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
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;
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 grassroots 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.
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/#uO0QAdhiQ3y3s1jq.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**
Saute 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.
**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.

**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.

**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.

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

- St. Francis
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 preschoolers. 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.
Parents 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.

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**

<table>
<thead>
<tr>
<th>2017-2018 School Readiness Goal</th>
<th>Percentage of Children Who Achieved this Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Head Start = 95% (full year classrooms) 90% (school year classrooms)</td>
</tr>
<tr>
<td></td>
<td>Early Head Start = 92%</td>
</tr>
<tr>
<td></td>
<td>Early Head Start CCP = 98%</td>
</tr>
<tr>
<td>2. All children will engage with literature and language at a developmentally appropriate level.</td>
<td>Head Start = 94% (full year classrooms) 90% (school year classrooms)</td>
</tr>
<tr>
<td></td>
<td>Early Head Start = 86%</td>
</tr>
<tr>
<td></td>
<td>Early Head Start CCP = 91%</td>
</tr>
<tr>
<td>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.</td>
<td>Head Start = 94% (full year classrooms) 89.5% (school year classrooms)</td>
</tr>
<tr>
<td></td>
<td>Early Head Start = 93%</td>
</tr>
<tr>
<td></td>
<td>Early Head Start CCP = 94%</td>
</tr>
<tr>
<td>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.</td>
<td>Head Start = 94% (full year classrooms) 90% (school year classrooms)</td>
</tr>
<tr>
<td></td>
<td>Early Head Start = 91%</td>
</tr>
<tr>
<td></td>
<td>Early Head Start CCP = 95%</td>
</tr>
<tr>
<td>5. All children will demonstrate control of large and small muscles and develop healthy and safe habits.</td>
<td>Head Start = 92% (full year classrooms) 86% (school year classrooms)</td>
</tr>
<tr>
<td></td>
<td>Early Head Start = 95%</td>
</tr>
<tr>
<td></td>
<td>Early Head Start CCP = 97%</td>
</tr>
</tbody>
</table>

**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.

**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.
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 Rodriquez

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.
“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
**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.

**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.

**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.

**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)*

<table>
<thead>
<tr>
<th></th>
<th>Early Childhood</th>
<th>Weatherization</th>
<th>Community Services</th>
<th>Fundraising</th>
<th>Management &amp; General</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>10,967,219</td>
<td>1,339,529</td>
<td>2,219,052</td>
<td>117,020</td>
<td>1,714,237</td>
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<tr>
<td>Fringe Benefits</td>
<td>3,139,679</td>
<td>422,540</td>
<td>667,112</td>
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<td>Space</td>
<td>966,777</td>
<td>105,646</td>
<td>177,531</td>
<td>10,107</td>
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<td>Equipment</td>
<td>296,521</td>
<td>17,833</td>
<td>56,818</td>
<td>3,363</td>
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<td>Direct Client Assistance</td>
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<td>Subgrantee</td>
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<tr>
<td>In-Kind Expenses</td>
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<td></td>
<td></td>
<td>0</td>
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<tr>
<td>Other</td>
<td>1,714,195</td>
<td>83,730</td>
<td>478,737</td>
<td>53,036</td>
<td>372,568</td>
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<tr>
<td>Travel</td>
<td>311,150</td>
<td>141,455</td>
<td>40,824</td>
<td>12,666</td>
<td>30,298</td>
</tr>
</tbody>
</table>

*Community Services comprised of Adult Education, HEAT, Case Management & Housing, and Food & Resource Centers.*
# 2019 AGENCY BUDGET
(July 1, 2018 - June 30, 2019)

<table>
<thead>
<tr>
<th>Fiscal Year 2019</th>
<th>Early Childhood</th>
<th>Weatherization</th>
<th>Housing</th>
<th>Heat</th>
<th>Nutrition</th>
<th>Adult Ed</th>
<th>Development</th>
<th>Indirect</th>
<th>TOTAL AGENCY</th>
<th>FY 18 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Public Support</td>
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<td>247,231</td>
<td>6,169</td>
<td>61,985</td>
<td>5,000</td>
<td>550,000</td>
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<td>1,191,781</td>
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<tr>
<td>Other Non-Profit Revenue</td>
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<td>0</td>
<td>0</td>
<td>6,046</td>
<td>0</td>
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<td>0</td>
<td>6,046</td>
<td>1,956,918</td>
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<tr>
<td>United Way Revenue</td>
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<td>2,000</td>
<td>0</td>
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<td>0</td>
<td>177,000</td>
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<tr>
<td>Federal/State Grant Revenue</td>
<td>19,870,394</td>
<td>2,947,822</td>
<td>2,156,477</td>
<td>1,171,412</td>
<td>391,762</td>
<td>267,898</td>
<td>48,920</td>
<td>26,874,530</td>
<td>26,254,578</td>
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<tr>
<td>Program Income</td>
<td>112,467</td>
<td>85,164</td>
<td>-</td>
<td>-</td>
<td>756,813</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>973,484</td>
<td>961,337</td>
</tr>
<tr>
<td>USDA Revenue</td>
<td>810,800</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>29,703</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>840,503</td>
<td>797,001</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>15,300</td>
<td>12,500</td>
<td>-</td>
<td>-</td>
<td>30,600</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>58,500</td>
<td>140,057</td>
</tr>
<tr>
<td>In-Kind Revenue</td>
<td>2,400,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,400,000</td>
<td>1,995,818</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>23,494,644</td>
<td>3,045,786</td>
<td>2,553,690</td>
<td>1,177,512</td>
<td>1,269,887</td>
<td>292,830</td>
<td>598,820</td>
<td>-</td>
<td>32,423,197</td>
<td>33,110,093</td>
</tr>
</tbody>
</table>

| **EXPENSES**      |                |                |         |      |           |          |             |          |              |             |
| Personnel Costs   | 10,967,219     | 1,393,520      | 974,181 | 819,905 | 399,642   | 66,320   | 117,030     | 1,714,237 | 15,737,057   | 15,786,513  |
| Fringe Benefits   | 3,174,679      | 422,940        | 266,079 | 179,002 | 296,419   | 14,812   | 11,298      | 280,036   | 4,516,831    | 4,331,430   |
| Facilities        | 996,777        | 105,646        | 41,896  | 20,361 | 111,234   | 4,227    | 10,107      | 94,386    | 1,364,327    | 1,149,163   |
| Equipment         | 296,521        | 27,835         | 28,734  | 12,283 | 9,697     | 9,134    | 3,363       | 59,692    | 433,227      | 462,000     |
| Supplies          | 770,478        | 12,518         | 9,305   | 4,682  | 6,128     | 5,387    | 2,430       | 23,000    | 833,043      | 1,350,137   |
| Food & Nutrition  | 661,527        | 700,244        | 1,017,590 | 0 | 15,490   | 2,498    | 1,065       | 0         | 1,792,438    | 2,085,167   |
| Client Costs & Materials | 15,300 | 700,244 | 1,017,590 | 0 | 15,490 | 2,498 | 1,065 | 0 | 1,792,438 | 2,085,167 |
| Sublease          | 602,849        | 0              | 0       | 0      | 35,146    | 162,000  | 0           | 0         | 756,299      | 756,782     |
| Contractual       | 78,841         | 1,946          | 10,600  | 4,191  | 24,362    | 6,946    | 37,630      | 365,598   | 413,096      | 363,721     |
| Insurance         | 93,913         | 64,367         | 12,824  | 2,036  | 12,317    | 163      | 10,696      | 54,213    | 250,751      | 237,014     |
| In-Kind Expenses  |                |                |         |      |           |          |             |          |              |             |
| Community Outreach | 26,152         | 0              | 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      | 157,949     |
| Local Travel      | 65,364         | 23,670         | 15,750  | 66     | 9,771     | 591      | 1,854       | 153,385   | 149,775      |             |
| Other Travel & Professional Development | 295,886 | 67,751 | 25,894 | 299 | 2,146 | 142 | 12,076 | 28,615 | 392,808 | 394,632 |
| Indirect Cost / Admin Allocation | 1,875,552 | 234,408 | 164,955 | 132,903 | 78,306 | 10,791 | 17,066 | -2,510,887 | 0 | 0 |
| **TOTAL EXPENSES** | 19,884,644     | 3,045,785      | 2,553,691 | 1,177,512 | 1,228,839 | 292,838 | 255,620 | - | 28,408,950 | 28,838,342 |

| EBITDA PROF/Loss  | 1,300,000      | 0              | 0       | 0      | 41,048    | 0        | 0           | 0         | 1,641,248    | 4,275,752   |

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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.
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Aurora Howell, Education Manager
Christine McAuley, Health & Family Partnerships Manager
Dave Dalton, Director of Nutrition Services
Ian Spangenberg, Director of Weatherization
Jared Lisbonee, Data Analyst
Joel Dunn, HR Manager
Sahil Oberi, Director of Housing & Case Management

Joni Clark, Chief Development Officer
Patty Mazzoni, COO of Education
Andy Agardy, Data Administrator
Carolyn Christensen, Adult Education
Christy Toala, EHS & EHICCP
Holy Gromes, Accounting Manager
Jackie Drury, HEAT Manager
Jenna Seeley, Accounting Manager
Matt Ulmer, Chief Technology Officer

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Cheryl Wright, University of Utah
Heidi Peterson, The Children’s Center
Mary Ogan, Consultant
Shally Schramm, Salt Lake Community College
Tricia Saccomanno, University of Utah
Anne Klapp, Grant School District
Geri Mendoza, University of Utah
Jo Ellen Robbins, State of Utah
Moira Rampton, Our Lady of Guadalupe
Shauna Lower, University of Utah

Health Advisory Board

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Alexx Goeller, Department of Workforce Services
Christopher Fumer, University of Utah
David Patterson, Pediatric Orthodontist
Devon Parcell, Utah State Office of Education Nutrition
"Dr. Bernhard Fassl, MD, University of Utah Pediatrics
Francis Favela, Utah Department of Health
Geilmann-Parke, WIC
Joshua Alvarez, South Salt Lake Clinic
Lauren Neufeld, Utah Department of Health
Marie Nagata, Baby Your Baby
Mildred Garcia, Parent Representative
Nicole Mihalopoulos, University of Utah
Rachel Hyde, Early Hearing Detection & Intervention
Sasha Harvey, Salt Lake Donated Dental
Sofia Ortiz, University of Utah Nursing
Steven Godin, University of Utah
Tracy Altman, M.H.Ed, U of U Health Plans

Alex Taylor, Midvale CBC
Bobi Merritt, Fortis College
Cleo Cheney, Dentist
David Stewart DDS, Roseman University
Dr. Adam Dell MD, University of Utah
Dr. Peter Silas
Grant Sunada, University of Utah PA Jodel
Jocelyn Kim, Health Choice Utah
Kati Iverson, Help Me Grow Utah
Louise Frey, State Office of Ed Nutrition
Michelle Martin, Utah Department of Health
Nicole McCollard, Parent Representative
Paula Scott, USU Extension
Samuel Bily DMD, Pediatric Dentist
Shanna Bunnell, SLValley Health Dept
Steve Litteral, Ameritech College
Susan Fox, SLCo Lead Safe Housing

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AARON TIBBETS
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ADRIENNE AMES
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ALBERTSONS
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ALEX MOLISANI
ALEX ROMASHKO
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ALLIANCE DATA
ALLIANCE COMMUNITY SERVICES
ALLIANCE HOUSE
ALLIANCE MEDICAL
ALLIED INSURANCE
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ALLURISH AUDIO
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CHERILYN BRADFORD
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CHEVRON
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THE CHURCH OF JESUS CHRIST OF LATTER DAY SAINTS
THE WOMEN'S ITALIAN CIVIC LEAGUE
THOMAS & JODY NEUMAN
TIBOR & MAGDALENA KOVACSOVICS
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UNITED WAY
UNIVERSITY OF UTAH
UNIVERSITY OF UTAH ACADEMIC AFFAIRS
UNIVERSITY OF UTAH HOSPITAL & CLINICS
USI INSURANCE SERVICES
UTAH JAZZ
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UTAHN'S AGAINST
VICTORIA EDMONDS
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WELLS FARGO
WENDY & ROBERT RENDON
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WHITNEY BATES
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. Thank you.