



2019 ANNUAL REPORT

Founded in 1965, Utah Community Action is one of the largest nonprofit agencies dedicated to fighting poverty and its root causes in Utah. Today, it serves over 50,000 people annually through six core programs—Adult Education, Case Management & Housing, Head Start, HEAT utility assistance, Nutrition and Weatherization.

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"The families we serve are doing their very best to get out of the cycle of poverty. They are working toward a better future for themselves and their children but they still need help."

Sarah Piercy, UCA employee



Message from our CEO and Head Start Director

01

There is a lot to celebrate about 2019. To our staff, donors, volunteers and partners, thank you.

As we take time to pause and reflect on this last year, I would like to acknowledge the remarkable impact of our staff, donors, volunteers and community partners. Your support has allowed us to serve 51,296 individuals in Salt Lake, Tooele, Weber, Morgan, Davis, and Washington counties. We are proud to provide holistic services which allows us to further our mission of empowering individuals, strengthening families and building communities through self-reliance and education programs. Your efforts truly make a difference to those we are fortunate enough to work with.

This year, to continually improve the experience we create for our clients, staff and community partners as

well as measure the impact of our services, our agency developed and began implementing its 5-year Strategic Plan. The agency continues to identify strategic initiatives that we believe will enhance the client, community, and staff experience when working with UCA. I feel confident that these next years will yield an even stronger Utah Community Action.

In the following pages, you will find the changes and accomplishments of 2019, overviews of our six-core programs, and stories that highlight the impact of our work. We look forward to sharing this report and all that we have accomplished with you!



Our Mission:
The mission of Utah Community Action is to empower individuals, strengthen families and build communities through self-reliance and education programs.

5-Year Strategic Plan



A Look at 2019

**Last year was one of change—
saying goodbye to our historic 764 building,
opening a state-of-the-art HUB site in Kearns
and ushering in a new era of homeless services**



"It's both sad and exciting to see the closing of 764," offered Lauralee Duarte, long-time employee of Utah Community Action. "I started work there in October right after 9-11. Change was happening in our nation and our community. Through all the activities that have taken place in that building everyone recognized we existed because of and for the needs in the community. Change is not easy. However, this change has placed staff and offices throughout the county to better serve families and individuals where they are."

Mary Salazar, who has worked for the agency for over 30 years, said, "As I think back over the past 30 years with UCA, obviously 764 was a big part of those memories. The building really had a life of its own and was always referred to fondly as 764. Never the building on 2nd West or the offices at 764 S. 200 W., but simply 764. When you really think about it, the heart and soul of UCA has always been the incredible people who bring life to the agency. Day after day and year after year, these dedicated, professional and hardworking people have provided the sustenance needed to keep UCA going."

While our commitment and dedication to this work have remained constant, our community and its needs have changed over the years. To adapt to those needs, we have had to shift and grow our service model to best serve our clients, placing caseworkers and employees within the neighborhoods and communities with the highest concentration of need.

One such area is the Kearns community, where Utah Community Action has held a place for several decades. As this past year saw the closing of the doors of our 764 building, it also saw the completion and grand opening of the Ray and Tye Noorda Utah Community Action Center.

This state-of-the-art facility holds six Head Start and Early Head Start classrooms, Case Management and Housing services, HEAT utility assistance, Adult Education classes, a community room, and a Wellness Center; the center is truly a HUB site where clients can access multiple services in one location and receive the connections and support they need to achieve self-reliance.

Over the summer, we were also able to build a kid-designed playground in this space thanks to Kaboom! and Discover. Over 200 volunteers came together to build the playground over the course of a single day. Today, it is the place our Kearns students grow, learn and explore.

In 2019, Utah also experienced significant service-model changes for those experiencing homelessness with the completion and opening of the new homeless resource centers. The centers provide wrap-around services in safe and trauma-informed spaces with multiple providers on-site. Utah Community Action played an instrumental role in this process by helping to shape the centers' service and intake process, mobilize additional support during the transition period, and inform those utilizing services of changes. As a part of this new model, UCA provides intake and diversion services in all of these centers in addition to operating the new Homeless Resource phone line, which helps clients and community members navigate available resources.

Lastly, the past year included further progress on the path to becoming a trauma-informed agency with targeted trainings, courses and conferences for staff and clients, as well as the introduction of a trauma-informed newsletter. Topics included substance misuse and naloxone, resilience, compassion fatigue, crisis intervention and more.

As we reflect upon the last year and the changing landscape of our services, we are thankful for a dedicated community committed to meeting the growing needs of those we serve. We look forward to all that we will be able to accomplish in this new site for many years to come.

02



"We know the incredible potential for positive change in the individuals and families we serve, in our community, in our world—we see it every single day."

Cathy Caputo Hoskins, UCA Employee 1965-2013





Adult Education

Whether adults need a GED, a job training program to become a chef or teacher, or connections to post-secondary programs, the Adult Education program helps them reach their educational goals and access better job opportunities.



Case Management & Housing

Through deposit and emergency rental assistance, landlord-tenant mediation, homelessness services and holistic case management, our Case Management & Housing program helps clients to obtain and maintain safe, stable and affordable housing.



Head Start Preschool

Serving children 0-5, this free early education program focuses on health, education and self-reliance to provide holistic support for children and families on their road to success. This program has been recognized for excellence at both the state and national levels.



HEAT Utility Assistance

Now year-round, this program assists struggling families with their power and gas bills to maintain safety and comfort in their homes. HEAT also provides energy education to reduce energy bills, budget counseling to help clients stay on track financially and goal setting to assess additional needs.



Nutrition

From healthy meals for preschoolers and seniors to emergency food assistance to culinary training, the Nutrition program includes Central Kitchen, the Redwood and Copperview Food & Resource Centers and support for Salt Lake County Aging and Adult Services Millcreek, Midvale, and Draper Senior Centers.



Weatherization

Providing reduced energy costs and increased comfort and safety in homes year-round through cost-effective energy-efficient improvements and energy education.

Our Clients



Last year, Utah Community Action served **51,296 people** facing economic hardship in **19,719 households** through six core programs.

Gender

- **45%** Male
- **55%** Female
- **>1%** Other
- **>1%** Not reported

Age

- **43%** Children (0-17)
- **45%** Adults (18-59)
- **10%** Elderly (60+)
- **>1%** Not reported

Race

- **68%** White
- **8%** Black or African American
- **4%** Native Hawaiian or Other Pacific Islander
- **3%** Asian
- **2%** American Indian or Alaska Native
- **2%** Multirace
- **13%** Other

Education Levels

- **4%** Grade 0-8 completion
- **9%** Grade 9-12 non-graduate
- **21%** HS graduate or equivalency
- **6%** Some post-secondary
- **6%** 2- or 4-year college graduate
- **1%** Graduate of other post-secondary
- **53%** Not reported

Adult Education

Employment, career and advancement opportunities.

Adult Education offers a variety of low or no-cost services for improving clients' educational and job readiness skills with individualized support based on client needs and interests. These in-house, community, and higher education partnership programs provide opportunities for clients to acquire and increase skills necessary for advancing in education and

employment, key barriers to adults living in poverty as identified by Utah Community Action's 2019 Community Needs Assessment. By removing or reducing these barriers through the Adult Education program, students are able to make essential gains on their on the path to financial stability and self-reliance.



"Adult Education allows clients the opportunity to find their own path, focus on their dreams, and provide a stable environment for their families... I love that I get to support families in the way they need it."

Carolyn Christensen, Adult Education Coordinator

42

ESL level gains

Made, surpassing the goal of 36

72%

Saute Students

Received their ServSafe® certification

54%

CDA Students

Completed their certification, surpassing the goal of 40%

73%

GED Students

Completed their GED or high-school equivalency

152

Total Students

Reduced or removed barriers to employment and increased their wage-earning potential

English as a Second Language (ESL)

Even marginal movements within the English-speaking ability scale predict corresponding movements in key social indicators such as employment and earnings, as reported by the U.S. Census. Adults can improve their English language skills in courses available at a Utah Community Action site. Instructors work closely with each student to establish their English literacy goals and assess progress based on learning levels gained. All levels and languages are accepted in this program. Childcare is also provided to students.

Child Development Associate (CDA)

The most widely recognized certification in early education, the CDA qualifies graduates to work as an Early Head Start Teacher, Head Start Assistant Teacher or run their own childcare center. Many graduates find employment within Utah Community Action after graduation. To earn their credentials, students complete the 10-month program which includes 120 hours of classroom instruction and 480 hours of classroom experience within UCA's Head Start classrooms. In addition, resume and interview assistance are offered to support students in finding living-wage jobs and rewarding careers.

GED Preparatory Connections

All students are given access to a computer program and complete self-study assignments to help prepare for the GED exam. Students must check-in with the program coordinator once a week. In addition, students can engage through in-person sessions when needed, where free childcare is also provided. Clients can also be connected to additional GED or High School Diploma programs available at a range of sites through our community partners.

Financial Success Classes (LSI)

Budgeting, credit repair, and job training skills are just some of the services provided through the Logistic Specialties Inc., or LSI. Case managers work one-on-one with adults to improve household finances and assets. Access to information is a key tool clients gain from this financial literacy program. For example, a survivor of domestic violence may work on credit repair as well as be connected to local hotlines, legal orders, and state discretionary funds.

Sauté Culinary Employment Training

Sauté is a 12-week culinary training program led by an accredited professional chef. The course focuses on kitchen safety and sanitation as well as practical cooking skills with classes taking place at the agency's Central Kitchen location. Students also earn their ServSafe®, a nationally recognized food and safety certification and an industry-standard qualification for managerial-level commercial-kitchen staff. Graduates of Sauté have gone on to gain employment in the foodservice industry, advance in their culinary careers, and even start their own catering companies. Many also go on to work with UCA's program in the Millcreek, Draper, or Midvale Senior Centers, in partnership with Salt Lake County's Aging and Adult Services.

Post-Secondary Education Connections

Utah Community Action has found that navigating post-secondary education options presents a significant barrier for adults. In response, the Adult Education program holds a long-term partnership with Salt Lake Community College. Clients seeking to further their education are directly connected to the College's Adult Recruitment Manager. This offers students with a point person to assist them through their educational journey in vocational, career, and technical training in order to reach their long-term employment and career aspirations.

Case Management & Housing

Assistance to obtain and maintain safe, stable and affordable housing.



Case Management & Housing assists those experiencing a temporary financial crisis with rental and deposit assistance, landlord-tenant mediation, homeless services and holistic case-management. Through this program, as well as connections to other UCA programs and community resources, clients are able to get the support they need to stabilize long-term and achieve self-reliance.

With the completion and opening of the new Homeless Resource Centers, UCA also expanded our homeless services to include intakes and diversions at each center along with the operation of the homeless resource phone line. During this period of transition, UCA played an integral role in informing clients and housing those without shelter.



Case Management

For those without a safety net, temporary financial crisis can result in a multi-year long cycle of housing instability. UCA's case managers use a trauma-informed approach that relies on clients' strengths to empower households with the education and skills they need to navigate a path to self-reliance.

Case managers provide on-going case management after rental assistance to act as that safety net, helping clients stabilize long term and identifying additional resources they may need over time. By assessing and addressing the needs of vulnerable populations holistically, clients can reach self-reliance and break the cycle of generational poverty.

"Sydney has gone above and beyond to ensure I have the resources and financial assistance I need to provide for my children. This has been such a blessing and a comfort now that I am a single mom. Not only has she helped me but she's done so with a smile on her face and an understanding that made me feel comfortable with her as soon as I met her."

UCA Case Management & Housing Client

1,566

Households received Case Management & Housing Services

Including 975 families with young children, 1,053 adults with disabilities and 175 seniors.

455

Households received housing payment assistance

Including 136 receiving deposit assistance and 193 receiving deposit and rental assistance

86%

Increased self-sufficiency

Of those receiving housing payment assistance, 86% increased self-sufficiency over a 3-month follow up period

92%

Maintained housing

Of those receiving housing payment assistance, 92% increased self-sufficiency over a 3-month follow up period

Landlord Tenant Mediation

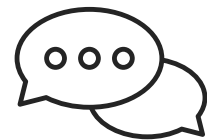
For over 30 years, UCA has provided mediation services to residents facing potential evictions. These advocacy efforts are critical in helping at-risk clients maintain permanent housing and play a key role in homelessness prevention.

UCA's mediator works with clients who have received a three-day pay or vacate notice from their landlord or with those referred by community partners. The mediator acts as a neutral voice to bridge negotiations between renters and landlords, empowering clients to communicate consistently and clearly with landlords to develop a payment plan or find alternative means to maintain their current housing. For those that are unable to stay housed, advocacy services aim to mitigate eviction filings or navigate the court process. Successful mediations can alter a life-impacting course for clients.

The Landlord Tenant Mediation program also empowers clients with tenant rights classes. These resources are offered through workshops led by UCA's mediator to educate tenants on leases, their rights, how to avoid an eviction, and housing-related court processes. UCA's mediator also participates in Eviction Court to support Salt Lake County residents with free mediation services.



1,310
client calls
fielded



115
households
avoided evictions
through mediation



509
clients educated
through tenant
rights classes

"It's one thing to hear about these difficulties, but until you are there in person speaking to individuals about their circumstances you cannot truly understand the obstacles they have to overcome."

Sahil Oberoi, Director of Case Management & Housing

Homeless Resource Centers

Through the building and opening of new Homeless Services Resource Centers, 2019 saw the restructuring and overhaul of how Salt Lake County administers resources to people experiencing homelessness. In partnership with local service providers, UCA helped to develop, implement and transition the community to this new service model to better meet the needs of those facing homelessness. UCA's diversion and intake staff act as the front door of these centers and operate the homeless resource phone line to help clients and community members navigate the system more fluidly and access the support they need.

Our UCA Diversion staff are there to meet with clients and leverage resources to find alternative options to staying at the shelter. These alternatives tend to be safer, more practical and free up bed space for those who truly have no other option. By offering these services, UCA is able to more effectively utilize public resources while offering clients a holistic array of services available through UCA.

Since the opening of the Homeless Resource Centers in 2019, UCA has served individuals presenting at the resource centers:

2,566
homeless individuals
engaged in diversion
conversations

26%
diversion
in 2019



Head Start

High-quality education to prepare children from birth to age 5 for Kindergarten and future school success.



Head Start is Utah Community Action's largest program and has been recognized at the state level as the Best Public Preschool in Utah and the national level as an exemplary program. It is an accredited program delivering comprehensive early education services to income-eligible families in the Salt Lake and Tooele Counties. The program includes **Head Start**, which serves children ages 3-5, and **Early Head Start**, which serves children ages 0-3. Most children participate in the program on-site at our 42 center-based Head Start locations. In addition, UCA offers home-based learning models as well as the Early Head Start Child Care Partnerships Program in 9 classrooms.

Over 55 years ago, the **Head Start** program launched as an initiative to expand educational access to children from income-eligible families to break the cycle of intergenerational poverty. UCA continues to hold the belief that every child should have the opportunity to grow, thrive and reach their full potential regardless of their circumstances at birth. Research supports these efforts. Today, we know that 90% of a child's brain development takes place before age 4. We also know that children who attend Head Start are less likely to be incarcerated and more likely to graduate from high school, college, and beyond. By providing comprehensive early learning, health and social services while engaging parents and caretakers as their child's first and foremost educator, Head Start is able to prepare children for Kindergarten and beyond.

Early Head Start is tailored to serve pregnant women, infants and toddlers. Children are able to participate in the program until the age of three and then transition into Head Start. Children in the Early Head Start program are also supported with cognitive, social-emotional, and physical development throughout their learning experience. Parents are also key figures that receive services from Early Head Start due to the primary caregiving and teaching roles mothers and fathers both play in the growth of their children. Both programs offer families case management services to support household stabilization for the child as a whole.

Early Head Start Child Care Partnership (ECCP) is an effort to expand high-quality education and early learning to children. Not all local licensed childcare facilities offer targeted services for income-eligible families and even fewer serve infants. Through ECCP, UCA works with the Salt Lake County, University of Utah and other key partners to operate center-based programs for children ages 0-3, with a class size of no more than eight children. In addition, families are offered referrals to other UCA programs and community resources to help stabilize and increase their self-reliance.

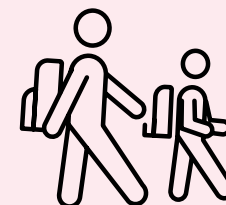
"Head Start has been a wonderful experience for my daughter! She has learned so much more than her ABC's.

Her teachers focus on life skills that will take her through college which, to me, is more important than memorizing isolated facts. She has learned how to share, take turns, brainstorm, think outside the box, use manners, speak up assertively, and so much more than most preschools won't take the time to teach. Social-emotional skills are key for this age group and I really love the way Head Start emphasizes this importance.

The family advocates do a great job of promoting self-sufficiency for parents and guardians as well by providing resources, adult education classes, food and clothing vouchers, and assistance along their journey of becoming self-sufficient.

Lindee Frye, Head Start parent

1,876



Total funded enrollment

During the 2018-2019 school year, Utah Community Action's Head Start accounted for **32%** of the total funded slots in Utah.

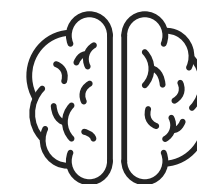
- **1656** Head Start
- **154** Early Head Start
- **64** Early Head Start Child Care Partnerships



93%

literacy

By the end of the 2018-2019 school year, **93%** of our Head Start children engaged with literature and language at a developmentally appropriate level, compared to **43%** at the beginning of the year.



94%

social-emotional

By the end of the 2018-2019 school year, **94%** of our Head Start children engaged with literature and language at a developmentally appropriate level, compared to **28%** at the beginning of the year.



41%

dual language learners

During the 2018-2019 School Year, 52 different languages were spoken. Head Start works with families to preserve children's home language while supporting learning English as a Second Language (ESL). Parents and caretakers also have the opportunity to enroll in ESL classes.



Head Start Advantage

Head Start and Early Head Start provide educational activities, medical and dental referral services, nutritious meals and self-reliance services for the entire family.

Parent Engagement and Social Services

Within our Head Start program, one of our core beliefs is that parents are the first and foremost educators. Parents and caretakers are encouraged to take an active role in their child's education through meetings with education staff, volunteering in the classroom, attending school events, and joining the Policy Council, an elected body of parents that take part in key program decisions.

Health and Nutrition

Every child enrolled in our Head Start program receives comprehensive health services including immunizations, medical and dental, mental health and nutrition. Families are informed of results and are updated on their child's developmental markers to address and promote life-long wellness. Screenings, which takes place with the support of volunteer health care partners, include physicals, hearing sight, and dental examinations as well as lead level testing.

85%



Families without a medical home obtained one

88%



Families without a dental home obtained one

419



Parents advanced their education level

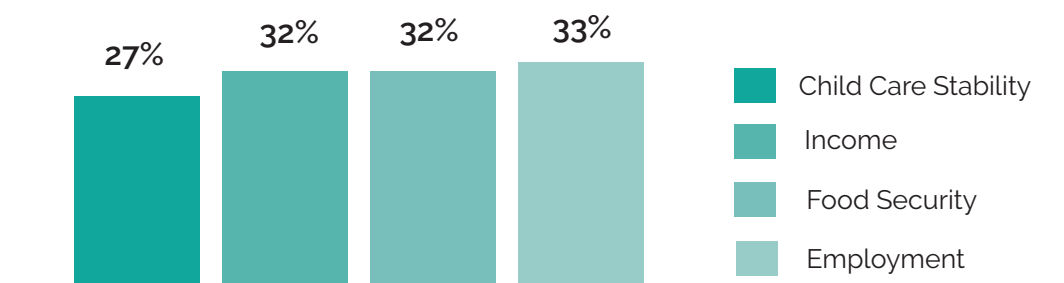
832



Families received crisis assistance, including food, utility, and housing

Percentage of Families Reporting Improvements in Areas of Self-Sufficiency

Teachers and case managers also meet with Head Start families to identify educational and developmental needs and engage in the goal-setting process. Families complete the Arizona Self-Sufficiency Matrix at the beginning and end of the program year. Last year, the greatest improvements in self-reliance took place in child care stability, income, food security, and employment over the course of the year.



School Readiness Goals 2018-2019 School Year

Percentage of Children Who Achieved this Outcome

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.

Head Start = 94% (full-year); 91% (school-year)
Early Head Start = 89%
Early Head Start CCP = 81%

2. All children will engage with literature and language at a developmentally appropriate level.

Head Start = 93% (full-year); 92% (school-year)
Early Head Start = 81%
Early Head Start CCP = 80%

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. 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.

Head Start = 89% (full-year); 90% (school-year)
Early Head Start = 89%
Early Head Start CCP = 87%

4. All children will demonstrate control of large and small muscles and develop healthy and safe habits.

Head Start = 94% (full-year); 91% (school-year)
Early Head Start = 62%
Early Head Start CCP = 81%

***Note:** On this data set, approaches to learning and cognitive development were combined for Goal 3.

"Working here with Utah Community Action I feel like I'm making more of an impact with the community versus what I've done in the past. I feel like I'm making a difference every single day."

Elsa Carillo, HEAT worker

HEAT

Power and gas bill assistance.



Utah Community Action is the largest providers of the HEAT program in the state, accounting for 40% of Utah's total applications, and is often the first Utah Community Action program many clients access.

HEAT services help subsidize and manage the utility costs of income-eligible households. Clients also receive budget counseling and education on energy use during their assessments.

The Home Energy Assistance Target (HEAT) program was launched as a federal initiative to support families who cannot afford to operate their homes at safe temperatures. The State of Utah partners with Utah Community Action

to administer HEAT services with federal funding and is now year-round. Through these efforts, we are able to cover utility costs for households in need, providing extra assistance for those who have young children or an elderly or disabled individual in the home.

All HEAT applicants participate in a goal-setting process to assess additional needs and barriers to self-reliance. Based on that feedback, clients are connected to other UCA and community resources during their appointment. This includes connections to case management, nutrition and other services to help clients reach long-term success and stabilization.

11,423 Households

*Received seasonal and crisis assistance to offset utility costs. Additionally, **399 applications** for Rocky Mountain Power's discounted program were completed*

\$5.4 million Distributed

In benefits, including \$5.2 million in seasonal assistance and more \$0.2 million for qualified crisis.

280 Outreach Events

*Including **118 community application events**, **133 tabling events** and **29 partner presentations** targeted towards those with highest the need, particularly underserved populations*

122 Homevisits

To homebound adults, including the elderly, those with disabilities, and/or clients experiencing a temporary or chronic mental illness

480 Trained Community Partners

To provide HEAT assistance to those in need

61% Connections

To additional services to help households achieve self-reliance

Nutrition

Healthy meals and emergency food boxes for children, adults and seniors.



The Nutrition Program was founded on the belief that access to healthy food provides the foundation for future success. From healthy meals for preschoolers and seniors to emergency food supplies to culinary training, our focus is on health, education, and self-reliance. This program includes our Central Kitchen, Food & Resource Centers and Sauté Culinary Training program, as well as a partnership with Salt Lake County Aging and Adult Services to provide meals at their Midvale, Millcreek, and Draper Senior Cafes.

Central Kitchen

In operation since 2010, UCA's Central Kitchen is a successful social enterprise serving more than 850,000 meals per year to Head Start children, after-school programs, charter school students, and child care facilities, both during the school year and the summer break. Made from scratch daily, these meals provide at least **2/3** of children's daily nutritional value.

During the summer, in addition to continuing to deliver healthy meals to our year-round students, Central Kitchen runs a summer food program at 3 sites in Salt Lake County. This program, which addresses food insecurity during the summer months, runs for 10 weeks each summer and is the only program in the area providing hot, fresh dinners. Last year, it provided **6,120 meals**.

Sauté Culinary Training and Catering

Sauté is a 12-week, in-house culinary employment training program offered by Utah Community Action year-round. Students graduate with a ServSafe® certification, fundamental understanding of culinary job skills, and cost-efficient nutrition-planning skills, as well as résumé and interviewing skills.

To further prepare for careers in the food industry, Sauté students and graduates also work with UCA's Central Kitchen to provide catering services for residents and businesses in our communities. Catering services also offer a revenue source for Head Start benefiting multiple programs dedicated to helping families become self-reliant. Learn more about catering at www.sautecatering.org.



850,000
hot, fresh meals



2/3 daily
nutritional value



12,684
emergency food
boxes

"We send meals out to the kids in Head Start who might not otherwise get three really good meals a day. I love the teachers and kids... it's a fulfilling place to work."

Shane Gord, Line-Cook Driver



Food & Resource Centers

To address food insecurity for clients facing financial hardship, Utah Community Action operates the Copperview and Redwood Food and Resource Centers. These centers are the two largest food pantries in Utah and provide a three- to five-day supply of emergency food assistance as well as connections to other UCA and community resources. Each client meets with a specialist who assesses the most urgent needs of the household and helps the client access services that lead toward long-term stability and self-reliance. Last year, these centers distributed **12,684 boxes of food** to those in need.

Senior Café Partnership

For the past 5 years, UCA has partnered with Salt Lake County Aging and Adult Services to operate Café Evergreen in Millcreek Senior Center. After years of providing hot, fresh, and nutritious meals to seniors and patrons accessing that Center, the collaboration expanded in 2019 to include the Draper and Midvale Senior Centers. These cafés will continue to serve the needs of local community members, additionally serving as training grounds for graduates of Sauté, our culinary arts training program targeted to income-eligible adults within Salt Lake and Tooele Counties.

Weatherization

Cost-effective home improvements and energy education to increase home energy-efficiency and safety



Serving the Salt Lake, Tooele, Davis, Weber, and Morgan Counties, Weatherization conducts energy audits, heating system replacements, and ensures that homes meet safety code requirements. Energy costs within low-income households account for a disproportionately high percentage of income, an average of 14% according to the Department of Workforce Services Housing and Community Development Division. Weatherization upgrades increase the energy efficiency of homes as well as increase the safety of populations that are most at risk of possible residential dangers, such as radon or lead paint.

The critical services that Weatherization provides are offered free of charge to clients; audits and upgrades that are made to the home are done by highly-trained in-house crews. In addition to repairs and upgrades, Weatherization staff connect clients to other Utah Community Action services and are trained in working with trauma-populations, aligning with the agency's holistic and trauma-informed model. The average expenditure per unit is **\$7,541**. As a result of Weatherization services, clients in Utah see an average yearly reduction of \$583 in gas, electric, and water bills through a "whole-house" approach.



35%

Average energy-cost reduction

Per home for those served by Utah Weatherization programs according to the Department of Workforce Services Housing and Community Development Division

986

Individuals served

In **351 households**, including the replacement of **188 furnaces** with high-efficiency models

38%

Vulnerable individuals served

Including,
100 children under the age of 6
168 adults with disabilities
197 elderly adults

Success Stories



“I am evidence that the Head Start program works. I have been inspired to continue serving others through education. My family has been empowered and motivated to endure through adversity. Our community here in Utah has been, and will continue to be uplifted for the work that each of you do.”

Sofia Ortega-Flores is the 2019 Head Start Scholarship winner. A former Head Start student, Sofia recently graduated with an Honors Bachelor of Science in Nursing

from the University of Utah. She is now working at the Huntsman Cancer Institute and plans to earn a Ph.D. in Nursing in order to generate new healthcare solutions and lead its implementation into practice, education or policy.

“I have vivid memories of being in a classroom in the James R. Russell Head Start Building where I could learn, color, and sketch my imagination. The Head start teachers provided me with my first steps in developing academic and social skills, as well as learning the English language. The curriculum and activities gave me the confidence to excel in school and inspired me to make a difference in society.”

For Sofia, the Head Start program reinforced the value and importance of education in her life, setting her on a lifelong path of service to others.

“Utah Community Action came into my life at a critical moment. It gave me a safe space, practical help, a sense of community and belonging, and encouragement. I am truly so grateful, and I know I can never repay what was done for me, but look forward to the day I can pay it forward.”

“My name is Paola Leao, I am 29, and a single mother to a 4-year-old little girl named Amelia. I first learned about Utah Community Action through my therapist. I’ve used Head Start, HEAT, and Housing since September 2019. I get emotional when talking about Utah Community Action because I would not have made it to where I am right now without them. I had been out of work for 2 years because I couldn’t afford childcare and had health problems. My lack of autonomy was a constant source of fear and sadness. I wanted more for my child and I but had no idea help was available to me until my therapist brought it up in a session. I got to it right away.

Head Start was our first stop. Enrolling my daughter allowed me to go back to work, which enabled me to regain independence. Amelia has loved going to preschool, and constantly raves about her teachers. You can tell from the way she talks about them that they truly love and care for every child in the classroom. Miss Rosie is the most respected figure in our home—both Amelia and I have learned so much with her. Head Start’s teaching covers academics as well as life skills, which has been so valuable to me as I navigate parenthood. This program really went above and beyond for me. [Our family advocate] has advocated for us at every opportunity and is constantly checking in to see if we’re being taken care of. She has provided transportation passes to help me take Amelia to school, and was the one who referred me to Housing and HEAT when she found out I was looking for a place of my own.

The HEAT and Housing programs allowed me to lease an apartment by helping with my first month’s rent and my utilities. They helped me believe I could then take care of myself and my child moving forward. And I have.”

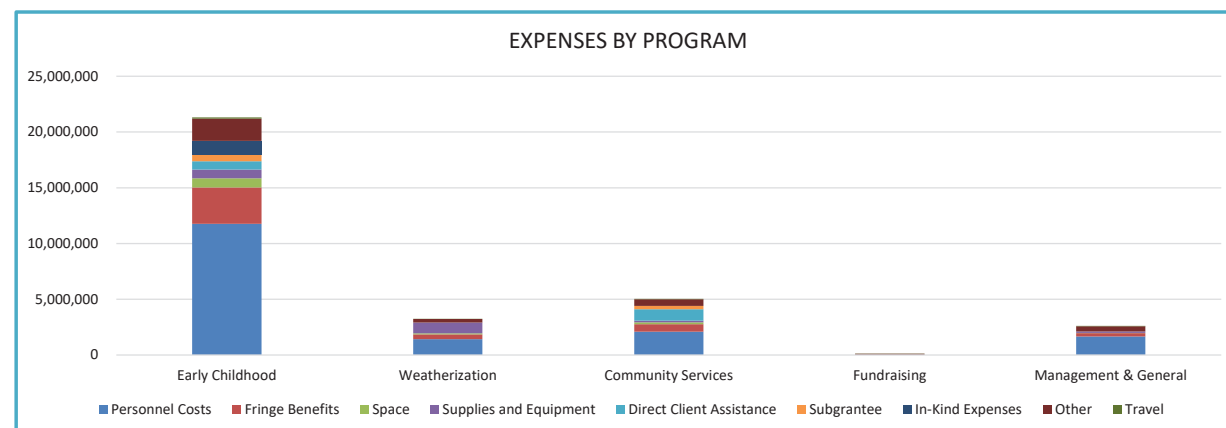


Financial Data

Expenses by Program

Fiscal Audit (July 1, 2018 - June 30, 2019)

	Early Childhood	Weatherization	Community Services	Fundraising	Management & General
Personnel Costs	11,775,598	1,428,740	2,093,813	14,405	1,656,636
Fringe Benefits	3,244,206	422,731	666,433	2,128	297,137
Space	837,375	94,749	174,720	21,393	34,174
Supplies and Equipment	779,765	962,872	139,732	4,026	132,026
Direct Client Assistance	734,192		1,039,401		
Subgrantee	595,226		296,116		
In-Kind Expenses	1,246,259				
Other	1,980,858	316,063	590,429	72,150	462,117
Travel	115,565	3,016	39,589	506	31,543
Total Expenses	21,309,044	3,228,171	5,040,233	114,608	2,613,633



2020 Agency Budget







July 1, 2019 - June 30, 2020

	Early Childhood	Weatherization	Community Services	Fundraising	Administration	TOTAL AGENCY	FY 19 Projected
REVENUES							
Government Grants	25,775,098	3,237,307	4,278,075	628,280	0	33,918,760	29,230,702
In-Kind Donations	1,310,506	0	0	0	16,827	1,327,333	1,327,333
Interest	5,452	0	8,196	0	4,552	18,200	17,455
Other Income	64,991	1,919	97,252	89,365	0	253,527	529,834
Program Income	124,056	91,588	635,492	-	207	851,343	793,571
Public Support	327,965	191,600	584,766	347,311	13,342	1,464,984	1,411,823
TOTAL REVENUES	27,608,068	3,522,414	5,603,781	1,064,956	34,928	37,834,147	33,310,718
EXPENSES							
Personnel Costs	13,942,876	1,443,028	2,349,768	10,324	1,519,789	19,265,785	16,911,003
Fringe Benefits	3,763,509	425,474	738,720	2,206	350,481	5,280,390	4,580,725
Direct Client Assistance	799,788	1,638	1,200,834	3,602	64,833	2,070,695	1,828,721
Travel	133,047	4,046	43,548	500	37,852	218,993	188,430
Vehicle	62,593	77,627	43,311	2	386	183,919	170,433
Donated Space and Medical	1,484,084	0	0	0	0	1,484,084	1,202,659
Supplies	1,405,894	926,777	155,123	4,026	139,378	2,631,198	1,890,919
Equipment	0	0	0	0	0	-	2,820
Depreciation	1,334,304	166,788	183,467	0	0	1,684,559	1,528,890
Consultants	173,296	25,500	74,362	20,642	391,199	684,999	586,604
Space	1,057,676	94,280	192,486	21,393	37,349	1,403,184	1,224,345
Interest Expense	18,631	0	0	4,300	0	22,931	20,089
Copy and Printing	82,023	712	13,192	6,447	7,887	110,261	96,551
Telecommunications	149,736	12,899	31,105	3,338	12,633	209,711	184,042
Postage and Shipping	2,928	1,375	806	4	4,480	9,593	9,520
Insurance	137,933	57,395	50,720	7,188	30,031	283,267	257,617
Other/Administration Allocation	2,538,623	284,873	590,970	235,655	(2,554,332)	1,095,789	654,817
Sub-recipients	595,226	0	296,116	0	0	891,342	891,342
Grant Capital Expenses	-	-	-	-	-	0	0
TOTAL EXPENSES	27,682,167	3,522,412	5,964,528	319,627	41,966	37,530,700	32,229,527






Leadership and Boards

Utah Community Action Board of Trustees



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	Salt Lake County Representing Mayor Ben McAdams (Chair)
Karen Crompton	
	U of U Sorenson Impact Center Representing Governor Herbert—Early Childhood Expert
Janice Dubno – Early Childhood	
	Murray City, Representing Mayor Camp (Secretary)
Jennifer Kennedy	
	South Salt Lake Representing Mayor Cherie Wood
Kelli Meranda	
	Salt Lake City Corporation Representing Mayor Biskupski & Legal Expert
Jonathan Pappasideris - Legal	
	Holladay City Representing Mayor Rob Dahle
Holly Vantassell Smith	

Private Sector

	Alliance Bank
Julie Buchholz	
	Intermountain Health Care
Rebekah Couper-Noles	
	Morgan Stanley & Fiscal Expert
Jake Hawkins – Fiscal	
	SOMOS Foundation
Robert Rendon - Fiscal	
	Bank of the West
Yolanda Valencia-Price	
	UBS Bank & Fiscal Expert (Treasurer)
Stephanie White - Fiscal	

Low-Income Sector

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	Policy Council Chair & Client Advocate
Damaris Casarez	
	City of Salt Lake (Vice President)
John Delaney – Legal	
	Client Advocate
Dorothy Longshaw	
	Client Advocate
Stephanie Russell	
	Client Advocate (Head Start Policy Council Rep)
Katherine (Kitty) Setterberg	

Utah Community Action, and community action agencies across the country, use a tripartite board structure, consisting of local private sector, public sector, and low-income community representatives in equal parts. One of the goals of our agency is to provide low-income individuals not only with services but a voice in the administration of our poverty alleviating programs. To achieve maximum participation of the low-income community, those who have experienced poverty play a critical role in the development, planning, implementation and evaluation of all six of our programs.

Health Advisory Board

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Bob Merritt Fortis College	Marie Nagata Baby Your Baby
Brittany Andrus Parent Representative	Mauricio Agramont Midvale CBC
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Jodel Geilmann-Parke WIC	Steve Litteral Ameritech College of Healthcare
Joshua Alvarez Midtown CHC	Steven Godin University of Utah Public Health
Joycelyn Kim Health Choice Utah	Susan Fox SLCo Lead Safe Housing
Kali Ottesen Help Me Grow Utah	Theresa Kynaston Parent Representative
Kanika Srey Parent Representative	Tracy Altman, M.H.Ed. U of U Health Plans

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Ian Spangenberg Chief Auxiliary Officer	Patty Mazzoni COO of Education
Joni Clark Chief Development Officer	Stacy Weight Chief Administrative Officer
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Angela Otasua Accounting Manager	Joel Dunn Human Resource Director
Aurora Howell Head Start Education Manager	Kate Corr Communications
Carolyn Christensen Adult Education	Katherine Peterson Head Start Health & Mental Health Manager
Elizabeth Estes Nutrition Manager	Matt Ulmer Chief Technology Officer
Gabriella Cubas-Ismaeil Head Start Family Partnerships & ERSEA Manager	Michael McKendrick Weatherization Manager
Jackie Drury HEAT Manager	Sahil Oberoi Director of Case Management & Housing

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Cheryl Wright University of Utah	Maira Rampton The Children's Center
Heidi Peterson The Children's Center	Shauna Lower University of Utah
Jo Ellen Robbins State of Utah	Tricia Saccomano University of Utah

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Events and Fundraisers



Head Start Bloom Gala



Operation Stuff-a-Tummy



Food Truck Face Off



Fall Family Fest

Become Involved

Volunteer, partner, donate to give back to our community.

Utah Community Action has volunteer shifts, partnerships opportunities and events year-round to meet the needs of the community we serve. Join us.



Volunteer

Over 3,500 volunteers give back with us each year. Join us in:

- Head Start Classrooms
- Central Kitchen
- Food pantries
- Events and fundraisers
- Boards and Committees



Donate

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Partner

Community partners are integral to the work we do and every partnership looks different. When we come together we can make a real difference in Utah.



Employment

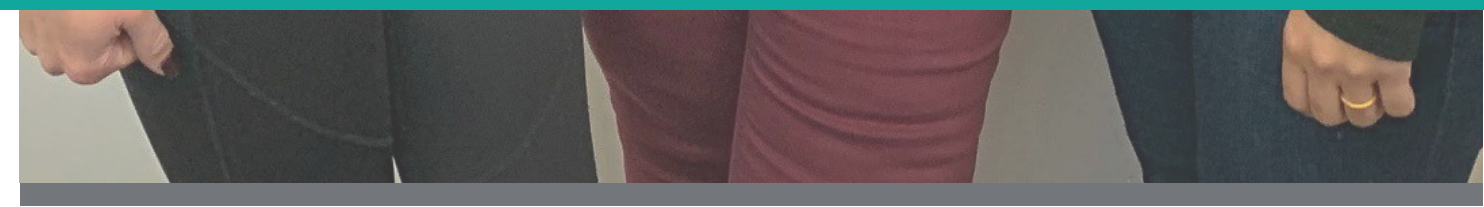
Our dedicated staff of over 600 are everyday heroes. From our accountants to our case managers, each staff member plays a vital role in the work we do. Current positions are available at www.utahca.org/jobs.



“UCA is a supportive environment where your passion and career grow side by side. I’ve been able to gain new skills, have opportunities for growth, personal and professional, all while being apart of such an innovative agency.”

Bobi Smethurst,
Head Start Mentor Teacher

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