



Operation Fuel, Inc.

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

**2014/2015 Annual Report**



## 2014-2015 Board of Directors

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## Operation Fuel Staff

**Patricia J. Wrice**  
Executive Director

**Julian Freund**  
Small Business Advocate

**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

**Clasina Jones**  
Development Assistant

**Melissa Mendoza**  
Case Manager

**Regina Pelrine**  
Executive Administrative Assistant



## Executive Letter



As we close on another fiscal year, I cannot help but reflect on the challenges so many Connecticut residents faced this past winter and spring. Although the cost for heating oil was the lowest in recent years, many working families and seniors still struggled to keep up. Families with lower incomes and seniors on fixed incomes were more susceptible to energy costs as they represented a larger portion of their household budgets.

The past winter was both bitterly cold and snowy. In fact, February was the coldest month on record for Connecticut with an average daily temperature of 16 degrees. For households earning just above the poverty line, staying ahead of their heating costs proved to be more than they could manage.

With over 305,000 households facing energy bills that average \$2,560 more than they are able to pay, Operation Fuel had a very busy year. We were able to provide energy assistance to over 8,000 low-income households totaling more than \$3.6 million.

Thanks to the generous support of our donors and the dedication of our volunteer fuel banks, Operation Fuel has the unique ability to cast a wide net across the state to reach those in need. A \$500 grant once a year helps at-risk families partially cover the energy demands for their household and frees up finances for basic needs such as food, prescription medications, mortgage and rent.

As Connecticut's only year-round and statewide energy assistance program, we will continue to make it our priority to provide vulnerable residents with access to safe, adequate and affordable home energy.

Operation Fuel is committed to providing \$3.5 million in energy assistance for the next fiscal year, while continuing to work towards a long-term solution for the energy affordability crisis that affects so many households.

Thank you for being a part of the Operation.

**Patricia J. Wrice**

Executive Director, Operation Fuel



**Operation Fuel, Inc.**

**WE'RE ALL PART OF THE OPERATION.**

## A Year in Review

Operation Fuel provided more than \$3.6 million in statewide energy assistance to over 8,300 households this past fiscal year. Although oil prices were lower, the need for energy assistance continued to increase as Connecticut residents once again faced one of the coldest winters in history.

Energy affordability is a year-round problem for more than 305,000 Connecticut households. Many of these households are elderly people who are living on fixed incomes and lower-income working families with young children. For the full year, Operation Fuel helped 21,361 individuals including 1,843 senior citizens and 8,260 children under the age of 18.

Operation Fuel is the only year-round, statewide energy assistance program. We help households that are in financial crisis and not eligible for energy assistance from government funded programs. Operation Fuel is “energy-blind” and assists with all types of home energy bills, including oil, gas, electric and propane.

Operation Fuel relies on grants and donations from foundations, corporations and individuals to fund its program. This past winter, Operation Fuel provided more than

\$2.5 million in energy assistance, and provided an additional \$1.1 million during the summer of 2014. 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.

### **Add-a-Dollar Program**

A significant portion of Operation Fuel’s funding comes from its Add-a-Dollar program. This past fiscal year, Operation Fuel raised \$584,610 through the Add-a-Dollar program; \$460,011 from utility customers’ donations and \$124,599 in utility provided shareholder-matching funds. Operation Fuel uses 100% of the donations made to the Add-a-Dollar program for energy assistance.



### **305,000 Households Can’t Afford Energy Bills**

The home energy affordability gap has more than tripled since 2006, when the gap was \$255 million! The annual home energy affordability gap is now \$784 million and more than 305,000 lower-income Connecticut households can’t afford their energy bills, according to **Operation Fuel’s Home Energy Affordability Gap: Connecticut (2014) report**.

Currently, Connecticut households with incomes at or below 200% of the Federal Poverty Level, on average owe about \$2,560 more in annual energy bills than they can afford to pay. With limited funds available, Operation Fuel can help only a fraction of these households.

### **Long-Term Solutions**

Operation Fuel has positioned itself as Connecticut’s voice on low-income energy issues. Each year, Operation Fuel releases an Energy Affordability Gap Study. The study outlines why Connecticut residents with lower incomes are susceptible to rising energy prices. Operation Fuel is also working with its business and community partners to develop an education campaign that clearly defines the energy affordability gap and its impact on Connecticut households.

### **Fuel Banks Play Critical Role**

Operation Fuel’s 100 fuel banks play a key role in the energy assistance program’s continued success. The fuel banks are located within community agencies, municipal departments of social and human services, and religious organizations. Fuel banks provide case management services and respond to residents’ needs, very often when faced with a crisis. If it were not for our fuel banks, many of our state’s most vulnerable residents would not have the ability to access our program.

### **The Homeless Intervention and Prevention Program (HIPP)**

The HIP Program is one way that Operation Fuel is working with its community partners on long-term solutions. This past fiscal year, the program provided \$46,681 in energy assistance grants to 70 families and individuals who were able to resume or maintain housing as a result. Now in its second year, Operation Fuel developed the program to prevent and reduce homelessness.

Lack of utilities often violates a lease agreement while a past utility debt can prevent the transition from a shelter to permanent housing. Applicants for HIPP must be below 60% of the state median income to qualify for an energy assistance grant of up to

\$1,000. Operation Fuel's partners for HIPP this past fiscal year were LifeBridge Community Services (formerly FSW) in Bridgeport, Inspirica, Inc. in Stamford, and Norwich Social Services in Norwich.



*Eddie Swift (standing) of Eversource Energy, collaborating at the 2014 Social Agency Energy Assistance Conference in preparation for the 2014-2015 heating season.*

#### **Social Agency Energy Assistance Conference**

This past October, Operation Fuel held its annual fuel bank directors meeting as a social agency energy conference in partnership with Eversource Energy (formerly Connecticut Light and Power Company and Yankee Gas) and UIL Holdings, which includes The United Illuminating Company (UI), Connecticut Natural Gas Corporation, and Southern Connecticut Gas.

More than 350 people attended the first Social Agency Energy Assistance Conference where Operation Fuel, fuel banks, and representatives from utility companies and state agencies met to prepare for the 2014-2015 heating season. Previously, Operation Fuel and the utilities had held separate meetings for the same audience — fuel banks, social service agencies, advocacy groups and state agencies. One of the reasons for the combined meeting was to eliminate duplication and to reduce the number of meetings people attended.

#### **Helping Small Businesses Lower Energy Costs**

During this past fiscal year, Operation Fuel's small business program helped a variety of Connecticut small business owners become more energy efficient. Project BEST provided 89 Connecticut small businesses with free energy assessments, and 74 of the businesses completed additional energy-saving upgrades.

Operation Fuel's Project BEST has partnered with Eversource Energy and The United Illuminating Company since 2013. As a result, a total of 230



Business Energy Sustainability Team

small businesses have completed energy assessments and 149 of the small business owners have made energy efficiency improvements, such as efficient lighting, refrigeration controls and weatherization measures. Since its inception, small business participation in Project BEST has expanded from the original five pilot communities to 16 cities and towns throughout the state.

#### **Operation Fuel's First Year at the CT Nonprofit Center**

In late May 2014, Operation Fuel moved to the newly established CT Nonprofit Center in Hartford. The Center is a program of the Connecticut Association of Nonprofits and currently serves as a unique home to 23 nonprofit organizations serving communities both in Hartford and statewide.

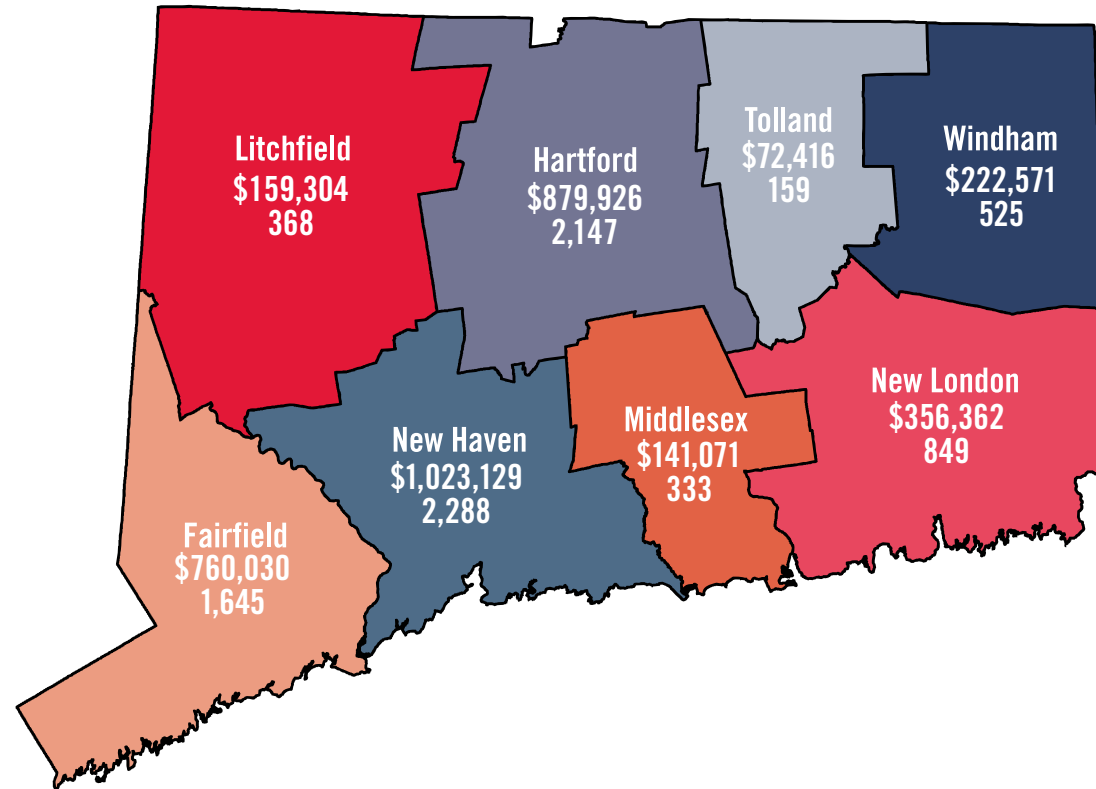
Operation Fuel employees have enjoyed the collaborative environment the Center provides, including networking events such as tenant breakfasts and complimentary member trainings. Monthly workshops provide access to information and resources that help staff learn specialized skills to further promote Operation Fuel's mission and goals. The modern community spaces at the Center, including multiple

conference rooms with the latest technology, have provided a centralized location for our board members, fuel banks and other community partners to come together for meetings and trainings to more effectively serve our clients.



*This past May, Operation Fuel was a proud participant when CT Nonprofits and NAFI CT held an open house/block party to mark the first anniversary of the CT Nonprofit Center's opening and in recognition of foster care awareness month.*

# Financials



## Statement of Financial Position

For the year ended June 30, 2015

ASSETS	
Cash and cash equivalents	2,335,283
Certificates of Deposit	227,666
Grants and other Receivables	79,017
Prepaid Expense	1,789
Security Deposit	3,341
<b>Total Current Assets</b>	<b>2,647,096</b>
OTHER ASSETS	
Property & Equipment	55,508
(Net of depreciation)	
<b>Total Assets</b>	<b>2,702,604</b>

## Liabilities and Net Assets

2014-2015

LIABILITIES	
Accounts Payable & Accrued Liabilities	189,159
Deferred Revenue - Small Business Program	47,050
Charitable Gift Annuity Payment Liability	14,046
<b>Total Current Liabilities</b>	<b>250,255</b>
NET ASSETS	
Unrestricted	1,021,828
Temporarily Restricted	1,430,521
<b>Total net assets</b>	<b>2,452,349</b>
<b>Total Liabilities and Net Assets</b>	<b>2,702,604</b>

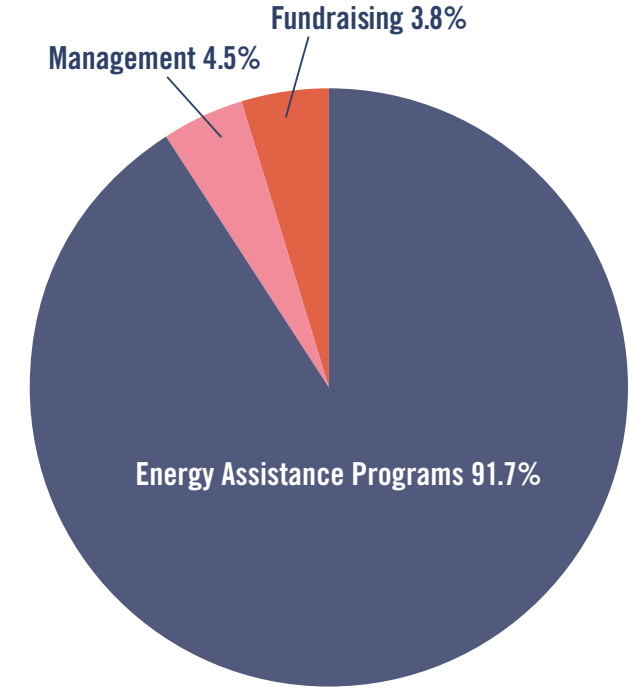
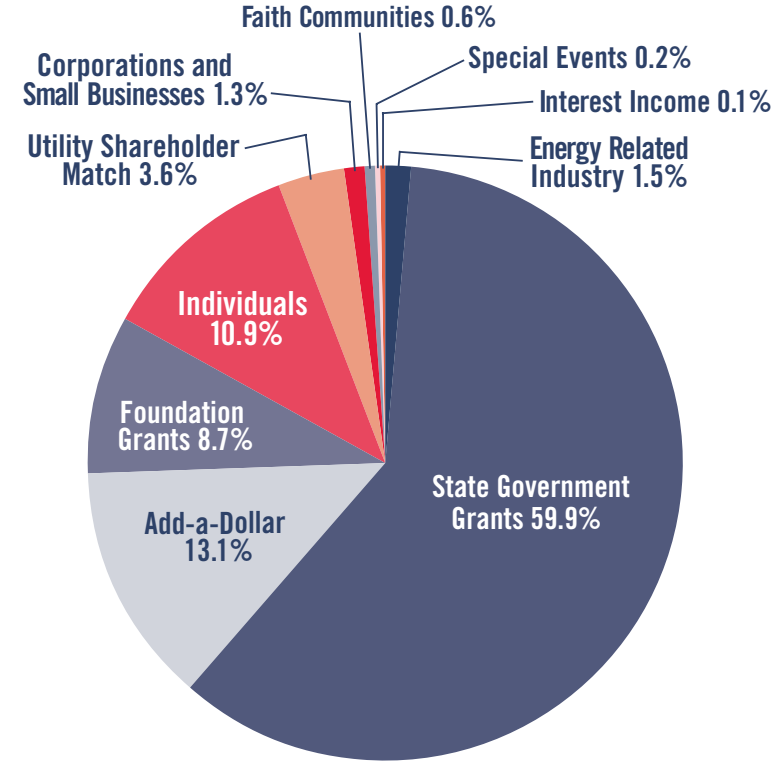
# Financials

## Revenue and Expenses

For the Year Ended June 30, 2015

REVENUES AND SUPPORT FOR RESIDENTIAL PROGRAMS	
Energy Related Industry	53,610
Governmental Grants - State	2,100,000
Add-a-Dollar	460,010
Foundation Grants	305,770
Individuals	382,077
Utility Shareholder Match	124,599
Corporations and Small Businesses	46,165
Faith Communities	21,820
Special Events	7,760
Interest Income	5,075
<b>Total Support for Residential Programs</b>	<b>3,506,886</b>
Support for Small Businesses Pilot Program	195,439
<b>Grand Total Revenues and Support</b>	<b>3,702,325</b>

EXPENSES	
Energy Assistance Programs	4,479,242
Management	217,369
Fundraising	185,848
<b>Total Expenses</b>	<b>4,882,459</b>



# Community Partners

AARP Foundation  
Aldo Dedominicis Foundation  
All Saints' Episcopal Church, East Hartford  
American Eagle Financial Credit Union  
American Savings Foundation  
Apple Oil Company  
Archdiocese of Hartford  
Asylum Hill Congregational Church, Hartford  
Baram, Tapper, & Gans, LLC  
Beacon Brands  
Beatrice Fox Auerbach Foundation  
Belcan Engineering Group  
Beth El Synagogue, Torrington  
Bloomfield Rotary Club  
Britton John Broatch Memorial Wiffle Tournament  
Bruyette Family Foundation  
Budd Family Fund  
Buick Club of America (Yankee Chapter)  
Chatfield  
Christ Church of Pomfret, Pomfret  
Chubb Group of Insurance Companies  
Church of Christ Congregational, Branford  
Claire L. Helsing Foundation  
CLSJ Foundation, Inc.  
Columbia Congregational Church  
Community Baptist Church  
Competitive Resources Inc.  
Congregation Beth Shalom  
Connecticut Community Foundation  
Connecticut Energy Marketers Association  
Connecticut Fuel Oil Conservation Fund  
Connecticut Health Foundation  
CT Local Association of Social Services Inc.  
D&M Packing, LCC  
Dominion Foundation

Dutch Point Credit Union, Inc.  
Edith W. and John Davis Murphy Fund  
Elizabeth Raymond Ambler Trust  
Eversource Energy  
First Baptist Church of Branford  
First Baptist Church of Essex  
First Church Congregational, Fairfield  
First Church In Windsor  
First Congregational Church of Cheshire  
First Congregational Church, Wallingford  
First Congregational Church, Washington  
First Congregational Church, Waterbury  
Frank Loomis Palmer Fund  
Frederick Marzahl Memorial Fund  
Fuller Family Charitable Trust  
George A. & Grace L. Long Foundation  
George H. C. Ensworth Memorial Fund  
GoodWorks Insurance  
Hale Hill BioFuels  
HCC Global Financial Products  
Heart of Mary Convent, Stamford  
Hearthstone Apartments, LLC  
Herring Media Group Inc.  
Holy Spirit Church, Newington  
Huntington Congregational Church  
Immaculate Conception Church  
Inland Fuel  
Ion Bank Foundation  
Irmar Foundation  
James H. Napier Foundation  
Joe's Gift Shop  
Kensington Congregational Church  
KORY-Ware Inc.  
Ladies Home Missionary Society  
Laura J. Niles Foundation, Inc.

Lee Memorial UM Church, Norwich  
Legrand Wiremold  
Liberty Bank Foundation  
Lux Bond & Green  
Marion Isabell Coe Fund  
Maximilian E. & Marion O. Hoffman Foundation  
McElhone Construction, LLC  
Mystic Congregational Church  
Network for Good  
NewAlliance Foundation  
Paulson Training Programs, Inc.  
PCI Medical  
People's United Community Foundation  
Petro Oil, Inc.  
R. S. Geron Trust  
Rocky Hill Congregational Church  
Sacred Heart Dinner Club  
Saint Joseph's Church  
Saint Matthew Roman Catholic Church  
Samuel Roskin Trust  
Science Engineering Associates, Inc.  
SI Financial Group Foundation, Inc.  
Sir Speedy  
Sisters of St. Joseph, Hartford  
Sisters of the Immaculate Conception, Putnam  
SMG Communications  
South Congregational Church, Middletown  
St. Agnes's Church, Milford  
St. Anthony's Roman Catholic Corp.  
St. James Episcopal Church, West Hartford  
St. James Parish  
St. Mary's Roman Catholic Church, Lakeville  
St. Paul Church, Glastonbury  
St. Stephen's Episcopal Church, East Haddam  
Stanley D. and Hinda N. Fisher Fund

Suffield Council of Churches  
Sun Life Financial  
The Carl Marks Foundation Inc.  
The Charles Robinson Estate Trust  
The Cynthia M. Parker Fund  
The Dominican Nuns  
The ELfun Society (Fairfield Chapter)  
The Franklin Conklin Foundation  
The Fund for Greater Hartford  
The Hartford  
The Hartford Foundation For Public Giving  
The Howey Family Fund of the Community Foundation of Greater New Britain  
The Renee B. Fisher Foundation Fund  
The RMB Fund  
The Sandra and Arnold Chase Family Foundation, Inc.  
The Sherry L. Brown Family Fund  
The State of Connecticut  
Thomas Atkins Memorial Fund Trust  
Tiller, LLC  
Tittmann and Maybank Family Fund  
Trinity Church, Seymour  
UIL Holdings Corporation  
Unitarian Universalist Society: East  
United Church, Stonington  
Valley Presbyterian Church  
Verde Energy USA  
Vernon D. and Florence E. Roosa Family Foundation Memorial Fund  
Webster Bank  
Westminster Presbyterian Church, West Hartford  
Wilcox Fuel, Inc.  
XL Specialty Insurance Company

# Fuel Banks

Bloomfield Social & Youth Services  
Branford Fuel Bank  
Bristol Community Organization Energy Department  
Brookfield Emergency Fuel Fund  
Catholic Charities Fuel Bank  
Catholic Charities Fuel Bank  
Cheshire Fuel Bank  
Christian Community Action  
Colchester Fuel Bank  
Community Action Agency of New Haven Community Fuel Bank  
Community Fuel Bank New Milford  
Community Renewal Team, Inc.  
Cornwall Fuel Fund  
Coventry Human Services/ Coventry Clergy Fuel Bank  
Cromwell Human Services  
Danielson Methodist Church Fuel Fund  
Darien Human Services  
Deep River Fuel Bank  
East Hampton Volunteer Food Bank  
East Windsor Emergency Fuel Bank  
Ellington Fuel Bank  
Emergency Aid Association Fuel Bank  
Enfield Neighborhood Services Fuel Bank  
Faith Tabernacle Missionary Baptist Church  
First Baptist Church - Bridgeport  
Gifts of Love  
Granby/East Granby Emergency Fuel Bank  
Greenwich Fuel Bank  
Groton Social Services  
Guilford Social Services  
Hebron Interfaith Human Services  
Inspirica, Inc.  
IRIS-Integrated Refugee & Immigrant Services  
Jewish Family Service of New Haven  
Kent Fuel Bank

Killingworth Fuel Bank  
Life Bridge Community Services  
Madison Senior Center Fuel Bank  
Manchester Area Conference of Churches (MACC)  
Mary Knowles Memorial Fuel Bank  
Middlebury Social Services  
Montville Senior & Social Services  
New Canaan 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  
North Canaan Fuel Bank  
Norwich Human Services  
Norwich Social Services  
Old Saybrook Fuel Bank  
Orange Emergency Fuel Assistance Program  
Pawcatuck Neighborhood Center  
Roxbury Fuel Bank  
Russell Mercier Senior Center  
Salisbury Fuel Bank  
Salvation Army- Bridgeport  
Sharon Community Foundation  
Somers Fuel Bank  
South Windsor Fuel Bank  
St. Vincent DePaul Place  
Stonington Human Services Fuel Bank  
Stratford Senior Services Fuel Bank  
TEAM, Inc.  
Thames Valley Council for Community Action  
The Community Action Agency of Western CT  
The Salvation Army Community Service Dept.  
Thompson Ecumenical Empowerment Group (TEEG)

Tolland Fuel Bank  
Torrington Chapter of FISH, Inc.  
Town of Chester Emergency Fuel Bank  
Town of Clinton Fuel Bank  
Town of Durham Fuel Bank  
Town of East Hartford Fuel Bank  
Town of Essex  
Town of Glastonbury Fuel Bank  
Town of Lebanon - Social Services  
Town of Madison Fuel Bank  
Town of Monroe Community & Social Services  
Town of Plymouth  
Town of Rocky Hill Human Services  
Town of Sherman Fuel Bank  
Town of Stafford Fuel Bank  
Tri -Town Fuel Bank  
Trumbull Fuel Bank  
United Labor Agency  
Wallingford Fuel Bank  
Warren Social Services  
Washington Fuel Bank  
Watertown Social Services Fuel Bank  
West Hartford Department of Human Services  
Westbrook Social Services  
Weston Fuel Bank  
Westport Fuel Bank  
Wethersfield Emergency Fuel Bank  
Wilton Social Services  
Winchester Fuel Bank, Salvation Army  
Windham Area Interfaith Ministry (WAIM)  
Windsor Fuel Bank  
Windsor Locks Social Services  
Woodbury Fuel Bank





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## Operation Fuel, Inc.

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[www.operationfuel.org](http://www.operationfuel.org)

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