



Operation Fuel, Inc.

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

**2017/2018 Annual Report**



## 2017-2018 Board of Directors

**Nancy Bulkeley, Chair**  
Dominion Energy

**Camilla Hillian, Vice Chair**  
Bloomfield Social & Youth Services

**Richard Schauster, Treasurer**  
Empire Industries, Retired

**Allan Smith, Secretary**  
Carter Chevrolet

**Charles "Chuck" Anderson**  
State of CT Dept. of Social Services

**Arianna Baret Peralta**  
Eversource Energy

**Megan Brown**  
Thames Valley Council for  
Community Action

**Daniel Canavan**  
UIL Holdings Corporation

**Elizabeth Craun**  
Capital Region Education Council

**Laura Gonzalez**  
United Illuminating

## Operation Fuel Staff

**Brenda Watson**  
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.



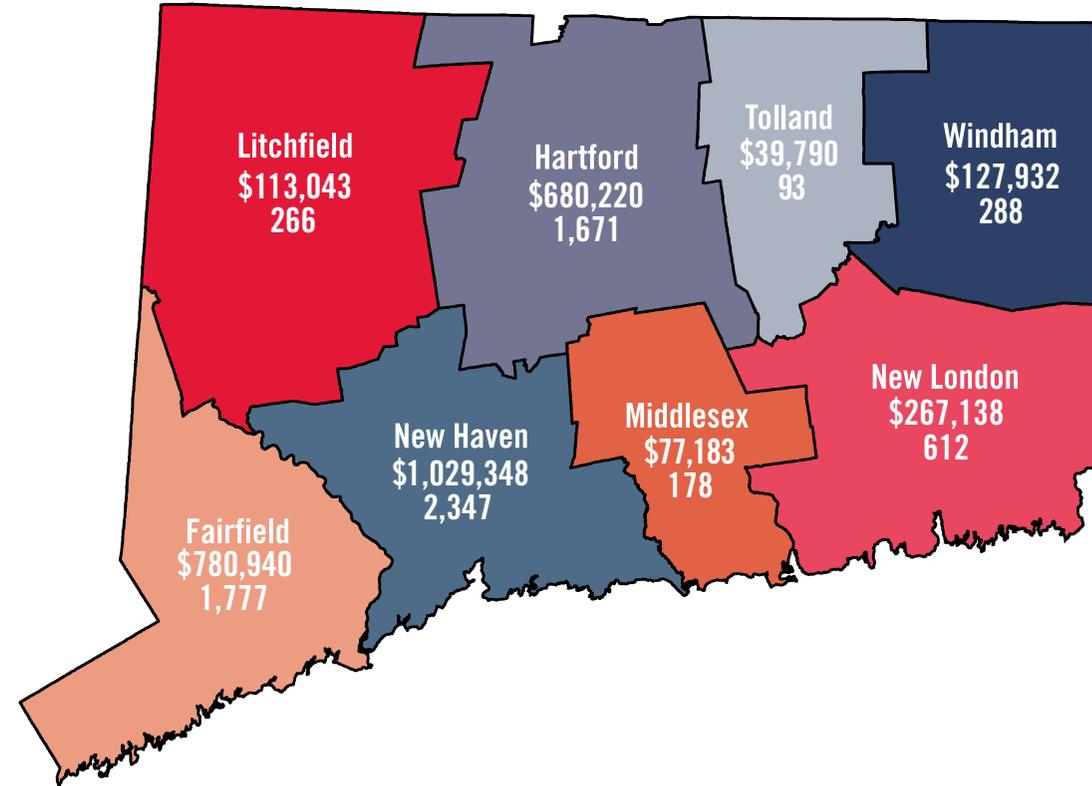
#### **Staff Update**

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
<b>Total Current Assets</b>	<b>2,406,501</b>
OTHER ASSETS	
Property and Equipment (Net of depreciation)	70,383
<b>Total Assets</b>	<b>2,476,883</b>

### 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
<b>Total Current Liabilities</b>	<b>116,394</b>
NET ASSETS	
Unrestricted	2,258,519
Temporarily Restricted	101,970
<b>Total Net Assets</b>	<b>2,360,489</b>
<b>Total Liabilities and Net Assets</b>	<b>2,476,883</b>

# Financials

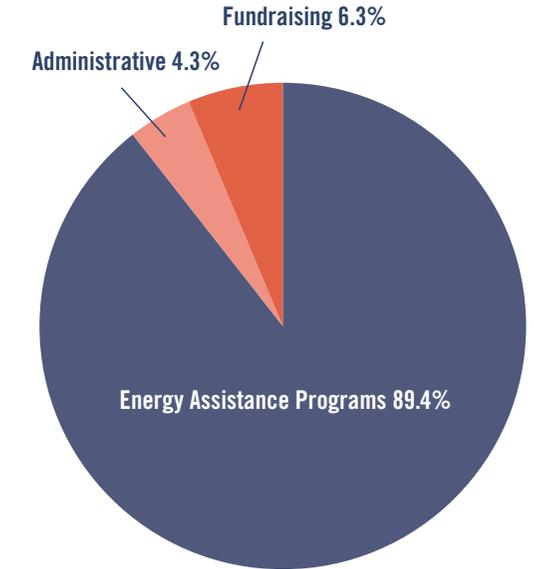
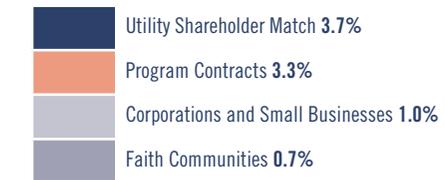
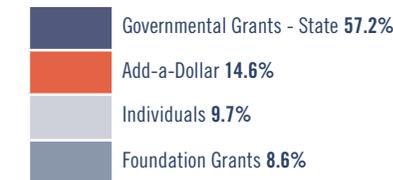
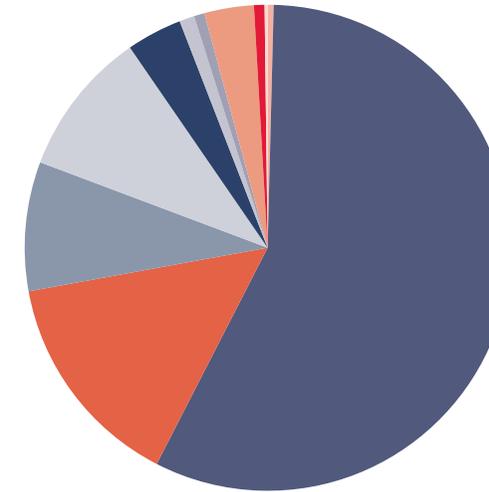
## Revenue and Expenses

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
<b>Grand Total Revenue and Support</b>	<b>3,673,483</b>

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

# 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 Sholom 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.

75 Charter Oak Avenue  
Suite 2-240  
Hartford, CT 06106

860-243-2345

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

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

