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Our mission is to empower individuals, strengthen families, and build communities through self-sufficiency and education programs.

Over 60,000 Individuals Served in 2017

$28,818,531 Annual Budget
For over fifty years of service to the low-income community, Utah Community Action has implemented growth, innovation, and quality programs that are based on the needs of our clients. Now serving over 60,000 individuals a year, we empower our clients with case management and educational opportunities that build both hard and soft skills, ensuring stronger outcomes and opportunities for success.

We've made tremendous progress alongside our goals laid out in 2017 and have provided strong results. All of us are working tirelessly to ensure that every acute agency component is handled with ease while never losing sight of our obligation to the children and families we serve.

We continued to train every staff member throughout 2017 on our organization’s values. Our values guide us, bond us, and most importantly provide us a daily evaluating method as we carry out Utah Community Action’s mission in our daily work:

• We Are One.
• We Are Solutions Driven.
• We Engage in Open Communication.
• We Recognize Change Is Opportunity.
• We Provide Quality Services.

Additionally, part of our year was met with some organizational changes. As a leadership team, and as an agency, we addressed these changes, sought new opportunities, and will continue to build trust amongst our partners and funders throughout the community.

We will continue do everything in our power to ensure that everyone seeking our services will be met with open doors, no education opportunity is denied, and no future is believed inaccessible.

We want to extend our appreciation to our Board Chair Rey Butcher, VP of Government Affairs at Dominion Energy, and to each of our board and committee members. We’re grateful for your ongoing loyalty to Utah Community Action’s mission, and to our organization, as we attain necessary results for those who need it most in our community.

We’re thrilled to share our 2017 results with you. As stakeholders in our community, we thank you for your enduring commitment to Utah Community Action as we work to build a brighter future for low-income children and families.

Sincerely,
Jennifer Godfrey, Chief Executive Officer
Utah Community Action’s Adult Education Program offers a variety of services for improving our clients’ education and job-readiness skills to help them move toward self-sufficiency.

**Education Courses**
Utah Community Action’s Adult Education Program works collaboratively with community partners to assist adults interested in earning their GED or High School Diploma, or furthering their education in post-secondary, vocational, or career and technical training opportunities. Such opportunities are offered in many locations in the Salt Lake and Tooele Valleys. In addition, ESL courses are also offered both in-house and in the community through partnerships with community programs.

**Sauté Program**
Utah Community Action also provides in-house courses for culinary certifications. The Sauté culinary job training program is a 10-week program that prepares clients for the culinary workforce. Students graduate with a ServSafe® certification, fundamental understanding of culinary job skills, as well as resume and interviewing skills.

**Child Development Associate Credential (CDA)**
The Child Development Associate Credential (CDA) is the most widely recognized certification in Early Childhood Education. It consists of 120 hours of professional education instruction and an additional 480 hours of preschool classroom experience. Recently, UCA’s Adult Education Program has partnered with Logistic Specialties Inc. (LSI) to provide one-on-one financial capabilities and asset building assistance with clients. Clients are moved through three phases (Employability, Experience, and Enrichment) in order to successfully build self-sufficiency through employment and asset building.

**CDA:** We set a goal for 40% completion from CDA candidates and we reached our goal at 54% obtained.

**GED/AHSC:** 38% of clients enrolled in GED or Adult High School Completion programs. We set a goal for 30%.

**Financial Asset Building (FAB):** 56 individuals started working with UCA and LSI for Financial Asset Building. Of those 56, 36 have already increased access to financial resources.

**ESL:** 45 clients made one or more level gains in ESL classes in 2016-17. Our goal was 50% and we reached 76% with one or more level gains.
The mission of the Utah Community Action Case Management & Housing program is to facilitate housing stability by empowering those in poverty to find their path to self-sufficiency. This process includes assessing needs, providing timely interventions and resources, empowering families and individuals with transferable skills and knowledge, and reducing intergenerational poverty.

To accomplish these outcomes, the Case Management & Housing program has established the following goals:

- Provide housing stabilization services for families, seniors, disabled and individuals in obtaining/maintaining safe and affordable housing.
- Facilitate timely social and financial interventions by way of case management, direct-client service and community referrals.
- Raise awareness of tenant rights and responsibilities, financial literacy and employment-based knowledge.
- Empower clients towards self-sufficiency and increased community participation.

Our Approach

Housing Case Management services are targeted towards the community’s most vulnerable populations. Case Managers offer holistic case management and work with individuals and families by identifying resources that can be secured to combat the lack of affordable housing. We provide a wide array of services that are designed to meet the needs of special populations and low-income families and individuals.

Housing Services

Housing Case Management services are predominately offered in Salt Lake County, though our reach extends into Tooele County.

Diversion

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary connecting them with services and financial assistance to help them return to permanent housing. As of July 2016:

- Families Assessed for Diversion, 801
- Families Diverted, 274 (34%)

Operation Rio Grande

As part of Operation Rio Grande, UCA is offering eligible clients Diversion or Housing Case Management. Since August 2017:

- Individuals Assessed, 452
- Individuals Diverted, 148 (33%)
- Individuals Housed, 64 (14%)
The mission of Utah Community Action’s Head Start is to provide health, education, and promote self-sufficiency for children and families facing adversity.

Head Start programs promote school readiness of children ages birth to five from low-income families by supporting their development in a comprehensive way.

Head Start and Early Head Start programs offer a variety of service models, depending on the needs of the local community. Many Head Start and Early Head Start programs are based in centers and schools. Other programs are located in childcare centers and family childcare homes. Some programs offer home-based services that assigned dedicated staff who conduct weekly visits to children in their own home and work with the parent as the child’s primary teacher.

**About Head Start**

Over fifty years ago, Head Start began as a program for preschoolers. Head Start programs prepare America’s most vulnerable young children to succeed in school and in life beyond school. Head Start programs deliver services to children and families in core areas of early learning, health, and family well-being while engaging parents as partners every step of the way.

**About Early Head Start**

Early Head Start was created to serve pregnant women, infants, and toddlers. Early Head Start programs provide similar services as preschool Head Start programs, but they are tailored for the unique needs of infants and toddlers and are available to children until they turn three and are ready to transition to Head Start. Early Head Start programs promote the physical, cognitive, social, and emotional development of infants and toddlers through safe and developmentally enriching caregiving. This prepares these children for continued growth and development and eventual success in school and life.

Following the general Head Start model, Early Head Start programs support parents, both mothers and fathers, in their role as primary caregivers and teachers of their children. Programs assist families in meeting their own personal goals and achieving self-sufficiency across a wide variety of domains, such as housing stability, continued education, and financial security.

Early Head Start programs also mobilize the local community to provide the resources and environment necessary to ensure a comprehensive, integrated array of services and support for young children and families.

**About Early Head Start - Child Care Partnerships**

Childcare providers who participate in the Child Care and Development Fund (CCDF) and Early Head Start/Head Start programs have been working together for many years to meet the needs of children and families. The Early Head Start-Child Care Partnership (EHS-CCP) initiative brings together the best of Early Head Start and childcare through layering of funding to provide comprehensive and continuous services to low-income infants, toddlers, and their families. EHS-CCP enhances developmental services and supports for low-income infants and toddlers, and their families, by providing strong relationship-based experiences and preparing them for the transition into Head Start and preschool.

**Our Impact**

Utah Community Action is funded to serve 1,758 Head Start, 154 Early Head Start, and 64 Early Head Start Childcare Partnership Children per school year. Head Start & Early Head Start served 3,296 (calendar year) children and 2,881 families in the 2017 calendar year which is 4.94% of Head Start eligible children in the State of Utah. Of the children served, 92.5% met income-based eligibility standards, and monthly attendance averaged 83.08% (Head Start) and 81.70% (Early Head Start).

The Early Head Start Childcare Partnership served 136 children in 125 families in the 2017 calendar year. Of the children served, 77% met income-based eligibility standards, and monthly attendance averaged 84.59%.
**School Readiness Goals & Outcomes - 2016-2017 School Year**

1. All children will develop and display a sense of self-confidence in their abilities, and a strong identity that is rooted in their family and culture.
   - 94% of our Head Start children achieved this outcome.
   - 98% of our Early Head Start children achieved this outcome.
   - 91% of our EHS-ECCP children achieved this outcome.

2. All children will engage with literature and language at a developmentally appropriate level.
   - 91% of our Head Start children achieved this outcome.
   - 92.5% of our Early Head Start children achieved this outcome.
   - 70% of our EHS-ECCP children achieved this outcome.

3. All children will show an interest in varied topics and activities, show an eagerness to learn, display creativity, and show independence in their interactions with activities and materials.
   - 93% of our Head Start children achieved this outcome.
   - 100% of our Early Head Start children achieved this outcome.
   - 84% of our EHS-ECCP children achieved this outcome.

4. All children will use observation and manipulation, ask questions, make predictions and develop hypotheses, to gain a better understanding of information and activities in their surroundings.
   - 89% of our Head Start children achieved this outcome.
   - 92.5% of our Early Head Start children achieved this outcome.
   - 70% of our EHS-ECCP children achieved this outcome.

5. All children will demonstrate control of large and small muscles, and develop healthy and safe habits.
   - 97% of our Head Start children achieved this outcome.
   - 98% of our Early Head Start children achieved this outcome.
   - 87% of our EHS-ECCP children achieved this outcome.

**Parent Engagement and Self-Sufficiency**

We believe that parents are the primary educators of their children. Utah Community Action Head Start makes an effort to ensure that parents are included and actively participate in their child’s education.

Head Start families are encouraged to spend time volunteering in the classroom, assist with classroom projects, establish a routine at home to support their child’s individual goals, and even help develop curriculum. Along with involving parents in their child’s education, Head Start also provides opportunities for parents to learn and grow themselves. Elected family members take part in our Policy Council, a board that partners with staff members in decision-making responsibilities for the program.

Utah Community Action Head Start offers a variety of classes to parents through collaborative partnerships in the community. Families also participate in large community-based activities that take place twice throughout the school year in different parts of the valley. These popular parent engagement events involve many partnering agencies who come together and offer information and education to parents in a fun, family-friendly setting.

In addition to the formalized partnerships and events, Head Start offers parents one-on-one case management, job-finding skills, and volunteering opportunities that equip parents with the skills to help their families become more self-sufficient. Parents are also encouraged to participate in a goal setting process that is designed to build upon their strengths. Being involved in their child’s educational progress helps Head Start parents feel empowered and leads them on the path to self-sufficiency.

**Health**

Utah Community Action Head Start believes that a child who is in good health is better able to focus and more eager to learn. Every Head Start child is involved in a comprehensive health program, which includes immunizations, medical, dental, mental health, developmental and nutritional services. Each child is screened to determine his or her overall physical health and appropriate developmental skill levels. If health or developmental concerns are identified, Head Start staff assist families in accessing care and establishing long-term health care solutions.

Head Start emphasizes the importance of early identification, prevention, and intervention of health and developmental needs. Identifying a medical home is a top priority in the Head Start program. It is critical that parents know where to get well-child checks or medical services. During the 2016-2017 school year 98.1% of children received medical exams and 95.5% received dental exams. During the 2017-2018 school year 99.3% of children received medical exams and 93.6% received dental exams.

Many children who live in poverty face malnourishment, hunger, and obesity. To address this issue, children receive two-thirds of their daily nutritional needs at school. We provide over 4,000 nutritious, ethnically diverse and child-friendly meals each day through our state-of-the-art Central Kitchen and food service program.
Time in Head Start and Basic Academic Knowledge
Children who were enrolled in Head Start throughout the year (beginning in September) scored significantly higher on end-of-year pre-K academic skills and knowledge assessments than did children who entered the program after the beginning of the year. For each additional month in Head Start, end-of-year pre-K academic skills scores increased over 10 points ($B=11.76$, $t=7.82$, $p<.001$).

Head Start Children Retain Learning
Comparing fall academic readiness scores of 4-year-old children who attended Head Start last year as 3-year-olds, with scores of 4-year-olds who are new to Head Start this year suggests that the academic knowledge gains made by children in Head Start carry over from year-to-year:

*September Head Start children scores differed from each other entry month group at the $p<.001$ level.

Vocabulary Development
Vocabulary development is a key to later reading and academic success. The Peabody Picture Vocabulary Test—4th Edition (PPVT-4) is a commonly-used tool for measuring children’s vocabulary development. Children who participate in Head Start increase their PPVT-4 vocabulary score by nearly 9 points across the school year.

Cost Savings to the State of Utah for Reduced Need for Special Education Services:
The PPVT-4 is used to predict the likelihood of children requiring later special education services in elementary school. Children with very low standardized PPVT-4 scores are considered to be at higher risk for needing special education services in elementary school. Based on increases in PPVT-4 scores for Head Start children who began the year with very low scores, Utah Community Action Head Start has saved Utah taxpayers over $3.1 million dollars as a result of reduced special education costs over the last three years.

*$p<.001$; Standardized scores (mean=100) are adjusted for age.

*Estimated Savings to Utah Taxpayers over the Past Three Years through Reduced Need for Special Education Services

$3,138,615$
The mission of HEAT is to assist low-income households in managing their utility costs by providing targeted utility assistance and education.

The Home Energy Assistance Target (HEAT) Program is a federally funded program administered through the State of Utah. Utah Community Action contracts with the State to provide HEAT services in Salt Lake and Tooele Counties.

HEAT clients receive utility assistance to supplement the increased costs in the winter months, set energy saving goals and budgeting goals, and receive energy education, helping them to work toward financial self-sufficiency. They also receive referrals for needed resources.

During the last program year, Utah Community Action HEAT provided assistance to 13,300 households, distributing more than $4.5 million in winter utility benefits and over $127,000 in crisis assistance. The HEAT program completed over 140 home visits throughout the year to provide services to homebound individuals, including those who are elderly, disabled and have severe health limitations. HEAT staff also completed over 760 stand-alone applications for the Rocky Mountain Power “HELP” low-income utility discount program.

Over 70 outreach events and community booths were staffed to increase accessibility for vulnerable populations, including the elderly, disabled, families with young children and refugees. In addition, over 480 case managers from collaborating agencies were trained to help their clients obtain HEAT services through outreach applications. Included in this number are Teachers and Family Advocates from Head Start and Early Head Start who received the training for the families they serve. The outreach completed this past year increased accessibility, especially for target populations.
Our Nutrition program serves all ages, from infants to the elderly, and encompasses Utah Community Action’s Head Start meals, food pantries, urban farm, and more.

**Children’s Food**
Meals are prepared fresh daily and the menu consists of ethnically diverse options made with whole grains and fresh fruits and vegetables. What started off as a pilot program serving 300 meals a day has turned into a social enterprise serving more than **4,000** meals per day to our Head Start children and other children in the community.

**Summer Food**
This program provides free dinner to low-income children, ages 18 and younger, at sites throughout Salt Lake County. A lack of nutrition during the summer months can perpetuate a cycle of poor health and academic performance once school begins again. This program is being offered at five sites throughout the county and served over **8,000** meals in the 2017 season.

**Sauté**
Sauté is an in-house culinary employment training program offered by Utah Community Action for income eligible families. Courses are taught by our Head Start chef and offered year-round. Students graduate with ServSafe® Certification and a fundamental understanding of the culinary industry. Upon graduation students are invited to apply and work in our Central Kitchen or café.

**Café Evergreen**
We partner with Salt Lake County to operate the Café Evergreen at the Millcreek Community Center. The café serves as an employment opportunity for graduates and helps serve seniors healthy nutritious meals.

**Community Food & Resource Centers**
We operate two food pantries to address the issue of food insecurity and hunger by providing families with a 3-5 day box of emergency food. Last year, we provided **24,059** food boxes to low-income families.

**Nutrition in the Home**
Nutrition in the Home engages low-income families to improve in-home nutrition and health. Program participants attend cooking workshops that teach meal planning, proper portioning, meal budgeting, and food preparation.

**Real Food Rising**
Real Food Rising provides fresh, locally grown fruits and vegetables to our Central Kitchen, Community Food & Resource Centers, and farm stands. As of November 29, 2017, our program is suspended and we are not accepting new summer and academic year youth applications. We will update you on future plans as they become available.
Weatherization has operated for 40 years and is the nation's largest single-resident, whole-house energy efficiency program. Its primary purpose, established by law, is "to increase the energy efficiency of dwellings owned or occupied by low-income persons, reduce their total residential energy expenditures, and improve their health and safety, especially for low-income persons who are particularly vulnerable, such as the elderly, the disabled, and children."

**Services**
Weatherization serves low-income families free of charge and limits the amount of money that can be spent on any single residence as determined by federal rules. The average expenditure on a home is $7,105. As a result, only the most cost-effective measures are included in the upgrade of a particular home, which has become the trademark of weatherization and distinguishes it from the larger home retrofit industry. Today, weatherization consists of cost-effective, "whole house" energy efficiency measures for existing residential and multifamily housing, with low-income residents that encompass the building envelope, heating, and cooling systems, electrical systems, and electric base load appliances.

**Benefits of Weatherization**
Weatherized homes save an average of $285 per year in home energy costs. This equals a 35% average energy cost reduction per home. The benefits of the program extend beyond the savings to the safety of the customer. Negative impacts on the environment are reduced, natural resources are conserved, and carbon dioxide emissions are reduced.

Total Number of People Impacted by Services: 737
Homes Receiving Weatherization Services: 155
Homes Receiving Crisis Heating System Service Calls: 132
Children under 6 Impacted by Services: 117
Number of High Efficient Furnace Replacements: 125

Disabled People Served: 142  Elderly People Served: 156
Households with Income Under 75% of Poverty: 78  Households with Income 126%-150% of Poverty: 58
Households with Income 75%-100% of Poverty: 59  Households with Income 100%-125% of Poverty: 55
Households with Income Over 150% of Poverty: 17
Volunteer & Donor Impact

Volunteers play a critical role in supporting all of Utah Community Action’s programs. On a daily basis, volunteers contribute time and resources that go toward the Head Start in-kind donation requirement of raising over $4 million dollars-worth of volunteer service annually.

Utah Community Action placed over 3,500 volunteers in 2017 throughout our agency. Classroom volunteers engage with Head Start children by reading, art projects, socializing at meal times and much more. Other volunteers provide maintenance support, help with administrative functions, and organize supply drives.

Food and Resource Centers are often our agency’s first point of contact with clients who are in need. We rely on volunteers from the community to maintain quality services as our clientele expands. During 2017, we had approximately 600 unduplicated volunteers who donated over 33,000 hours.

Several community health clinics take place throughout the year to ensure children receive immunizations and recommended health services. Volunteers support these events with registration, medical care, activities, and staff support. Volunteers can also serve at parent engagement events where activities are geared toward the family and their child’s education goals. Our 2017 Fall Family Fest was staffed almost entirely by community volunteers and generated over $6,700 of in-kind dollars.

Our annual Bloom Gala fundraiser supports our Head Start program. More than 600 donors attended while raising over $240,000 to benefit Head Start children and their families. Thank you to all our sponsors, guests and volunteers who helped make this inspiring evening possible in 2017.

Utah Community Action is lucky to have a dedicated group of volunteers who assist us with our operations, governance and innovation projects. Our Board of Trustees is an eighteen-member tripartite board consisting of six representatives from the public sector, six from the private sector, and six representing the low-income sector. In addition to the Board of Trustees, we host committees that help with fiscal oversight, real estate, community development, business development, health, education, and more.

Volunteers and donors provided Thanksgiving dinners and Christmas gifts for families in our community through our Stuff-A-Tummy and Operation Chimney Drop events. In total, these programs served over 800 low-income Utah children.

Foster grandparents play a critical role in supporting our Head Start teachers and children through reading, setting up art and other projects, meal times, and much more.

Our annual Bloom Gala requires a vast volunteer force to administer every aspect of the event. Some examples include setup, tear down, support during our auctions, and much more.

One of many critical volunteer groups that supported our annual Operation Chimney Drop Holiday event. Volunteers pulled together donations, provided setup and teardown efforts, and assisted children and families during the pickup process.
Leadership

Executive Team
Jennifer Godfrey, Chief Executive Officer
Joni Clark, Chief Development Officer
Patrice Dickson, Interim Chief Operations Officer
of Social Services
Patty Mazzoni, Chief Operations Officer of Education
Stacy Weight, Chief Administrative Officer

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Michelle Martin, Utah Department of Health
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Nicole Mihalopoulos, University of Utah
Patty Giannopoulos, Nicholas & Company
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Rachel Hyde, Early Hearing Detection & Intervention
Rob Nichols, Westminster College
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Sheri Evershed, University of Utah
Stephanie McVicar, University of Utah
Susan Fox, Salt Lake County Lead Safe Housing
Tracy Altman, M.H.Ed., University of Utah Health Plans
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Casteel, David
Castle of Chaos
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CBRE
Cheesecake Factory, The
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Chevron & Texaco Business CA
Children’s Miracle Network
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Cichos, Tyson
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Clark, Nick & Joni
Clark Planetarium
Cloward, Jessica
Club City Creek
Combs, Deanna
Comenity Capital Bank
Commerce Real Estate
Community Capital Bank
Cooney, Bryan
Core Power Yoga
Comia, Gina
Comwell, Jared
Costco
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Crabtree, Gordon
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Denson, Ray
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Desert Edge Brewery
Desert Star Playhouse
Diamant, Bill & Rachel
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Discovery Gateway
Dodo Restaurant, The
Dominion Energy
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## Financial Supporters

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<td>Kenneth O'Melby Family Foundation</td>
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Stover, Ryan
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Summers, Roscio
Sun Stop
Sundance Film Festival
Sundance Institute
Sundance Resort
Supersonic Car Wash
Susan E. Carroll Endowment Fund
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Sylvan Learning Center
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Tumer, Sade
Tuutau, Brandy
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Workday - Workplace Giving
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Explaination of Budgetary Expenditures
Utah Community Action is a nonprofit corporation organized under the laws of the State of Utah. The purposes of Utah Community Action are to establish, operate, and coordinate community action programs in order to prevent and alleviate poverty and its causes, and to cooperate with other organizations, and to secure and expend monies for these purposes. Utah Community Action’s principal programs comprise of Head Start, Weatherization and Community Services. For specific details on expenditures and total amounts of public and private funds, please see our most recent fiscal audit attached to the back of this annual report.

Community Responsibility
Utah Community Action has a responsibility to the community to provide programs that promote advancement for low-income residents of our community. We have a responsibility to our partners to collaborate, share resources, and advocate for one another. Lastly, we have a responsibility to our donors to be transparent with our gifts and bring our own talents and resources to the table.

Fiscal Responsibility
Utah Community Action has a fiscal responsibility to the community we serve, the partners with whom we collaborate, and the donors who support the programs. Governed by a tripartite board and led by highly competent and talented staff, Utah Community Action strives to be accountable, transparent, ethical, efficient, responsive, and follow the rule of law.
Utah Community Action’s Annual Financial Audit was conducted by Eide Bailly for the year ending June 30, 2017 and was approved by the Board of Trustees on December 6, 2017 at the regularly scheduled board meeting.

Parties interested in receiving a copy of the full audit report may obtain one by contacting our main office. You can also access the full report on our website by visiting www.utahca.org/about-us. Thank you.