



*we're all part of the operation*



---

**Operation Fuel, Inc.**

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

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

## Thank You Board Members

Four of Operation Fuel's board members finished their six-year term on June 30, 2010. Leaving the board are Joanne Balaschak of New Opportunities of Waterbury; Ronald Gregory Sr. of St. Andrews Episcopal Church; Marilyn Hayes, who retired from the state Department of Public Utility Control; and Lindsay Parke of Northeast Utilities.

Executive Director Patricia Wrice said she is extremely grateful for all of the time the board members have put in for Operation Fuel. "Without the support of our volunteer board members, Operation Fuel could not be the voice for vulnerable households in Connecticut," added Wrice.

Over the past several years, Operation Fuel has grown substantially. As a result, there now are more than 100 fuel banks statewide that serve every town in Connecticut.

## What is Operation Fuel?

Operation Fuel is a private, non-profit statewide program that provides year-round emergency energy assistance through its statewide network of over 100 energy banks. Operation Fuel helps lower-income working families, the elderly and disabled individuals who are in financial crisis and are not eligible for, or have exhausted, government energy assistance benefits.

Since 1977, Operation Fuel has provided over \$27 million in energy assistance to more than 100,000 households throughout Connecticut.

Operation Fuel partners with various state, town, community and nonprofit agencies, churches, utility companies, and oil dealers to coordinate emergency energy assistance.

For more information, please visit [www.operationfuel.org](http://www.operationfuel.org)

““ Operation Fuel is a state wide program that is extremely well run and helps families and senior citizens who are facing a temporary crisis. Operation Fuel serves people with dignity and compassion during difficult times. The volunteers and staff of Operation Fuel genuinely care about people and want to ensure that no one slips through the cracks. When people support Operation Fuel, they are supporting neighbors in need. I would encourage people, who can, to support Operation Fuel by adding a dollar to their utility bill; it's a simple way to help your neighbors.””

### Lindsay Parke

Manager, Community Relations  
Connecticut Light & Power and Yankee Gas  
and outgoing board member





## Operation Fuel, Inc.

Despite a very challenging economic environment, Operation Fuel was able to provide more than \$2 million in emergency energy assistance to 6,817 households throughout Connecticut this year.

We raised nearly \$1 million through private donations and funding from foundations, corporations, small businesses, individuals, and religious organizations. In addition, the state of Connecticut gave us a one-time grant for \$1.14 million.

Our clients are from all walks of life. Some have lost well-paying jobs and fallen behind on their mortgage payments and are close to losing their homes. Some of the households have one wage-earner who works two or three low paying jobs. Many have young children. There are senior citizens who are trying to survive on their social security check. One common thread is that everyone is struggling to make ends meet while keeping their families together.

The energy affordability crisis is now a year-round problem. We expect there will be an even greater demand for energy assistance this coming year. The federal energy assistance program for low income families has a significantly smaller budget than last winter, especially for Connecticut. This means that people who normally are helped by the federal program will be turning to Operation Fuel for help. Many of the households that we serve do not even qualify for government-funded energy assistance. We often are their only hope.

As the economy has grown worse, it has become increasingly difficult for Operation Fuel to provide energy assistance to all of the families and senior citizens who desperately need it. That is why we always are looking for ways to make energy more affordable. Operation Fuel continues to advocate on behalf of Connecticut's low-income families for long-term solutions to our state's energy affordability crisis.

For the past few years, we have been working to get a discounted utility rate for Connecticut's lower-income households. We are very hopeful that our state's policy makers are moving in this direction. A discounted rate would be a tremendous help for the thousands of households that continue to struggle. For one, there would be a significant drop in the number of families who have their utilities shutoff for lack of payment during the warmer months, when the moratorium on utility shutoffs is lifted.

We also are interested in developing programs that will give our clients the ability to manage their energy costs. In particular, we are looking at best practices from other states that can help make energy more affordable for our lower-income households.

We know this next year will be a difficult one as we face an increased demand for energy assistance with limited resources. But together, we will do our best to help Connecticut's families and elderly stay warm, safe, and healthy in their homes.

## Patricia Wrice

Executive Director, Operation Fuel

## Mark Berns

Chair, Operation Fuel Board of Directors

“ So many of our clients have done everything that they were supposed to do – they are hard working, always paid their bills, conscientious, trying to raise their children – and then they became unemployed. With no where to turn and little information about services available to them, Operation Fuel and Gifts of Love were there.

“Many of our current clients moved to this area when the housing market was good. They were told that the Farmington Valley was a wonderful place to live and houses would always sell. But times changed. And, just like everywhere across the country, the housing prices fell. And people couldn’t sell their houses for what they paid for them.

“Not wanting to walk away from their homes or declare bankruptcy and now over qualified and unemployable, Operation Fuel has been an important program for these families who are in turmoil and are trying to heat their homes and keep their children safe.”

### **Diana Goode**

Executive Director, Gifts of Love in Avon



### Energy Needs to be More Affordable

This past year, Operation Fuel helped 6,817 Connecticut households with more than \$2 million in energy assistance. Many of the recipients were elderly and working poor families with young children. A significant number of households were first-time beneficiaries who had lost well-paying jobs to the difficult economy.

Operation Fuel received a one-time grant of \$1.14 million from the state of Connecticut and raised about \$1 million in private donations including the Add-a-Dollar program. Unfortunately the need for energy assistance continues to grow as Connecticut's economy remains very unstable.

The state's annual home energy affordability gap is \$585 million according to Operation Fuel's latest energy affordability gap study. This means that Connecticut's lower income households owe an average per household of over \$2,500 more in energy bills than they can afford to pay.

This is one of the reasons that Operation Fuel strongly supports a discounted utility rate for Connecticut, which is the only New England state without one. States that have adopted such rates have seen their overall rate stabilize as their utility companies experienced a reduction in collection expenses, working capital expenses, and uncollectable debt.

Energy assistance now is needed year-round. In some ways, the warm weather months actually are much worse for households that are struggling to pay their energy bills. The winter moratorium that protects the most vulnerable – young children and the elderly – is lifted May 1 and does not resume until November 1.

More and more of Connecticut's low and moderate-income families and senior citizens are facing mounting unpaid energy bills and potential termination of their services. So the need for a discounted utility rate is more urgent than ever. This rate would make energy much more affordable for Connecticut's lower income households.

This past spring, Operation Fuel and its board of directors decided to implement a summer emergency energy assistance program for lower income households that are in severe crisis and facing imminent loss of their utility services. This program, which began in August, is funded by private donations. Operation Fuel views this as a temporary solution until Connecticut adopts a discounted utility rate.

Operation Fuel remains committed to making energy more affordable for the many families and senior citizens who are struggling to keep their homes warm and their lights on. In an effort to ensure that everyone has access to energy assistance year-round, Operation Fuel will continue to look for creative and viable solutions. This is accomplished by partnering with community organizations, business and industry, government, individuals, and with its statewide network of more than 100 fuel banks.



## Operation Fuel Helps Farmington Valley Families

The Farmington Valley is one of the last places where households are expected to need help from Operation Fuel. But this past winter, numerous families there found themselves in desperate situations.

Without Operation Fuel, they would not have known where to turn to heat their homes, explains Diana Goode, executive director of Gifts of Love in Avon.

Gifts of Love is Operation Fuel's energy bank for the towns of Avon, Canton and Simsbury. "For most of our clients, Operation Fuel is the last resort. They've prevented many shut-offs and cold dark nights for our families," adds Goode.

Gifts of Love is a non-profit agency that serves people in Central Connecticut including the Farmington Valley area. Goode said they help many families whose primary bread winner has become unemployed and can't find work because of being over-qualified. Some are even former donors.

"They didn't want to walk away from their homes or declare bankruptcy... With no where else to turn they can rely on Gifts of Love and Operation Fuel to assist them when they truly need it," said Goode.

## Operation Fuel Helps Families Who Are Desperate

This past year, New Opportunities of Waterbury provided energy assistance for many families and senior citizens who never expected to need help.

“Our clients represent all walks of life...They had decent jobs and now they are unemployed...They receive social security and could always get by, but not anymore,” said Joanne Balaschak, Director of Energy Services, New Opportunities of Waterbury.

New Opportunities runs Operation Fuel’s energy bank for Wolcott, Prospect, and Bethlehem. This past year, New Opportunities gave out a total of \$230,000 in energy assistance grants from Operation Fuel to 747 households.



“ I believe Operation Fuel is so successful because of the leadership of the organization. Pat Wrice runs the program from her heart.... Pat and her staff are truly dedicated to the organization’s mission of helping those in need. I know this because I have proudly served on the Operation Fuel board of directors. Having had this valuable experience, I know first hand how dedicated and caring all involved in this organization are. In order to continue the good work, it is important to remember that “We are all part of the Operation” -- whether it is in donating, volunteering, or just spreading the word about a wonderful program that has changed peoples’ lives and given them hope.” ”

**Joanne Balaschak**

director of energy services  
New Opportunities of Waterbury and outgoing board member



# A Guide to Fuel Banks

Barkhamsted Fuel Bank  
Bethel Fuel Fund  
Bloomfield Social and Youth Services  
Branford Fuel Bank  
**Bristol Fuel Bank**  
Brookfield Emergency Fuel Fund  
Canaan Fuel Bank  
Cheshire Fuel Bank  
Christian Community Action, New Haven  
Colchester Fuel Bank  
Colebrook Fuel Bank  
**Community Action Committee of Danbury Fuel Bank**  
Community Fuel Bank of New Milford  
Community Renewal Team, Inc., Hartford  
Cornwall Fuel Fund  
Coventry Human Services/ Coventry Clergy Fuel Bank  
Cromwell Human Services  
CTE of Stamford  
Danielson Methodist Church Fuel Fund  
Deep River Fuel Bank  
East Granby Emergency Fuel Bank  
East Hampton Volunteer Fuel Bank  
East Windsor Emergency Fuel Bank  
Emergency Aid Association Fuel Bank , Suffield  
Enfield Neighborhood Services  
Faith Tabernacle Fuel Bank - Stamford  
First Baptist Church, Bridgeport Fuel Bank  
Gifts Of Love, Avon  
Granby Emergency Fuel Bank  
Greater New Haven Community Fuel Bank  
Greenwich Fuel Bank  
Groton Social Services  
Guilford Social Services

Hartland Fuel Bank  
Kent Fuel Bank  
Madison Senior Center Fuel Bank  
Madison Social Services Fuel Bank  
Manchester Area Conference of Churches  
Marlborough Fuel Bank  
**Mary Knowles Memorial Fuel Bank, New Britain**  
Middlebury Social Services  
Monroe Senior Center  
Montville Senior & Social Services  
New Canaan Fuel Bank  
New Fairfield Fuel Bank  
**New Opportunities of Greater Meriden**  
New Opportunities, Inc., Waterbury  
New Opportunities, Thomaston  
Newington Dept. of Human Services  
Newtown Fuel Bank  
Norfolk Fuel Bank  
North Branford Fuel Bank  
North Canaan Fuel Bank  
Northwest Corner Fuel Bank, Sharon  
**Norwalk Energy Assistance Program**  
Norwich Catholic Charities Fuel Bank  
Norwich Human Services  
Old Saybrook Fuel Bank  
Orange Emergency Fuel Assistance Program  
Pawcatuck Neighborhood Center  
Ridgefield Dept. of Social Services  
Roxbury Fuel Bank  
Russell Mercier Senior Center, Hebron  
Salisbury Fuel Bank  
Salvation Army of Bridgeport Fuel Bank  
Salvation Army of Hartford Fuel Bank

Somers Fuel Bank  
South Windsor Food & Fuel Bank  
St. Vincent DePaul Place, Middletown  
Stonington Human Services Fuel Bank  
Stratford Senior Services Fuel Bank  
**TEAM, Inc., Derby**  
Thames Valley Council for Community Action, New London  
Thompson Ecumenical Empowerment Group  
Tolland Fuel Bank  
Torrington Chapter of FISH, Inc.  
Town of Chester Emergency Fuel Bank  
Town of Durham Fuel Bank  
Town of East Hartford Fuel Bank  
Town of Glastonbury Fuel Bank  
Town of Rocky Hill Human Services  
Town of Sherman Fuel Bank  
Town of Stafford Fuel Bank  
Town of West Hartford Dept of Human Services  
Tri-Town Fuel Bank, Vernon  
Trumbull Fuel Bank  
Wallingford Fuel Bank  
Warm Hearts, Lebanon  
Warren Fuel Bank  
Washington Fuel Bank  
Weston Fuel Bank  
Wethersfield Emergency Fuel Bank  
Wilton Fuel Bank  
Winchester Fuel Bank  
Windham Area Interfaith Ministry  
Windsor Fuel Bank  
Windsor Locks Social Services  
Woodbury Fuel Bank

\* Fuel banks in bold have be serving their community for more than 30 years

““ Having heat for one’s home is a basic human need. Year after year, Operation Fuel is a lifeline for thousands of residents of our state who need help to meet that need. The Hartford Foundation is proud to be a part of that effort. ””

**Linda J. Kelly**

President of the Hartford Foundation for Public Giving



## 2009-2010 Board of Directors

Mark Berns, Chairman  
Palace Fireplace, Pool & Spa

Carlene Taylor, Secretary  
State of CT. Dept. of Social Services

Richard Schauster, Treasurer  
Empire Industries

Ronald Gregory, Assistant Treasurer  
St. Andrews Episcopal Church

Joanne Balaschak  
New Opportunities, Inc.

Daniel Canavan  
Northeast Utilities

Sharon Coffey  
Cooper Surgical, Inc.

Jenny Comerford  
Hartford Investment Management Company

Robert Early  
Comcast Cable

Marlo Greponne  
Human Resource Agency of New Britain

Michael Lagosh  
Hartford Investment Management Company

John Larkin  
JC Larkin Company

Michelle Lawson  
CNG/SCG

Lindsay Parke  
CL&P and Yankee Gas

Rick Weiner  
Greenwich Dept. of Social Services

Hillel Weisel  
Inland Fuel Terminals

## Operation Fuel Staff

Patricia J. Wrice  
Executive Director

Mary E. Calkins  
Finance Director

Lynn S. McDonald  
Director of Development

Brenda Watson  
Director of Community Programs

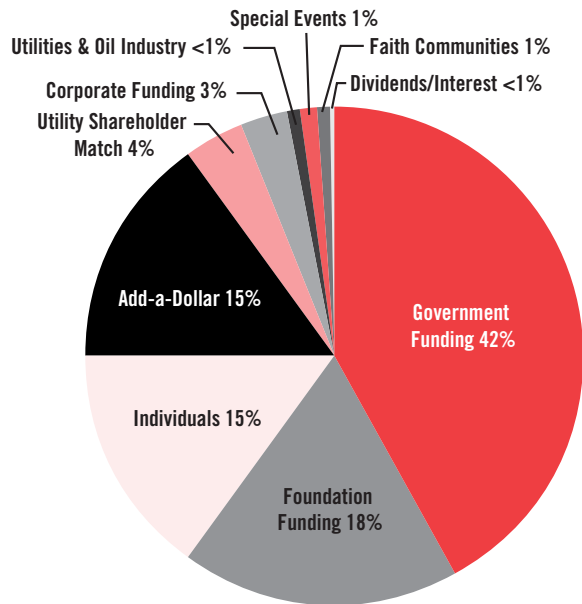
Nadia de la Puente  
Case Management Coordinator

Regina Pelrine  
Finance Assistant

# Statement of Financial Position

For the year ended June 30, 2010

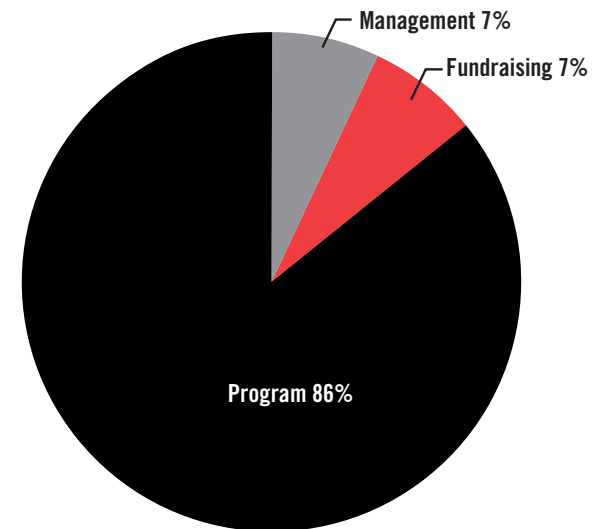
ASSETS	
Cash and cash equivalents	1,393,242
Certificates of Deposit	114,916
Grants and other Receivables	66,333
<b>Total Current Assets</b>	<b>1,574,491</b>
OTHER ASSETS	
Property & Equipment (Net of depreciation)	56,985
<b>Total other Assets</b>	<b>56,985</b>
<b>Total Assets</b>	<b>1,631,476</b>



# Liabilities and Net Assets

2009-2010

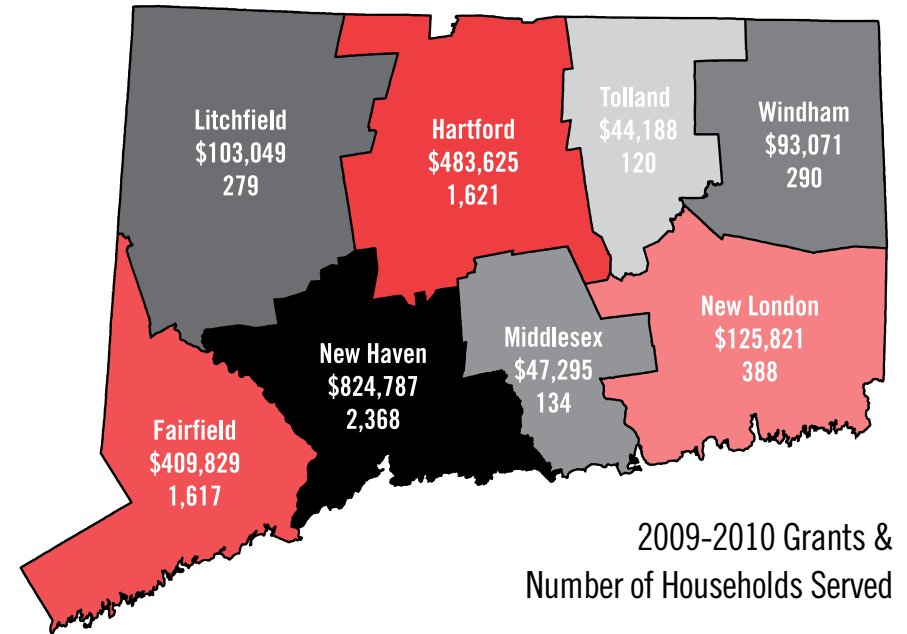
LIABILITIES	
Accounts Payable	262,072
Deferred Revenue & Refundable Advance	613,241
<b>Total Liabilities</b>	<b>875,313</b>
NET ASSETS	
Unrestricted	640,613
Temporarily Restricted	115,550
<b>Total net assets</b>	<b>756,163</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>1,631,476</b>



## Revenue and Expenses

For the Year Ended June 30, 2010

REVENUE	
Government Funding	1,136,761
Foundation Funding	485,773
Individuals	418,640
Add-a-Dollar	396,818
Utility Shareholder Match	119,466
Corporate Funding	85,005
Utilities and Oil Industry	10,000
Faith Communities	28,408
Special Events	27,365
Interest and miscellaneous income	1,464
<b>Total Revenue</b>	<b>2,709,700</b>
EXPENSES	
Program	2,587,615
Management	211,667
Fundraising	194,587
<b>Total Expenses</b>	<b>2,993,869</b>



## Hartford Foundation Awards \$200,000 Grant

The Hartford Foundation for Public Giving made a significant contribution to Operation Fuel this past year with a \$200,000 grant. The Hartford Foundation for Public Giving is the community foundation for the 29-town Greater Hartford region, dedicated to

improving the quality of life for area residents for the past 85 years. The Foundation receives gifts from thousands of generous individuals and families, and last year, awarded grants of more than \$25 million to a broad range of area nonprofit organizations.

## **Power Lunch 2010 Focuses on Climate Change Legislation's Potential Effect on Low-Income Families**

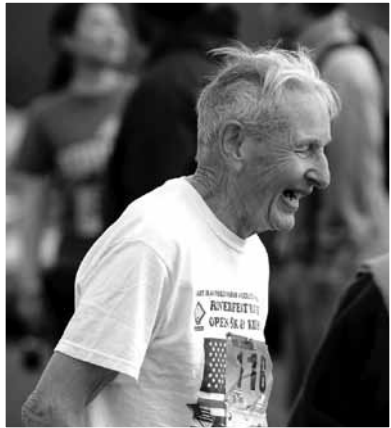
The potential impact climate change legislation may have on lower-income families who are struggling to pay their energy bills was the focus of Operation Fuel's Power Lunch 2010, which was held at the Colonnade in Glastonbury on April 23.

The keynote speaker was Jennifer Kefer, senior climate advisor for the Center on Budget and Policy Priorities in Washington, D.C. Kefer discussed how her organization is using coalition building, education, and policy analysis to work with lawmakers to reduce the effects of climate change legislation on low-income families.

While this legislation is necessary to restrict greenhouse gas emissions and increase energy efficiency and the use of clean energy sources, it could increase substantially the price of fossil-fuel energy products. This would be detrimental to low- and moderate-income households that already can't afford their energy costs, said Kefer.

Other Power Lunch 2010 speakers were Chris Nelson, senior environmental engineer, Connecticut Department of Environment; David Goldberg, director of strategic initiatives; and Adam Ney, director of public affairs for the Connecticut Business and Industry Association.

Operation Fuel's Power Lunch 2010 was sponsored by the Connecticut Light and Power Company, Yankee Gas, Dominion, and The United Illuminating Company.



## Burning Calories for Fuel

Operation Fuel in conjunction with the Hartford Marathon Foundation held it's first ever Burn Calories for Fuel 5K Run/Walk on Saturday, April 10, 2010 at the Metropolitan Learning Center in Bloomfield. More than 160 runners braved the windy morning to raise money for families struggling to pay their energy bills. Operation Fuel is especially thankful to our event sponsors for making Burn Calories such a success:

**Title Sponsor:** Nutmeg State Federal Credit Union

**Presenting Sponsors:** Aetna  
The Durham Group  
Allied World Assurance Company

**Finish Line Sponsor:** Best Oil Company

**Mile Marker Sponsors:** Hometown Heating  
Brothers Oil Company

**Food and Beverage Sponsor:** Wood-n-Tap Restaurant

**Media Sponsor:** ClearChannel Hartford

# Community Partners

Aaron Marks Foundation Fund  
Aetna Foundation  
Aetna Foundation Matching Gifts  
Allied World Assurance Company  
American Savings Foundation  
Amica Companies Foundation  
Archdiocese of Hartford  
Beacon Falls Congregational Church  
Beatrice Fox Auerbach Foundation  
Best Oil  
Bodenwein Public Benevolent Fund  
Bristol-Meyers Squibb Company Matching Gifts

Brothers Oil Company  
BrownRudnick LLP  
Calvary Baptist Church  
Carmon Community Funeral Homes  
Center Capital Corporation  
Christ Church Cathedral  
Christian Pentecostal Church  
Chubb Specialty Insurance  
Church of the Redeemer, New Haven  
Clayman, Tapper & Baram, LLC  
CLSJ Foundation Inc.  
Connecticut Association of Optometrists  
Connecticut Natural Gas Corporation  
Connecticut Power And Energy Society  
Covidien Employee Matching Gift Program  
Crossroads Presbyterian Church  
Department of Revenue Services - State of Connecticut  
Dominican Nuns  
Dominion Foundation  
Dominion Foundation Matching Gift Program  
Edith Baldinger Charitable Lead Annuity Trust  
Empire Industries  
Enfield Congregational Church  
Exchange Club of Bristol  
Fairfield County Community Foundation, Inc.  
First Baptist Church of West Hartford  
First Baptist Church, Meriden

First Church Congregational, Fairfield  
First Congregational Church of Canton Center  
First Congregational Church of Cheshire  
First Congregational Church, East Hartford  
First Congregational Church, East Haven  
First Congregational Church, Wallingford  
First Congregational Church, Waterbury  
First Presbyterian Church, Hartford  
Fisher Foundation, Inc.  
Fortress Fiduciary Company LLC  
Founders Congregational Church, Harwinton  
Fuller Family Charitable Trust  
George H.C. Ensworth Memorial Fund  
Great Hills United Methodist Church  
Greater Hartford Automobile Dealers, Inc.  
Greater Hartford Jaycees Foundation  
Half Century Club  
Hartford Aircraft Lodge No. 743  
Hartford Foundation for Public Giving  
Hartford Investment Management Company  
Hearthstone Apartments LLC  
Helping Hand Fund - First Light Power  
Henkel Corporation  
Holy Trinity Roman Catholic Church  
Hometown Heating LLC  
Igive.com  
Immaculate Conception Convent  
ING Community Matching Gifts Program  
Irmar Foundation  
Irwin Family Living Trust  
ITW Foundation Matching Gifts  
James H. Napier Foundation  
Joe's Gift Shop  
Kostin, Ruffkess & Company  
Laura J. Niles Foundation, Inc.  
Lenas Benas Memorial Fund  
Liberty Bank Foundation  
Lincoln Financial Group Foundation  
Martin Kesten Family Fund  
MassMutual Financial Group Matching Gifts  
MasterCard International Matching Gifts

Memorial United Methodist Church, Avon  
Michael Weber Computer Consulting  
Microsoft Matching Gifts Program  
Monroe Congregational Church  
New England Bedroom Gallery  
Newman's Own Foundation  
Northeast Utilities  
Northeast Utilities Credit Center  
Northeast Utilities Customer Billing Department  
  
Northeast Utilities Customer Experience Organization  
Northeast Utilities IT Department  
Nutmeg State Federal Credit Union  
Oxford United Church of Christ  
Pepsico Foundation  
Pfizer Foundation Matching Gifts  
Pitney Bowes  
Prudential Foundation Matching Gifts  
Pullman & Comley  
Reid & Riege Foundation  
Riverbend Design  
Rocky Hill Congregational Church  
Rotary Club of Bloomfield  
Science Engineering Associates, Inc.  
Sherman Cub Scouts Pack 84  
Sisters of Notre Dame, Enfield  
SMG Communications  
Spark Modern Fires, LLC  
St. Andrew Presbyterian Church, Groton  
St. Basil Greek Orthodox Church, New Haven  
St. John's Church, West Hartford  
St. Matthew Roman Catholic Church, Tolland  
St. Stephen Church, Hamden  
St. Stephen's Episcopal Church, East Haddam  
The Auerbach Shapiro Foundation  
The Clare T. Murphy Trust  
The Connecticut Credit Union Charitable Foundation  
The Dornam Foundation  
The Durham Group  
The Elizabeth Colt Circle

The Franklin Conklin Foundation  
The Gofstein Family Fund  
The Gryphon Fund  
The St. Andrews Society of Connecticut  
The Stanley Works  
Tiller LLC  
Tittmann and Maybank Family Fund  
Town of Bolton  
Trans-Siberian Orchestra  
UBS Matching Gifts Program  
Unitarian Universalist Society, East Manchester

United Church on the Green, New Haven  
United Health Group  
United Illuminating  
United Illuminating Matching Gifts Program  
Unity Church of Greater Hartford, Inc.  
Valley Presbyterian Church  
Webster Bank  
Westminster Presbyterian Church, West Hartford  
William & Alice Mortenson Foundation  
Wiremold Legrand  
Women's Fellowship of the Mystic Congregational Church  
X9 Interactive  
CIGNA Healthcare  
Connecticut Light & Power  
Hartford Financial Services Group  
HCC Global Financial Services Products  
Northeast Utilities Western Division  
Northeast Utilities - Purchasing Department  
NRG Energy  
O & G Industries, Inc.  
Sun Life Financial  
AIG Matching Grants Program  
Chevron Matching Gifts Program  
Whisconier Middle School Student Council  
Wood-N-Tap  
Clear Channel



WE'RE ALL PART OF THE OPERATION.



---

**Operation Fuel, Inc.**

One Regency Drive  
Suite 200  
Bloomfield, CT 06002  
860-243-2345

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