

NEW OPPORTUNITIES INC. 2013 ANNUAL REPORT



NEW OPPORTUNITIES
Building Relationships to End PovertySM

WHAT WE STAND FOR OUR MISSION AND VISION FOR A STRONGER COMMUNITY

Mission Statement

“To improve the quality of life for economically disadvantaged individuals by providing the necessary resources to increase their standard of living, foster self-improvement, and maximize self-empowerment.”

Vision Statement

“Building on our roots and branching out to transform the community into a safe and prosperous place.”

New Opportunities staff, volunteers and supporters all hold a piece to our success (pictured at our 2013 Annual Meeting).



A MESSAGE FROM THE BOARD

RACHEL PEREZ



“ Our services touch the lives of one out of every seven children, seniors and working families throughout the region. ”

New Opportunities staff, management, Board of Directors, business partners, volunteers and supporters remain the organization’s greatest asset in delivering impactful services to low and middle income individuals and families throughout the communities we serve. Our services touch the lives of one out of every seven children, seniors and working families throughout the region, with programs and services spanning from Early Childhood Education to an array of services for seniors including Meals on Wheels.

In 2013, over 64,000 individuals passed through the doors of our Family Development Centers, the gateway to a vast network of services built upon Cornell University’s integrated Family Development model. These individuals sought assistance with employment, health insurance for their families, education for their children, and meals for their parents or grandparents. Our customers come from a geography that includes urban centers like Waterbury and Meriden, as well as small rural towns like Litchfield and Southbury.

While our customers hail from all walks of life, we have continued to see a shift in our customer base from what was historically low income, to that of a new middle class struggling to provide for their families as a stagnant economy refuses to loosen its grip. As an organization, we also face similar challenges that will have a lingering impact on our organization’s ability to deliver services that will continue to be felt in the coming years.

We continue to feel the effects of a Sequestration that levied across the board cuts to our programs and services, paired with a rising cost of doing business that has placed doing more with less and our ability to raise unrestricted funds in the spotlight. In response to these obstacles, we will continue to roll out a new brand of innovative programs and services that will ultimately benefit our customers and generate new unrestricted revenue streams, while building partnerships with businesses, organizations and universities, this will help us remain at the forefront of community action and maintain our position as a respected leader in providing services for the low income community.

Rachel Perez
Chairperson

Board of Directors

Rachel Perez
President

Joyce Kennedy-Jones
Vice President

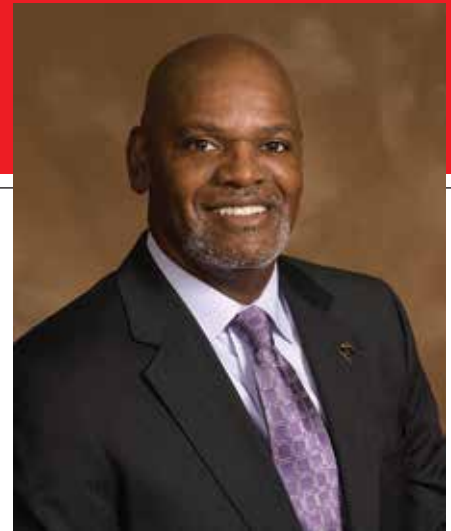
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A MESSAGE FROM THE PRESIDENT

JAMES H. GATLING, PH.D.



“ In response to the challenges placed in front of us, our leadership continues to think outside the box in developing strategies to generate unrestricted revenue streams. ”

New Opportunities faced an unprecedented and challenging year in 2013 marked by diminishing resources at the State and Federal levels, rising operational costs including soaring healthcare costs, and a federal budget Sequestration that forced indiscriminate, across the board cuts that impacted all of our operational units. The impacts of which could be felt by all of those we serve, from children to the elderly, and threaten our ability to deliver programs and services going forward.

As a result of these challenges, New Opportunities was forced to close one our Early Childhood Education centers, close three additional classrooms at our existing centers, eliminate ten beds at our Shelter, and reduce staffing levels across the organization. Moving forward, these challenges have forced us to examine our ability to deliver programs with limited resources such as our Summer Camp and Summer Food Programs that impact our children, the Rental Rebate and senior meals programs that impact our elderly, and value added programs like the In The Making which provides work experience for women and keeps jobs from being shipped overseas, Volunteer Income Tax Assistance (VITA) and Individual Development Account (IDA) programs that benefit working families.

In response to the challenges placed in front of us, our leadership continues to think outside the box in developing strategies to generate unrestricted revenue streams through projects like our Aquaponics project, an exciting portfolio of new programs that will generate new revenue for the organization, as well as expanding our existing programs and services into new markets to help to offset losses in funding. We also continue to look for ways to seek operational efficiencies in the way we conduct business that will help to reduce the cost of doing business.

Despite all the challenges placed in front of us in 2013, we continue to persevere and remain a leader in providing services to low and middle individuals and families within the communities we serve. As we look forward to 2014, I remain optimistic that we will continue to provide the highest level of service to our customers and community, and thank our outstanding staff, management, Board of Directors, business partners and community leaders for their dedication and support for our mission.

James H. Gatling, Ph.D.
President & Chief Executive Officer

Management Team

James H. Gatling, Ph.D.
President & Chief Executive Officer

Toni Hirst
Chief Administrative Officer

Michael Riso
Chief Financial Officer

Joanne Balaschak
Director, Energy Services

Dona Ditrio
Director, Employment & Regional Programs

Mary-Kate Gill
Director, Elder Services

Lori Lehan
Director, Human Resources

Francine J. Nido
Assistant to the President & CEO

Etta Royster
Director, Community Services

William Rybczyk
Director, Research, Development & Planning

John E. Stenson
Director, Facilities, Grounds & Fleet

William Tuthill
Director, Justice & Residential Programs

NEW INITIATIVES

WHAT'S NEW IN 2013

Access Health CT: Providing Access to Affordable Health Insurance

New Opportunities has been awarded the Navigator contract for Litchfield County through Access Health CT and has partnered with the New Haven Department of Health to provide Assister services for individuals and families seeking to sign up for health insurance at our sites in Waterbury, Meriden and Torrington. The program, a byproduct of the Affordable Care Act, aims to generate 4,500 individual prospects for health insurance coverage while signing up 1,500 individuals during the campaign ending in March of 2014.

I am Learning, I am Moving: Alleviating the Impacts of Childhood Obesity

I am Moving, I am Learning is a proactive approach to health that aims to alleviate the physical impacts of childhood obesity in Head Start students. The programs goal is to increase moderate and vigorous physical activity in children while utilizing music and movement strategies that are easy for children to learn and easily implemented in the classroom. The program helps to turn non-movement aspects of a school day into active times, with the added benefit of developing the child's motor skills. In addition, the initiative focuses on a nutritional component which teaches children the value of eating healthy and helps them make better nutritional choices in their daily lives.

The Healthy Homes Initiative: Reducing the Cost of Poor Air Quality and Preventable Injuries

The Healthy Homes initiative is a partnership between New Opportunities, the Connecticut Department of Public Health and the Waterbury Health Department designed to take a proactive approach to reducing the long term costs associated with poor air quality and preventable injuries in the home. Implemented through New Opportunities Weatherization unit, the program aims to reduce the impacts of poor air quality on asthmatic children that lead to poor attendance in school, and slip and fall hazards on seniors that lead to increases in medical costs, as well as loss of mobility and independent living. The initiative received pilot funding from the Department of Social Services to measure the impacts of services on homebound seniors who experienced recent hospitalizations.

Fatherhood Funding: Doubling Capacity and Enabling Value Added Services

New Opportunities Fatherhood Initiative received additional funding from the Norflet Progress Fund that will allow the program to double its capacity from 100 to 200 fathers served each year, expand its service offerings and build an onsite computer lab for customers. The additional funding and technology infrastructure will allow the program to add valuable services such as job readiness and computer skills training, enable online GED completion, employment workshops on topics including resume development and interview preparation, and the resources to develop relationships with employers that will enable a smoother transition to the workforce.



Representatives from the Jewish Federation of Western Connecticut, New Opportunities staff and ITM program participants in ITM's computer lab.

In-The Making Computer Lab: Developing Job Readiness Skills

New Opportunities In-The-Making (ITM) program received funding from the Connecticut Community Foundation, the Jewish Federation of Western Connecticut Foundation and the Verizon Wireless Foundation to build a computer lab that will assist program participants in developing job readiness skills and searching for employment. In addition to searching for jobs, the computer lab will also enable participants to develop computer skills, create resumes and cover letters, and apply for jobs online with the assistance of a job coach.

NEW INITIATIVES

WHAT'S NEW IN 2013



UCONN students Courtney Lincoln and Alicia Leland pictured in their research lab at UCONN Waterbury.

UCONN Early Childhood Study: Partnering with Academia

The University of Connecticut (UCONN) is working in collaboration with New Opportunities Early Childhood Education center under the direction of Beth Russell, Ph.D. in researching the development of self-control in children and how parents thoughts about behavior shape preschoolers' development. The study, known as "Maternal Behaviors in Children's Self Control", will examine how parent's ideas about self-control impact their behavior and impact children's behavior. The results of the study will be presented nationally and internationally in peer reviewed articles and science journals.

TOTAL: Transforming the Workforce

The TOTAL (Transformational Occupational Training and Adult Learning) project is a new service offering developed in partnership with the Workforce Alliance of New Haven offered in Greater Meriden. The program is an employment training program that combines aspects of vocational and occupational education that spans four to eight months. Customers are taught vocational skills including math, reading, writing and computer skills, as well as attaining occupational specific education such as CNA (Certified Nursing Assistant) training and ServSafe certification that will equip customers with the necessary skills to re-enter the workforce upon completion.

WHO WE SERVE



New Opportunities serves a diverse population of individuals and families located throughout 60 Connecticut towns and cities. We provide services to low and middle income individuals and families, ranging from young children to the elderly. Our customers come from all walks of life, and could be a co-worker, a neighbor, a friend or one of your family members who needs a hand during a difficult time.

In 2013, **we provided services to 64,454 individuals across 27,908 households** through our portfolio of over 50 programs and services ranging from Early Childhood Education to Meals on Wheels, from home weatherization to family development services that connect people to health insurance, housing, employment and training.

Geographic Impacts

At New Opportunities, we serve over 13% of all the individuals that reside within our service area. This means that our services touch the lives of 1 out of every 7.5 people that reside within our core 27 town service area.

Top five towns served (represented as a percentage of the Total Population Served):

- 28.6% in Waterbury
- 20.6% in Meriden
- 13.9% in Torrington
- 11.9% in Winchester
- 9.0% in Thomaston

Demographic Breakdown

New Opportunities serves a diverse population of customers. Within our service area, we provide services to 37.6% of the entire Hispanic population, 26.3% of the entire African American population and 6.9% of the entire Caucasian population that reside within the region.

Customer demographics (by race):

- 44.7% are Caucasian
- 34.5% are Hispanic
- 12.9% are African American
- 7.9% classified as other (e.g. bi-racial or did not answer)

Income Breakdown

In 2013, New Opportunities provided services to 27,908 households ranging from working families to the elderly. Of those households, 48.6% had at least one adult working, while 29.7% were supported by Social Security. Consequently, four out of every five families we serve are working families or are supported by Social Security.

HELPING OUR CHILDREN BUILD A BRIGHTER FUTURE



In 2013, New Opportunities **provided services to over 20,000 youth** through our portfolio of youth focused programs designed to support children as they progress through the critical social and emotion phases of childhood development and equip them to succeed later in life.

We provide a wide array of services for youth that address the educational, physical and nutritional needs of our children through our Early Childhood Education centers and seasonal programming that includes our summer camp, summer basketball leagues and summer food program. In addition, we prepare teens for the workforce through our summer employment program which pairs youth with regional employers to provide real-world work experience.

Early Childhood Programs Impacts

New Opportunities operates three Early Childhood Education centers, featuring 30 classrooms that **taught 527 children cognitive, social emotional, physical and literacy skills that**

promote school readiness. In addition to developing core school readiness skills, our program also ensures that all of the children received the age appropriate immunizations, medical and dental care, and developmental screenings.

Youth Development and After School Service Impacts

New Opportunities manages a variety of programs aimed at preparing youth for success in later life. These programs range from a youth employment program that provides real-world work experience, to fatherhood programs designed to engage fathers and foster an active parent/child relationship. As a result of our services, **140 youth gained real-world work experience and 64 non-custodial fathers increased the amount of time they spent with their child in order to foster the enhancement of the parent/child relationship.**

HELPING SENIORS REMAIN ACTIVE, HEALTHY AND LIVING INDEPENDENTLY



In 2013, New Opportunities provided services to 14,113 customers age 55 or older through our senior focused programs that aim to keep our seniors active, healthy and living independently. We provide supportive services such as Meals on Wheels that help seniors live independently, as well as volunteer programs such as Foster Grandparents that keep seniors active through activities like mentoring local students, working with community partners and in local businesses.

In addition, we offer nutritionally balanced meals through our senior meal sites, as well as local activities for seniors through our BRASS (Bringing Resources to Action to Serve Seniors) program that provides seniors opportunities to learn, such as courses offered in basic computer skills.

Senior Support Services

New Opportunities provides supportive services to help seniors to remain living independently with programs such as Meals on Wheels, as well as assistance with financial

management and application assistance through our senior programs. In 2013, **we assisted 14,113 vulnerable seniors remain living independently**, while also helping 650 low income seniors obtain over \$227,000 in state tax relief through application assistance services.

Nutrition Services

New Opportunities focuses on senior nutrition through its Meals on Wheels, Senior Café, Senior Dine and food pantry's which provide nutritionally balanced meals to seniors and working families who need a little extra help in a time of need. In addition to providing nutritionally balanced meals both at customer's homes and at our meal sites, we ensure that seniors receive the full benefit of their meal by providing meals for senior's pets through a companion program to our Meals on Wheels program, Animeals.

HELPING OUR FAMILIES SUCCEED

In 2013, New Opportunities **provided services to nearly 28,000 households** through a variety of programs that are designed to foster independence through supportive services that assist families that need help during a difficult time. We employ a holistic, multi-faceted approach that is unique to each family and takes into account the entire family unit through our Family Development Center (FDC) model. This model includes in-house support and referrals to other agencies within the community to ensure our customers receive the highest possible level of service.

Employment and Training

New Opportunities provides a variety of employment and training services ranging from support through our American Jobs Centers (formerly One-Stop Employment Centers) located throughout the region with programs such as In The Making that focus on teaching job skills and breaking down barriers to employment. In 2013, as a result of our efforts, **3,677 obtained skills/competencies required for employment, while 1,341 people obtained employment or started their own businesses.**

Financial Literacy and Asset Development

New Opportunities financial literacy and asset development programs assist families in developing financial wisdom and supportive programs that help our customers develop the assets necessary to withstand life's challenges. We provide programs spanning from those that provide free income tax preparation to those that encourage saving with the benefit of matching contributions.

In 2013, **eight people were assisted in purchasing their first home** and received matched savings in addition to homebuyer education and counseling services. **Forty-seven people increased their savings through our Individual Development Account (IDA) program** which encourages savings for home ownership and education through matched contributions, while **over 800 customers benefited from free tax preparation services that returned over \$1.3 million in federal tax refunds to families in need.**

Housing and Shelter Services

New Opportunities housing and shelter services programs assist families in maintaining safe, efficient and affordable housing. We provide programs that improve the weatherization and energy efficiency of homes and multi-family housing units, including those for the elderly, to an emergency shelter that helps families who have lost their housing due to an emergency situation.

In 2013, our Weatherization team **improved 3,350 housing services through weatherization services while 1,284 households obtained safe, affordable housing** through our housing services.

Energy Assistance and Weatherization

New Opportunities Energy Division assists families in emergency situations facing termination of their heat, as well as providing preventative services focused on creating efficiencies that ultimately reduce long term energy expenses. In 2013, we **assisted 3,350 households in decreasing their energy usage** with our weatherization services. In addition, we **helped 21,198 families avoid the dangers of living without heat** through the Low Income Home Energy Assistance (LIHEAP) program.

Health and Counseling

New Opportunities holistic approach to family development ensures focus is placed on the health of our customers during the provision of services. Our approach ranges from providing medical and dental services to our children in our Early Childhood Center, to connecting our customers with health insurance through the Access Health CT marketplace and Husky program. In 2013, **813 individuals obtained health care services** for someone in their household, while **1,459 youth improved their physical health and development** through value added programs.

Community Liaison Joan Neumann assists a customer in our Thomaston office.



CELEBRATING SUCCESS

Susan's Story: Attaining Affordable Health Insurance for a Two-Time Cancer Survivor

The rising costs of health insurance has placed financial stress on families across the country, while those who are uninsured have a high probability of facing financial ruin in the event they are stricken with a major illness. For those with a pre-existing condition like cancer, the stakes are even higher. Those with pre-existing conditions face devastatingly high insurance premiums, that is, if they could secure health insurance coverage at all. That was the situation facing Susan and her family – a 29 year, two-time breast cancer survivor.

Susan and her husband Stewart live in a quiet town in the Litchfield Hills. Susan and her family are a middle class family that has lived in the home they owned for nearly 40 years. They have diligently saved for retirement and lived a responsible life. Over the years, Susan has worked in various occupations necessary to attain health insurance coverage for her family, while her husband is self-employed running his own construction business. Susan admits, "I often stayed in jobs longer than I should have just to have access to health insurance for our family".

Susan's story began in 1986 when she was diagnosed with breast cancer at the age of 31 - only a year after giving birth to their daughter Allison. At the time health insurance costs represented a modest portion of their income at a rate of \$187 per month. However, according to Susan, "as the years went by the costs kept rising, and living in a rural area, small employers began offering less and less in the way of health insurance coverage".

Over the years Susan and her family were forced to switch between employer-based health insurance coverage and self-insurance. Susan said; "Those self-insured times were the most difficult due to my pre-existing condition. Our entire survivorship depended on my being able to attain and afford good coverage".

As years passed, Susan and her family slowly began losing the battle with health insurance costs as they crept up to 50% of their income. Susan worked multiple jobs to pay insurance premiums and they began depleting their savings and retirement accounts to keep up with high premiums just to avoid financial devastation in the event the cancer returned.

“ I vividly remember the night of the vote when the Affordable Care Act bill passed, I wept tears of joy knowing help was on the way. ”

Susan's situation changed in late 2013 when she connected with an Access Health CT Assister working out of New Opportunities Torrington office. The Assister helped Susan complete the application for health insurance through the Access Health CT marketplace and attain affordable health insurance that has reduced the financial burden on her family.

Prior to attaining insurance through Access Health CT as a part of the Affordable Care Act, Susan was paying over \$1,600 a month in health insurance premiums. That same policy through the Access Health CT network now costs Susan less than \$100 a month and provides 100% coverage without deductibles or co-pays. According to Susan, "what we save in health insurance premiums we will be able to put back into our local community, support local businesses and help the local economy grow".

Susan stated, "thanks to Access Health CT and the Affordable Care Act, my family is getting all the help we earned without losing everything we own."

“ Thanks to Access Health CT and the Affordable Care Act, my family is getting all the help we earned without losing everything we own. ”



Connecticut's Official Health Insurance Marketplace

CELEBRATING SUCCESS

“ I’m not accustomed to asking for help, but without New Opportunities help I’m not sure how I would have gotten back on my feet. ”

Jacqueline’s Story: Keeping Families Warm and in their Homes

In these challenging economic times, it can be difficult for anyone to keep up with bills, maintain their home and support their family. However, when someone is hit with an unexpected medical issue that keeps them from working, the results can be devastating to a family’s financial situation. That’s what happened to Jacqueline when her doctor placed her on short term disability for a work related issue that kept her out of work for months. The result was a significant reduction in her income that threatened her family’s ability to stay in their home and her daughter’s plans to attend college and attain her dream of career in Journalism.

In the winter of 2013, Jacqueline came to New Opportunities Meriden office looking for assistance. Jacqueline was facing foreclosure on her home and was unable to pay her heating costs during the winter months due to the reduction in her income that now placed her in a dire situation. Jacqueline is not someone accustomed to asking for help, but she received the help she needed when she met our Family Development Specialists working in our Greater Meriden office.

Our Family Development Specialists worked with Jacqueline to help her through the process of applying for foreclosure prevention funds, qualified her for energy assistance funds to keep her family warm and help her through this unexpected financial setback. They also encouraged Jacqueline to apply for a mortgage modification that would alleviate some financial stress and reduce her monthly mortgage payment.

Today, Jacqueline remains living in her home due to the temporary support she received, she was granted a mortgage modification and has returned to work full time – further stabilizing her financial situation and helping her afford to continue sending her daughter to college. According to Jacqueline, “I wouldn’t have been able to get through this challenging time with all the help and support the staff at New Opportunities provided”.

James’ Story: Helping Veterans Navigate the Confusion of Veteran’s Benefits

After serving our country and fulfilling their duties of protecting our country at home and abroad, our Veterans face a variety of challenges in navigating the confusion of veteran’s benefits and connecting with supportive services once they are back home. That’s what happened to James when he received varying information as to whether he could collect a Veteran’s pension and Social Security.

James is a 68 year old Navy veteran living in New Milford who bravely fought for our country in Vietnam. James only source of income was a Veteran’s pension that left him barely able to pay his bills. Although he was old enough to collect Social Security, James was caught in a web of confusion in which he was unsure if he could collect Social Security without losing his Veteran’s pension. James had received varying information as to whether he could collect Social Security without jeopardizing his pension, and didn’t want to risk losing his only source of income despite struggling to survive from month to month.

In 2013, James was referred to New Opportunities and connected with the staff of our Veteran’s program. Upon meeting with James for the first time, our staff was able to clear up the confusion around collecting both Social Security and a Veteran’s pension. They helped James through the process of applying for Social Security – as well as applying for the back benefits he was due. Our staff also connected James with additional services through our Elder Services Division including our Money Management program.

Shortly after filing the paperwork for Social Security benefits, James received word that his application was approved. In addition to receiving a monthly Social Security check, he also received a check for retroactive Social Security benefits that has allowed James to catch up on his bills and alleviate some of the financial stress he experienced.



NEW OPPORTUNITIES
for Veterans

CELEBRATING SUCCESS



The architectural rendering of the completed Connecticut Food 4 Thought facility on Cherry Street.

Connecticut Food 4 Thought: Building Sustainability through Partnerships

In a challenging funding environment, nonprofit organizations must find innovative and creative methods to unlock new funding streams to sustain their business operations. Connecticut Food 4 Thought is an entrepreneurial for-profit venture pursued by New Opportunities that will turn 45,000 square feet of dilapidated factory buildings in Waterbury's North End into a state of the art, job producing Aquaponic facility. The project features a collaboration between New Opportunities and several organizations that are turning this vision into a reality.

Prior to 2013, New Opportunities vision for building a state of the art Aquaponic facility in the North End of Waterbury was met with slight skepticism from the critics. After all, rehabbing 45,000 of factory space sitting on brownfields is no easy challenge – never mind, converting that space into an energy efficient, tax producing, for-profit commercial Aquaponic venture that will create jobs and produce a locally sustainable food supply within an urban, indoor environment.



UNIVERSITY OF
NEW HAVEN



New Tech Haven
Business Accelerator. Job Creator.

CELEBRATING SUCCESS

In January of 2013, that vision became closer to reality thanks to a strategic partnership with the University of New Haven and New Tech Haven LLC. that will seek to build social and economic value from the project, known as Connecticut Food 4 Thought. The partnership merges the vision of New Opportunities President and Chief Executive Officer James H. Gatling, Ph.D. with the University of New Haven's expertise in Marine Biology and Aquaculture, and the entrepreneurial NewTech Haven's competency in project management and developing business strategies for new ventures.

The project seeks to capitalize on the environmental benefits of Aquaponics which includes minimizing waste, reducing the demands on natural systems and reducing the pollutants derived from the use of heavy farm equipment with the social benefits of developing a locally sustainable food source that reduces the risks and dependencies associated with food raised in foreign territories. The project will create economic value in providing a profitable revenue stream for New Opportunities that is not dependent on cyclical government funding sources, while supporting job creation and an employment training program that will teach entrepreneurship, sales and marketing, production management, nutrition and the science of Aquaponics.

According to Gatling, "One of the biggest challenges facing this project is mitigating the risk of high energy costs that can be a threat to a low margin crop such as Tilapia". To counter that risk, New Opportunities assembled a project team comprised of energy industry experts that includes Northeast Utilities, Globelè Energy, Diversified Technology Consultants and Ames & Whitaker Architects. The team's mission is to incorporate energy efficiency into every aspect of the design and construction including fuel cells, solar panels and LED lighting.

Gatling said, "The partnerships we've formed with University of New Haven, NewTech Haven and all of our project team has been critical in gaining the technical expertise necessary to make this project a reality."



CT Food 4 Thought Project Team

Ames & Whitaker Architects LLC.

Carmody Torrance Sandak
& Hennessey LLP.

Down to Earth Consulting

Diversified Technology Consultants

Globelè Energy

Haley and Aldrich

Montago Construction

New Opportunities Inc.

NewTech Haven LLC.

Northeast Utilities

Pullman & Comley LLC.

University of New Haven

The Connecticut Food 4 Thought facility on Cherry Street, pre-construction.

GETTING INVOLVED

VOLUNTEER, PARTNER, SPONSOR OR DONATE

New Opportunities has numerous opportunities for individuals, businesses and organizations to work with us in supporting the communities in which we live and work. These are a few of the many opportunities we have to work in partnership with us to make our community a better place.

MLK Day Clothing Drive (January)

New Opportunities MLK Day Clothing Drive is an annual clothing giveaway held on the Martin Luther King holiday. The event collects clothing that is distributed to low income individuals and families living in the Waterbury area. The event features opportunities for individuals and organizations to donate gently used men's and women's clothing, as well as organize their own clothing drives to donate to our clothing giveaway. This event also features opportunities for monetary donations.

Walk for Warmth 5K Run / 3K Walk (March)

New Opportunities Walk for Warmth 5K Run / 3K Walk is an annual event held in March to benefit an emergency heating assistance fund for customers living in Meriden, Wallingford, Southington, Berlin and Cheshire. This event has opportunities for runners, walkers, volunteers and sponsors to participate. This event also features opportunities for monetary donations.



Runners depart the starting line of New Opportunities Walk for Warmth 5K.

National Literacy Month (March)

New Opportunities invites members of the community to visit one of our Early Childhood classrooms and read children's stories as a part of National Literacy Month. This event has opportunities for individuals and groups to participate, and can be done in less than an hour.

Community Champions for Meals (March)

New Opportunities invites community and business leaders to deliver meals to seniors as a part of month long, national spotlight on Meals on Wheels. This event has opportunities for individuals to participate as well as donate. This activity can be completed in an hour or two.



Give Local (May)

New Opportunities participates in the Give Local event sponsored by the Connecticut Community Foundation (CCF) each May. The event is annual fundraising drive for nonprofit organizations in Greater Waterbury and the Litchfield Hills in which funds donated to our organization through the campaign are amplified by matching funds and prize money from CCF. This event features opportunities for monetary donations.

Annual Scholarship Awards and Reception (July)

New Opportunities Annual Scholarship Reception and Award Ceremony is held each July for recipients of New Opportunities scholarships. The event is also a fundraiser for the scholarship fund which awards scholarships to boys and girls, in grades 6 through 12, who live in or attend school in Waterbury.

The event features opportunities for monetary donations, volunteers, as well as event and scholarship sponsorships. You may also attend the reception in support of our local scholarship recipients.

Bobby Bonds Memorial Scholarship Golf Classic (September)

New Opportunities annual golf classic is held each September at the Country Club of Waterbury. Proceeds from the event benefit New Opportunities scholarship fund which is open to boys and girls, between grades 6 through 12, who live in or attend school in Waterbury. This event has opportunities for golfers, volunteers and sponsors to participate. This event also features opportunities for monetary donations.

GETTING INVOLVED

VOLUNTEER, PARTNER, SPONSOR OR DONATE

Thanksgiving Food Drive (November)

New Opportunities annual Thanksgiving food drive is held in November. The event collects food that is distributed to low income individuals and families living in the Meriden area. The event features opportunities for individuals and organizations to donate food appropriate for a Thanksgiving meals, as well as organize their own food to donate to our food giveaway. This event also features opportunities for monetary donations.

Holiday Toy Drive (November-December)

New Opportunities annual Holiday Toy Drive kicks off at Thanksgiving and runs through Christmas Eve, collecting toys that are distributed to needy children age 16 and under living in the Greater Waterbury, Greater Meriden, Greater Torrington and Thomaston areas.

The event features opportunities for individuals and organizations to donate toys, organize their own toy drive at their place of business or host a toy collection box at their business. This event also features opportunities for monetary donations.

Food Pantry Donations

New Opportunities operates food pantries at our Waterbury and Meriden locations that provide food for needy individuals, families and seniors. We accept food donations throughout the year at our Waterbury and Meriden office locations.



The staff of Honda of Watertown pose with toys collected for our Holiday Toy Drive.



Our Food Pantry at our Meriden office.

Student Internships

New Opportunities has opportunities for high school and college students seeking internship opportunities with our organization that provide significant real-world experience. There are opportunities for individuals to intern in various functions including Social Work, Teaching/Early Childhood Education, Accounting, Human Resources, Communications, Development, Information Technology and general administration.

Volunteering

New Opportunities has opportunities for professionals and general volunteers seeking to work with us on a specific project, program, event or an ongoing basis. There are opportunities for individuals to volunteer in various functions across the organization, at special events and within our programs.

Examples of our general volunteer opportunities include working in our Food Pantry, reading to children at our Early Childhood Center, helping at our golf tournament or working as a greeter for our Volunteer Income Tax Assistance program.

How to Get Involved

This is just a small sample of the opportunities to get involved with New Opportunities. If you would like to volunteer, donate, discuss sponsorship opportunities or have an idea for working together you would like to explore, email us for more information - getinvolved@newoppinc.org.

OUR TEAM

THE KEY TO OUR SUCCESS

New Opportunities has assembled a diverse team of seasoned social and administrative professionals to meet the needs of the diverse customer population that we serve. Our staff and management team includes over 460 employees living in 50 towns throughout Connecticut. This experienced group of professionals includes a team where **one out of every four staff has been with the organization over a decade**, while one out of every nine staff has been with the organization for over 20 years.

Our values include a strong commitment to community, where our employees are encouraged to give back in the community and often sit on committees and hold Board of Director positions for businesses and organizations throughout the region. Our employees are represented on the Boards of organizations including The Waterbury Regional Chamber of Commerce, Waterbury Hospital, Waterbury Development Corporation, Waterbury Continuum of Care, Mattatuck Museum, The Palace Theater and Main Street Waterbury among others.

Paylocity: Web-Based, Mobile Payroll and Human Resources Management

New Opportunities launched Paylocity – a web-based payroll and human resources management web application that allows employees to access agency information, updates, newsletters and handbooks while allowing staff to manage their payroll information in a paperless process through the Paylocity website (paylocity.com).

The website allows staff and management to access the site from anywhere through its web-based portal and mobile phone application without the internal costs associated with managing an inhouse Human Resources Information System.



COMING SOON

The 2013 Employee Opinion Survey is coming this March!

At New Opportunities, we value the opinions of our employees. Our team has assembled a series of questions designed to provide valuable insights about **your workplace**. We want to hear about your experiences in order to improve your work experience, focus our training efforts and address areas of concern. Let's work together and continue building an agency of excellence.



My Opinion Matters

Employee Opinion Survey: Your Opinion Matters

New Opportunities implemented an Employee Opinion Survey themed as "Your Opinion Matters" in 2013. The survey was a collaborative effort developed by a cross functional team of front line and administrative staff to capture the input and feedback from staff, while measuring the state of the overall work environment and employee satisfaction across the organization. The Survey was distributed across all job functions throughout all of New Opportunities 15 locations.

OUR TEAM THE KEY TO OUR SUCCESS



Members of our staff at the Bobby Bonds Memorial Scholarship Golf Classic.



Members of our Energy Division wearing pink in support of Breast Cancer Awareness Day.



Members of Meriden Office wearing orange in support of the End Hunger campaign.

Board & Committee Memberships

New Opportunities staff give back to the communities in which they live and work through a variety of volunteerism including Board of Director positions and committee memberships for local and regional organizations.

Here is a very small sample:

Connecticut Association for Community Action (CAFCA)

Connecticut Department of Education
Head Start Advisory Committee

Connecticut Food Bank

Connecticut Humanities Council

Connecticut Inner City Business Strategy Initiative

Low Income Energy Advisory Board

Main Street Waterbury

Mattatuck Museum

Naugatuck Valley Community College

Operation Fuel

Palace Theater

Post University

Relay for Life: American Cancer Society

Susan B. Anthony Project

United Way of Greater Waterbury

Waterbury Continuum of Care

Waterbury Development Corporation

Waterbury Hospital

Waterbury Regional Chamber of Commerce

Waterbury School Readiness Council

Weatherization Policy Advisory Council

Western Connecticut Area Agency on Aging

IMPACT OF THE SEQUESTRATION

IMPACTING OUR OPERATIONS, IMPACTING YOUR COMMUNITY

New Opportunities competes for State and Federal dollars to run social service programs at the local level. The State dollars come directly from the State of Connecticut budget, or the funds are pass through dollars – monies that the State of Connecticut receives from the Federal budget. The Federal dollars are received directly from the federal budget. Each program has a unique budget year, that may or may not coincide with the State, Federal or our fiscal year. Each program has different contract language that addresses what conditions might occur to cause funding reductions. Conditions primarily surround performance and State/Federal Budget issues. In 2013, the Sequestration was a major disruption in social programming.

Sequestration by definition is a fiscal policy procedure adopted by Congress to deal with the federal budget deficit. It first appeared in the Gramm-Rudman-Hollings Deficit Reduction Act of 1985. Simply put, Sequestration is the cancellation of budgetary resources – an "automatic" form of spending cutback. The Budget Control Act of 2011 (BCA) established a 12 member Joint Select Committee on Deficit Reduction (or "super committee") charged with reducing the deficit by an additional \$1.2 - \$1.5 trillion over ten years. The BCA also included a Sequestration hammer should the super committee fail, a provision intended to "force" the super committee to act. Despite the threat of Sequestration, the super committee failed. Announcing its inability to reach an agreement on November 21, 2011, the members of the bipartisan committee stated that "after months of hard work and intense deliberations, we have come to the conclusion today that it will not be possible to make any bipartisan agreement available to the public before the committee's deadline."

As established in the BCA, Sequestration was triggered when the super committee failed to reach an agreement. Sequestration was originally scheduled to take effect on January 2, 2013. However, it was delayed for two months - until March 1, 2013, by the deal struck on New Year's Eve, called the American Taxpayer Relief Act of 2012. The first round of cuts took place on March 1, 2013. The 2013 cuts apply to "discretionary" spending and are divided between reductions to defense (\$500 billion) and non-defense (\$700 billion). Sequestration impacted New Opportunities through contracting done directly to federal agencies, as well as with state agencies when the dollars originated from the federal government.

A major challenge of implementing the Sequestration was with the contract period New Opportunities had to implement the various cuts that were passed on to us. Budgets were cut based on a twelve month budget, while in many instances, the program had to realize the cut over fewer months.

Sequestration budget reductions led to:

- the closing of two classrooms – 34 children in the Head Start Program
- the closing of one classroom – eight children in the Early Head Start Program
- the reduction of nine classroom staff, one Family Service Worker, one Manager, and one Enrollment Clerk
- institution of six month waiting list for Meals on Wheels
- institution of six month waiting list for Chore services in Greater Waterbury
- reduction of three volunteer positions in the Foster Grandparent Program
- reduction of funds available for the Meriden CHORE program, causing the program to close
- reduction of a Family Resource Specialist and a Housing Director.



Representative Mitch Bolinsky of Newtown delivers meals as a part of Community Champions for Meals. As a result of the Sequestration, our Meals on Wheels program had to institute a six month waiting list.



New Opportunities Muriel H. Moore Child Development Center. As a result of the Sequestration, three classrooms were closed - impacting 42 children and 12 staff in our Head Start and Early Head Start programs.



Volunteers with our Foster Grandparent program are pictured at a reception held in their honor at the Palace Theater. As a result of the Sequestration, three volunteer positions were reduced in the program.

LOOKING AHEAD 2014 AND BEYOND

Give Local 2013: Raising Money to Help those in Need

New Opportunities will participate in the Connecticut Community Foundation's (CCF) first-ever Give Local event in November of 2013 which raises money for local nonprofit organizations through a time limited online fundraising campaign. The campaign provides local nonprofit organizations the opportunity to capitalize on the publicity and infrastructure of a large scale fundraising event supported by CCF, while allowing nonprofit organizations to leverage matching contributions and prize money donated by local and regional sponsors.



The new Walk for Warmth logo designed by
Tracy Brookshier Design & Creative Arts.

Walk for Warmth 5K Run / 3K Walk: Downtown Meriden's 1st 5K Race

In celebration of the 25th anniversary of New Opportunities Walk for Warmth, which raises money for an emergency fuel assistance fund for customers living in the Greater Meriden area, the 2014 event will be rebranded the event in partnership with Tracy B Creativity to include a USATF (United States Association of Track and Field) sanctioned 5K run in addition to the traditional 3K walk. The event will also mark a significant date in Meriden history as the first 5K race held in the streets of downtown Meriden.

CARES: Putting People to Work

The CARES (Center for Advanced Rehabilitative Services and Employment Services) project is a new service offering in Greater Waterbury area that was developed in partnership with Bureau of Rehabilitation Services, Middlesex College, Midstate Medical Center and the Red Cross. After undergoing an occupational skills evaluation and defining a skills development path, the program matches unemployed workers with barriers to employment to regional employers that real-world work experience.

Connecticut Food 4 Thought: Partnerships in Action

Connecticut Food 4 Thought is an aquaponic project being developed in partnership with the University of New Haven and NewTech Haven designed to create social, economic and community value while developing sustainable new revenue streams and revitalizing the Cherry Street neighborhood in Waterbury. The goal of the project is to launch a for-profit arm of the organization that will grow, raise and distribute fish and vegetables grown onsite. In addition, the project will focus on employment training opportunities in the areas of business management, sales and marketing, nutrition and aquaponic science.

Additional partners in the project include (listed alphabetically): Ames & Whitaker Architects, Carmody Torrance Sandak & Hennessey LLP, Down to Earth Consulting, Diversified Technology Consultants, Globelè Energy, Haley & Aldrich, Montago Construction, Northeast Utilities and Pullman & Comley.

Community Credit Union: Meeting the Communities Financial Needs

North Square Community Federal Credit Union is an exciting new project being developed in partnership with Grace Baptist Church and Mt. Olive AME Zion Church that will assist the organization in generating unrestricted revenue streams. The project's goal is to establish a nonprofit, member-owned financial institution in the North End of Waterbury and provide access to financial capital for those with modest means who live, worship or work(ed) in Waterbury.

Behavioral Health Clinic: Treating those in Need

New Opportunities is in the early stages of establishing a Behavioral Health Clinic inside of our Waterbury Campus that will assist the organization in generating unrestricted revenue streams. The project's goal is to establish a health clinic that will be solely focused on tackling untreated mental health issues in low income populations while targeting the Hispanic population that has a high rate of untreated mental disorders.

Celebrating 50 Years of Success

New Opportunities will be celebrating its 50th Anniversary in 2014 - marking 50 years of success in Community Action.

OUR SUPPORTERS

THANK YOU TO OUR GENEROUS SUPPORTERS

Federal Funding Sources

Corporation for National and Community Service

U.S. Department of Agriculture

- Lead State Agency - Connecticut State Department of Education

U.S. Department of Education

U.S. Department of Emergency Management and Homeland Security

U.S. Department of Energy

- Lead State Agency - Connecticut State Department of Energy and Environmental Protection

U.S. Department of Environmental Protection

U.S. Department of Health & Human Services

- Community Services Block Grant; Lead State Agency - Connecticut State Department of Social Services
- Energy Assistance Block Grant; Lead State Agency - Connecticut State Department of Social Services

- Head Start

- Child Care Development Block Grant; Lead State Agency - Connecticut State Department of Social Services

- Maternal & Child Health Services Block Grant; Lead State Agency - Connecticut State Department of Public Health

- Social Service Block Grant; Lead State Agency - Connecticut State Department of Social Services

U.S. Department of Housing and Urban Development

- Housing Opportunities for Persons with AIDS (HOPWA); Lead State Agency - Connecticut State Department of Social Services

U.S. Department of Labor

- Lead State Agency - Connecticut State Department of Labor

Andrew Maiolo (left) and Mark Haislip (right) of Premier Subaru in Watertown pose with a new Subaru as a part the annual Subaru Share the Love campaign.



OUR SUPPORTERS

THANK YOU TO OUR GENEROUS SUPPORTERS

State Funding Sources

Connecticut Health and Educational Facilities Authority
 Connecticut Housing and Finance Authority
 Department of Children and Families
 Department of Correction
 Department of Education
 Department of Energy and Environmental Protection
 Department of Housing
 Department of Labor
 Department of Public Health
 Department of Social Services

Municipalities Supporting Senior Nutrition Services

Borough of Naugatuck
 City of Danbury
 City of Waterbury
 Town of Beacon Falls
 Town of Bethlehem
 Town of Bethel
 Town of Bridgewater
 Town of Brookfield
 Town of Cheshire
 Town of Middlebury
 Town of New Fairfield
 Town of New Milford
 Town of Prospect
 Town of Roxbury
 Town of Southbury
 Town of Thomaston
 Town of Watertown
 Town of Wolcott
 Town of Woodbury

Other Supporters

Area on Aging of South Central Connecticut
 Banfield Charitable Trust
 Bureau of Rehabilitative Services (BRS)
 City of Meriden
 City of New Haven - Ryan White Part A Office
 City Mission
 Connecticut Association for Human Services (CAHS)
 Connecticut Community Foundation (CCF)
 Connecticut Light and Power (CL&P)
 Connecticut Neighborhood Assistance Tax Credit Program
 Connecticut No Kid Hungry
 CUNO Foundation
 End Hunger Connecticut
 Interest on Real Estate Brokers Trust Account (IREBTA)
 Jewish Federation of Western Connecticut
 Meals on Wheels Association of America (MOWAA)
 Meriden Foundation
 Naugatuck Savings Bank Foundation
 NonProfit Assistance Initiative
 Norfleet FundNortheast Utilities (NU)
 Northwest Regional Workforce Investment Board
 Operation Fuel
 People's United Community Foundation
 Share our Strength
 Sopromptimst Society
 Thomaston Savings Bank Foundation
 United Illuminating (UI)
 United Way of Danbury
 United Way of Greater Waterbury
 Verizon Wireless Foundation
 Western Connecticut Area Agency on Aging (WCAAA)
 Workforce Alliance, Inc.
 Yankee Gas

Additional Supporters

Thank you to all the individuals, businesses and organizations that support New Opportunities by volunteering or partnering with us, as well as those who donate goods and services in support of our mission. Your efforts are truly appreciated.



Waterbury Mayor Neil O'Leary (center) pictured with members of New Opportunities Foster Grandparents program.

FINANCIAL STATEMENTS

The financial statements for New Opportunities, Inc. for the year ended October 31, 2013 were audited by Blum, Shapiro & Co. PC of West Hartford, whose report was dated March 28, 2014. The complete financial statement and the auditor's report can be obtained by contacting the business office of New Opportunities, Inc.

New Opportunities, Inc. and Affiliates Combined Statements of Financial Position - October 31, 2013 and 2012

Assets

	<u>2013</u>	<u>2012</u>
Current Assets		
Cash and cash equivalents	\$ 243,241	\$ 1,130,882
Restricted cash	253,775	298,091
Grants receivable	3,301,585	5,124,221
Other current assets	372,461	145,377
Total current assets	<u>4,171,062</u>	<u>6,698,571</u>
Property and Equipment		
Operating property and equipment, net	8,452,640	8,611,787
Rental property, net	1,564,558	1,638,915
Real estate held for development	566,580	566,058
Construction in progress	1,867,996	298,373
Net property and equipment	<u>12,451,774</u>	<u>11,115,133</u>
Other Assets		
Deferred financing costs, net	186,048	198,720
Restricted cash	79,251	66,035
Total other assets	<u>265,299</u>	<u>264,755</u>
Total Assets	<u>\$ 16,888,135</u>	<u>\$ 18,078,459</u>

Liabilities and Net Assets

Current liabilities		
Current portion of bonds payable	\$ 180,000	\$ 175,000
Current portion of notes payable	486,342	92,142
Line of credit	925,000	-
Accounts payable and accrued expenses	5,629,138	5,398,178
Due to funding source	83,357	241,660
Custodial liabilities	143,945	150,534
Deferred revenue	2,058,679	2,935,755
Total current liabilities	<u>9,506,461</u>	<u>8,993,269</u>
Long-Term Liabilities		
Deferred compensation	492,873	448,062
Bonds payable, net of current portion	3,490,000	3,670,000
Notes payable, net of current portion	167,886	132,369
HUD capital advance	1,870,700	1,870,700
Total long term liabilities	<u>6,021,459</u>	<u>6,121,131</u>
Total liabilities	15,527,920	15,114,400
Net Assets		
Unrestricted	<u>1,360,215</u>	<u>2,964,059</u>
Total Liabilities and Net Assets	<u>\$ 16,888,135</u>	<u>\$ 18,078,459</u>

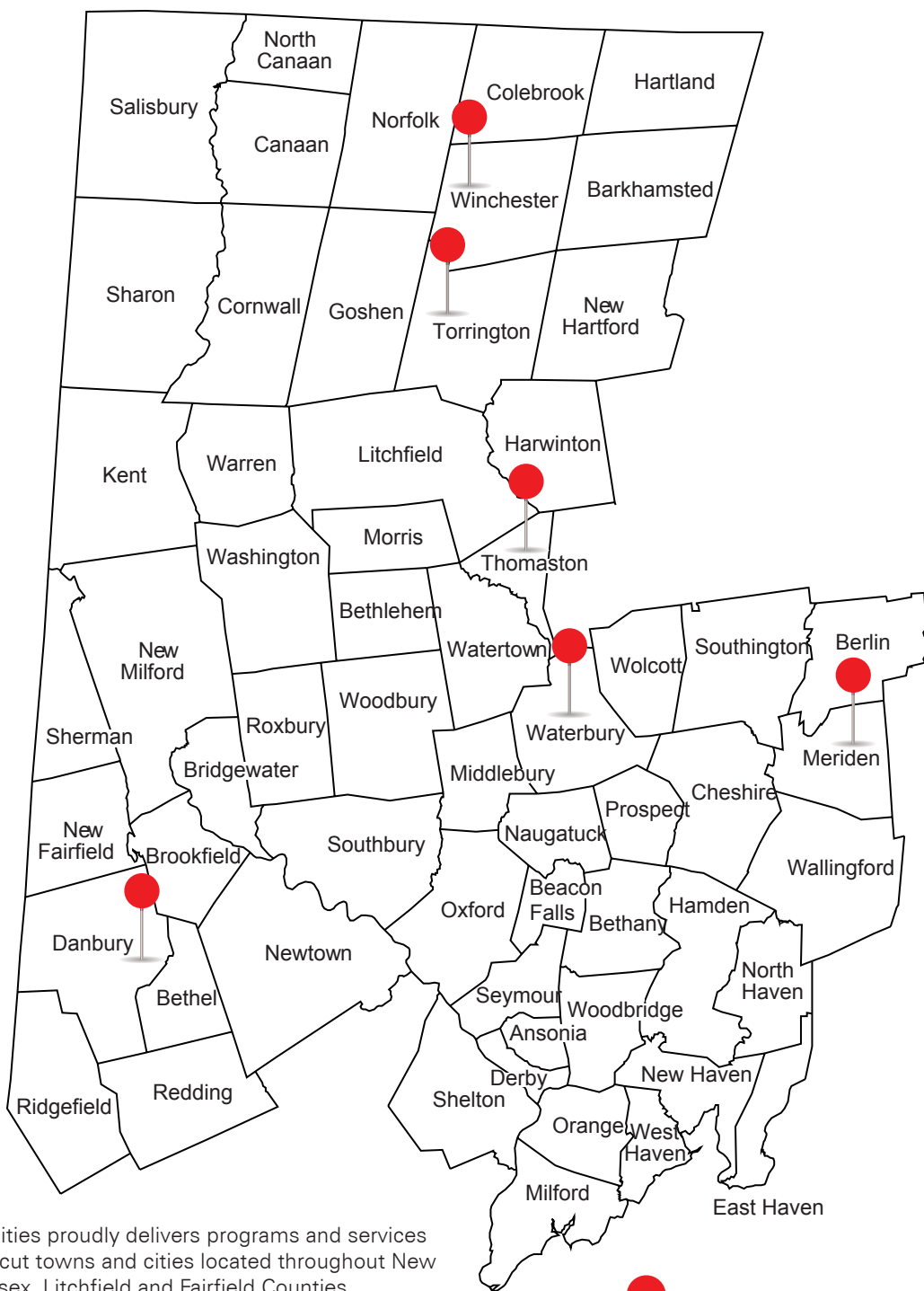
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	<u>2013</u>	<u>2012</u>
Changes in Unrestricted Net Assets		
Revenues, gains and other support:		
Grants	\$ 37,818,732	\$ 44,820,997
Program income	4,490,109	5,166,191
Contributions	1,460,802	1,232,523
Bond debt service funding	314,841	312,798
Rental income	201,528	192,807
Other income	82,008	2,967
Total revenues, gains and other support	<u>44,368,020</u>	<u>51,728,283</u>
Expenses:		
Salaries and benefits	17,801,773	18,982,349
Specific assistance	15,408,035	14,766,346
Materials, supplies and other consumables	4,620,453	8,681,207
Other	1,994,935	2,289,832
Delegate agencies	1,678,974	2,423,331
Occupancy	1,445,473	1,396,000
Professional and contracted services	1,388,843	1,355,803
Depreciation and amortization	903,283	916,126
Transportation and travel	514,723	689,303
Interest	215,372	201,967
Total expenses	<u>45,971,864</u>	<u>51,702,264</u>
Changes in Unrestricted Net Assets	(1,603,844)	26,019
Unrestricted Net Assets – Beginning of Year	<u>2,964,059</u>	<u>2,938,040</u>
Unrestricted Net Assets – End of Year	<u>\$ 1,360,215</u>	<u>\$ 2,964,059</u>

OUR SERVICE AREA

IMPACTING COMMUNITIES THROUGHOUT THE REGION



New Opportunities proudly delivers programs and services to 60 Connecticut towns and cities located throughout New Haven, Middlesex, Litchfield and Fairfield Counties.

 Denotes a New Opportunities Office Location

FULL SERVICE OFFICES

Main Headquarters

232 North Elm Street
Waterbury, CT 06702
T: (203) 575-9799

Meriden Office

74 Cambridge Street
Meriden, CT 06450
T: (203) 639-5060

Torrington Office

138 Migeon Avenue
Torrington, CT 06790
T: (860) 482-9749

Thomaston Office

310 Main Street
Thomaston, CT 06787
T: (860) 283-2282

SATELLITE OFFICES

Winchester Energy Services Office

110 Main Street
Winsted, CT 06098
T: (860) 738-9138

Danbury Senior Nutrition Services

54 Main Street
Danbury, CT 06810
T: (203) 743-5418

CHILD DEVELOPMENT CENTERS

Muriel H. Moore Child Development Center

444 North Main Street
Waterbury, CT 06704
T: (203) 759-0841

Slocum Child Care Center

25 Rumford Street
Waterbury, CT 06704
T: (203) 754-5214

AMERICAN JOB CENTERS

American Job Center Northwest Region

Inside the CT Department of Labor Office
249 Thomaston Avenue
Waterbury, CT 06702
T: (203) 574-6971

American Job Center Northwest Region

Inside the CT Works Office
685 Main Street
Torrington, CT 06790
T: (860) 496-3551

American Job Center Northwest Region

Inside the CT Works Office
4 Liberty Street
Danbury, CT 06810
T: (203) 730-0451

RESIDENTIAL FACILITIES

Shelter Now

43 St. Casimir Drive
Meriden, CT 06450
T: (203) 634-1734

Bishop House

31 Bishop Street
Waterbury, CT 06704
T: (203) 236-9990

Greene-Gutridge Terrace

15 Bishop Street
Waterbury, CT 06704
T: (203) 805-4421

You can also visit us online, at
www.newoppinc.org or iholdapiece.org

50

YEARS

1964

2014

Celebrating 50 Years of Community Action

Stay tuned for more information about our 50th Anniversary Celebration!



NEW OPPORTUNITIES
Building Relationships to End Poverty™

Visit us online at newoppinc.org or iholdapiece.org