



**Utah Community Action™**  
Committed to Ending Poverty

## ANNUAL REPORT 2018

*The mission of Utah Community Action is to empower individuals, strengthen families and build communities through self-sufficiency and education programs.*

*Serving 50,000 people in need in Salt Lake, Tooele and Tri-counties through Adult Education, Case Management & Housing, Head Start, HEAT, Nutrition, and Weatherization services.*



## The Diversity of Utah Community Action

*Utah Community Action works with individuals and families from diverse backgrounds. In 2018, the following age groups were served:*

- 40% children ages 0-17
- 53% adults ages 18-59
- 6% elderly ages 60+
- 1% did not specify age

*The following races were self-identified:*

- 3% American Indian or Alaska Native
- 3% Asian
- 7% Black or African American
- 4% Native Hawaiian or Other Pacific Islander
- 78% White
- >1% Other
- 2% Multirace
- 3% not reported

*The following education levels were self-identified for clients over age 25:*

- 9% grade 0-8 completion
- 15% grade 9-12 non-graduate
- 30% HS graduate or equivalency
- 7% some post-secondary
- 10% 2 or 4 year college graduate
- 1% graduate of other post-secondary
- 27% not reported

**“There are no shortcuts to success, you have to take the stairs.”**

*-Unknown*

**Number of Households Served in 2018**

**23,321**

**Gender Served in 2018**

**45% Male  
54% Female  
> 1% Other  
> 1% Unknown**



*"If your actions inspire others to dream more,  
learn more, do more and become more,  
you are a leader."*

**-John Quincy Adams**

## MESSAGE FROM OUR CEO & HEAD START DIRECTOR

2018 was a year of focusing on our staff and clients and their well-being. We embarked on becoming a Trauma-Informed Agency, a strategy that will be implemented throughout a number of years to come.

According to SAMHSA's concept of a trauma-informed approach, "A program, organization, or system that is trauma-informed:

1. Realizes the widespread impact of trauma and understands potential paths for recovery;  
Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system;

2. Responds by fully integrating knowledge about trauma into policies, procedures, and practices; and,

3. Seeks to actively resist re-traumatization." A trauma-informed approach can be implemented in any type of service setting or organization and is distinct from trauma-specific interventions or treatments that are designed specifically to address the consequences of trauma and to facilitate healing.

We hope that by becoming trauma-informed we will be able to continue enhancing the quality of our services as well as support our staff the best we can.



## 'Community Action'

*"We need to involve the grass roots leadership of the poor, to develop more leaders, and organizations capable of representing the poor, of speaking out on their behalf, of participating in the planning and administration of Community Action programs. And—we need those neighborhood leaders to criticize our programs, to make sure our programs are getting at the real needs of the poor" - Sargent Shriver*

## WE ARE NOW UTAH COMMUNITY ACTION

Since 1964, we have been at the forefront of this work, tackling the many barriers of poverty to help our clients find their path to self-sufficiency. Formerly known as Salt Lake Community Action, in 2015 we changed our name to **Utah Community Action** in order to more accurately reflect our brand and the breadth of our services, which are now in Salt Lake County, Tooele County, Tri-County (Davis, Morgan and Weber), and in Washington County.



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## HEALTH

### Health & Success

Health and nutrition are vital to a person's success. Through our Central Kitchen, Sauté culinary training program, food pantries, and Evergreen Café, we address food insecurity in Utah so that our clients can achieve their long-term goals. Additionally, we provide preventative screenings and exams for Head Start students, connect families with a long-term medical home, and serve community members during our Fall Family Festival.

## EDUCATION

### Not Just Academic

Our Early Education programs focus on academic advancement in addition to social/emotional development, school readiness, parent engagement, and family development.

Our Adult Education program offers classes and other educational resources to reduce or eliminate barriers to self-reliance.

## SELF-SUFFICIENCY

### Independence

Utah Community Action is here to support our clients in their journey to self-sufficiency. Some of our clients come to us from intergenerational-poverty and some from situational poverty. Every client's needs are different. UCA's case managers set goals with clients and provide them with resources, either in-house or in the community, to assist them in achieving these goals.

Community Action comes out of President Lyndon B. Johnson's War on Poverty and from the advocacy of Dr. Martin Luther King, Jr. The Economic Opportunity Act of 1964 created the Community Action Network of national and locally-focused organizations that connect millions of children and families to greater opportunity.

Since its foundation, the Community Action Approach emphasizes local priorities and maximum feasible participation—a requirement that individuals from communities served be represented in the decision-making body of the agency. In short, the Community Action Approach

empowers struggling individuals by including them in their community's problem-solving process and ensuring a collaboration of local stakeholders in determining priorities and actions. Community Action Agencies serve 99 percent of counties in the United States.



# ADULT EDUCATION

Utah Community Action's Adult Education program offers classes and other educational resources to help adults move towards self-reliance.

Adult education is an important tool that helps adults maintain and gain employment with livable wages. Whether continuing education means improving English, completing a GED or learning a new skill, it helps adults gain the skills

they need to be successful. Adult education can also be a means for those who have fallen through the cracks or made a wrong turn along the way to get a second chance at improving their lives. About 12% of the U.S. adult population does not have a high school credential, according to the U.S. Census.

Read more at <http://www.schoolmoney.org/adult-education-benefits/#u00QAdhiQ3y3s1jq.99cab>

## 2018 IMPACTS

- We set a goal for 40% completion from CDA candidates and we surpassed our goal at 60% obtained.
- 44 clients made one or more level gains in ESL classes in 2017-2018, surpassing our goal of 36.
- 287 individuals started working with UCA and LSI for financial asset building. All 287 increased access to financial resources.
- We launched an in-house GED prep program to better meet the needs of our clientele. 40 clients enrolled to complete their high school education.





## Our Adult Education Services

*The Adult Education Program currently offers the following courses, certifications, and other educational opportunities:*

### English as a Second Language

Utah Community Action offers in-house classes in English as a second language (ESL). The purpose of ESL training is to offer practical English skills so students can gain employment, receive a promotion in their current line of work, or acquire skills necessary to advance in education. Classes are available at three Head Start locations and cover topics including English, reading, math, listening, speaking, and writing. ESL classes are free, and childcare is provided.

### Financial Success Classes

Logistic Specialties, Inc., also known as LSI, offers education classes on financial success and work readiness skills. They also offer services for navigating systems such as Office of Recovery Services & Expungement of Criminal Records. A long-time partner of UCA's, AAA Fair Credit Foundation, works with our clients to provide financial coaching, debt management, or opportunities with the IDA Savings program.

### GED & High School Diploma

Utah Community Action provides referrals for adults interested in earning their GED or high school diploma. Courses are offered by community partners and are available in many locations throughout the Salt Lake and Tooele Valleys. These courses often provide flexibility to fit the needs of the students enrolled, and many classes are instructed by licensed K-12 teachers.

### Child Development Associate Credential (CDA)

Utah Community Action offers an in-house Child Development Associate Credential (CDA), as well as an Infant Toddler CDA to qualified applicants. The CDA is the most widely recognized certification in early childhood education, and it offers great career potential once completed. Getting a CDA requires 120 hours of class instruction, plus an additional 480 hours of preschool classroom experience.

### Saute Culinary Job Training

Sauté is a 12-week in-house culinary employment training program offered by Utah Community Action and Head Start year-round. Students graduate with a ServSafe® certification, a fundamental understanding of the culinary industry, cost-efficient nutrition-planning skills, as well as résumé and interviewing skills. Upon graduating, students are eligible to gain work experience at the Café Evergreen or Sauté Catering.

### Post Secondary Education

Utah Community Action provides referrals for adults interested in post-secondary education. UCA refers interested adults to our partnering local colleges and applied technology centers, where students can pursue vocational, career, and technical training. When possible, UCA also provides students with the direct contact info of the program administrators.

**“Start with doing what is necessary;  
then do what is possible; and suddenly  
you are doing the impossible.”**

- St. Francis

## Goals:

1. Provide housing stabilization services for families, seniors, disabled and individuals obtaining or maintaining safe, affordable housing.
2. Facilitate timely social and financial interventions by way of holistic case management, direct-client services, and community referrals.
3. Raise awareness of tenant rights and responsibilities, financial literacy and employment-based knowledge.
4. Empower clients toward self-reliance and increase community awareness.

# CASE MANAGEMENT & HOUSING

Our Case Management & Housing program works 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.

## Our Approach:

Case Management & Housing 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 clients to meet the long-term goal of self-sufficiency.



## 2018 IMPACT

- In 2018, Utah Community Action's Case Management & Housing program served **1,549 households**. Of those **992** were families with young children, **602** had a disabled family member, and **103** were seniors.
- **582 households** received housing assistance; **103** received deposit assistance; and **202** received deposit and rental assistance.
- **71% of households** that received payment assistance increased their self-sufficiency.
- **57 households** were lacking health insurance and attained it during their service period, and **146 individuals** attained employment.



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## DIVERSION

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements before entering the shelter and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion helps eliminate increased trauma for families and individuals, frees up shelter beds for those who need them most, and reduces costs for the community.



## OPERATION RIO GRANDE

As part of Operation Rio Grande, an initiative developed to prevent and minimize homelessness, UCA offers eligible clients Diversion or Housing Case Management.

Since August 2017:

- 1505 individuals assessed
- 548 individuals diverted, of which 233 individuals obtained housing



## CASE MANAGEMENT

Case Management includes rental assistance, tenant-landlord mediation, housing location and financial education. Our wrap-around holistic services address the family as a whole and are available to residents of Salt Lake & Tooele counties who are homeless or facing eviction. In 2018, we partnered with Salt Lake City and the Salt Lake School District to provide case-management services in schools to help combat transient housing to keep children in the same school for better school success.



## LANDLORD-TENANT MEDIATION

UCA is the only provider of Landlord-Tenant Mediation in Salt Lake County. UCA's Landlord-Tenant Mediator fields phone calls from individuals that have received a 3-day vacate notice, as well as takes referrals from UCA and community partners.

The Landlord-Tenant Mediator also attends Eviction Court in Salt Lake and West Jordan to offer mediation services. This Mediator assists clients in identifying steps they can take to avoid an eviction on their record, such as working out a payment plan with the landlord, vacating the premise, or establishing an alternative solution.

Successful mediations play an important part in preventing homelessness and saving clients and landlord's time and costly eviction fees. The Landlord-Tenant Mediator also provides tenant education classes for all individuals that are case managed by UCA's housing staff. These classes inform tenants of their rights and obligations for remaining good tenants. In 2018:

- UCA's Landlord-Tenant Mediator fielded **545 calls**.
- Provided direct mediation services for **67 households**.
- Educated **374 clients** through Tenant's Rights Classes.



## HOMELESS SERVICES

### *School Outreach Program*

In conjunction with Salt Lake City and the Salt Lake City School District (modeled after United Way and Granite School District's program), UCA's School Outreach programs work with Salt Lake City school liaisons to identify families that are experiencing homelessness. Case Managers work to stabilize them through housing assistance and holistic case management, providing a reduction of student mobility across schools. Studies have shown a strong correlation between disruptive moves and poor academic performance.

- Conducted case management for **32 households comprised of 121 individuals**. **30 households** were fully stabilized and did not need any additional financial assistance.

### *Operation Rio Grande & Homeless Resource Centers*

UCA launched diversion in 2015 and has been at the forefront of services for homelessness. As part of the new Salt Lake Valley Coalition to End Homelessness, UCA will be providing all intake and diversion services for the 4 homeless resource centers beginning in 2019. This will include staffing a central phone line for clients, referring agencies and community members to easily access services.





## HEAD START

The Head Start program promotes school readiness of children from birth to age five for income-eligible families by supporting their development in a comprehensive way.

Head Start (ages 3-5) and Early Head Start (ages 0-3) offer three service models to meet the needs of the child and local community. The majority of our programs are center-based models in which children attend a Head Start location. Additionally, we offer a number of home-based models and through our Early Head Start Child Care Partnerships program we are in 9 child care centers.

Over 50 years ago, **Head Start** began as a program for pre-schoolers. Head Start prepares America's most vulnerable young children to succeed in school and in life beyond school years. Head Start delivers services to children and families in core areas of early learning, health, and family well-being while engaging parents as their child's first and foremost educator every step of the way.

**Early Head Start** was designed to serve pregnant women, infants and toddlers. Early Head Start programs provide similar services as Head Start, but they are tailored to the

unique needs of infants and toddlers. This program is available to children until they turn three and are ready to transition to Head Start. Like Head Start, Early Head Start programs promote physical, cognitive, social, and emotional development through safe and development enriching early education. In addition, Early Head Start support parents, both mothers and fathers, in their role as primary caregivers and teachers of their children.

Both programs assist families in meeting their personal goals and achieving self-reliance across domains, such as housing stability, continued education, and financial security.

### DUAL LANGUAGE LEARNERS

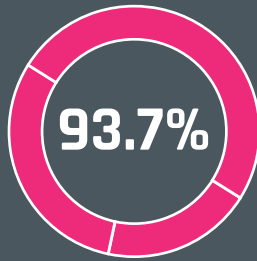
"Research increasingly shows that most young children are capable of learning two languages and that bilingualism confers cognitive, cultural, and economic advantages"

Utah Community Action Head Start values and supports the home language of each family and children. UCA Head Start serves 1006 dual language learners, and 67 different languages. Staff works closely with families to encourage and provide strategies to help them to preserve their children's home language and acquire English as a second language.



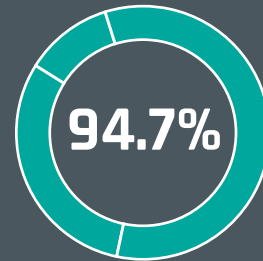
## ■ SERVED

Head Start, EHS, and ECCP served 2,509 children and 2,235 families in the 2017-2018 school year, which is 8% of Head Start and Early Head Start eligible children in our state.



## ■ LITERACY

At the end of the 2017-2018 school year, 93.7% of our Head Start children engaged with literature and language at a developmentally appropriate level.



## ■ SOCIAL-EMOTIONAL

At the end of the 2017-2018 school year, 94.7% of our Head Start children developed and displayed a sense of self-confidence.



## PARENT-ENGAGEMENT

Families are encouraged to spend time volunteering in the classroom, assist with classroom projects, and establish a routine at home to support their child's individual education goals. Parents are also given opportunities to learn themselves. Elected family members take part in our Policy Council, a board that partners with staff members in decision-making responsibilities for the program.

## HEALTH

A child that is in good health is better able to focus and more eager to learn. Every child we serve is involved in a comprehensive health program, which includes immunizations, medical, dental, mental health, developmental and nutritional services. Each child is screened for physical and developmental levels. If there is a concern identified, staff assist families in accessing care and establishing long-term health care solutions.



## EARLY HEAD START CHILD CARE PARTNERSHIPS

Childcare providers who participate in the Child Care and Development Fund (CCDF) and 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 (EHSCCP) initiative brings together the best of Early Head Start and childcare through layers of funding which provide comprehensive and continuous services to income-eligible infants, toddlers and their families. EHSCCP enhances developmental services and supports by providing strong relationship-based experiences and preparing them for the transition into Head Start and preschool.

In 2018, 107 children and 95 families were served in this program. Of those served, 79% met income-eligible standards and monthly attendance averaged 87%.

## HEAD START SCHOOL READINESS GOALS 2017-2018 SCHOOL YEAR

2017-2018 School Readiness Goal	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 their family and culture.	Head Start = 95% (full year classrooms) 90% (school year classrooms) Early Head Start = 92% Early Head Start CCP = 98%
2. All children will engage with literature and language at a developmentally appropriate level.	Head Start = 94% (full year classrooms) 90% (school year classrooms) Early Head Start = 86% Early Head Start CCP = 91%
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.	Head Start = 94% (full year classrooms) 89.5% (school year classrooms) Early Head Start = 93% Early Head Start CCP = 94%
4. All children will use observation and manipulation, ask questions, make predictions and develop hypothesis, to gain a better understanding of information and activities in their surroundings.	Head Start = 94% (full year classrooms) 90% (school year classrooms) Early Head Start = 91% Early Head Start CCP = 95%
5. All children will demonstrate control of large and small muscles and develop healthy and safe habits.	Head Start = 92% (full year classrooms) 86% (school year classrooms) Early Head Start = 95% Early Head Start CCP = 97%

### PARENT-ENGAGEMENT CONTINUED

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.

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. This involves goal-setting and frequent check-ins with the family.

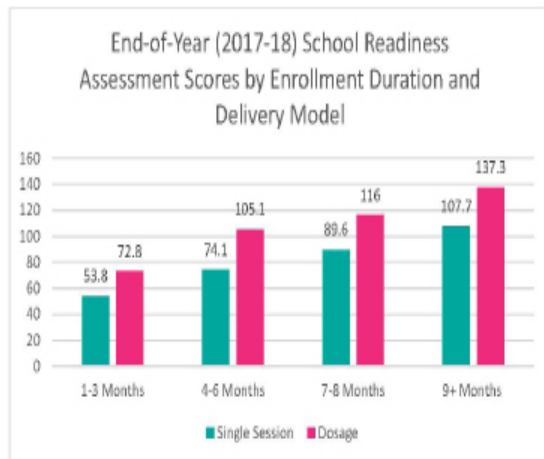
### HEALTH CONTINUED

During the 2017-2018 school year, 100% of Head Start and Early Head Start children and 99% of EHSCCP children received a physical exam. Additionally, 100% of Head Start children, 94% of EHS children and 86% of EHSCCP children received dental exams.

Many income-eligible children face malnourishment and hunger. To address this issue, children receive at least 2/3 of their daily nutritional needs at school and our Central Kitchen provides over 5,000 meals every day.

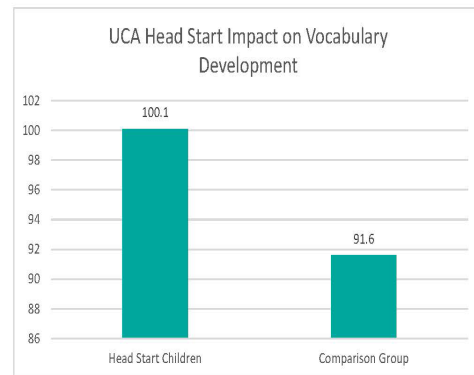


# HEAD START'S RETURN ON INVESTMENT



## Head Start Builds School Readiness Skills

The amount of time children spend in Head Start classrooms prepares them for later school success. Comparing end-of-year scores on our foundational school readiness academic skills assessment for children entering the program at different points in the year showed that more time spent in our Head Start program was related to higher foundational academic skills scores. Academic skills scored increased significantly with each additional month enrolled. Children in part-day classrooms showed an average increase of 8.4 points for each month enrolled ( $t=4.82, p<.001$ ). Children in full-day (dosage) classrooms increased by 9 points for each month enrolled ( $t=8.11, p<.001$ ). These analyses show our program's efficacy in preparing children to succeed in school.



Vocabulary development is a foundational predictor for later reading and academic success. The Peabody Picture Vocabulary Test (PPVT) is the most widely used vocabulary assessment due to its established reliability and validity.

To examine the impact of Head Start on children's vocabulary development, we used the age-eligibility cut-off date to compare vocabulary scores of similar-aged children receiving or not receiving Head Start services. Children born after September 1<sup>st</sup> were not eligible to enroll in Head Start until the following year and formed our Comparison Group. Those born in August, who qualified for enrollment, received a year of Head Start education and served as our treatment group.

Results showed that children completing a year of Head Start had standardized PPVT scores **8.5 points higher** than similar-age children in the comparison group. This difference translates to **a six month advantage** in vocabulary. Even though the two groups differed in age by only one month, vocabulary scores for children receiving Head Start were approximately six-months more advanced than their peers who had not yet received Head Start. These vocabulary gains are one of several ways we set our Head Children up for later school success.

## Utah Community Action Recognized as a National Exemplar Program by Bellwether Education

Bellwether Education Partners recently completed a multi-year study of exemplary Head Start programs across the United States. Utah Community Action Head Start was selected as one of five exemplary programs nationwide and was subsequently highlighted in their study.

The Bill & Melinda Gates foundation tasked Bellwether Education Partners with identifying Head Start programs demonstrating meaningful impact on the children and families they serve in order to identify characteristics of highly-effective Head Start programs. Bellwether began their study by screening programs nationwide to identify high-performing and innovative programs through accessing available Head Start program data and asking partners and stakeholders to identify potential exemplary programs. From over 1600 Head Start programs, Bellwether identified a short list of 84 potential programs to screen for potential participation in the study. From this list, Bellwether conducted two rounds of phone interviews with staff and administrators to identify the five programs highlighted in the study. Researchers from Bellwether made site visits to each of the identified programs to interview staff and observe classroom operations to verify program effectiveness and identify characteristics of the programs contributing to program effectiveness.

Utah Community Action Head Start was recognized in the study for our data-driven decision making practices to implement continuous quality improvement along with our focus on supporting children's learning and development. The Bellwether report recognized our continuing efforts in training and staff development to support our teaching staff in creating high-quality classroom learning environments. We were also recognized for our innovative solutions to challenges faced by Head Start programs, such as the development of our Central Kitchen social enterprise which provides healthy meals for our Head Start children, in addition to serving outside clients to build additional revenue streams.



## HEAT

### (HOME ENERGY ASSISTANCE TARGET)

**“The light is what guides you home, the warmth is what keeps you there.”**

*-Ellie Rodriguez*

HEAT assists income-eligible 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 budgeting goals and receive energy education, helping them to work toward financial self-sufficiency. They also receive referrals for needed resources.



## 2018 HIGHLIGHTS

Utah Community Action's HEAT department is one of the best in the state.

During the last program year, Utah Community Action HEAT provided assistance to **12,183 households**, distributing **\$4.3 million** in winter utility benefits. Additionally, **740 clients** received another **\$250,000** in crisis assistance.

The HEAT program completed over 245 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 614 stand-alone applications for the Rocky Mountain Power HELP Program, a low-income utility discount program.

Staff attended **138 outreach events and community booths** to increase accessibility for vulnerable populations, including the elderly, disabled, families with young children and refugees. In addition, over **680 case managers** from collaborating agencies were trained to help their clients obtain HEAT services through outreach applications. The outreach completed this past year increased accessibility, especially for target populations.



## NUTRITION

**“We have a crisis of poor nutrition and physical inactivity in the U.S. and it’s time we dealt with it.”**

*- Shelley Hearne*

Our nutrition program serves all ages, from infants to the elderly, and encompasses Utah Community Action’s Head start meals, food pantries, Café Evergreen and Sauté Adult Education program. In 2018, 2,120 of our clients were receiving a SNAP benefit and 202 were receiving WIC benefits.

### Café Evergreen is open to the public!

2266 E. Evergreen Avenue  
Salt Lake City, Utah 84109

- Phone: (385) 468-3305
- Web: [slcao.org/aging-adult-services/millcreek-senior-center](http://slcao.org/aging-adult-services/millcreek-senior-center)





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## CENTRAL KITCHEN

### Fresh, Healthy Meals Made Daily

Since the kitchen's inception in 2009, we have been providing our income-eligible children and children in the community with hot, healthy, made from scratch food during weekdays. Each day, we produce over 5,000 meals in our Central Kitchen with children receiving at least **2/3 of their daily nutritional value**. Last year we served a total of **765,669 meals**.

During the summer months, we run a summer dinner program, which provides free dinners to income-eligible children ages 0-18 at sites throughout Salt Lake County. Last year, we served over **6,000 meals**.

## CAFÉ EVERGREEN

### A partnership with Salt Lake County

Since 2017, we have contracted with Salt Lake County to operate Café Evergreen at the Millcreek Recreation Center. The café not only addresses food insecurity for senior citizens, but serves as an employment opportunity for graduates of the Sauté program. Seniors and patrons of the recreation center access affordable and nutritious meals weekdays from 8:00 am - 1:30 pm.

## SAUTÉ

### Culinary Training

Saute is an in-house culinary employment training program for income-eligible adults. Courses are twelve weeks long, taught by experienced chefs, and offered year-round. Students graduate with a ServSafe certification, a fundamental understanding of the culinary industry, training on resume building and practical interviewing skills. Upon graduation, students are invited to apply and work in our Central Kitchen or café. In 2018, we served **28** students in the Sauté program with **93%** graduating with their ServSafe certification.

## FOOD PANTRIES

### Fighting Food Insecurity

In partnership with the Utah Food Bank, we operated two food pantries to address the issues of food insecurity and hunger by providing families with a 3-5 day box of emergency food. Last year, we provided 15,008 food boxes to families in need at our Redwood Recreation Center and Copperview Community Recreation Center locations. In addition to accessing food, clients can obtain job skills by volunteering at the pantries. Referrals for other services are also distributed.

# WEATHERIZATION

UCA provides home weatherization services and crisis heating system repairs and replacements in Salt Lake, Tooele, Davis, Weber and Morgan counties. Income-eligible families are served through this program to increase the energy efficiency of homes, reduce their total residential energy expenditures, and improve their health and safety, especially for those who are particularly vulnerable, such as the elderly, the disabled, and children.



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, with the average expenditure on a home at **\$7,105**. As a result, only the most cost-effective measures are included in the upgrade of a particular home, a trademark that 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 that encompass the building envelope, heating, cooling and electrical systems, and electric baseload appliances energy cost.



## BENEFITS AND IMPACTS

Weatherized homes save an average of **\$285 per year** in home energy costs. That equals a **35% average energy cost reduction per home** with benefits extending to the safety of the customer. Negative impacts on the environment and carbon dioxide emissions are reduced while natural resources are conserved.

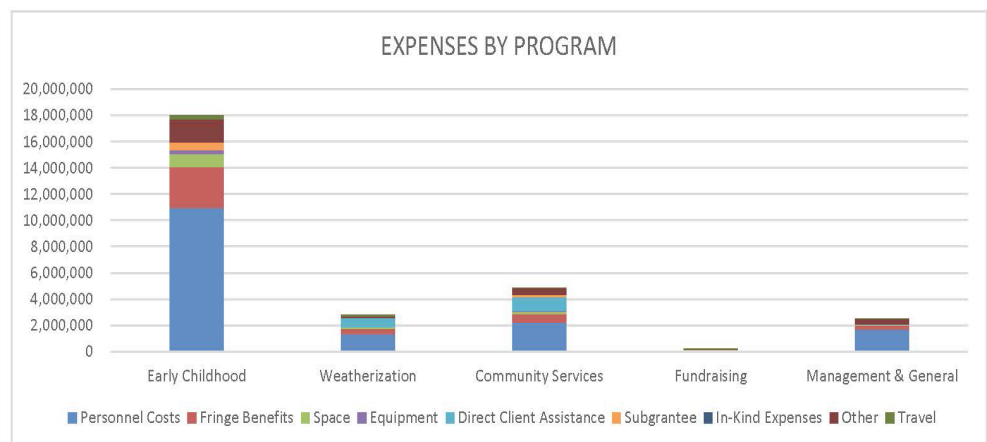
In 2018:

- **909 people** were impacted by Utah Community Action's weatherization services in **155 homes**.
- **156 homes** received crisis heating or cooling services and **130 furnaces** were replaced with high-efficiency models.
- **91 children** under the age of 6 were served, **157 adults with disabilities**, and **185 elderly adults**.

## EXPENSES BY PROGRAM

per fiscal audit (July 1, 2017 - June 30 2018)

	Early Childhood	Weatherization	Community Services	Fundraising	Management & General
Personnel Costs	10,967,219	1,339,529	2,219,052	117,020	1,714,237
Fringe Benefits	3,134,679	422,940	667,112	11,298	280,826
Space	966,777	105,646	177,531	10,107	54,266
Equipment	296,521	17,833	56,818	3,363	58,692
Direct Client Assistance	15,702	700,244	1,035,417	1,065	0
Subgrantee	602,849	0	193,549	0	0
In-Kind Expenses			0		
Other	1,714,195	83,730	478,737	53,036	372,568
Travel	311,150	141,455	40,824	12,666	30,298



\*Community Services comprised of Adult Education, HEAT, Case Management & Housing, and Food & Resource Centers.



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# 2019 AGENCY BUDGET

(July 1, 2018 - June 30, 2019)

UTAH COMMUNITY ACTION PROGRAM  
Proposed Agency Budget 2018-2019 (FY2019)

<b>Fiscal Year 2019</b>	Early Childhood	Weatherization	Housing	Heat	Nutrition	Adult Ed	Development	Indirect	TOTAL AGENCY	FY 18 Actual
<b>REVENUES</b>										
Public Support	231,483	0	247,213	6,100	61,985	5,000	550,000	0	1,101,781	955,284
Other Non-Profit Revenue	0	0	0	0	6,046	0	0	0	6,046	1,996,918
United Way Revenue	25,000	0	150,000	0	2,000	0	0	0	177,000	
Federal/State Grant Revenue	19,870,394	2,947,822	2,156,477	1,171,412	391,742	287,858	48,820		26,874,526	26,254,578
Program Income	131,467	85,564	-	-	756,815	-	-	-	973,846	961,337
USDA Revenue	810,800	-	-	-	20,700	-	-	-	831,500	797,001
Miscellaneous Revenue	15,500	12,400	-	-	30,600	-	-	-	58,500	148,057
In-Kind Revenue	2,400,000								2,400,000	1,996,918
<b>TOTAL REVENUES</b>	<b>23,484,644</b>	<b>3,045,786</b>	<b>2,553,690</b>	<b>1,177,512</b>	<b>1,269,887</b>	<b>292,858</b>	<b>598,820</b>	<b>-</b>	<b>32,423,197</b>	<b>33,110,093</b>
<b>EXPENSES</b>										
Personnel Costs	10,967,219	1,339,529	974,185	819,505	359,042	66,320	117,020	1,714,237	16,357,057	15,786,512
Fringe Benefits	3,134,679	422,940	266,079	179,802	206,419	14,812	11,298	280,826	4,516,855	4,331,430
Facilities	966,777	105,646	41,690	20,381	111,234	4,227	10,107	54,266	1,314,327	1,149,163
Equipment	296,521	17,833	26,714	12,283	8,687	9,134	3,363	58,692	433,227	462,000
Supplies	770,478	12,518	9,305	4,692	6,125	5,387	2,430	23,009	833,943	1,350,137
Food & Nutrition	661,517	0	0	0	373,003	360	2,280	0	1,037,158	1,100,162
Client Costs & Materials	15,702	700,244	1,017,550	0	15,400	2,468	1,065	0	1,752,428	2,885,167
Subgrantee	602,849	0	0	0	31,549	162,000	0	0	796,398	780,783
Contractual	78,841	1,946	10,602	4,191	24,382	6,946	37,630	266,558	431,096	283,721
Insurance	93,915	64,367	12,824	2,036	12,537	163	10,696	54,213	250,751	237,011
In-Kind Expenses										
Community Outreach	26,152	0	0	0	0	0	0	329	26,481	
Printing	83,293	4,899	1,386	1,349	3,110	339	0	28,460	122,836	157,849
Local Travel	65,264	73,703	2,507	66	0	9,771	591	1,684	153,585	149,775
Other Travel & Professional Development	245,886	67,751	25,894	299	2,146	142	12,076	28,615	382,808	164,632
Indirect Cost /Admin Allocation	1,875,552	234,408	164,955	132,908	75,206	10,791	17,066	-2,510,887	0	0
<b>TOTAL EXPENSES</b>	<b>19,884,644</b>	<b>3,045,785</b>	<b>2,553,691</b>	<b>1,177,512</b>	<b>1,228,839</b>	<b>292,858</b>	<b>225,620</b>	<b>(0)</b>	<b>28,408,950</b>	<b>28,838,342</b>
<b>EBITDA PROFIT/LOSS</b>	<b>1,200,000</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>41,048</b>	<b>(0)</b>	<b>373,200</b>	<b>0</b>	<b>1,614,248</b>	<b>4,271,751</b>

# UTAH COMMUNITY ACTION BOARD OF TRUSTEES

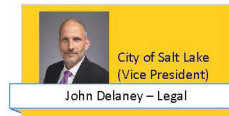
## Public Sector



## Private Sector



## Low-Income Sector



Since 1968, local community action agencies have been required to have tripartite governing boards to gain and retain designation as eligible entities and to receive Community Services Block Grant funding. Effective tripartite boards reflect and promote the unique anti-poverty leadership, action, and mobilization responsibilities assigned by law and respond to the causes and conditions of poverty in their communities, achieve anticipated family and community outcomes, and remain administratively and fiscally sound.



## LEADERSHIP & BOARDS

### Executive and Management Teams

Jennifer Godfrey, Chief Executive Officer	Joni Clark, Chief Development Officer
Patrice Dickson, COO of Social Services	Patty Mazzoni, COO of Education
Stacy Weight, Chief Administrative Officer	Andy Agardy, Data Administrator
Aurora Howell, Education Manager	Carolyn Christensen, Adult Education
Christine McAtee, Health & Family Partnerships Manager	Christy Toala, EHS & EHSCCP
Dave Dalton, Director of Nutrition Services	Holly Grames, Accounting Manager
Ian Spangenberg, Director of Weatherization	Jackie Drury, HEAT Manager
Jared Lisonbee, Data Analyst	Jenna Seeley, Accounting Manager
Joel Dunn, HR Manager	Matt Ulmer, Chief Technology Officer
Sahil Oberi, Director of Housing & Case Management	

### Health Advisory Board

Aaron Ferguson, Roseman University	Alex Taylor, Midvale CBC
Alexx Goeller, Department of Workforce Services	Bobbi Merritt, Fortis College
Christopher Furner, University of Utah	Cleo Cheney, Dentist
David Patterson, Pediatric Orthodontist	David Stewart DDS, Roseman University
Devon Parcell, Utah State Office of Education Nutrition	Dr. Adam Dell MD, University of Utah
*Dr. Bernhard Fassl, MD, University of Utah Pediatrics	Dr. Peter Silas
Francis Favela, Utah Department of Health	Grant Sunada, University of Utah PA Jodel
Geilmann-Parke, WIC	Jocelyn Kim, Health Choice Utah
Joshua Alvarez, South Salt Lake Clinic	Kali Iverson, Help Me Grow Utah
Lauren Neufeld, Utah Department of Health	Louise Frey, State Office of Ed Nutrition
Marie Nagata, Baby Your Baby	Michelle Martin, Utah Department of Health
Mildred Garcia, Parent Representative	Nicole McClelland, Parent Representative
Nicole Mihalopoulos, University of Utah	Paula Scott, USU Extension
Rachel Hyde, Early Hearing Detection & Intervention	Samuel Bily DMD, Pediatric Dentist
Sasha Harvey, Salt Lake Donated Dental	Shanna Bunnell, SLValley Health Dept
Sofia Ortega, University of Utah Nursing	Steve Litteral, Ameritech College
Steven Godin, University of Utah	Susan Fox, SLCo Lead Safe Housing
Tracy Altman, M.H.Ed, U of U Health Plans	*Board Chair

### Education Advisory Board

Alda Jones, The Children's Center	Anne Kilgore, Granite School District
Cheryl Wright, University of Utah	Geri Mendoza, University of Utah
Heidi Peterson, The Children's Center	Jo Ellen Robbins, State of Utah
Mary Ogan, Consultant	Moirra Rampton, Our Lady of Guadalupe
Shally Schramm, Salt Lake Community College	Shauna Lower, University of Utah
Tricia Saccomano, University of Utah	



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# BECOME INVOLVED

*“We live in a world in which we need to share responsibility. It’s easy to say, ‘It’s not my child, not my community, not my world not my problem.’ Then there are those who see the need and respond. I consider these people my heroes.”*

-Mr. Rogers



## Volunteer

- Head Start classrooms
- Central Kitchen
- Food Pantries and Resource Centers
- Fundraiser and Event Staffing
- Summer Food Programs
- Boards and Committees



## Donate

Support one of our comprehensive programs and change the lives of Utah residents.

## Partner with Us

Community partners are vital to our success.



## Employment

Join our dedicated staff and make a difference every day. With over 500 employees, we have a variety of positions to suit your skillset and goals.



**“I love going to work every day knowing that I have the opportunity to make a difference in the lives of individuals and in the community. Utah Community Action exemplifies providing support to individuals and families so that they can improve their circumstances.”**

*-Christen, UCA Case Manager*

**Utah Community Action's Annual Financial Audit was conducted by Tanner LLC for the year ending June 30, 2019, and was reviewed by the Board of Trustees on October 16, 2019, 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](http://www.utahca.org/about-us). Thank you.**



Utah Community Action  
1307 S 900 W, Salt Lake City, UT 84103  
801.977.1122



**Utah Community Action™**  
Committed to Ending Poverty