



We Advocate. We Collaborate. We Serve.

2016/2017 Annual Report

Operation Fuel, Inc.



2016-2017 Board of Directors

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Director of Energy Conservation Programs

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Betty Walsh
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Director of Community Programs

Nadia De La Puente
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Geeno Gordon
Energy Conservation Specialist

Clayton Jason
Development Officer

Beckah Kilpatrick
Development Assistant

Melissa Mendoza
Community Programs Specialist

Regina Pelrine
Executive Administrative Assistant



Executive Letter



Dear Friends,

This past winter, Operation Fuel reached some significant milestones. It was our 40th year of providing energy assistance to Connecticut households. During this time, we also helped our 150,000th family.

Since we began in 1977 through June 30, 2017, Operation Fuel has provided over \$47.6 million in energy grants to nearly 153,000 households throughout Connecticut. Many of these households were extremely vulnerable and included children, the elderly and people with chronic illnesses.

Over the years, we have evolved from a small winter heating assistance program into a statewide year-round energy assistance program. Operation Fuel has also become a strong advocate for lower-income families and individuals whose voices otherwise wouldn't be heard. Through our annual Home Energy Affordability Gap study, we have brought awareness and a better understanding of the energy affordability crisis to state officials, legislators and business leaders.

We never could have accomplished all of this without the generosity and support of our community and business partners and donors. I am also very grateful for the hard work of our wonderful staff and our dedicated fuel banks. It is an honor to be a part of this great organization.

With your continued generosity and partnership, Operation Fuel will help protect Connecticut's struggling families and individuals from having to make tough choices such as paying the gas bill or buying food. Thank you for your support!

Sincerely,

Nancy Bulkeley
Chair, Board of Directors
Operation Fuel



Operation Fuel, Inc.



A Year in Review

Operation Fuel is the only organization in Connecticut that provides year-round emergency energy assistance statewide. For the past 40 years, we have helped families and individuals who are in financial crisis and have nowhere else to turn. Since we began in 1977, Operation Fuel has provided over \$47.6 million in energy grants to nearly 153,000 households throughout Connecticut.

This past fiscal year, we helped 20,415 individuals including 1,612 senior citizens and 8,319 children under the age of 18. Operation Fuel reached a significant milestone this winter when we provided energy assistance to our 150,000th household.

For the full year 2016-17, we helped 7,830 households with more than \$3.3 million in energy assistance. Operation Fuel provided almost \$2.1 million in heating assistance, while giving out over \$1.2 million during the summer of 2016. We assist with all types of energy including heating oil, natural gas, electric and propane.

Operation Fuel started during the winter of 1977 as an emergency heating assistance program and in recent years has grown into a year-round energy assistance program. We partner with other nonprofit organizations, businesses, government and individuals in an effort to ensure that Connecticut households have year-round access to affordable energy.

Some of the areas that Operation Fuel has expanded into include: assisting households that are in danger of having their electricity shut off; educating households on how to control their energy expenses; helping small business owners become more energy efficient; bringing about greater awareness of Connecticut's energy affordability crisis; and providing energy assistance to families and individuals who are in danger of becoming homeless.



Add-a-Dollar Program

Our Add-a-Dollar program has been a significant source of funding since it started in late 1983. Operation Fuel uses 100% of all Add-a-Dollar donations for energy assistance. This past fiscal year, Operation Fuel raised \$665,387 through the Add-a-Dollar program; \$518,563 was from utility customers' donations and \$146,824 was in utility provided shareholder-matching funds.

Connecticut gas and electric utilities, which serve more than 75,000 customers, participate in Operation Fuel's Add-a-Dollar program. Some utility companies have a shareholder-matching program and contribute additional funds to the money raised through the Add-a-Dollar program.

Fuel Banks Play Significant Role

Our fuel banks are critical to the success of our energy assistance program. The fuel banks and their dedicated staff make it possible for households to access Operation Fuel's services. In fiscal year 2017, we worked with 109 fuel banks located strategically throughout Connecticut. Fuel banks are part of community agencies, municipal human and social service departments, and religious organizations.

Energy Affordability Crisis

Operation Fuel serves as the voice for lower-income households that struggle with home energy costs. For the past several years, we have conducted a statewide energy affordability study. According to Operation Fuel's **Home Energy Affordability Gap: Connecticut (2016) report**, there are now 322,000 Connecticut households, with incomes at or below 200% of the Federal Poverty Level, that can't afford to pay their energy bills.

In total, these households share an energy affordability gap of \$399 million, which declined by nearly \$71 million from \$470 million in 2015. The drop was mainly due to a reduction in the price of home heating oil and natural gas. The affordability gap is the portion of their energy bills that the 322,000 Connecticut households cannot afford to pay, not the entire amount that they owe. On average, each of the 322,000 households owes about \$1,241 more in annual energy bills than they can afford to pay.

Keeping Families from Being Homeless

The Homeless Intervention and Prevention Program (HIPP) is one way that Operation Fuel works with its community partners to help Connecticut households with their energy needs. This past fiscal year, HIPP provided \$29,196 in energy assistance grants to 50 families and individuals who were either homeless or at risk of becoming homeless.

Operation Fuel started this program in 2013 to help prevent and eliminate homelessness that occurs as a result of unaffordable home energy costs. HIPP provides energy assistance grants to people who are homeless or at risk of becoming homeless and need to pay past due energy/utility bills to either stay in their home or transition from homelessness to permanent housing. Applicants for HIPP must be below 60% of the state median income to qualify for an energy assistance grant.

Since it began, HIPP has provided \$152,655 in energy assistance to 239 Connecticut households and made it possible for 596 people to either resume or maintain housing. Operation Fuel's community partners for HIPP this past fiscal year were Inspirica, Inc. in Stamford, Mercy Housing and Shelter Corporation in Hartford, which serves Greater Hartford and Middlesex County, and Operation Hope in Fairfield. We hope to expand this vital program in the coming year.

Social Agency Energy Assistance Conference

In partnership with Eversource Energy, United Illuminating, Southern Connecticut Gas, and Connecticut Natural Gas, Operation Fuel held its annual statewide Social Agency Energy Assistance Conference in October. We held the conference to help prepare our fuel banks and their staff for the upcoming winter. The primary focus was on the availability of energy assistance and various programs that the utility companies have to help lower-income households manage their energy expenses. Besides Operation Fuel and our fuel banks, representatives from the utility companies and key state agencies participated in the conference.

■ Right: Representatives from United Illuminating, Southern Connecticut Gas, Connecticut Natural Gas, Operation Fuel, and Eversource Energy at the 2016 Social Agency Energy Assistance Conference.



Advocating for Long-Term Solutions

Operation Fuel focused on Connecticut's energy affordability crisis at its Power Summit 2017 this spring. Attendees exchanged ideas on the best ways to meet the energy needs of Connecticut's low-income households and how to make energy more affordable.

Besides Operation Fuel's staff, there were representatives from several fuel banks, Eversource Energy, United Illuminating, the state department of Public Utilities Regulatory Authority and the state department of Social Services. This meeting is an example of how Operation Fuel advocates for lower-income households and is working with its community partners to find long-term solutions.



Partnering with Eversource on New Start

For the past two years, Operation Fuel has partnered with Eversource Energy to help increase enrollment in the utility's New Start program. This year, Operation Fuel assisted 1,257 households with a New Start enrollment, re-enrollment or budget payment. The program helps 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.

Attendees at Operation Fuel's Power Summit 2017.

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 55 small businesses with energy assessments; 28 of the businesses completed energy saving upgrades. Since the small business program began, more than 340 small businesses have completed energy assessments and 200 have made energy efficiency improvements such as lighting, refrigeration and weatherization measures. The program has expanded from the original five pilot communities to 26 cities and towns throughout Connecticut.

This past fiscal year, Operation Fuel completed its first large-scale comprehensive project implementing efficiency upgrades at an East Hartford supermarket. The project was funded in part by a grant from the Farmington Bank Community Foundation. Additional grant funding from the Farmington Bank Community Foundation and the People's United Community Foundation supported comprehensive energy efficiency upgrades for five other small businesses.





Residential Energy Conservation Efforts

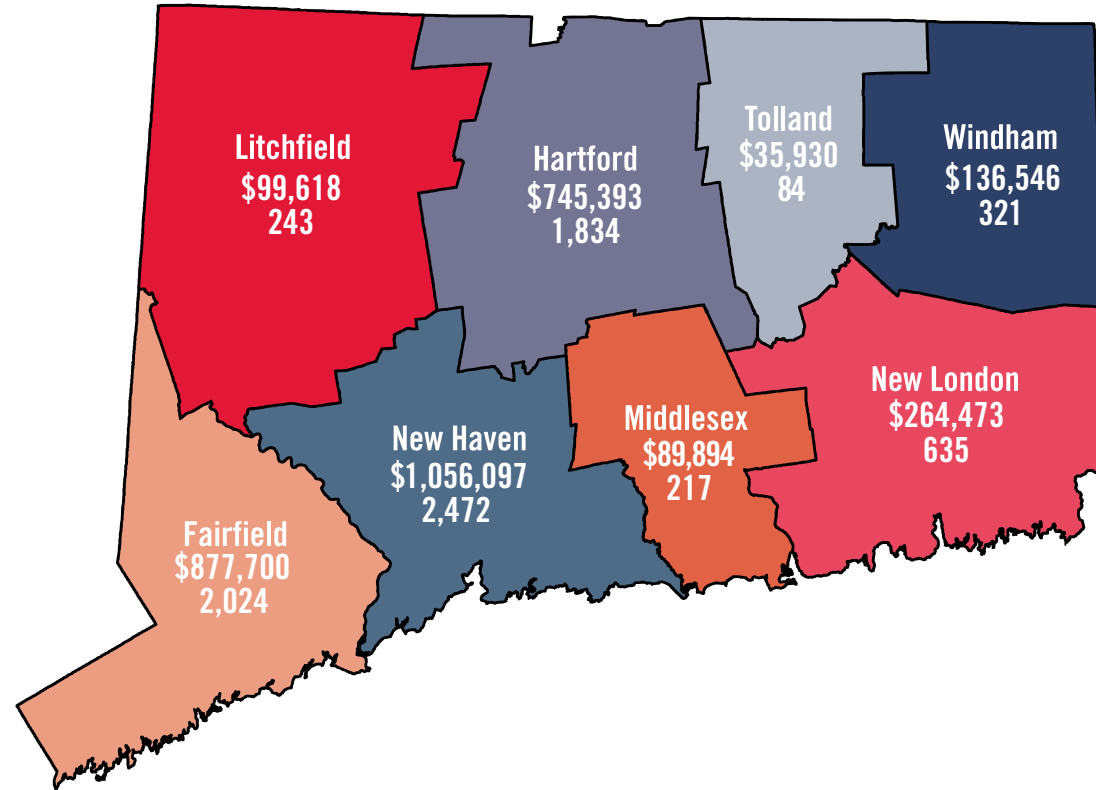
In fiscal year 2017, Operation Fuel continued experimenting with strategies for educating energy assistance recipients, who are homeowners, about different ways to save money by lowering their energy consumption. The program is a partnership with the Connecticut Green Bank and its purpose is to connect energy assistance clients with existing resources that provide long-term energy savings. Homeowners are provided information on Home Energy Solutions (HES) and the Weatherization Assistance Program (WAP), the Green Bank's solar energy program, and various energy related loan programs.

Outreach efforts have included one-on-one meetings at intake sites at the time of energy assistance application, meetings by appointment at intake sites, and a series of informational sessions that bring together service providers in a forum setting. The information sessions have yielded the best outcomes with almost all attendees opting to participate in one or more of the offered programs. The information sessions are being replicated and enhanced in the upcoming year.

Staff Updates

Geeno Gordon joined Operation Fuel this past fiscal year as an Energy Conservation Specialist. Geeno is working to raise awareness within the small business community regarding resources available to make energy efficiency improvements that yield long-term energy savings. In addition to reaching out to merchants groups, community organizations and other stakeholders, Geeno works directly with small business owners helping them access the programs and services they need. Geeno is also supporting Operation Fuel's developing energy conservation efforts in the residential sector. Before coming to Operation Fuel, Geeno had extensive community relations experience, including serving as a link between Hartford businesses and the Metropolitan District (MDC) during its recent large scale clean water project.

Assistance Provided



Financials

Statement of Financial Position

For the year ended June 30, 2017

ASSETS	
Cash and Cash Equivalents	2,737,083
Certificates of Deposit	529,351
Grants and Other Receivables	92,860
Prepaid Expense	11,771
Security Deposit	3,341
Total Current Assets	3,374,406
OTHER ASSETS	
Property and Equipment (Net of depreciation)	33,137
Total Assets	3,407,543

Liabilities and Net Assets

For the year ended June 30, 2017

LIABILITIES	
Accounts Payable and Accrued Liabilities	67,419
Deferred Revenue - Small Business Program	45,253
Charitable Gift Annuity Payment Liability	8,326
Total Current Liabilities	120,998
NET ASSETS	
Unrestricted	2,949,607
Temporarily Restricted	336,938
Total Net Assets	3,286,545
Total Liabilities and Net Assets	3,407,543

Financials

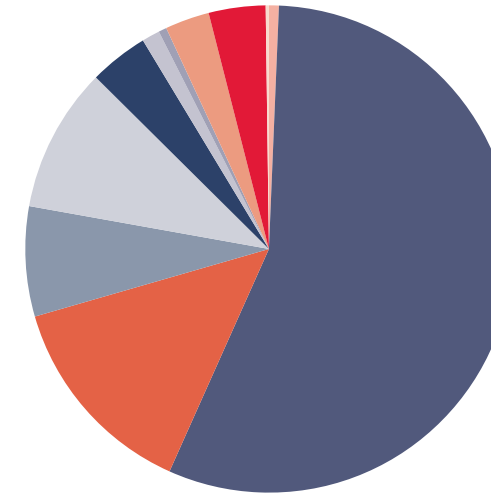
Revenue and Expenses

For the Year Ended June 30, 2017

REVENUES AND SUPPORT FOR PROGRAMS	
Energy Related Industry	24,629
Governmental Grants - State	2,100,000
Add-a-Dollar	518,563
Foundation Grants	273,318
Individuals	360,305
Utility Shareholder Match	146,824
Corporations and Small Businesses	44,520
Faith Communities	20,070
Program Contracts	110,323
Fines and Settlements	141,256
Interest Income	8,005
Grand Total Revenue and Support	3,747,813

EXPENSES	
Energy Assistance Programs	4,127,321
Management	235,962
Fundraising	292,695
Total Expenses	4,655,978

Financials



Community Partners

Aaron Marks Foundation Fund
Advent Christian Church of Torrington
Aetna Foundation Matching Gifts
Aldo DeDominicis Foundation
All Saints' Episcopal Church
Ambit Energy Holdings, LLC
American Savings Foundation
Amica Companies Foundation
Archdiocese of Hartford
Asylum Hill Congregational Church
Avon Chapter of UNICO National
B.Good, LLC
Baram, Tapper, & Gans, LLC
Beatrice Fox Auerbach Foundation
Belcan Engineering Group
Bernardine Franciscan Sisters
Bristol-Myers Squibb Company Matching Gifts
Bruyette Family Foundation
Budd Family Fund
Calvary Baptist Church
Canton Flatbread, LLC
Charter Oak Credit Union
Choice Energy, LLC
Church of the Epiphany Upper Room
Church of the Holy Spirit
Cigna Foundation
Claire L. Helsing Foundation
Community Foundation of Eastern Connecticut
Connecticut Energy Marketers Association
Connecticut Health Foundation
Connecticut Power and Energy Society
Connex Credit Union
CT Local Association of Social Services Inc.
Daughters of the Holy Spirit
Dillon Mailing and Printing
Dime Bank Foundation, Inc.
Dominion Foundation
Dominion Foundation Employee Giving Program

Duncaster Retirement Community
Dutch Point Credit Union, Inc.
Elizabeth Colt Circle
Enfield Congregational Church
ERJ Fund
Eversource Energy
Fairfield College Preparatory School
First Baptist Church of Bridgeport Inc.
First Baptist Church of Essex
First Church Congregational
First Church In Windsor
First Church of Christ in Saybrook, Congregational
First Congregational Church of Washington
First Congregational Church of Waterbury
Fisher, Sheehan & Colton
Flagg Road United Church of Christ
Frank Loomis Palmer Fund
Fuller Family Foundation
George H. C. Ensworth Memorial Fund
Hartford Foundation For Public Giving
Hartford Steam Boiler Inspection and Insurance Company
HCC Global Financial Products
Hearthstone Apartments, LLC
Holy Trinity R. C. Church
Huntington Congregational Church
Ion Bank Foundation
Jeremy's Gift Shop
Jewett City DPU - Electric Division
Joseph Family Markets, LLC
Kensington Congregational Church
Kiwanis Club of Meriden
KORY-Ware Inc.
L.F. Powers Co., Inc.
Ladies Home Missionary Society
Laura J. Niles Foundation, Inc.
Lawrence + Memorial Hospital
Lux Bond & Green

Main Street Community Foundation
Marion Isabell Coe Fund
MassMutual Financial Group Matching Gifts
Maximilian E. & Marion O. Hoffman Foundation
Metacomet Elementary School
Middletown Rotary Club
Mystic Congregational Church
North American Power and Gas, LLC
Northwest Catholic High School
Norwich Human Services
Norwich Public Utilities
Nutmeg Miata Club, Inc.
ONEHOPE Foundation
Paulson Training Programs, Inc.
Pfizer Foundation
Pitney Bowes Matching Gift Program
Prudential Foundation Matching Gifts Program
Pullman & Comley, LLC
R. S. Gernon Trust
Rocky Hill Congregational Church
RYAN Business Systems, Inc.
Saint Paul Church
Saint Timothy Middle School
Simsbury Bank
Sir Speedy Printing of Bloomfield
Sisters of Saint Joseph
Sisters of St. Joseph
Sisters of the Immaculate Conception
St. Agnes Church
St. Anthony of Padua Church
St. James Episcopal Church
St. John's Episcopal Church
St. Matthew Church
St. Patrick Church, Collinsville
St. Thomas the Apostle Church
Stanley D. and Hinda N. Fisher Fund
Sun Life Financial
TAB Computer Systems, Inc.

The Auerbach Schiro Foundation
The Carl Marks Foundation, Inc.
The Connecticut Credit Union Charitable Foundation
The Dominican Nuns
The Dornam Foundation
The Franklin Conklin Foundation
The GE Foundation
The Hartford
The Hartford County Bar Foundation, Inc.
The Renee B. Fisher Foundation Fund
The Sandra and Arnold Chase Family Foundation, Inc.
The Stanley Black & Decker, Inc.
The United Illuminating Company
Tiller, LLC
Trinity Episcopal Church
UBS Matching Gift Program
Ugo DiGrazia AC & Heating
UIL Holdings Corporation Foundation
Union Temple Freewill Baptist Church
Unitarian Universalist Society: East
United Church on the Green
United Illuminating Employee Giving Program
United Technologies Corporation
UnitedHealth Group
Universal Life Children's Church of Jesus Christ
Valley Presbyterian Church
Verde Energy USA
Vernon D. and Florence E. Roosa Family Foundation Memorial Fund
Voya Foundation
Wallingford Community Women's Club
Wayne Eisenbaum Charitable Foundation
Webster Bank
Westinghouse Electric Company
Westminster Presbyterian Church
Whittlesey & Hadley, P.C.
William and Alice Mortensen Foundation
Windsor Federal Savings
XL Catlin

Fuel Banks

Bloomfield Social & Youth Services
Bridgeport Salvation Army
Bristol Community Organization
Brookfield Social Services
Catholic Charities (Willimantic)
Cheshire Human Services
Christian Community Action
Colchester Youth & Social Services
Community Action Agency of New Haven
Community Action Agency of Western CT
Community Fuel Bank of New Milford
Community Renewal Team, Inc.
Cornwall Social Services
Danielson Methodist Church Fuel Bank
Darien Human Services
Deep River Social Services
Dept. of Social Services Town of Weston
East Hartford Health & Social Services
Ellington Human Services
Faith Tabernacle Missionary Baptist Church
First Baptist Church
FISH/ Friends in Service to Humanity of NWCCT
Gifts of Love
Greenwich Department of Human Services
Groton Human Services
Guilford Social Services
Hands On Hartford
Hebron Interfaith Human Services
HRA of New Britain
Inspirica, Inc.
IRIS-Integrated Refugee & Immigrant Services
Jewish Family Services of New Haven
John J. Driscoll United Labor Agency
Kent Social Services
Lebanon Social Services
LifeBridge Community Services
MACC Charities

Madison Senior Center
Madison Social Services
Mercy Housing and Shelter Corporation
Montville Dept. of Senior & Social Services
New Canaan / Health and Human Services
New Fairfield Social Services
New Opportunities of Greater Meriden
New Opportunities, Inc.
New Vision International Ministries Vision Resources and Empowerment
Newington Human Services
North Canaan Social Services
Norwich Catholic Charities
Norwich Human Services
Norwich Public Utilities
OIC of New London County
Old Saybrook Social Services
Operation Hope
Orange Social Services
Pawcatuck Neighborhood Center
Rocky Hill Human, Youth & Senior Services
Russell Mercier Senior Center
Salisbury Social Services
Sharon Community Foundation
Somers Human Services
South Windsor Human Services
St. Vincent DePaul Middletown
Stafford Social Services
Stonington Human Services
Stratford Senior Services
Suffield Emergency Aid Association
TEAM, Inc.
TEEG
The Salvation Army of Greater Hartford
The Salvation Army Winsted Regional Service Center
Tolland Human Services
Town of Branford Canoe Brook

Town of Chester
Town of Clinton Social Services
Town of Coventry Human Services
Town of Cromwell Human Services
Town of Durham Dept. of Social Services
Town of East Hampton Department of Human Services
Town of East Windsor
Town of Enfield Neighborhood Services
Town of Essex Social Services
Town of Fairfield Department of Human Services
Town of Glastonbury Human Services
Town of Granby Social Services
Town of Killingworth
Town of Middlebury Elderly & Social Services
Town of Monroe Social Services
Town of Newtown Dept. of Social Services
Town of North Branford, Office of Social Services
Town of Plymouth Dept. of Human Services
Town of Roxbury Social Services
Town of Sherman Social Services
Town of Warren Dept. of Social Services
Town of Westport
Town of Wilton
Town of Windsor Locks Social Services
Town of Windsor Social Services
Trumbull Social Services
TVCCA of New London and Norwich
Vernon Social Services
Wallingford Youth & Social Services
Watertown Social Services
West Hartford Social Services
Westbrook Social Services
Wethersfield Social & Youth Services
Windham Area Interfaith Ministry (WAIM)
Woodbury Dept. of Social Services



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WE'RE ALL PART OF THE OPERATION.

