

# 2023 ANNUAL REPORT



***We strengthen children and families through investments that provide equitable access to early childhood education, early childhood and family mental health, affordable housing, and food security in the West and Midwest.***



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# A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Looking back on 2023, we are proud of our nonprofit partners and their noteworthy achievements. From providing educational support to underserved youth to increasing food security for hard working families, these nonprofit organizations committed time and resources to assist and strengthen those community members who needed it most. We were honored to be part of that vital work through our financial investments.

As we look to 2024, we are excited to announce some changes in our investment areas. Our staff and Board evaluated ways we could achieve deeper, more sustained community impact through a series of strategic planning sessions. The Board decided the Call Foundation will focus its investments in three specific funding areas that are critical to building and sustaining vibrant, healthy communities: early childhood education, early childhood and family mental health, and food security. The Call to Action Foundation, our large private operating foundation, will make significant, direct investments in preserving affordable housing and providing scholarships in higher education throughout the West and Midwest.

As we embark on this next phase of our philanthropy journey, we hope you will reach out to us with questions and innovative ideas. We are deeply grateful for our partners who lead the way with their dedication to addressing community needs and are excited to identify new and existing relationships that will galvanize systemic change for underserved families and children in our region.

With gratitude,



Kathleen Pitcher Tobey  
Executive Director  
Call to Action Philanthropies



## OUR WORK IN ACTION



Call to Action Philanthropies includes the Call Foundation (private) and Call to Action Foundation (private operating), which are dedicated to increasing access to education, affordable housing, and food security for underserved communities throughout the West and Midwest. Since 2007, the foundations have invested more than \$55 million to improve the lives of working families in our region. FJ Management's subsidiary companies fund the mission of both foundations, including Maverik and Big West Oil.

\$55M



invested to improve the lives of working families in our region.



In 2022, the Call to Action Foundation, a private operating foundation was established. The Foundation preserves and expands access to affordable housing properties for seniors and working families in the West and Midwest. In just two years, the Foundation has invested over \$38 million to secure and preserve safe, affordable housing for families in our region. In 2024, Call to Action Foundation will expand its scholarship program beyond Utah, to also include non-profit, accredited public universities and colleges in Idaho, Iowa, and Colorado.

\$38M+

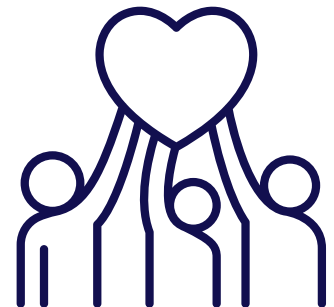


to secure and preserve safe, affordable housing for families in our region.

### Call Foundation

The Call Foundation is the grantmaking arm of Call to Action Philanthropies and works to strengthen children and families through investments that provide equitable access to early childhood education, early childhood and family mental health, and food security. Together with FJ Management's subsidiaries, the foundation also provides support to important community efforts throughout the West and Midwest.

\$16m+



invested to our non-profit partners and their work serving the community

## BOARD OF DIRECTORS

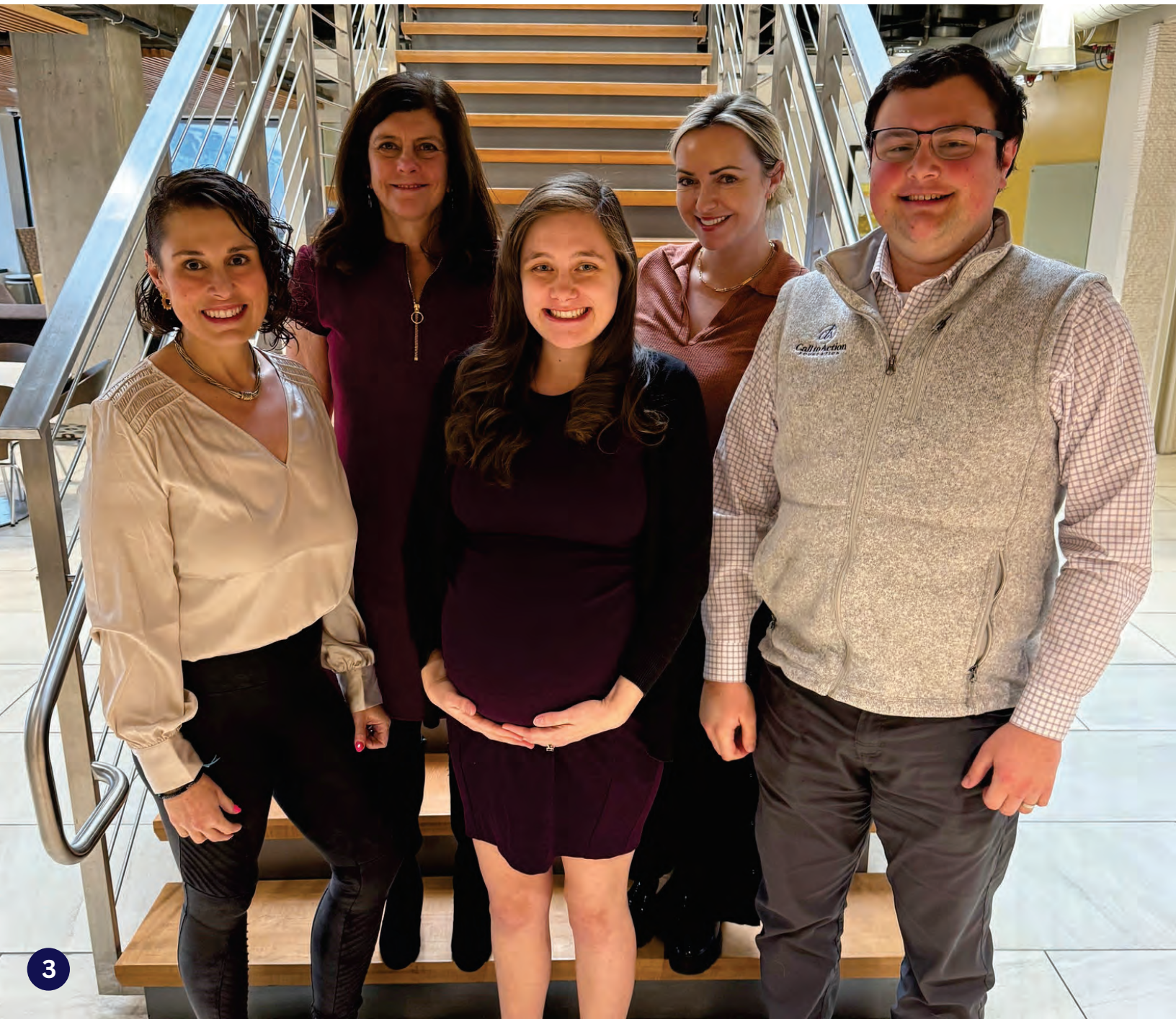
Crystal Maggelet, Founder

Whitney Call, Chair

Drew Maggelet, Vice Chair

Monet Maggelet, Secretary

Lauren Call, Treasurer



# MEET OUR TEAM

## KATHLEEN PITCHER TOBEY

### EXECUTIVE DIRECTOR

Kathleen Pitcher Tobey serves as the Executive Director of the Call to Action Philanthropies, which includes the Call to Action Foundation and Call Foundation. In this role, Kathleen is responsible for managing the operations and carrying out the mission of both foundations according to the strategic direction of the Board of Directors. Kathleen also oversees the scholarship program active across Colorado, Idaho, Iowa, and Utah.

## MICHAELA PRATT

### DIRECTOR OF PARTNERSHIPS & COMMUNICATIONS

As the Director of Partnership, Michaela is responsible for developing and managing strategic partnerships for the Call Foundation to help maximize impact. She is passionate about building strong partnerships with the non-profit community and sharing best practices. Michaela also manages the communications for both foundations.

## DREW MAGGELET

### DIRECTOR OF HOUSING

Drew Maggelet currently serves as the Director of Housing for the Call to Action Foundation. He currently manages the daily operations of the Call to Action Foundation's housing initiatives. Drew is passionate about affordable housing and research into other policy issues affecting the West and Midwest.

## WHITNEY CALL

### PROGRAM OFFICER

Whitney has a master's degree in clinical mental health counseling and spent several years serving as a clinical counselor (CMHC) working with families and children. She is excited to bring that knowledge and experience into supporting the Call Foundation and its grantmaking within early childhood education and mental health.

## MONET MAGGELET

### PROGRAM OFFICER

Monet holds a Bachelor of Arts in Elementary Education from Westminster College with minors in history and Teaching English as a Second Language. Monet is also endorsed in Mathematics and K-12 Reading and worked as an elementary teacher. She is proud to bring that expertise to the Call Foundation helping build and evaluate partnerships in early childhood education.



# OUR FOUNDER

Crystal Maggelet is the CEO and Chairwoman of FJ Management (FJM), a Utah-based, family-owned private holding company. Crystal took over as CEO in 2008, and today FJM is a diversified company with several different businesses.

In 2007, Crystal wanted FJM to start engaging in philanthropy. The Call Foundation, a private foundation focusing primarily on scholarships and education in Utah, was established. Today, the foundation has invested more than 16 million dollars in the communities where FJM's employees live and work.

In 2022, when Flying J's remaining assets were liquidated, it was decided that additional funds should be allocated to philanthropy. The Call to Action Foundation, a private operating foundation that invests in underserved communities by expanding access to affordable housing and scholarships was the result of wanting to do more for years to come.

With the growing success of FJM and its subsidiaries, Crystal and her family have remained dedicated to giving back to the community. Between 2008-2023, the two foundations have invested more than \$55 million into marginalized communities throughout the West and Midwest.

In addition to establishing her family foundations, Crystal is an active member of the Utah community and supports many different charitable organizations, including co-chairing the Intermountain Health Primary Promise Campaign and serving as a member of the Sundance Institute Utah Leadership Council.

In 2023, she received several awards and recognition for her work in the community, including: Junior Achievement's Utah Business Hall of Fame Award, South Valley Chamber's Titan Award, and Utah Business Leaders of the Year Award.





# OUR HISTORY

**2007**

The Call Foundation is established to invest in smaller community grants in Salt Lake City and across the State of Utah.

**2011**

A single year scholarship program is initiated with Utah State and Weber University.

**2016**

The scholarship program expands to include all higher education institutions and technical schools throughout the State of Utah.

**2018**

The third generation of the Call / Maggelet Family ("G3") engage with the foundation and grantmaking to the community.



**2019**

The Maggelet Family commits \$10M to the new Intermountain Primary Children's Hospital, Children's Rehabilitation Center in Lehi, UT. This marks the largest gift contributed in the family's history.

Crystal Maggelet joins the the Utah System of Higher Education Board and through her learning about completion rates decides to adopt a 4-year scholarship program for the foundation.

**2020**

The Board of Directors works in partnership with organizations like Boys & Girls Clubs of Greater Salt Lake and YWCA to build specific programs through multi-year grants.



The Foundation provides more than \$1M in Covid-19 relief grants in Utah, including support for learning at home, community health workers, and food insecurity.



**2022**

The family hires professional staff to help support and manage their grantmaking

The Call to Action Foundation is formed, a private operating foundation focused on building, preserving, and expanding affordable housing and scholarships in the West and Midwest.

**2023**

The Board of Directors engages in strategic planning regarding focus areas and decides the Call Foundation will focus its investments on early childhood education, early childhood and family mental health, and food security.



**2024**

The Call to Action Scholarship Program expands beyond Utah to also include non-profit, accredited public universities and colleges in Idaho, Iowa, and Colorado.

Call to Action Philanthropies becomes the umbrella terminology to unite the work of the two foundations. The family, board and staff enter a discovery phase with an intent to learn and listen to the community as it builds out its programs and grant portfolio.

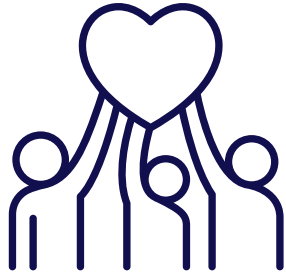


## FUNDING OUR MISSION

FJ Management, Inc. is a Utah-based private holding company that manages a diverse portfolio of petroleum, healthcare, and hospitality-related assets under the guiding principles of Integrity, Excellence, and Mutual Respect. The company ranks among the largest privately held companies in the United States with over 15,000 employees across 21 states.

FJ Management and its subsidiary companies fund the mission of Call to Action Philanthropies. Since 2007, the foundations have invested more than \$55 million to improve the lives of working families throughout the West and Midwest.





## VOLUNTEER PROJECTS

FJ Management and its subsidiaries are committed to giving back to the community. Together, they help fulfill the mission of non-profit partners by hosting several volunteer days throughout the year.

In 2023, team members from FJ Management and its subsidiaries volunteered for several days to support non-profit partners. From assembling Thanksgiving meals for over 300 families to cleaning up community spaces and stocking food pantries, team members were delighted to donate their time to serve the community.

During the holiday season, FJ Management and its subsidiaries, together with a matching gift from the Call Foundation, helped raise over \$23,482 and donated over 230 toys for a Holiday Gift Drive benefiting the Boys & Girls Clubs of Greater Salt Lake and Central Iowa.

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### In 2023 FJM volunteers helped assemble, donate, and raise...



**300**

Thanksgiving dinners for families in need.



**230+**

toys for kids in need



**\$23,482**

for a holiday gift drive

## EMPLOYEES IN ACTION





IN 2023 WE...

INVESTED

**\$30M+**



**2**

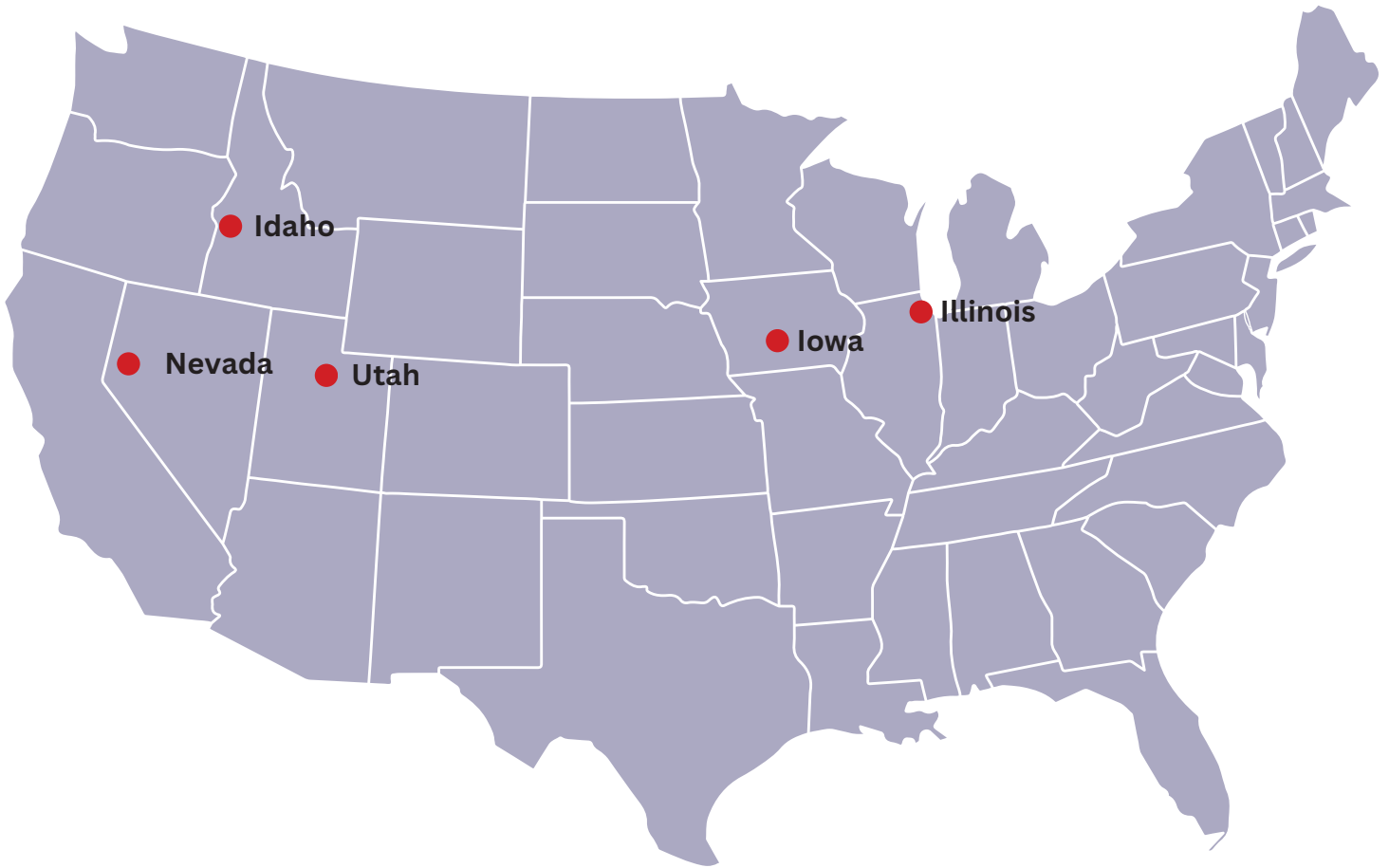
AFFORDABLE  
HOUSING PROPERTIES



**252**

UNITS FOR SENIORS  
AND WORKING  
FAMILIES

# OUR AFFORDABLE HOUSING PROJECTS



## CURRENT PROJECTS

- Bettendorf, IA
- Davenport, IA
- Fox Lake, IL
- Glenview, IL
- Gurnee, IL
- Muscatine, IA
- North Liberty, IA
- Orland Park, IL
- Park City, UT

## UPCOMING PROJECTS

- Boise, ID
- Lehi, UT
- Reno, NV
- Sparks, NV
- West Des Moines, IA

# AFFORDABLE HOUSING

Accessible and affordable housing is crucial to achieving prosperity in the communities where people live and work. The rapid rise in home prices, combined with increased interest rates, has translated into fewer housing options for seniors and working families. A prominent social determinant of health, affordable housing provides many community benefits including increased consumer spending, job and economic growth, reduced evictions, and decreased homelessness. In addition, it provides stability for children who need safe, stable places to learn and grow.

In 2023, the Call to Action Foundation invested over \$30 million to preserve and secure more than 250 units of affordable housing for working families and vulnerable seniors. The Foundation will continue to invest significantly in this important space across the West and Midwest.



Nationally, there is a shortage of more than 7 million affordable homes for our nation's 10.8 million plus extremely low-income families.



Increasing access to affordable housing is the most cost-effective strategy for reducing childhood poverty and increasing economic mobility in the United States (NLIHC).



In 2023, the Call to Action Foundation invested over \$30 million to preserve and secure affordable housing for working families and vulnerable seniors.



# HOUSING FOR IMPACT PARTNERSHIP

To address the growing need for affordable housing in the State of Utah, the Call to Action Foundation formed a partnership with Ivory Innovations to develop and increase the availability of affordable housing units. This unique collaboration between two private operating foundations brings a unique set of expertise and resources together to create a wider community reach and impact. Over the next three years, the partnership plans to build and restore 850 affordable housing units across Utah.

## OUR STORY



Our founders noticed a great opportunity for a unique collaboration between two private operating foundations working to address housing insecurity in Utah. We bring a unique set of expertise and resources together to create wider community reach and impact.

## OUR VISION



Over the next three years, we will increase the availability of affordable housing across Utah, ensuring that more families enjoy a better quality of life with access to safe and stable housing.

## FUTURE PROJECTS



The following communities have been identified as locations for upcoming developments; Salt Lake City, Lehi, South Jordan, Francis, Park City, Draper, and Magna.



**IVORY**INNOVATIONS

Ivory Innovations is an applied academic institution at the University of Utah's David Eccles School of Business dedicated to catalyzing high-impact innovations in housing affordability. Ivory Innovations seeks to promote the most compelling ideas in housing affordability by working across sectors, providing monetary awards for groundbreaking innovations, and leveraging its network and resources.

PARTNERSHIP IN ACTION



## INVESTING IN EQUAL ACCESS TO EDUCATION

We believe in the power of a good education. Educated individuals enjoy a better financial future for themselves and their families with access to a wider range of better paying, skilled jobs. A well-educated workforce increases productivity, enhances global competitiveness and innovation, and fuels economic growth. Education also expands critical thinking, hones interpersonal skills, and builds networks necessary for professional success.

The Foundation's scholarship investments provide vital tuition assistance to students via a scholarship program available at public institutions of higher education and technical colleges in Utah.

The scholarship program is currently active across 11 Utah universities and trade schools. Since 2007, more than \$6.6 million in scholarships has been awarded to students throughout the State of Utah.

In 2024, the scholarship program will expand beyond Utah to include non-profit, accredited public universities and colleges in Idaho, Iowa, and Colorado.

### WRAP AROUND SUPPORT



Approximately 40% of the Foundation's scholarship recipients are first-generation students. They are supported with professional mentorship, academic counseling, and connections to social support services so they are well-equipped to succeed in educational and professional environments.

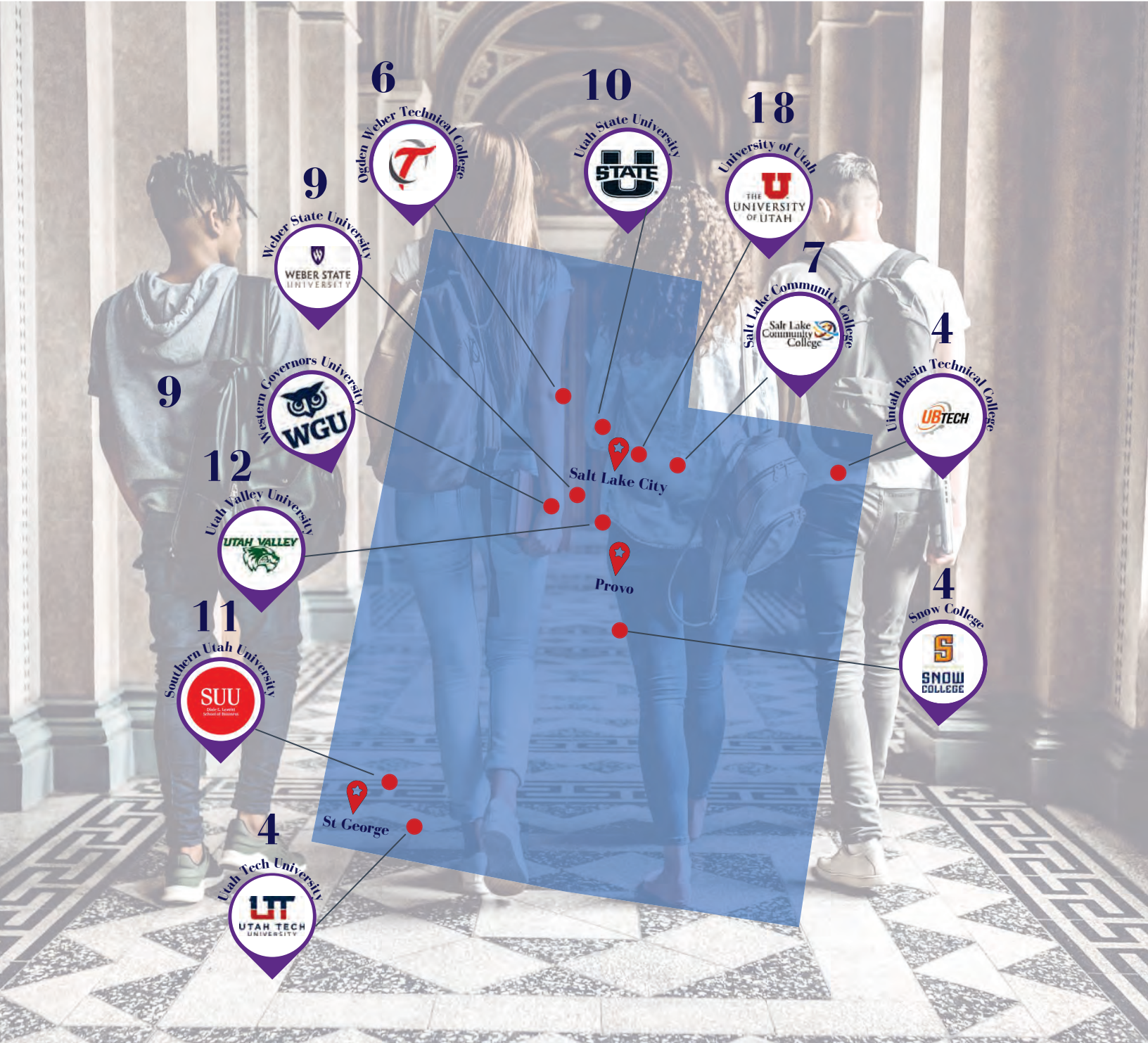
### OUR SCHOLARSHIPS



Since 2007, the Foundation has invested more than \$6.6 million in scholarships to students throughout the State of Utah.







The map above highlights the number of active students at each higher education institution during the 2023-2024 academic year.



IN 2023 WE...

INVESTED

\$3.5M+



57

NON-PROFIT  
PARTNERS



83

GRANTS

# Call Foundation

## 2023 GRANTEES

Alzheimer's Association  
American Trails  
Arise International  
Bear Lake Watch  
Bountiful Community Food Pantry  
Boys & Girls Clubs of Central Iowa  
Boys & Girls Clubs of Greater Salt Lake  
Children's Miracle Network Hospitals  
City Of North Salt Lake  
Community Partnership for Child Development  
Crossroads Urban Center  
Davis Education Foundation  
Des Moines Public Schools Foundation  
English Skills Learning Center  
Feeding America  
Friends Of Arches and Canyonlands Parks  
Friends of the Children Utah  
Girl Scouts Utah  
Girls on the Run Utah  
Habitat For Humanity Salt Lake Valley  
Heal and be Healthy Nonprofit  
In Stride Scholarship Foundation  
Janet Quinney Lawson Institute for Land, Water, and Air  
Jordan River Foundation  
Keep Sidney Beautiful  
Magna Fact, Inc  
National Park Foundation  
Ogden Rescue Mission  
Ogden-Weber Technical College Foundation  
Open Collective Foundation  
Salt Lake Community College Foundation  
Sandal Blue Foundation  
Second Harvest Northern Lakes Food Bank  
Snow College Foundation  
Southern Utah University  
Special Olympics  
Success In Education  
The Children's Center Utah  
The Salt Lake Tribune  
Uintah Basin Technical College Foundation  
United Way of Central Iowa  
University of Utah  
Utah Clean Air Partnership Inc.  
Utah Community College  
Utah High School Cycling League  
Utah Office of Energy Development  
Utah State University  
Utah Tech University  
Utah Valley University Foundation  
Utah's First Lady Foundation  
Utah's Promise  
Voices for Utah Children  
Wadman Foundation  
Wasatch Community Gardens  
Weber State University  
Western Governors University  
YWCA Utah



## FOR THE YOUNGEST IMPACTED BY TRAUMA

Established in 1962, The Children's Center Utah is the only organization in Utah providing trauma-informed, evidence-based mental health care treatment exclusively to infants, toddlers, preschoolers, and their families and caregivers. Their Therapeutic Preschool Program provides comprehensive mental health care services to children ages two through five who have been diagnosed with anxiety, depression, trauma, or stressor disorders. In this program, children receive intensive group therapy to learn skills around emotional literacy, empathy, and perspective taking, seeking out and accepting adult support, social skills, anger management, and interpersonal problem-solving that give them the tools to thrive in traditional preschool, kindergarten settings, and beyond.

In 2023, the Call Foundation provided a general operating grant in support of The Children's Center Utah and their work to support children and families within early childhood education and mental health.



## ONE CHILD. ONE FRIEND. 12+ YEARS, NO MATTER WHAT

Friends of the Children – Utah’s mission is to impact generational change by empowering youth facing the greatest obstacles through consistent, holistically supportive 1:1 relationships with professional mentors (called ‘Friends’) for 12+ years, no matter what. Working with schools and community partners, they identify and enroll children from underserved communities between ages 4 to 6 who are living in intergenerational poverty and who are most likely to experience an inequitable lack of access to quality education. Once a child is enrolled, Friends of the Children commits to walk alongside youth from kindergarten through high school graduation. This long-term commitment and connection to a dedicated caring Friend, creates the transformational change needed to overcome cycles of poverty and adversity. Their program is proven to not only dramatically increase youths’ rates of high school graduation, but also to improve the quality and richness of their educational experience. In 2023, the Call Foundation provided a general operating grant in support of the Friends of the Children Utah and their work to prevent foster care entry and support youth experiencing foster care.



## SUPPORTING THE 100% PROMISE

Utah's Promise builds and supports partnerships and civic infrastructure necessary to help every Utahn in need access the resources and supports available in our social care system and to help every child in Utah achieve their potential through education from birth to career. Over the next five years, Utah's Promise's shared commitment with community partners is to ensure 100% of students graduate high school with a career plan, and kids and families have their basic needs met in South Salt Lake and West Millcreek.

In 2023, the Call Foundation provided a general operating grant in support of Utah's Promise and its work within early childhood education.



## **SUPPORTING TEEN WELLNESS CENTERS IN DAVIS COUNTY**

More than 1,300 students in Davis School District experience homelessness and lack access to critical resources. These children live in cars, abandoned buildings, storage units, or couch-surfing every night. Most of them are on their own, with the school acting as the only place they can obtain food and safety from the elements. These indignities manifest themselves in the form of academic underperformance. Davis Education Foundation is committed to removing barriers for homeless and at-risk students by constructing drop-in centers within school buildings. The intent is not only to be a haven where students feel safe, supported, hopeful and cared for, but to be a place where basic physical needs are met and academic achievement is paramount.

In 2023, the Call Foundation, together with Big West Oil, supported the creation of two new Teen Wellness Centers at Bountiful High School and Viewmont High School in Davis County.



## FEEDING LOCAL HUNGER

An estimated 44 million people are faced with hunger every year in the United States, including more than 13 million children. Hunger knows no boundaries and it touches every community in the United States. In 2023, the Call Foundation provided a grant in support of FJ Management's subsidiary Maverik and its "Round Up Your Change" cash register donation program, which ultimately helped raise over \$572,000 to Feeding America, providing more than four million meals to individuals and families facing food insecurity. The donation was distributed to 16 Feeding America member food banks across 12 western states where Maverik operates. Maverik's food waste reduction program also donated over 500,080 pounds of food in 2023, which is equivalent to 416,733 meals\* pounds of surplus food helping to provide over 433,401 additional meals. The food waste reduction program is active in more than 90 Maverik stores across 5 states.

Since 2020, this partnership has helped provide over 16 million meals\* to Feeding America in its fight against hunger.

\*MealClaim - \$1 helps to provide at least ten meals secured by Feeding America® on behalf of local member food banks.



**Call to Action**  
PHILANTHROPIES

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