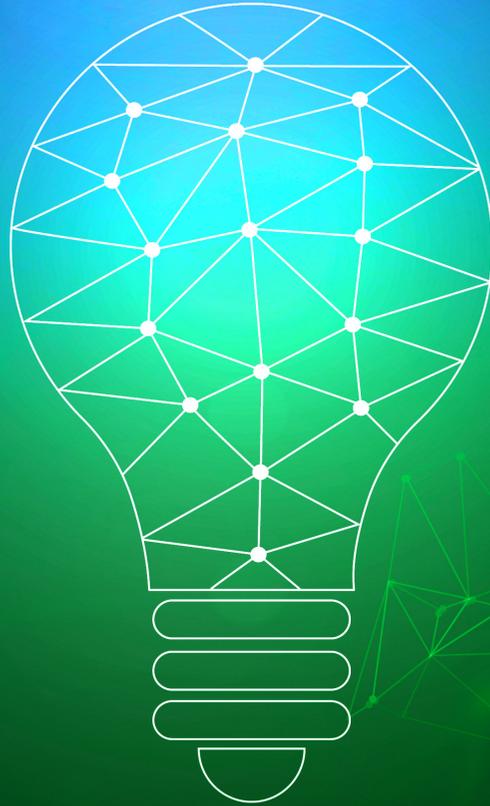
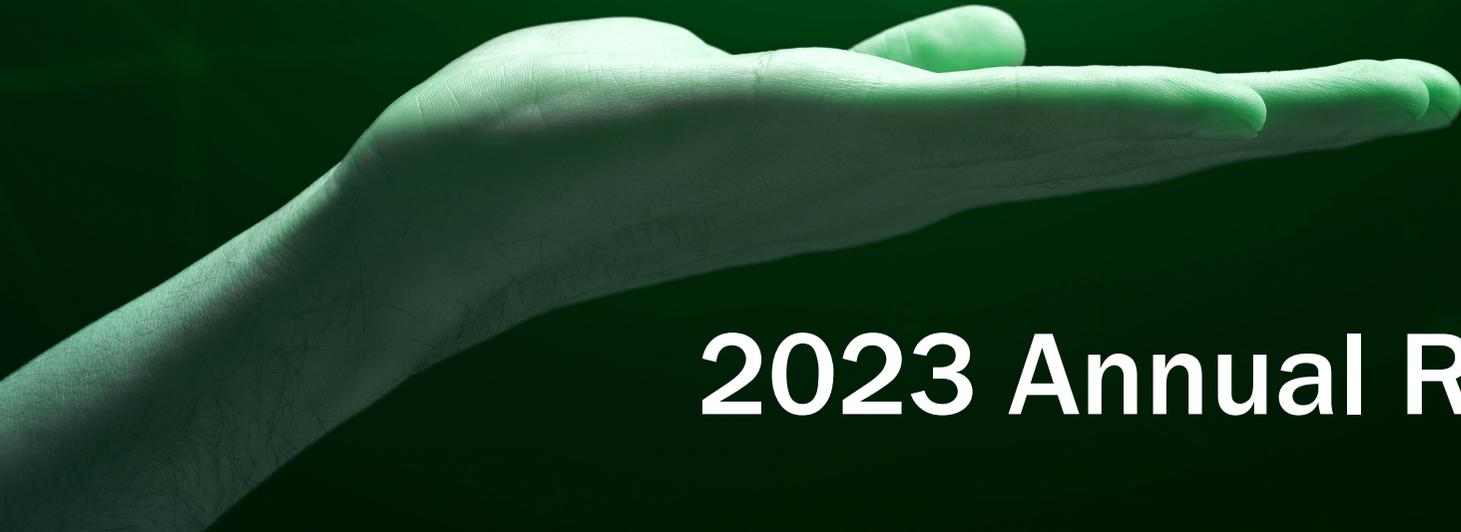


OPERATION FUEL
power for good



Generating Power Across Connecticut



2023 Annual Report



Six years ago, I was named CEO after having spent seven years as the Director of Energy Programs. I fell in love with the organization's mission and its history, founded by Connecticut's first female governor, the Honorable Ella Grasso. Although meant to serve those in need temporarily, our mission proved to serve a vital need over the years. Another energy crisis is looming, which is now impacting a higher number of CT residents.

Therefore, it is with joy and sadness that I am stepping down to pursue other opportunities. Yet, I am comforted in knowing that I leave this organization in the very capable hands of the Board and Staff, who all care very deeply about its mission, and the people we serve which includes you our donors, stakeholders, and friends. The organization continues to grow and

has seen enormous progress with its commitment to advocacy and service to those in need. We've advanced from providing direct bill assistance to delivering a suite of services and programs that are working to educate everyday consumers about clean and renewable energy, reducing energy burden, and addressing home energy efficiency through health and safety remediation.

While I am proud of these accomplishments, we can do our good work only because of you. Over the years, you have continued to trust and support Operation Fuel because the mission belongs to you too. I thank you for your partnership and support over the years.

It is an honor and privilege to be serving Operation Fuel as the Interim CEO and Chief Advancement Officer. As we continue our steadfast commitment to equitable access to energy for all, I want to express my deep appreciation for the incredible work that each and every member of our team has contributed to date. The pursuit of a more inclusive and sustainable energy landscape is a mission that resonates deeply with me, and I am committed to ensuring that Operation Fuel continues to advance energy affordability for all.

Our ability to rise to the challenge of meeting the growing demand for our services is in the hands of our dedicated partners and donors. I believe in the power of philanthropy to make positive changes and am confident that our shared passion and commitment will propel us forward. We are so grateful for your support in helping us create a brighter and more equitable energy future. Thank you to the Operation Fuel board and staff for entrusting me to guide us on this leg of our organizational journey. I look forward to working hand in hand with each of you to drive positive change. Please enjoy our fiscal year 2022-23 Annual Report.



2023 Board of Directors:

Amy McLean
AVANGRID

Lorenzo Wyatt
Home Comfort Practice

John Bowman
F.F. Hitchcock

Mark Adiletta
M&T Bank

Jonathan Harris
Eversource Energy

Scott Jellison
The Metropolitan District

Rauchell Beckford-Anderson
Shipman and Goodwin

Peter Ludwig
Connecticut Green Bank

Manoj Doshi
New York Life

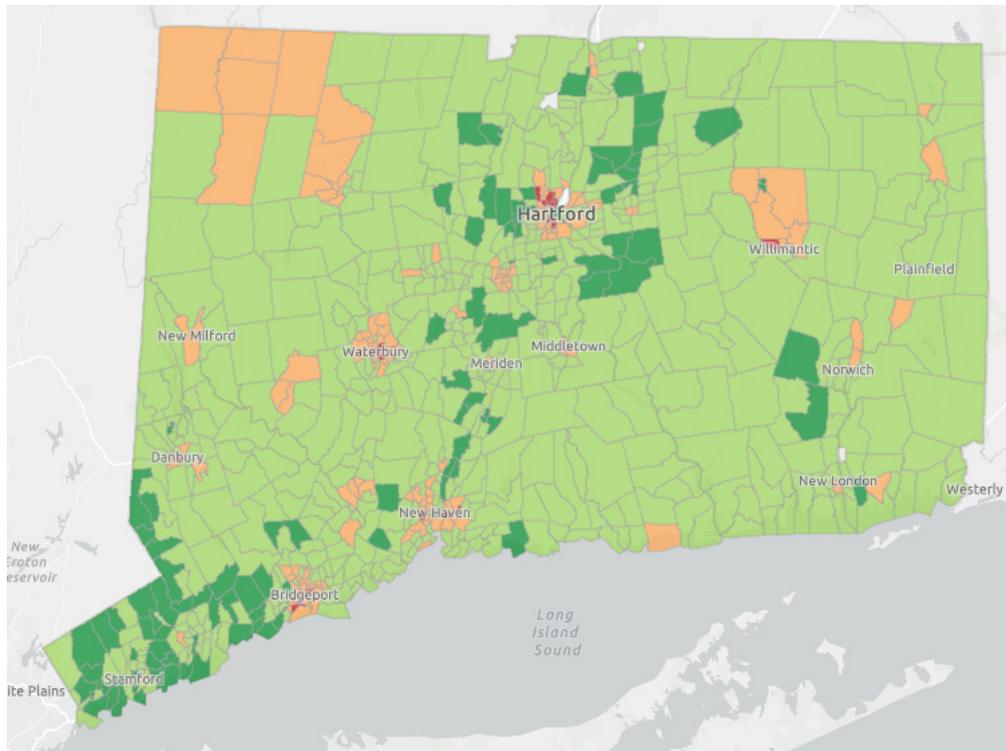
Jeff Leichtman
Global Infrastructure Strategies, LLC.

Energy Affordability

Rising Costs on Connecticut Families Create Undue and Unjust Pressure

Engaging researchers at the Vermont Energy Investment Corporation (VEIC), Operation Fuel conducted a study measuring the energy, housing, transportation, and water affordability across Connecticut. This extensive study found that three years into the pandemic, utility bill assistance providers like Operation Fuel continue experiencing overwhelming demand—including from households that have never needed support for basic needs before.

- Approximately 424,000 households in Connecticut face unaffordable energy costs. This increase does not account for electricity supply rates that doubled in early 2023 for most Connecticut Residents.
- Over the past 20 years, water bills are increasing faster than inflation and more than any other utility bill, such as natural gas, electricity, and phone service.



- The affordability gap statewide increased to \$608,494,000, a 37% increase from 2020.
- Natural gas prices increased 42% between January of 2021 and December of 2022. Approximately 80% of Connecticut households rely on fossil fuels (including natural gas) for primary heating.

To view the full report and map, scan this QR code:



Home Energy

Access to new technologies is a key component of energy equity. The VEIC study found it is possible that the combination of energy efficiency upgrades and solar technology adaptations could effectively fill the energy affordability gaps for low-income households. Operation Fuel strives to increase accessibility to equitable energy efficiency upgrades across the state of Connecticut.

Better Homes and Buildings Program (BHBP) expands

In 2023, Operation Fuel completed the pilot year of the Better Homes and Buildings Program, which aims to make homes more energy-efficient and to deploy clean energy solutions. **We aided in weatherizing 8 homes and installed 20 heat pumps in Connecticut homes.** This new state-wide program will continue in 2024 with a focus on Bridgeport.

Shared Clean Energy Facilities (SCEF) Increases Access to Solar

The Shared Clean Energy Facilities overcome the barriers renters and those living in multifamily buildings face in gaining access to solar panels. This program helps identify households who qualify for solar subscriptions based on their income and geography. In fiscal year 2023, Operation Fuel helped identify nearly **1,000 qualified customers** to begin the process. For more information on SCEF contact SCEF@eversource.com or SCEF@uinet.com.

Shutoff and Homelessness Prevention

Operation Fuel assists families and individuals threatened by homelessness due to unaffordable home energy costs and utility shutoffs. Together, we work with the household to **pay for energy costs and set up payment plans** for past bills so they can stay in their home or aid the transition into housing from a shelter.



Low Income Discount Rate (LIDR) — Starting in January 2024!

Operation Fuel is celebrating the long-time commitment of bringing life to the Low Income Discount Rate. This policy was first pursued by former Executive Director, Patricia Wrice in 2008 as Operation Fuel's first policy effort. Since then, Operation Fuel has worked steadily to advocate for this policy and help bring it to fruition in October 2022. Starting in January 2024, qualifying customers will receive discounts on their electricity bills. Operation Fuel is currently working with Eversource Electric and UI to identify customers who qualify for the new rate.

Discount Electricity Rates for Low-Income Connecticut Residents

- 10% discount (60% State Median Income or below)
- 50% discount (160% Federal Poverty Guidelines or below)

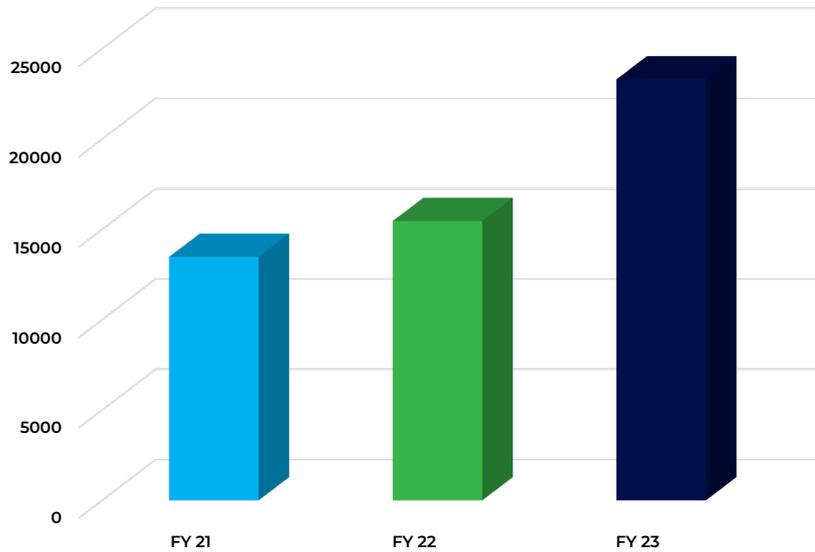
Generating Power Across Connecticut

Chief Programs Officer, Gannon Long, collaborated with legislators to host in-person and virtual forums across the state, including Representative Aimee Berger-Girvalo (Ridgefield); Representative Eleni Kavros DeGraw (Avon); Representative Gary Turco (Newington); Senator Matthew Lesser (Middletown); Representative Kate Farrar (West Hartford); Representative Amy Morin Bello (Wethersfield); and Representative Mary Fortier (Bristol). In 2024, Operation Fuel will continue to collaborate with state legislators and policymakers, as well as community organizations, to educate Connecticut residents about available aid programs and advocate for equitable access to energy for all.



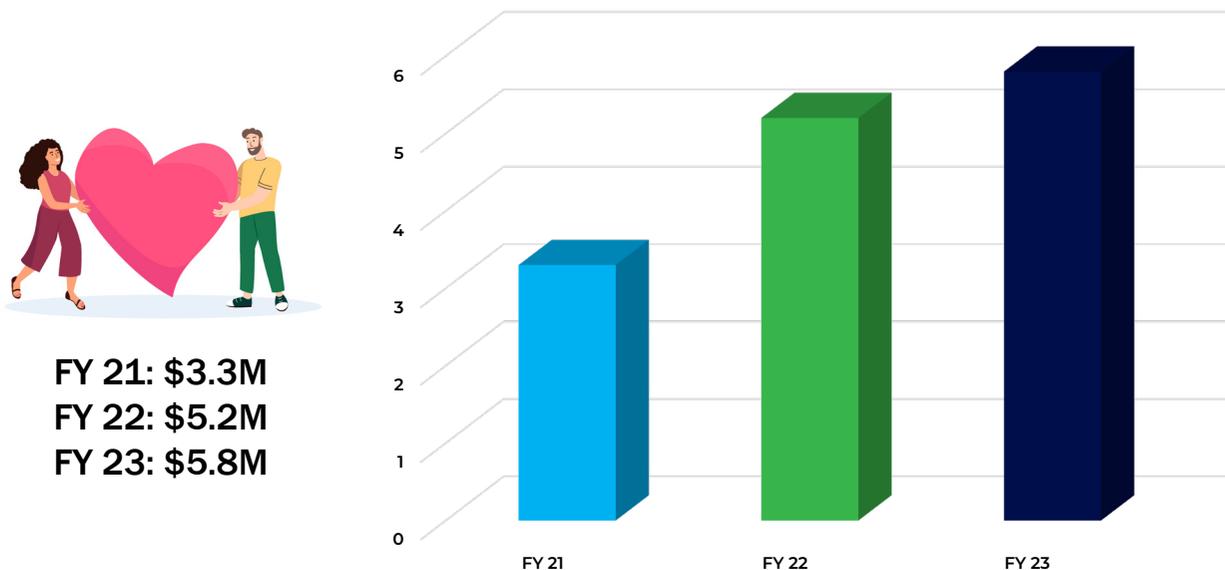
As rates continue to increase, so does the demand for energy assistance

Number of Individuals served:



FY 21: 13,480
FY 22: 15,466
FY 23: 23,312

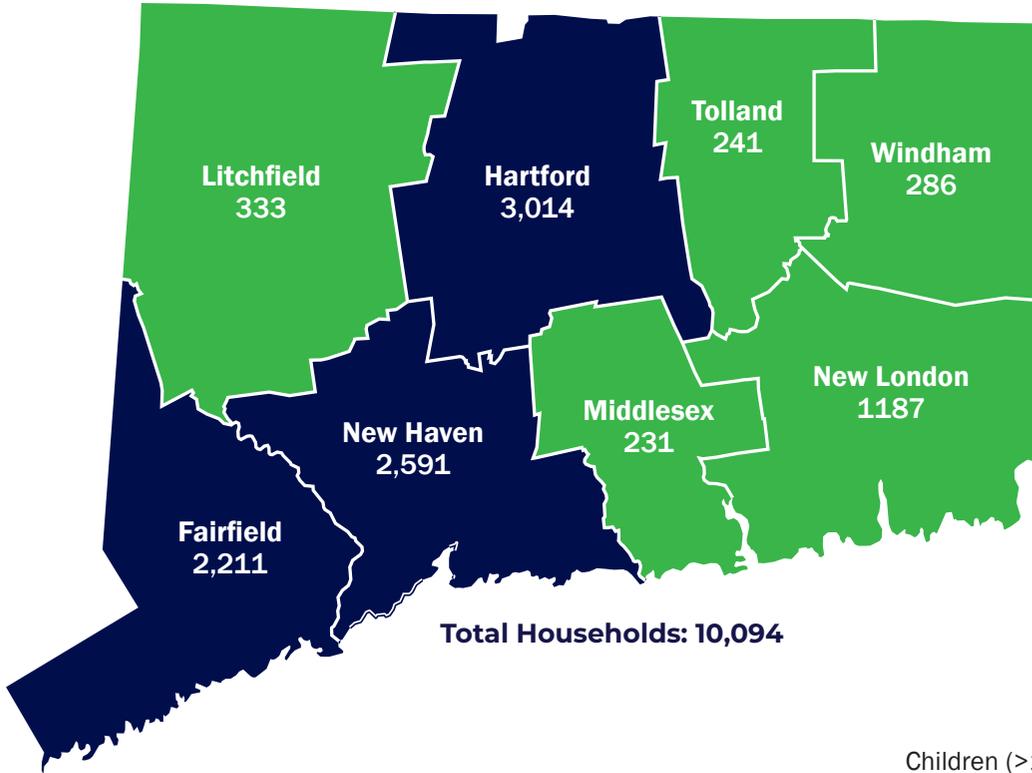
Funds distributed for emergency assistance:



FY 21: \$3.3M
FY 22: \$5.2M
FY 23: \$5.8M

Connecticut has one of the highest energy affordability gaps in the country

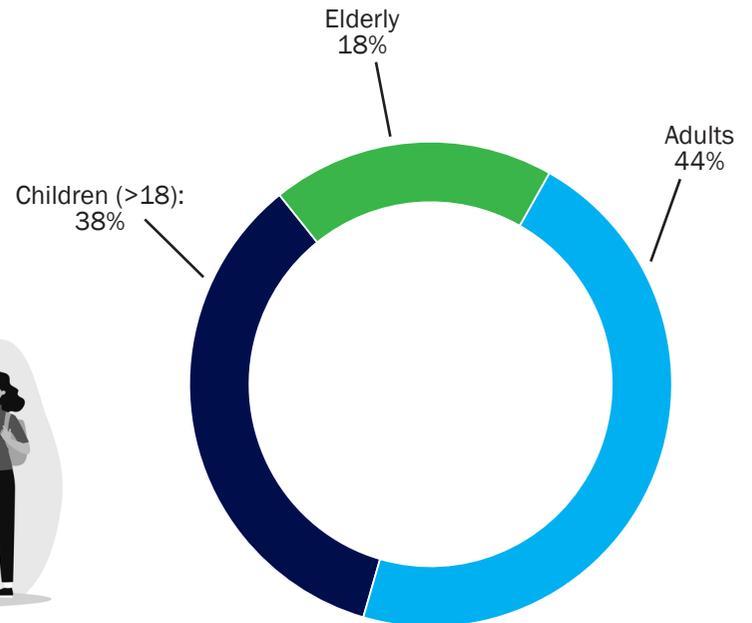
Operation Fuel is thankful for the dedicated donors, foundations, and businesses that help fuel homes across Connecticut. Every year, the demand increases, and we are able to continue providing utility and energy assistance because of generous gifts from our communities.



Total number of households served by county

For Fiscal Year 2023

Age Groups Served:



Ways to Give

Join the Sustainer's Circle

Our monthly giving program is an easy way to stick to your budget and make a greater impact than a one-time donation. The Sustainers' Circle is a convenient and efficient way to fuel the fight for equitable energy across Connecticut. Visit operationfuel.org/give to sign up today!

Add-A-Dollar

Operation Fuel partners with utility providers so customers can conveniently add a one-time or monthly donation to their utility bill. 100% of the money collected through the Add-A-Dollar program goes directly to providing energy assistance for Connecticut households.

Planned Giving through 1977 Society

Be remembered for your commitment to your community by leaving lasting legacy through the 1977 Society. Estate gifts and requests lay the foundation for the future growth of our critical mission.

Workplace Giving & Matching Gifts

Maximize the impact of your gift by having it matched by your employer. Many companies give dollar-for-dollar and even double charitable donations made by their employees. Check with your company for more information and mail your matching gift form with your donation to: **75 Charter Oak Avenue, Suite 1-300, Hartford CT 06106**

Retirement Assets and Stock Transfers

Your IRA, 401(k), 403(b), or other qualified retirement plan can provide a tax-smart way to make an impact now or at the end of your lifetime. Notify Roxanna Booth, Interim CEO and Chief Advancement Officer, of your stock donation by calling 860-243-2345 ext. 3322 or emailing roxanna@operationfuel.org. Please instruct your financial institution in writing to deliver the shares or securities to:

Merrill Lynch: DTC #8862
Operation Fuel Account #: 815-02226

Questions?

Interim CEO and Chief Advancement Officer, Roxanna Booth, has more than 30 years of helping guide donors to make their impact. Call or email with questions or details about how you'd prefer to give. She can't wait to work with you!

Financials: Fiscal Year 2023

Statement of Financial Position

For the year ended June 30, 2023

ASSETS	
Cash and Cash Equivalents	\$2,177,421
Marketable Securities	\$1,766,417
Grants and Other Receivables	\$16,600
Prepaid Expenses	\$53,475
Security Deposit	\$9,113
Total Current Assets	\$4,023,026

OTHER ASSETS	
Operation lease right of asset	\$679,269
Property and Equipment	\$401,023
Total	\$1,080,292

Total Assets \$5,103,318

Liabilities and Net Assets

For the year ended June 30, 2023

LIABILITIES	
Accounts Payable and Accrued Liabilities	\$110,861
Operating lease liability, current portion	\$79,542
Operating lease liability, net of current portion	\$594,749
Charitable Gift Annuity Payment Liability	\$1,829
Total Liabilities	\$786,981

NET ASSETS	
Unrestricted	\$3,905,884
Temporarily Restricted	\$410,453
Total Assets	\$4,316,337

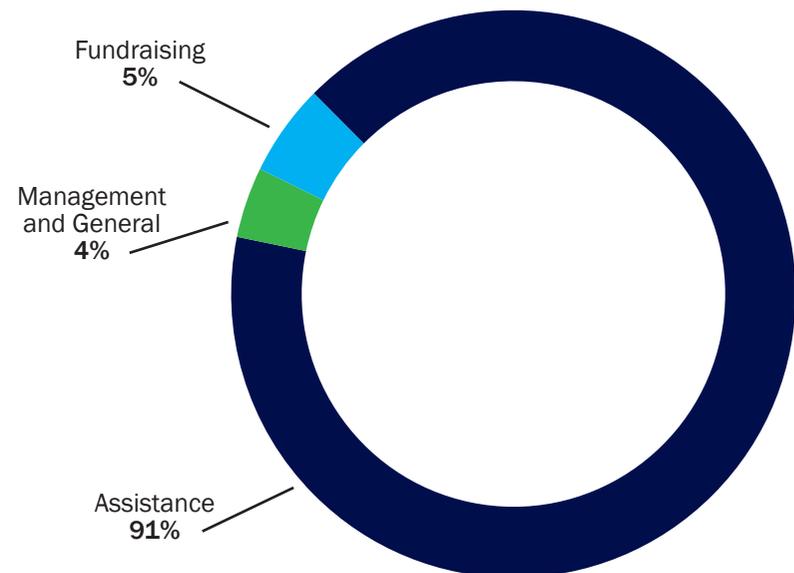
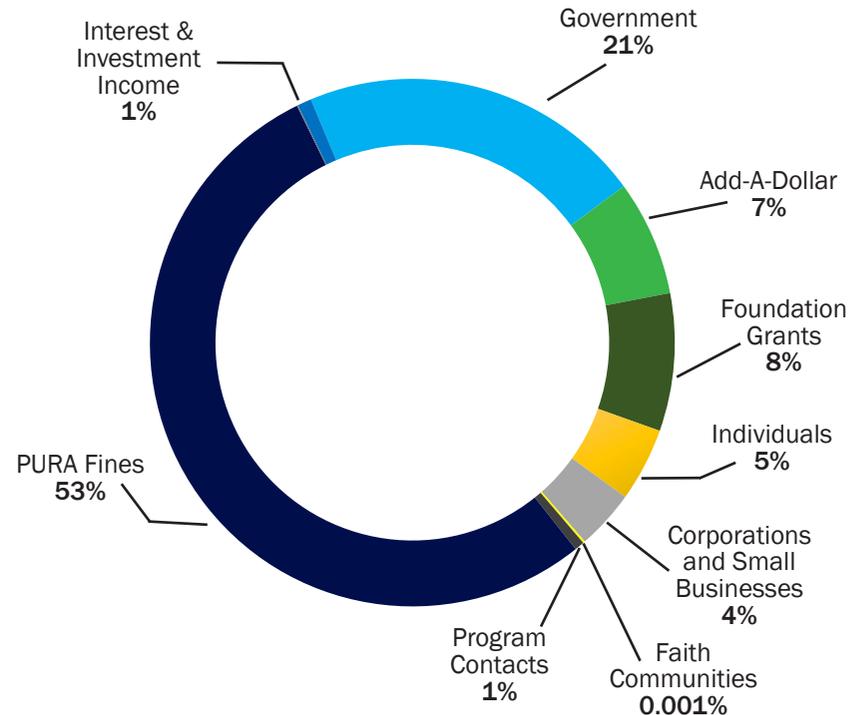
Total Liabilities and Net Assets \$5,103,318

Revenue and Expenses

For the year ended June 30, 2023

REVENUES AND SUPPORT FOR PROGRAMS	
Government	\$2,114,000
Add-A-Dollar	\$705,234
Foundation Grants	\$840,593
Individuals	\$450,389
Corporations and Small Businesses	\$362,917
Faith Communities	\$12,417
Program Contacts	\$59,814
PURA Fines	\$5,322,783
Estate Gifts	\$6,000
Interest and Investment Income	\$86,108
Total Revenue and Support	\$9,960,256

EXPENSES	
Energy Assistance Programs	\$7,557,809
Management and General	\$335,720
Fundraising	\$436,603
Total Expenses	\$8,330,132



Thank you to our Supporters & Funders!

Individuals:

\$10,000 or more

Anonymous
Elizabeth Horrigan
Marcia Lattimore

\$5,000 - \$9,999

Donald and Rochelle Aronson
Richard Boas
Barbara Gorman
Beverly A. Harris
Carly Levine
James McNulty
Susan Ritter
Rosalie Sorenson
Ann Thomas and Michael Bonzagni
Alexander Wood and Elizabeth Rohr Wood
Ruth Woodford

\$3,000 - \$4,999

Susan Ayers
Joan Baer
Evelyn Clark
Angela Dulce De Lara
Susan Jefferson
Marta Jo Lawrence
Bambi Mroz
Phyllis Pierson
Virginia A. Spencer
Reed and Patricia Tapper

\$1,500 - \$2,999

J. Christopher Bernhard
Philip and Mary Burkhardt
Gary Carter and Elizabeth York
Linda Castiglione
Barbara Chase, R. Kingsbury Chase
Barbara Cronin
Jagdish Dalal
Virginia De Lima
James Doran
Robert and Linda Fiscus
Barbara Garside
Bob Garthwait Jr.
Carol Gjellstad
James and Sharon Hamilton
Neale and Carol Hauss
Peter N. Herbert
Steve Nightingale and Vaughan Finn
Samuel and Martha Peterson

Donations made through July 1, 2022 – June 30, 2023

Melissa Platner
Margaret Prack & Robert Peitzsch
Carol Rovengo
June Roy
Claudia Shelton
Frank and Theresa Siver
Donald & Jeanne Smith
Linda Ternullo
James Tucker
Marc and Elinor Van Vooren
Violet West
Robert and Penelope Whalen
Douglas Wootten

\$750 - \$1,499

Lisa Bakanas
Ann Bazos
Debbie Benner
Jonathan Bernon and Amy Feldman Bernon
Marjorie Black
Richard and Susan Breitwieser
Charles and Nancy Carney
Robert and Lisa Carr
Christopher and Kathleen Clayton
John K. Conant, Jr.
Kevin & Sheri Connelly
Vicki Crompton
Thomas Daniels
Douglas Dudfield and Lesley Apt
Roma Dupuis
Mary Eberle
Melinda Floyd
Patrick and Shelly Flynn
Mary Fournier
Christine Frederick
Wayne and Rosemary Frombach
William and Eileen Gilles
Dayle Harmon and Charles Dunlay
John Herzan and Lauren Brown
William Horne and Roberta Lea Brilmayer
Jan Iorio
Donald and Sue Joffray
Karen Lambert
John and Suzanne Leary
George and Elaine Leon
Gail MacLean
William R. Massa, Jr.
Albert and Jean Mayhew
Christine Michaud
Brian Molinari and Kristan A. Pierz
Thomas and Michele Peckingham
Kathryn Pietrowiak
Walter and Karen Riemer
Virginia Riggs
Tammy Rovero

Richard and Sally Ruef
Russell Salk
Denise Savageau
L. Everett Seyler
Elizabeth Snow
Klaus and Gloria Spitzner
David and Eleanor Sylvestro
Patricia Wales
Howard Weiss
Lee and Carol West
Marcia Wilkinson
William Wynne

\$500 - \$750

Russell Anderson
Chris and Mary Baier
David and Lauren Bergman
Aaron and Kathleen Borkowski
Monika Brendel-Visokay
Robert and Annette Bruno
Bruce and Sue Burchsted
Douglas and Linda Cahill
Jeff and Karyl Carlson
Elaine Chapman
John and Peggy Clancy
George and Barbara Contois
Gregory Covino
Victoria Crompton
Cheryl E. Czuba
Ronald and Lorraine Daigle
Jann Dalton
David DeLeo
Keith and Rachel Derose
James and Carol Dittkoff
John and Mary Donohue
Michael Dorsey
Patricia A. Durham
John Elliott
Lisa Fagan
Peter Fagan
David and Verna Feist
David Forrest
Ruth Foxman
Catherine Franks
Bryan Garcia
Joseph and Trisha Gavagni
Eben Graves
Florence Grieb
Jeff and Cindy Grindrod
Jane Harvell
Michael Haser
Theresa Hopkins-Staton
Cynthia Huge
Michael Hunt
Robert Hurwitz

Raymond and Barbara Jacobsen
George Kalif, Jr.
Patricia Kearney and Cassandra Bromer
Quentin and Margaret Kessel
David Kozak and Elizabeth Appel
Jeffry and Jean Larson
Roxana Laughlin
Paul and Brenda Liistro
Kari Magg
Richard and Carol Marcinek
Stanley and Emily Miller
Derek Mogck
Earl and Rosetta Monroe
Amy Mooney
George Nelson
David and Marsha Norwood
Edmund and Dorothy Olson
Timothy K. O'Neil
Louis and Mary Pear
Paulette Peterson
Jennifer Raymond
John and Lind Remmele
Annemarie Riemer
Max Rioual
John and Nina Ruckes
Michael Rudolph
Robert Sedivy
Karen Simmons
Arietta Slade and Sam Felder
Duncan Somerville, Jr.
Robert Spaulding and Tova Clayman
Jonathan Stone and Bernard Peloquin
Renee Evelyn Strainge
David and Karen Swiatek
Michael Tobin
Vincent Turley and Catherine Barringer
Siamak Vahidi
John and Margery Vanderbilt
Robert and Judith Walsh
Ethan and Diana Weiner
Catherine Willett
David and Joanne Williams
Steve Wright

Organizations:

America Companies Foundation
American Eagle Financial Credit Union
Anonymous (2)
Aronson Family Fund
Asylum Hill Congressional Church
Atlantic Energy
Beatrice Fox Auerbach Endowed Fund - Jean Schiro-Zavela
Beatrice Fox Auerbach Foundation - Elizabeth Schiro

Berkshire Bank Foundation
Bruyette Family Foundation
Budd Family Fund
Centreville Savings Bank Charitable Foundation
Charter Oak Credit Union
Claire L. Helsing Foundation
CLSJ Foundation, Inc.
Comcast Financial Agency Corporation
Community Environmental Benefit Fund for the Bridgeport Environmental Task Force
Community Foundation for Greater New Haven
Community Foundation of Middlesex County
ConnectiCare
Connecticut Green Bank
Connecticut Health Foundation
Connecticut Natural Gas Corp.
Dime Bank Foundation, Inc.
Disney Voluntears Grants
Dominion Energy Charitable Foundation
Dutch Point Credit Union, Inc.
East Hartford Greater Together Fund
Eastern Savings Bank Foundation
Elizabeth Raymond Ambler Trust
Emanuel Lutheran Church
Enfield Congregational Church
EPA New England
ERJ Fund
Eversource Energy
Fairfield County Community Foundation, Inc.
Farmington Bank Community Foundation
Farmington Greater Together Fund
First Baptist Church of Branford
First Baptist Church of Essex
First Congregational Church of Washington
First Congregational Church of Waterbury
First Point Power LLC
FIRSTLIGHT POWER SERVICES LLC
Frank Loomis Palmer Fund
Frederick Marzahl Memorial Fund
Glastonbury Greater Together Fund
Global Companies, LLC
Hartford Federal Credit Union
Hartford Foundation For Public Giving
HCC Global Financial Products
Ion Bank Foundation
J. Walton Bissell Foundation, Inc.
Katharine Matthies Foundation
Laura J. Niles Foundation, Inc.
Lena Benas Memorial Fund
Liberty Bank Foundation
Linford & Mildred White Foundation
Lyme Art Association
M & T Foundation
Marion Isabell Coe Fund
Maximilian E. & Marion O. Hoffman Foundation

Mega Energy New England
Merrill Lynch Corporation
Metropolitan District
Mr. and Mrs. William Foulds Family Foundation
Mystic Congregational Church
National Philanthropic Trust
NEOPERL, Inc.
New Leaf Energy
NewAlliance Foundation
Norma and Natale Sestero Fund
Northwestern Connecticut Community Foundation
Norwich Public Utilities
Paulson Training Programs, Inc.
PeoplesBank
Print Mark Services
Raytheon Technologies
Rocky Hill Greater Together Fund
Saint John's Parish
SBM Charitable Foundation
Stanley D. and Hinda N. Fisher Fund
State of Connecticut
Suffield Greater Together Fund
Swindells Charitable Foundation
The Community Foundation for Greater New Haven
The David N. Lane Trust For Aged & Women
The Edward & Mary Lord Foundation
The Franklin Conklin Foundation
The Hartford
The Kathryn Williams Charitable Fund
The McPhee Foundation, Inc.
The Reardon Agency
The Renee B. Fisher Foundation Fund
The Rush Leary Fund
The United Illuminating C
Think Energy
Thomas Atkins Memorial Fund Trust
Town of Wallingford
Travelers Foundation
UIL Holdings Corporation United Illuminating (UI)
Unitarian Society of Hartford
United Way of Central and Northeastern Connecticut
UnitedHealth Group
University of Connecticut
Valley Community Foundation
Voya Foundation
Wal-Mart #2900
Wayne Eisenbaum Charitable Foundation
Webster Bank Charitable Foundation
Wethersfield Greater Together Fund
William and Alice Mortensen Foundation
William Casper Graustein Donor Advised Fund at the Chicago Community Foundation
WP & G Holdings



Want to stay up to date?

Scan the QR code & follow us on social media!



Operation Fuel, Inc.



@operationfuelinc



Operation Fuel



@operationfuel