2015–2016 Board of Directors

Nancy Bulkeley, Chair
Dominion Nuclear Connecticut

Matthew Service, Vice Chair
Ultimate Nutrition, Inc.

The Reverend Hopeton Scott, Treasurer
First Baptist Church, Bridgeport

Richard Schauster, Assistant Treasurer
Empire Industries, Retired

Lynn Vasquez, Secretary
Eversource Energy

Arianna Baret Peralta
Eversource Energy

John Bowman
F.F. Hitchcock Oil Company

Monika Doshi
Saath

Laura Gonzalez
The United Illuminating Company

Allan Smith
Hartford Courant Media Group

Susan T. Wakefield
Energizer Personal Care, Retired

2015–2016 Board of Directors

Operation Fuel Staff

Karen E. Adamson*
Executive Director

Julian Freund
Director of Energy Conservation Programs

Kimberly D’Brian 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 Mendriza
Case Manager

Regina Pelrine
Executive Administrative Assistant

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

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 shut-offs 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.

Karen E. Adamson
Executive Director, Operation Fuel

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
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.

Long-term solutions...
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 Middletown 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.

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

![Map of Connecticut showing Assistance Provided by region]

- **Litchfield**: $89,957, 235
- **Fairfield**: $750,369, 1,709
- **Hartford**: $729,806, 1,829
- **Middlesex**: $95,701, 216
- **New London**: $293,811, 788
- **New Haven**: $990,598, 2,390
- **Tolland**: $34,641, 81
- **Windham**: $172,533, 438

### Financials

#### Statement of Financial Position
For the year ended June 30, 2016

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$2,347,888</td>
</tr>
<tr>
<td>Certificates of Deposit</td>
<td>$228,008</td>
</tr>
<tr>
<td>Grants and Other Receivables</td>
<td>$1,845,577</td>
</tr>
<tr>
<td>Prepaid Expense</td>
<td>$11,405</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>$3,341</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$4,436,259</strong></td>
</tr>
<tr>
<td>Property &amp; Equipment (Net of Depreciation)</td>
<td>$47,114</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$4,483,433</strong></td>
</tr>
</tbody>
</table>

#### Liabilities and Net Assets
For the year ended June 30, 2016

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Liabilities</td>
<td>$233,661</td>
</tr>
<tr>
<td>Deferred Revenue - Small Business Program</td>
<td>$44,194</td>
</tr>
<tr>
<td>Charitable Gift Annuity Payment Liability</td>
<td>$10,868</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$288,723</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$1,824,139</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$2,370,571</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$4,194,710</strong></td>
</tr>
</tbody>
</table>

| **Total Liabilities and Net Assets** | **$4,483,433** |
Revenue and Expenses
For the Year Ended June 30, 2016

REVENUE AND SUPPORT FOR PROGRAMS

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Related Industry</td>
<td>30,875</td>
</tr>
<tr>
<td>Governmental Grants - State</td>
<td>2,100,000</td>
</tr>
<tr>
<td>Add-a-Dollar</td>
<td>476,133</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>254,736</td>
</tr>
<tr>
<td>Individuals</td>
<td>368,708</td>
</tr>
<tr>
<td>Utility Shareholder Match</td>
<td>135,737</td>
</tr>
<tr>
<td>Corporations and Small Businesses</td>
<td>46,657</td>
</tr>
<tr>
<td>Faith Communities</td>
<td>23,111</td>
</tr>
<tr>
<td>Program Contracts</td>
<td>78,840</td>
</tr>
<tr>
<td>Fines and Settlements</td>
<td>2,302,800</td>
</tr>
<tr>
<td>Interest Income</td>
<td>3,729</td>
</tr>
<tr>
<td><strong>Grand Total Revenues and Support</strong></td>
<td><strong>6,220,529</strong></td>
</tr>
</tbody>
</table>

EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Assistance Programs</td>
<td>3,935,573</td>
</tr>
<tr>
<td>Management</td>
<td>288,051</td>
</tr>
<tr>
<td>Fundraising</td>
<td>254,538</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>4,478,162</strong></td>
</tr>
</tbody>
</table>

Financials

- Revenue and Expenses
- Expenses Breakdown
- Energy Assistance Programs (87.9%)
- Management (6.4%)
- Fundraising (5.7%)
- Energy Related Industry (0.5%)
- Faith Communities (0.4%)
- Corporations and Small Businesses (0.8%)
- Program Contracts (1.3%)
Operation Fuel, Inc.
75 Charter Oak Avenue
Suite 2-240
Hartford, CT 06106
860-243-2345
www.operationfuel.org

WE’RE ALL PART OF THE OPERATION.