Personal Care, Retired

Operation Fuel Staff

Karen E. Adamson*
Executive Director

Julian Freund
Director of Energy Conservation Programs

Kimberly O'Brien Green
Director of Development

Betty Walsh
Director of Finance and Administration

Brenda Watson
Director of Community Programs

Nadia De La Puente
Case Management Coordinator

Clayton Jason
Major Gifts Officer

Rebecca Kilpatrick
Development Assistant

Melissa Mendoza
Case Manager

Regina Pelrine
Executive Administrative Assistant



*Patricia J. Wrice retired as Executive Director in June 2016.

Executive Message



This was my final year at Operation Fuel. After nearly 19 years as Executive Director, I retired on June 30, 2016. I made the decision to retire the previous year and felt comfortable leaving Operation Fuel in the hands of our dedicated staff and board of directors.

Following an extensive search, we selected Karen Adamson as the new Executive Director. Karen brings a great deal of experience to Operation Fuel and a passion for nonprofit work. Karen, along with Operation Fuel's staff and board, will continue to ensure that Connecticut households in need have year-round access to heat and utility services.

When I started here, Operation Fuel was a small winter program. Since then we have evolved into a statewide, year-round energy assistance program with more than 100 fuel banks throughout the state of Connecticut.

This never could have happened without all of you. Your continued support and generosity has played a significant role in our growth. It has been a privilege to work with so many dedicated and loyal individuals and organizations throughout my years at Operation Fuel. Thank you so much for being part of the Operation!

Patricia J. Wrice

Retired Executive Director, Operation Fuel

Executive Letter



As Operation Fuel enters its 40th year, I am looking forward to my new role as Executive Director of Connecticut's only statewide, year-round emergency energy assistance program.

I am honored to be a part of the team and to help continue Operation Fuel's mission of ensuring that every family and individual has access throughout the year to affordable heat and electricity.

In fiscal year 2015-2016, we had both a mild winter and considerably lower home heating oil prices, for the first time in many years. These conditions allowed Operation Fuel to help more families and individuals who faced utility shutoffs this past spring and summer.

Despite these favorable conditions, more than 313,000 households in our state are still struggling with unaffordable energy bills. Operation Fuel is committed to be here for these vulnerable families and individuals for as long as we are needed.

But we cannot do it without your continued support and partnership. Our loyal donors and community partners are an integral part of the work that we do at Operation Fuel.

I look forward to working with all of you. Thank you for making a difference in the lives of working families, seniors on a fixed income, the disabled, and others who are struggling financially.

Karen E. Adamson

Executive Director, Operation Fuel

WE'RE ALL PART OF THE OPERATION.



Operation Fuel, Inc.

A Year in Review

Over the past fiscal year, Operation Fuel continued to work with its community partners to ensure that Connecticut's lower-income families and individuals were able to keep their homes warm and their electricity on.

Operation Fuel, through its statewide network of fuel banks, provided \$3.2 million in energy assistance to 7,705 households during the 2015/16 fiscal year.

As Connecticut's only statewide, year-round emergency energy assistance program, we help households that are in financial crisis. Many Operation Fuel recipients are elderly people who are living on fixed incomes and lower-income working families with children.

For the full fiscal year, we helped 20,031 individuals including 1,430 senior citizens and 8,209 children under the age of 18. This past winter, Operation Fuel provided almost \$2 million in energy assistance, while giving out over \$1.1 million during the summer of 2015.

Along with our fuel banks, Operation Fuel partners with businesses, nonprofit organizations, government and individuals to ensure that Connecticut households have access year-round to affordable heat and electricity. Operation Fuel assists with all types of home energy bills, including heating oil, natural gas, electric, wood, pellets, and propane. Our funding is provided by grants and donations from foundations, corporations, government, local businesses, and individuals.

Add-a-Dollar Program

The Add-a-Dollar program is a key source of funding for Operation Fuel; 100% of the donations made to the Add-a-Dollar program are used for energy assistance. This past fiscal year, Operation Fuel raised \$611,870 through the Add-a-Dollar program, \$476,133 from utility customers' donations and \$135,737 in utility provided shareholder-matching funds. Over the past 32 years, Operation Fuel's Add-a-Dollar program has raised more than \$17 million to provide energy assistance to over 40,000 Connecticut households.



Fuel Banks Play Critical Role

Operation Fuel's network of 103 fuel banks were integral to the success of the energy assistance program in fiscal year 2016. The fuel banks are located strategically throughout the state. Typically they are part of community agencies, municipal human and social service departments, and religious organizations. Without the fuel banks and their dedicated staff, many vulnerable households would not be able to access Operation Fuel's services.

Year-round Need for Energy Assistance

Since it began nearly 40 years ago, Operation Fuel has evolved from a small winter program to a year-round nonprofit energy assistance program with fuel banks in almost every town. Over the years, there has been a significant increase in the need for energy assistance during the warm weather months.

Every spring and summer, thousands of families and individuals are in danger of having their gas and electric services terminated due to high balances on their utility bills. The annual winter moratorium, which prevents households from having their utilities shut off, ends on May 1 and does not resume until November 1.

313,000 Households Cannot Afford Energy Bills

Although the energy affordability gap decreased from a year ago, the number of Connecticut households struggling to pay their energy bills reached a new high. The energy affordability gap, for households with incomes at or below 200% of the Federal Poverty Level, dropped from \$784 million in 2014 to \$471 million in 2015. The decline was due mainly to a significant reduction in the price of home heating oil and natural gas. Despite this drop, over 313,000 Connecticut households owe an average of \$1,506 more in annual energy bills than they can afford to pay, according to the Home Energy Affordability Gap: Connecticut (2015) Report.

The federal Low-Income Home Energy Assistance Program (LIHEAP) is the primary source of energy assistance for Connecticut's lower-income households. But it only covers about 14% of the latest energy affordability gap. Operation Fuel provides a safety net for struggling Connecticut households that are not eligible for LIHEAP.

Long-Term Solutions

With limited resources, Operation Fuel can help only a fraction of the households that need energy assistance. As a result, the nonprofit has positioned itself as Connecticut's voice on low-income energy issues.

This spring, Operation Fuel held a Power Lunch to discuss the ongoing energy affordability crisis and the need for alternative solutions. The nonprofit continues to look for ways to help vulnerable households lower their energy expenses and to educate people about various ways to become more energy efficient. Meetings such as this one illustrate how Operation Fuel is working with its community and business partners to make energy more affordable for everyone.



Keeping Families from Being Homeless

The Homeless Intervention and Prevention Program (HIPP) is another way that Operation Fuel is working with its community partners on long-term solutions.

This past fiscal year, Operation Fuel's HIP Program provided \$34,207 in energy assistance grants to 49 families and individuals who were either homeless or at risk of becoming homeless. Past-due utility bills can prevent the transition from a shelter back to permanent housing, while a lack of utilities often violates a lease agreement. HIPP assistance can help to remove these barriers to permanent housing. Applicants for HIPP must be below 60% of the state median income to qualify for an energy assistance grant.

Since its inception a few years ago, HIPP has provided \$123,459 in energy assistance to 189 Connecticut households. As a result, 485 people have been able to resume or maintain housing. Operation Fuel's community partners for HIPP this past fiscal year were Inspirica, Inc. in Stamford, LifeBridge Community Services of Bridgeport and Mercy Housing and Shelter Corporation, which serves Greater Hartford and Middlesex County.

Partnering with Eversource on New Start

During this past fiscal year, Operation Fuel began partnering with Eversource Energy to help increase enrollment in the utility's New Start program. New Start can help to eliminate an outstanding balance for customers who meet specific eligibility requirements, including income. After Eversource reviews an eligible customer's billing history, a payment plan is set up for 12 months. As long as New Start payments are made, electric service will not be shut off, despite the outstanding balance, and a portion of the balance will be forgiven.

Since the partnership began, Operation Fuel has assisted over

1,700 households with a New Start enrollment, re-enrollment or budget payment. "The partnership is a natural fit because Operation Fuel has the ability to reach people in need through its network of fuel banks," said Brenda Watson, Operation Fuel's Director of Community Programs.



Eddie Swift of Eversource Energy training Operation Fuel's intake sites on the New Start Program.



Representatives from United Illuminating, Southern Connecticut Gas, Connecticut Natural Gas, Operation Fuel, and Eversource Energy at the 2015 Social Agency Energy Assistance Conference.

Social Agency Energy Assistance Conference

Last fall, Operation Fuel partnered with Eversource Energy, United Illuminating, Southern Connecticut Gas, and Connecticut Natural Gas for its annual Social Agency Energy Assistance Conference. More than 280 people attended, including staff from Operation Fuel, the fuel banks, the utility companies, and state agencies. The conference provided fuel bank personnel the opportunity to learn about updates to the state's energy assistance plan, utility arrearage forgiveness programs, medical and hardship protection procedures, and payment options for households struggling to stay current with their utility services.

Helping Small Businesses

Operation Fuel continues to help small businesses throughout the state lower their operating costs through energy efficiency measures. Since 2013, Operation Fuel has partnered with Eversource Energy and United Illuminating to connect small business owners with the utility companies' energy efficiency incentives and to provide supplemental financial assistance toward making improvements that reduce energy costs.

During the past fiscal year, Operation Fuel provided 31 small businesses with energy assessments; 24 of the businesses completed energy saving upgrades. Since the small business program began, more than 260 small businesses have completed energy assessments and 170 have made energy efficiency improvements such as lighting, refrigeration and weatherization measures. The program has expanded from the original five pilot communities to 20 cities and towns throughout Connecticut.

This past fiscal year, Operation Fuel obtained additional grant funding from the Farmington Bank Community Foundation and the People's United Community Foundation for small businesses that implement comprehensive energy efficiency upgrades.

Operation Fuel made a commitment to its first large-scale comprehensive project in the spring of 2016 for an East Hartford supermarket, which was funded in part by the Farmington Bank Community Foundation grant. An additional three to five comprehensive projects are expected to be completed as a result of these available grant funds.

Residential Energy Conservation Efforts

In late spring 2016, Operation Fuel began a pilot program at several intake sites to educate energy assistance recipients, who also are homeowners, about different ways to save money by lowering their energy consumption. The program is a partnership with the Connecticut Green Bank and provides homeowners with information on the Home Energy Solutions (HES) and Weatherization Assistance programs, the Connecticut Green Bank's solar energy program, and various energy-related loan programs. In addition, Operation Fuel's staff maintains contact with participating clients and provides ongoing assistance and support.



New Executive Director and Staffing Update

Operation Fuel is excited to report that our staff has grown in fiscal year 2016. We now consist of ten employees.

Karen Adamson, of Vernon, Conn., was named Operation Fuel's new Executive Director in June 2016. She succeeds Patricia Wrice who retired at the end of the fiscal year after nearly 19 years as Executive Director. Adamson has a background in both education and the nonprofit sector. After a career in education, she served in a series of progressively responsible nonprofit positions. Karen most recently was Vice President of Community Engagement and Performance for the Access Community Action Agency in Willimantic, Conn.

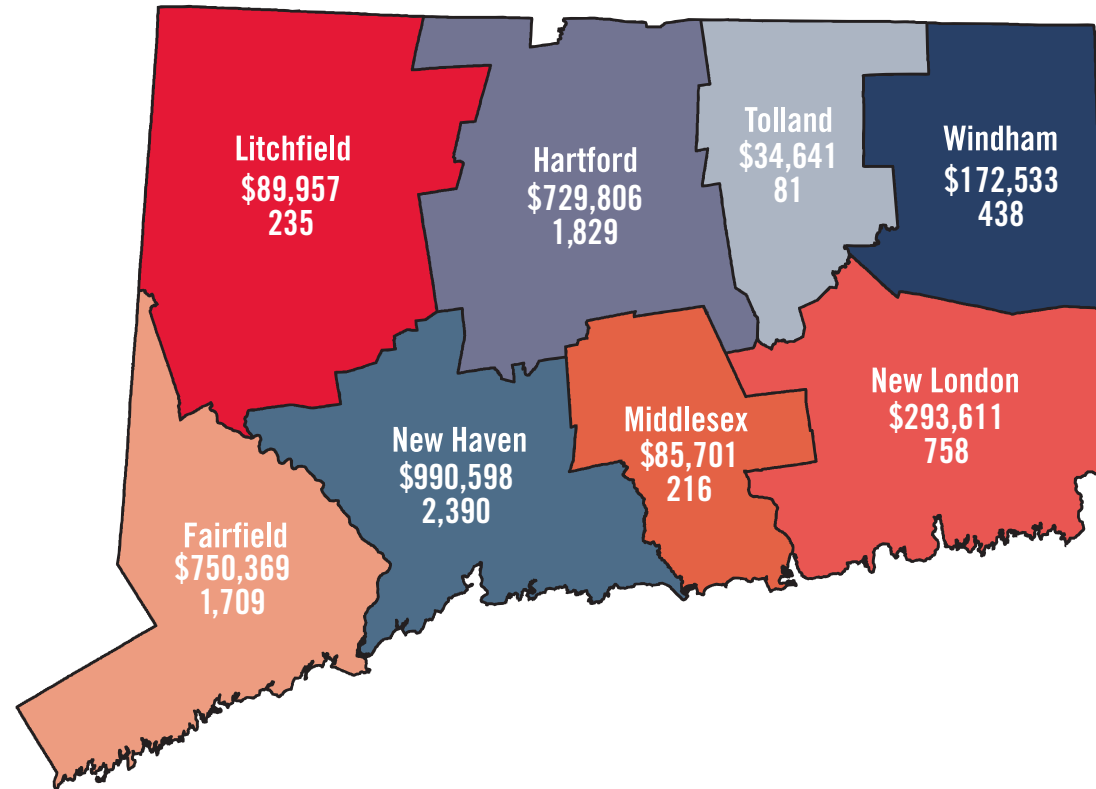
“Under Pat Wrice's visionary leadership, Operation Fuel has been a voice for households that can not afford our state's high energy costs. The organization's mission is a great match to my personal mission to help eliminate the barriers to economic stability faced by low- to moderate-income families and individuals. I am honored to be part of the team and to continue this essential work,” said Adamson.

In addition, we added valuable resources to our development team. Clayton Jason and Beckah Kilpatrick both joined

Operation Fuel in the winter of 2016. In his role as a development officer, Clayton concentrates on donor engagement and building community partnerships. He joins the team having worked in development roles at the University of Hartford, Harriet Beecher Stowe Center, and PACT of Philadelphia, PA. As Operation Fuel's Development Assistant, Beckah is responsible for processing all gifts and contributions to Operation Fuel, maintaining biographical information in the development database, researching funding opportunities, and collaborating directly with the Director of Development on special projects. She joined Operation Fuel having worked in development at Kingswood Oxford School.



Assistance Provided



Financials

Statement of Financial Position

For the year ended June 30, 2016

ASSETS	
Cash and Cash Equivalents	2,347,888
Certificates of Deposit	228,008
Grants and Other Receivables	1,845,557
Prepaid Expense	11,465
Security Deposit	3,341
Total Current Assets	4,436,259
OTHER ASSETS	
Property & Equipment (Net of Depreciation)	47,174
Total Assets	4,483,433

Liabilities and Net Assets

2015-2016

LIABILITIES	
Accounts Payable and Accrued Liabilities	233,661
Deferred Revenue - Small Business Program	44,194
Charitable Gift Annuity Payment Liability	10,868
Total Current Liabilities	288,723
NET ASSETS	
Unrestricted	1,824,139
Temporarily Restricted	2,370,571
Total Net Assets	4,194,710
Total Liabilities and Net Assets	4,483,433

Financials

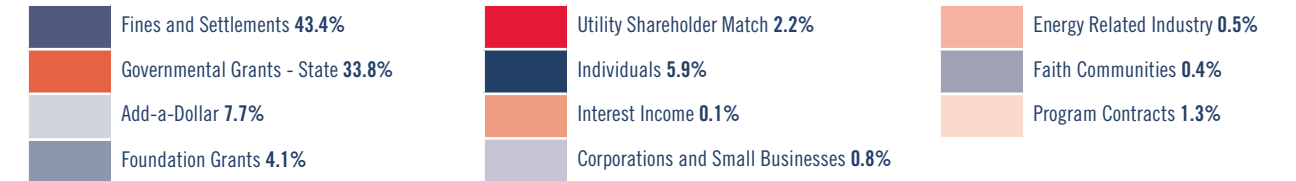
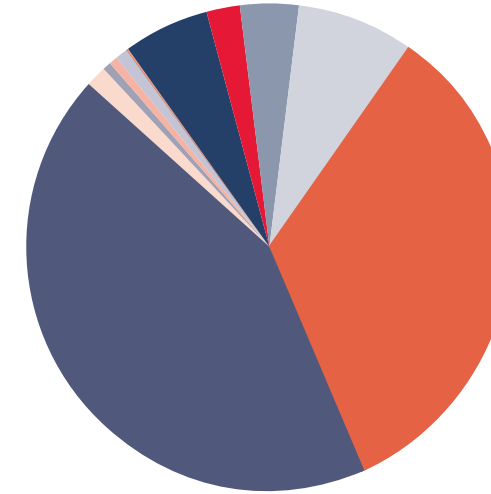
Revenue and Expenses

For the Year Ended June 30, 2016

REVENUE AND SUPPORT FOR PROGRAMS	
Energy Related Industry	30,875
Governmental Grants - State	2,100,000
Add-a-Dollar	476,133
Foundation Grants	254,736
Individuals	368,708
Utility Shareholder Match	135,737
Corporations and Small Businesses	46,657
Faith Communities	23,111
Program Contracts	78,843
Fines and Settlements	2,702,000
Interest Income	3,729
Grand Total Revenues and Support	6,220,529

EXPENSES	
Energy Assistance Programs	3,935,573
Management	288,051
Fundraising	254,538
Total Expenses	4,478,162

Financials



Community Partners

Advent Christian Church of Torrington
Aetna Foundation Matching Gifts
Aldo Dedominicis Foundation
Allied World Assurance Company
American Eagle Financial Credit Union
American Savings Foundation
Andrew Associates Inc.
Archdiocese of Hartford
Asylum Hill Congregational Church
Bank of America Matching Gifts Program
Baptist Fellowship
Baram, Tapper, & Gans, LLC
Beatrice Fox Auerbach Foundation
Beth Shalom B'nai Israel
Bristol-Myers Squibb Company Matching Gifts
Bruyette Family Foundation
Budd Family Fund
Calvary Baptist Church
Cardinal Health Foundation
Center Church on the Green
Charles Nelson Robinson Fund
Christ Church Cathedral
Church of the Holy Spirit
Claire L. Helsing Foundation
CLSI Foundation, Inc.
CMC Energy Services
Community Foundation of Middlesex County
Congregation of Notre Dame
Congregational Church of Salisbury
Connecticut Energy Marketers Association
Connecticut Health Foundation
Connecticut Power and Energy Society
Constellation Energy Power Choice, Inc.
CT Local Association of Social Services Inc.
Daughters of the Holy Spirit
David N. Lane Trust for Aged & Indigent Women
Dillon Mailing and Printing
Dime Bank Foundation, Inc.
Direct Energy Services, LLC
Dominican Sisters of Peace

Dominion Foundation
Dominion Foundation Employee Giving Program
Dutch Point Credit Union, Inc.
Enfield Congregational Church
Ensworth Charitable Foundation
ERJ Fund
Eversource Energy
Farmington Bank Community Foundation
First Baptist Church of Branford
First Baptist Church of Essex
First Church Congregational
First Church In Windsor
First Church of Christ in Saybrook, Congregational
First Congregational Church of Cheshire
First Congregational Church of Granby
First Congregational Church of Wallingford
First Congregational Church of Washington
First Congregational Church of Waterbury
First Presbyterian Church
Fortress Fiduciary Company LLC
Fuller Family Foundation
George A. & Grace L. Long Foundation
GoodWorks Insurance
Hartford Foundation For Public Giving
Hartford Steam Boiler
HCC Global Financial Products
Hearthstone Apartments, LLC
Hewlett-Packard Company
Hi-Ho Petroleum
Howey Family Fund of the Community Foundation of Greater New Britain
IBM Employee Services Center
Ion Bank Foundation
Irmar Foundation/Wayne Eisenbaum Charitable Foundation
Jewett City DPU - Electric Division
Joseph Family Markets, LLC
Katharine Matthies Foundation
Kensington Congregational Church
Klebe Fuel Company
KORY-Ware Inc.

L.F. Powers Co., Inc.
Laura J. Niles Foundation, Inc.
Lawrence + Memorial Hospital
Lena Benas Memorial Fund
Liberty Power Holdings, LLC
MassMutual Financial Group Matching Gifts
Microsoft Matching Gifts Program
Mystic Congregational Church
Network for Good
North American Power and Gas, LLC
Norwich Public Utilities
Parikh Family Charitable Fund
Paulson Training Programs, Inc.
Pentecostal Mission John 3:16 Inc.
People's United Community Foundation
Pfizer Foundation
Pitney Bowes/Global Impact
Prudential Foundation Matching Gifts Program
Pullman & Comley, LLC
Rocky Hill Congregational Church
Sacred Heart Church
Saint Paul Roman Catholic Church
Service Internet Solutions, LLC
Simsbury Bank
Sir Speedy Printing of Bloomfield
Sisters of St. Joseph
Sisters of the Immaculate Conception
Spottswood A.M.E. Zion Church
Spring Brook Ice & Fuel Service
St. Agnes Church
St. Anthony's Roman Catholic Corp.
St. James Episcopal Church
St. James's Episcopal Church
St. Matthew Church
St. Paul's Episcopal Church
St. Thomas of Villanova
Stony Creek Church of Christ Congregational
Suffield By The River LLC
Suffield Firemen's Association
Sun Life Financial

Swindells Charitable Foundation
The Carl Marks Foundation Inc.
The Chaney Family Foundation
The Dominican Nuns
The Dornam Foundation
The Franklin Conklin Foundation
The GE Foundation
The Hartford
The Sandra and Arnold Chase Family Foundation, Inc.
The Sherry L. Brown Family Fund
The Stanley Black & Decker, Inc.
The State of Connecticut
Travelers
UIL Holdings Corporation
UIL Holdings Corporation Foundation
Union Baptist Church
Unitarian Universalist Society: East
United Bank Foundation
United Church on the Green
United Illuminating Employee Giving Program
United Technologies Corporation
United Way of Central and Northeastern Connecticut
UnitedHealth Group
Universal Life Children's Church
Verde Energy USA
Voya Foundation
Waterford Rotary Club
Webster Bank
Western Connecticut Health Network
Westminster Presbyterian Church
Whittlesey & Hadley, P.C.
Wilcox Fuel, Inc.
William and Alice Mortensen Foundation
Windsor Federal Savings
XL Catlin

Fuel Banks

Bloomfield Social & Youth Services
Bristol Community Organization Inc.
Brookfield Social Services
Catholic Charities Fuel Bank - Norwich
Catholic Charities Fuel Bank - Willimantic
Cheshire Human Services
Christian Community Action
Community Action Agency of New Haven
Community Action Agency of Western CT
Community Fuel Bank New Milford
Community Renewal Team, Inc.
Cornwall Dept. of Social Services
Coventry Human Services/ Coventry Clergy Fuel Bank
Cromwell Human Services
Danielson Methodist Church Fuel Fund
Darien Human Services
East Hampton Volunteer Food Bank
East Hartford Health & Social Services
East Windsor Human Services
Ellington Human Services Dept.
Enfield Neighborhood Services Fuel Bank
Faith Tabernacle Missionary Baptist Church
First Baptist Church - Bridgeport
FISH/Friends in Service to Humanity of NWCT
Gifts of Love
Glastonbury Social Services
Granby/East Granby Emergency Fuel Bank
Greenwich Dept. of Social Services
Groton Dept. Human Services
Guilford Social Services
Hebron Interfaith Human Services
Inspirica, Inc.
IRIS-Integrated Refugee & Immigrant Services
Jewish Family Service of New Haven
Kent Social Services Department

Life Bridge Community Services
MACC Charities - Manchester
Madison Senior Center Fuel Bank
Madison Social Services
Mercy Housing & Shelter Corp.
Monroe Community & Social Services
Montville Dept. of Senior & Social Services
New Britain/Human Resources Agency
New Canaan Health & Human Services
New Fairfield Social Services
New Opportunities of Greater Meriden
New Opportunities, Inc.
Newington Dept. of Human Services
Newtown Fuel Bank
North Branford Fuel Bank & Northford
North Canaan Social Services
Norwich Human Services
Old Saybrook Fuel Bank
Orange, Town of
Pawcatuck Neighborhood Center
Russell Mercier Senior Center
Salisbury Fuel Bank
Sharon Community Foundation
South Windsor Human Services
St. Vincent DePaul Middletown
Stafford Social Services
Stratford Senior Services Fuel Bank
Suffield Emergency Aid Association
TEAM, Inc.
TEEG
The Salvation Army- Bridgeport
The Salvation Army, Greater Hartford
Town of Branford- Canoe Brook Center
Town of Chester Emergency Fuel Bank
Town of Clinton Social Services

Town of Colchester Youth & Social Services
Town of Deep River Fuel Bank
Town of Durham Fuel Bank
Town of Essex Social Services
Town of Fairfield Dept. of Human Services
Town of Killingworth
Town Of Lebanon - Social Services
Town of Middlebury Dept. of Elderly & Social Services
Town of Plymouth
Town of Rocky Hill Human Services
Town of Roxbury
Town of Sherman Social Services
Town of Somers Social Services
Town of Stonington, Dept. of Human Services
Town of Tolland Human Services
Town of Weston, Dept. of Social Services
Town of Westport Dept. of Human Services
Town of Woodbury Social Services
Trumbull Social Services
TVCCA New London Fuel Bank
United Labor Agency
Vernon Social Services
Wallingford Youth & Social Services
Warren Social Services
Washington Senior Center
Watertown Social Services Fuel Bank
West Hartford Division of Social Services
Westbrook Social Services
Wethersfield Social and Youth Services
Wilton Social Services
Winchester Fuel Bank (The Salvation Army)
Windham Area Interfaith Ministry (WAIM)
Windsor Locks Social Services
Windsor Social Services



Operation Fuel, Inc.

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WE'RE ALL PART OF THE OPERATION.

