



Operation Fuel, Inc.

We Advocate. We Collaborate. We Serve.

2017/2018 Annual Report



2017-2018 Board of Directors

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Laura Gonzalez
United Illuminating

Operation Fuel Staff

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Executive Director

Kim O'Brien Green
Director of Development

Troylyn Grimes
Administrative Assistant

Beckah Kilpatrick
Development Assistant

Melissa Mendoza
Community Programs Specialist

Regina Pelrine
Finance Manager

Rebecca Scorso
Director of Finance and
Administration



Executive Letter



Dear Friends,

This past fiscal year, Operation Fuel provided more than \$3.1 million in energy assistance to more than 7,200 Connecticut households. We were able to accomplish all of this because of you, our generous donors and community partners.

Thank you for your dedicated support!

We know, however, that the energy affordability crisis is not going away. With Operation Fuel's limited funds, we can only help a fraction of the 320,000 Connecticut households that are struggling to pay their energy bills.

Families and individuals are forced to choose between paying their energy bills, buying nutritious food, or paying their rent or mortgage. Many of our applicants are working families, people with chronic illnesses, and the elderly on a fixed income. This is not surprising as Connecticut has a high cost of living.

Operation Fuel is continually looking for ways to meet the needs of our applicants. In April, we started a pilot water assistance program with the

Metropolitan District (MDC). With funding from the MDC, Operation Fuel has provided water utility assistance grants to over 100 lower-income MDC customers who were struggling to pay their water bills and were facing termination of service. We hope to grow this program in the coming year.

Our Home System Repair and Replacement program is another way that Operation Fuel is helping people with their energy needs. The program, which helps homeowners with the repair or replacement of furnaces and water systems, has been very successful and extremely beneficial for households that otherwise could not afford these critical resources.

Our organization has a very tight budget so we need to be extremely cost-efficient. We currently are streamlining our application process. When this is implemented, it will save Operation Fuel money while increasing our ability to meet our applicants' needs and make it possible for energy vendors to submit their invoices electronically.

In early 2019, Operation Fuel will allow the public to experience what living in a freezing home is like by holding the first Connecticut event of its kind:

Operation Fuel – Ice House Presented by Eversource Energy. We will be building a house made of ice to showcase the critical importance of heat and electricity during the year. The event will be held on the grounds of the Old State House in downtown Hartford and will give people a chance to experience how thousands of Connecticut families and individuals live during the winter. We want to raise awareness of this serious issue of surviving without heat and lights at the coldest time of year.

Operation Fuel will continue to advocate for Connecticut's most vulnerable population. More than half of our recipients are elderly, children under the age of 18, premature infants and people with chronic illnesses. With the generosity of our supporters and partners, we will keep the heat and electricity on for as many households as possible.

Sincerely,

Brenda M. Watson
Executive Director



We Advocate. We Collaborate. We Serve.



Operation Fuel, Inc.

A Year in Review

We are extremely grateful to all of our donors and supporters who made it possible for Operation Fuel to provide more than \$3.1 million in energy assistance to 18,163 individuals from 7,232 Connecticut households this past fiscal year. Almost half of the people we helped were either elderly or children under the age of 18. Our recipients are families and individuals who are in financial crisis and have nowhere else to turn.

Operation Fuel is the only year-round, statewide emergency energy assistance organization in Connecticut. We assist with all types of energy including heating oil, natural gas, electricity and propane. We partner with other nonprofit organizations, businesses, individuals, and government agencies to ensure that Connecticut households have year-round access to affordable energy.

In recent years, Operation Fuel has become the voice for lower-income households that are struggling with the high cost of energy. There are now over 320,000 Connecticut households that can't afford their energy bills. It is our mission to keep Connecticut families and individuals safe in their homes and to make sure that everyone has heat and electricity.

Fuel Banks Play Significant Role

Our fuel banks make it possible for households statewide to have access to emergency energy assistance from Operation Fuel. We have 109 fuel banks that are located strategically across the state. They are part of municipal human and social service departments, community agencies, nonprofits and religious organizations. It is because of our fuel banks and their dedicated staff that Operation Fuel is able to serve so many people throughout Connecticut.



Add-a-Dollar Program

Our Add-a-Dollar program is an easy way to support Operation Fuel. Through the years, it has grown into a significant source of funding. Operation Fuel uses 100% of all Add-a-Dollar donations for energy assistance. We encourage all utility customers to consider adding one dollar or more for Operation Fuel to their monthly bill.

This past fiscal year, Operation Fuel raised \$671,585 through the Add-a-Dollar program; \$536,585 was from utility customers' donations and \$135,000 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 that adds additional funds to the money raised through the Add-a-Dollar program.

Energy Affordability Crisis

Home energy costs continue to be a tremendous burden for more than 320,000 Connecticut households, according to the **Home Energy Affordability Gap: Connecticut (2017) report**. Many of Operation Fuel's applicants have reported being late on rent or mortgage payments in order to pay energy bills; while some households keep their homes at unsafe temperatures to lower their energy costs.

Operation Fuel continues to look for ways that people can reduce their energy expenses. Our Home System Repair and Replacement program helps lower-income homeowners save money on their energy bills by repairing or replacing older furnaces and water systems. This program has been very successful and extremely beneficial for homeowners who otherwise could not afford these critical resources.

We are also advocating for a comprehensive strategy that will help lower energy bills long-term, such as getting households to participate in energy efficiency programs and using renewable energy options.

Statewide Energy Assistance Conference

Operation Fuel held its annual statewide Energy Assistance Conference in October to help fuel banks and their staff prepare for the upcoming winter. The conference focused on the availability of energy assistance and various programs that are offered by the utility companies to help lower- and moderate-income households manage their energy expenses.

The conference was held in partnership with Eversource Energy and Avangrid subsidiaries: United Illuminating, Southern Connecticut Gas, and Connecticut Natural Gas. Along with Operation Fuel and our fuel banks, representatives from the utility companies and key state agencies participated in the conference.



EVERSOURCE



Operation Fuel, Inc.

■ Attendees at the 2017 Statewide Energy Assistance Conference.



Our Community Partners

As part of its mission, Operation Fuel works with other nonprofit organizations and business partners to ensure that vulnerable families and individuals are able to keep their heat and electricity running.



Keeping Families from Being Homeless

Operation Fuel's Homeless Intervention and Prevention Program (HIPP) helps to prevent and eliminate homelessness that results from unaffordable home energy costs. This past fiscal year, HIPP provided \$23,488 in energy assistance grants to 31 families and individuals who were either homeless or at risk of becoming homeless.

HIPP provides energy assistance grants to people who need to pay past due energy/utility bills to either remain in their home or move back to permanent housing after being homeless. Applicants for HIPP must be below 75% of the state median income to qualify for the program.

Since it began, HIPP has provided \$181,314 in energy assistance to 276 Connecticut households and made it possible for 688 people to either resume or maintain housing. HIPP is an example of how Operation Fuel works with other nonprofits to help households with their energy needs. Operation Fuel's community partners for HIPP this past fiscal year were Inspirica, Inc. in Stamford, Mercy Housing and Shelter Corporation, which serves Greater Hartford and Middlesex County, and Operation Hope in Fairfield.

Water Assistance Program with MDC

In April, Operation Fuel started a pilot water assistance program with the Metropolitan District (MDC). To date, Operation Fuel, with funding from the MDC, has provided more than \$43,000 in water utility assistance grants to 111 lower-income MDC customers who were struggling to pay their water bills and were facing termination of service. We hope to grow this program in the coming year.

Partnering with Eversource Energy on New Start

For the past few years, Operation Fuel has partnered with Eversource Energy to increase enrollment in the utility's New Start program, which helps to eliminate an outstanding balance for lower-income customers who meet specific eligibility requirements, including income. This year Operation Fuel assisted 1,012 households with a New Start enrollment, re-enrollment or budget payment.



New Partnership with The Tiny Miracles Foundation

Operation Fuel began partnering with The Tiny Miracles Foundation, of Fairfield County, to help families who are struggling financially and are at risk of losing heat or electricity while caring for their premature infants. The Tiny Miracles Foundation helps families with premature babies by providing support, information, services and supplies for the families during and following their hospital stay. Since becoming aware of Operation Fuel's programs, The Tiny Miracles Foundation has been referring families, who need energy assistance, to their local fuel banks.



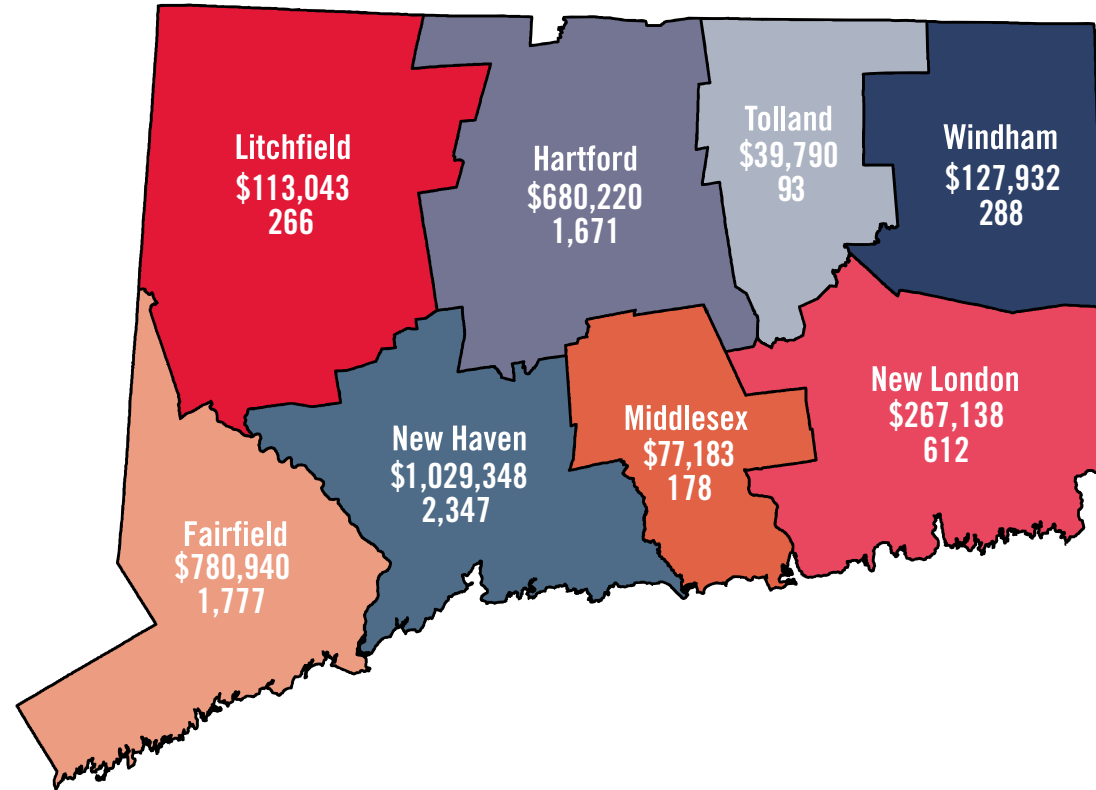
Staff Update

This past fiscal year, two new employees became part of the Operation Fuel team. Rebecca Scorso joined Operation Fuel in September 2017 as its new Director of Finance and Administration after our previous director retired. For the past 11 years, Rebecca had served as Managing Director of the Charter Oak Cultural Center in Hartford. She holds a BA degree from the University of Hartford and brings more than two decades of experience to Operation Fuel.

Troylyn Grimes joined Operation Fuel in April 2018 as an Administrative Assistant. She provides administrative, clerical and project support to Operation Fuel's leadership staff. Before joining Operation Fuel, Troylyn worked for eight years at the Community Renewal Team including two years as an energy intake specialist. She said, "I am honored to be a member of the dedicated team at Operation Fuel."

Rebecca and Troylyn have significant experience with nonprofits and we are very happy they are part of the Operation Fuel team.

Assistance Provided



Financials

Statement of Financial Position

For the year ended June 30, 2018

ASSETS	
Cash and Cash Equivalents	2,266,155
Grants and Other Receivables	119,180
Prepaid Expense	17,825
Security Deposit	3,341
Total Current Assets	2,406,501
OTHER ASSETS	
Property and Equipment (Net of depreciation)	70,383
Total Assets	2,476,883

Liabilities and Net Assets

For the year ended June 30, 2018

LIABILITIES	
Accounts Payable and Accrued Liabilities	110,611
Charitable Gift Annuity Payment Liability	5,783
Total Current Liabilities	116,394
NET ASSETS	
Unrestricted	2,258,519
Temporarily Restricted	101,970
Total Net Assets	2,360,489
Total Liabilities and Net Assets	2,476,883

Financials

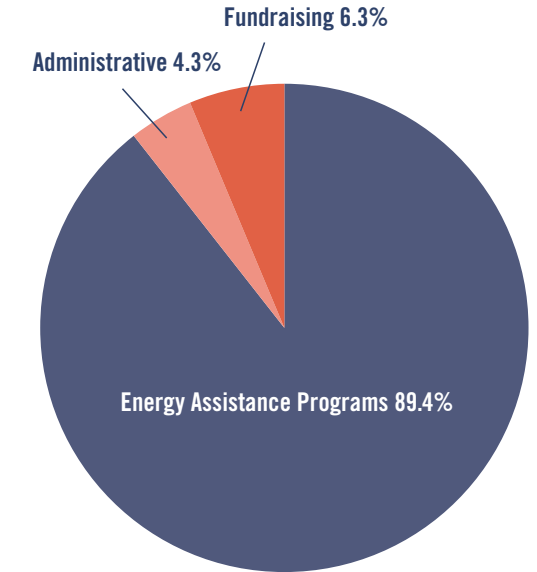
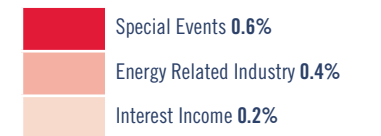
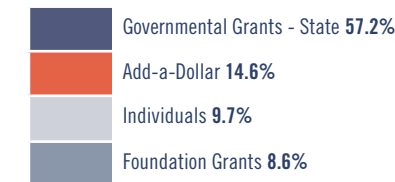
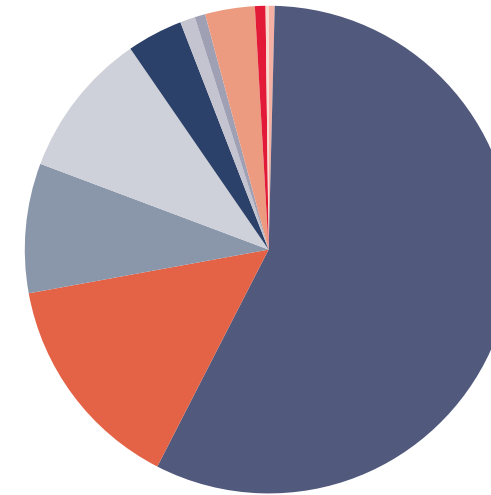
Revenue and Expenses

For the Year Ended June 30, 2018

REVENUES AND SUPPORT FOR PROGRAMS	
Energy Related Industry	14,815
Governmental Grants - State	2,100,000
Add-a-Dollar	536,585
Foundation Grants	317,469
Individuals	354,927
Utility Shareholder Match	135,000
Corporations and Small Businesses	37,596
Faith Communities	23,941
Program Contracts	121,488
Special Events	24,425
Interest Income	7,236
Grand Total Revenue and Support	3,673,483

EXPENSES	
Energy Assistance Programs	4,104,347
Administrative	195,835
Fundraising	289,841
Total Expenses	4,590,023

Financials



Community Partners

Aetna Foundation Matching Gifts
Aldo DeDominicis Foundation
All Saints' Episcopal Church
American Eagle Financial Credit Union
American Savings Foundation
Amica Companies Foundation
Arbella Insurance Foundation
Asylum Hill Congregational Church
AVANGRID Foundation, Inc./UIL Holdings Corporation Foundation
AVANGRID/United Illuminating Employee Giving Program
Avon Chapter of UNICO National
Bank of America Matching Gifts Program
Beacon Falls Congregational Church
Beatrice Fox Auerbach Foundation
Bernardine Franciscan Sisters
Beth Shalom B'nai Israel
Bristol Central High School
Bristol-Myers Squibb Company Matching Gifts
Bruyette Family Foundation
Budd Family Fund
Carol and Edward Wrobel Family Fund
Charter Oak Credit Union
Chelsea Groton Foundation
Claire L. Helsing Foundation
CLSJ Foundation, Inc.
Community Foundation of Eastern Connecticut
Connecticut Community Foundation
Connecticut Energy Marketers Association
Connecticut Health Foundation
Connecticut Power and Energy Society
Daughters of the Holy Spirit
Deutsche Bank Americas Foundation
Dillon Mailing and Printing
Dime Bank Foundation, Inc.
Dominion Foundation
Dominion Foundation Employee Giving Program

Duncaster Retirement Community
Dutch Point Credit Union, Inc.
Elizabeth Raymond Ambler Trust
Emanuel Lutheran Church (Hartford)
Emanuel Lutheran Church (Manchester)
Enfield Congregational Church
Ensworth Charitable Foundation
ERJ Fund
Evangelistic Caravan Center, Inc.
Eversource Energy
Fairfield College Preparatory School
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 Wallingford
First Congregational Church of Washington
First Congregational Church of Waterbury
Fisher, Sheehan & Colton
Flagg Road United Church of Christ
Fuller Family Foundation
Gallo & Robinson, LLC
GoodWorks Insurance
Hartford Foundation For Public Giving
Hartford Steam Boiler Inspection and Insurance Company
HCC Global Financial Products
Hearthstone Apartments, LLC
Holy Family Church
Hope Seventh-Day Adventist Church
Huntington Congregational Church
Iglesia Cristiana Pentecostal Primera Tesalonica
Ion Bank Foundation
James H. Napier Foundation
Jewett City DPU - Electric Division
Joseph Family Markets, LLC
KardasLarson, LLC

Kensington Congregational Church
Kreutter Family Fund
L.F. Powers Co., Inc.
Ladies Home Missionary Society
Laura J. Niles Foundation, Inc.
Lawrence + Memorial Hospital
Lena Benas Memorial Fund
Lucky Taco
Lux Bond & Green
MassMutual Financial Group Matching Gifts
MLS-MJR Family Fund
Mystic Congregational Church
NewAlliance Foundation
Norcom Cares
Norwich Human Services
Norwich Public Utilities
Our Lady of the Lakes Church
Parikh Family Charitable Fund
Paypal Charitable Giving Fund
PDQ, Inc.
Pfizer Foundation
Pitney Bowes Matching Gift Program
Prudential Foundation Matching Gifts Program
Pullman & Comley, LLC
RYAN Business Systems, Inc.
Servpro of Newington/Central Hartford
SI Financial Group Foundation, Inc.
Sir Speedy Printing of Bloomfield
Sisters of Saint Joseph (Windsor)
Sisters of St. Joseph (Hartford)
Spring Brook Ice & Fuel Service
St. Anthony of Padua Church
St. James Episcopal Church Farmington
St. James's Episcopal Church West Hartford
St. John's Episcopal Church
St. Matthew Church
St. Matthew Lutheran Church
St. Peter's Episcopal Church Cheshire

St. Stanislaus Church
Stanley D. and Hinda N. Fisher Fund
Sun Life Financial
TAB Computer Systems, Inc.
The Carl Marks Foundation, Inc.
The Community Fund of Darien
The Connecticut Credit Union Charitable Foundation
The Dominican Nuns
The Dornam Foundation
The Edward and Mary Lord Foundation
The Franklin Conklin Foundation
The GE Foundation
The Gofstein Family Fund
The Gryphon Fund
The Hartford
The McPhee Foundation, Inc.
The Renee B. Fisher Foundation Fund
The Sandra and Arnold Chase Family Foundation, Inc.
The Stanley Black & Decker, Inc.
Thomson Financial Services, LLC
Travelers
Trinity Episcopal Church
UBS Matching Gift Program
Ugo DiGrazia AC & Heating
Union Baptist Church
Unitarian Universalist Society: East
United Bank Foundation
United Church on the Green
United Technologies Corporation
UnitedHealth Group
Verde Energy USA
Voya Foundation
Wayne Eisenbaum Charitable Foundation
Webster Bank
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
Brookfield Social Services
Catholic Charities (Willimantic)
Cheshire Human Services
Christian Community Action
Colchester Youth & Social Services
Community Action Agency of New Haven, Inc.
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
East Hartford Health & Social Services
Ellington Human Services
First Baptist Church
FISH/ Friends in Service to Humanity of NWCT
Gifts of Love Inc.
Glastonbury Social Services
Greenwich Department of Human Services
Groton Human Services
Guilford Social Services
Hands On Hartford
Hebron Interfaith Human Services
HRA of Bristol
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
LifeBridge Community Services
MACC Charities
Madison Senior Center

Madison Youth & Family Services
Mercy Housing and Shelter Corporation
Middlebury Elderly and 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
Newtown Social Services
North Canaan Social Services
Norwich Catholic Charities
Norwich Public Utilities
OIC of New London County
Old Saybrook Social Services
Operation Hope
Orange Community Services
Pawcatuck Neighborhood Center
Rocky Hill Human, Youth & Senior Services
Salisbury Social Services
Sharon Community Foundation
Sherman Social Services
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
Town of Granby Social 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 East Granby Social Services
Town of East Hampton Department of Human Services
Town of East Windsor Human Services
Town of Enfield Neighborhood Services
Town of Essex Social Services
Town of Fairfield Department of Human Services
Town of Hebron Russell Mercier Senior Center
Town of Killingworth
Town of Lebanon Dept. of Social Services
Town of Monroe Social Services
Town of Montville Department of Senior & Social Services
Town of North Branford, Office of Social Services
Town of Roxbury Senior Center
Town of Tolland Human Services
Town of Washington
Town of Westport Human Services
Town of Wethersfield Fuel Bank Social & Youth Services Department
Town of Wilton, Dept. of Social Services
Town of Windsor Locks Social Services
Town of Windsor Social Services
Town of Woodbury
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
Weston Dept. of Social Services
Windham Area Interfaith Ministry (WAIM)



Operation Fuel, Inc.

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WE'RE ALL PART OF THE OPERATION.

