



2016 ANNUAL REPORT

June 2017



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Youth Futures Overview

Located in the heart of downtown Ogden, Youth Futures opened Utah's first homeless residential youth shelter on February 20, 2015. We provide 16 overnight shelter beds and day-time drop-in services to all youth ages 12-17, regardless of circumstances, as well as intensive case management to help runaway and homeless youth (RHY) become re-united with family or self-sufficiently contributing to our community. Our programs connect each youth, on an individual basis, with resources to build the skills that are needed to support a healthy future. Youth are guided in loving, supportive and productive ways to encourage their own personal path for their future. We always try to collaborate with the youth's family of origin to facilitate understanding and re-unification. During weekly street outreach efforts to build trust and rapport with youth, we provide food and hygiene kits and encourage them to access our drop-in services, resources and the shelter facility. Our programming creates a world where homeless youth in our community can access a safe, supportive and affirming place to call home and get their lives back on track.

MISSION STATEMENT:

To provide safe shelter, collaborative resources, respectful guidance and diverse support to homeless, unaccompanied, runaway and at-risk youth in Northern Utah.

History & Background

Youth Futures was founded by Kristen Mitchell and Scott Catuccio, who had been conceptually planning to provide shelter and case management services to youth since 2010. At that time, it was identified that there was a lack of shelter services for RHY, so Kristen and Scott began researching other states that provide shelter services to youth. It was quickly discovered that the largest barrier to providing services to homeless youth in Utah was a law prohibiting the harboring of a minor. During the 2014 Utah Legislative Session, HB132 was passed, which allowed for rewriting this law and drafting licensing procedures for residential support programs for temporary homeless youth shelter in Utah. Youth Futures and other homeless youth service providers participated in the rules writing process. The licensing rules enrolled on October 22, 2014, and the founders quickly began to set-up the new facility. Youth Futures received the first license for homeless youth shelter granted in the State of Utah under the new law and opened a Residential Support Temporary Youth Shelter in February 2015. During its first 10 months of operations, Youth Futures sheltered 32 youth (unduplicated) a total of 996 nights for an average of 31 shelter nights each, served 4,581 meals, opened the resource room 248 times, conducted 322 drop-in services (duplicated) and performed 245 hours of outreach to street youth.

Assessment of Need

According to the *Utah 2016 Comprehensive Report on Homelessness*, homeless youth are defined as unaccompanied persons between the ages of 15 and 24. Due to several factors – prior laws prohibiting “harboring of a minor” without parental permission; lack of adequate youth shelter services to meet the needs; weak support systems for youth outside of DCFS; youth deciding to stay “hidden” and not accessing available services due to family rejection, domestic violence, fear of detention or accusations of criminal behavior – this is one of the more difficult groups of homeless individuals to track. Based on the numbers of unaccompanied

minors (ages 15-17) recorded in the Homeless Management Information System (HMIS), 9% of homeless persons served between July 1, 2011 and June 30, 2012 were homeless youth. However, government agencies and nonprofit organizations working with this population believe the numbers to be much higher.

Estimates state that there are approximately 5,000 youth in Utah who experience homelessness for at least one night a year. Statewide approximations between different geographic areas and service providers vary widely and interventions for homeless youth are constantly being evaluated for their effectiveness in all arenas. The need for improved data prompted the Federal Department of Housing and Urban Development (HUD) to require the inclusion of RHY data in the HMIS database. According to the 2016 Utah Homeless Point-In-Time (PIT) Count identified 150 unaccompanied youth, 17 youth parents and 30 children of youth parents experiencing homelessness in Utah over the course of several nights in January 2016 (Utah Homeless Management Information System, "Statewide PIT Count 2016").

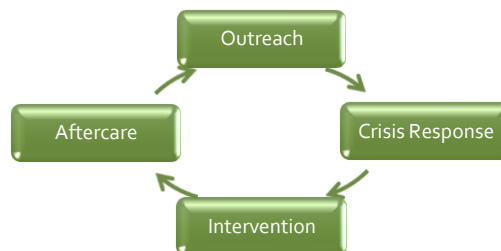
The youth provider community agrees that it is critically important to reach youth who are experiencing homelessness because they may have also experienced abuse, neglect or family rejection. RHY are at higher risk for suicide, trafficking, substance use and mental and physical health related issues. It has also been established that there continues to be a lack of programs and facilities serving homeless youth statewide. Additional RHY facilities would be useful in quantifying the numbers of youth needing access to shelter, drop-in services and physical and mental health care. Youth Futures holds the proud distinction of being the first facility licensed to provide overnight services to the RHY population.

Programming

Youth Futures' activities are divided into three main program areas: 1) Overnight Emergency Shelter/ Temporary Residence; 2) Drop-In Services; and 3) Street Outreach. The Shelter Home, located in the heart of downtown Ogden, Utah, is the only licensed facility providing emergency and short-term overnight housing to youth ages 12-18, as well as the only provider of homeless street outreach focused on youth in Northern Utah. It is open 24 hours per day, with drop-in hours available daily from 6:30 am to 8 pm. We have a paid staff of 4 full-time and 8 part-time employees. Due to licensing requirements, the shelter must have a ratio of 1:10, staff to youth, at any given time. Drop-in programming helps give youth a safe haven from life on the streets, as well as providing essentially resources such as hot meals, take-home food bags and weather-appropriate clothing. Our weekly street outreach ensures that youth know about available services and how to access them. Youth Futures also dedicates time for outreach to youth service providers and other nonprofit human service organizations in Ogden and surrounding communities.

Continuum of Care and Program Activities

We employ a comprehensive Continuum of Care (COC) cycle framework to work with RHY and end youth homelessness.



Outreach includes educating child welfare and youth service providers about Youth Futures’ services, building rapport with youth living on the streets or at risk of being homeless, and being on the National Safe Place registry. **Crisis Response** includes an immediate need and suicide assessment, access to basic necessities (shelter, food, clothing) and a crisis hotline. **Intervention** includes intensive case management, connections to community resources, daytime drop-in services, life-skills classes and physical and/or mental health care. **Aftercare** is primarily provided to youth who access temporary shelter and includes follow-up case management and ongoing drop-in services. The chart below highlights the main COC activities in each of the program areas:

	SHELTER	DROP-IN	STREET OUTREACH
OUTREACH	<ul style="list-style-type: none"> • Strategic partnerships and community referrals <ul style="list-style-type: none"> ▪ Child welfare providers (DCFS, CPS, JJS) ▪ Homeless service providers (Lantern House, Road Home, VOA, etc.) ▪ Government (WFS, HHS) ▪ Educational Institutions (Schools, JobCorps, WSU) • Public and Media Relations 	<ul style="list-style-type: none"> • National Safe Place • School visits • Partner referrals • Public and Media Relations • External support groups-- Healthy Relationships, LGBTQ support group, Substance use, etc. 	<ul style="list-style-type: none"> • Regularly scheduled and frequent one-on-one interaction with homeless youth and adults • Information at youth gathering sites • Word of mouth • Social media networks • Rapport and relationship-building • Harm reduction program
CRISIS RESPONSE (Immediate)	<ul style="list-style-type: none"> • Overnight shelter • Basic needs (food, water, hygiene) • Intake <ul style="list-style-type: none"> ▪ Suicide assessment ▪ Healthcare assessment • Resource room access • Transportation 	<ul style="list-style-type: none"> • Basic needs (food, water, hygiene) • Resource room access • Healthcare assessment • Transportation • 24/7 Crisis hotline referrals 	<ul style="list-style-type: none"> • Basic needs (food, water, hygiene kits) • Survival equipment (tents, sleeping bags, blankets, coats) • Transportation • 24/7 Crisis hotline referrals
INTERVENTION	<ul style="list-style-type: none"> • Staff supervision • Case management and individualized case plans • Therapy – individual, family • Support groups • Healthcare access • Life skills classes • Placement – family reunification, housing, employment 	<ul style="list-style-type: none"> • Case management • Support groups • Healthcare access • Life skills classes • Connections to community resources • Employment – preparation and placement 	<ul style="list-style-type: none"> • Information about community resources • Continued rapport and relationship-building
AFTERCARE	<ul style="list-style-type: none"> • Ongoing drop-in service • Follow-up case management for 6 months after shelter stay 		

Our group activities are created to foster play, companionship and a sense of community with other residents. Youth are encouraged to participate in their own personal plan for their future by providing input toward school placement, employment and housing. Community partners help connect youth with adults who will advocate for them, while volunteers serve as positive role models, mentors and tutors. Program offerings focus on a

positive youth development approach so that youth gain a sense of safety and security, belonging and membership, self-worth and social contribution, independence and control over one's life and closeness in interpersonal relationships. Each youth, on an individual basis, is connected with the resources to build the skills necessary to support a healthy life. While accessing Youth Futures services, each youth is guided in a loving, supportive and productive way as they develop their individualized case plan and goals for the future.

Trauma-informed care and a youth-centered model are integral parts of providing services to RHY. Youth Futures has a therapist on-call 24/7 who has had extensive training in trauma-informed care and the program manager is certified in trauma-informed care. Additionally, all staff attend a workshop, upon hire, to increase their awareness and understanding of the importance of being trauma-informed when working with the youth who have experienced difficulties. Our programs seek to create a youth-centered model where RHY can live in a safe and affirming place and get their lives back on track, while also learning to build healthy relationships with adults and other youth. We also coordinate with The Family Acceptance Project to provide families with the most recent research about family acceptance and always try to collaborate with the youth's family of origin to facilitate understanding and re-unification.

Impacts of Programming

Youth Futures is building stronger communities by providing programs and services designed to encourage future self-sufficiency. Specific impacts of programming include:

- Decreased number of RHY experiencing hunger or sleeping in places not meant for habitation
- Lower rates of youth suicide due to youth accessing increased mental health care and supportive services
- Lower rates of economic disparity and chronic homelessness in youth and adults
- Higher rates of education, employment, mental health and access to services as youth approach adulthood
- Increased number of RHY who become healthy adults and more self-sufficient through access to therapy and life skills education as they transition into adulthood
- Higher rates of general public awareness of accessible, supportive services for homeless youth.
- Create increased visibility within both public and private environments where youth might be identified as needing services
- Increased number of at-risk youth being reached before they become homeless
- Higher rates of youth being reunited with families
- Reducing rates of diseases, STDs, pregnancy and overdoses resulting in death

Goals & Objectives

Youth Futures has defined six strategic goals to direct its programs and organizational growth for 2016 through 2018. The goals are defined based on the COC program areas (outreach, crisis response, intervention, aftercare) and capacity building. The measurable objectives for meeting the strategic goals are based on the program areas (shelter, drop-in, street outreach, community outreach). Youth Futures is proud of the many achievements made during the past year, which are highlighted on page 7.

Strategic Goals

- 1 Conduct outreach to build relationships with target youth population in Northern Utah (OUTREACH):** visits to homeless youth gathering sites at least 16 hours per week; building rapport through consistent and frequent visits between youth and adults; distribute information about Youth Futures programming; increase areas in Northern Utah receiving youth outreach by two counties each year; implement comprehensive National Safe Place program; attempt to reach at-risk youth before they become homeless.
- 2 Develop strategic partnerships with community organizations and service providers to increase awareness about programming (OUTREACH):** identify statewide youth and homeless services providers, juvenile justice system stakeholders and detention centers to send information about Youth Futures programs and services; present at child welfare provider meetings; serve on the Homeless Coalition for Weber County; identify and sign MOUs with strategic nonprofit and community partners; build relationships with employers willing to hire youth; highlight services through media outlets to increase broader community awareness.
- 3 Assess and meet the immediate needs of youth, ages 12 to 17, experiencing homelessness or in crisis (CRISIS RESPONSE):** provide emergency and temporary shelter to youth; conduct intake needs and suicide assessments; determine and meet basic needs of safety; shelter, hunger, clothing and personal care; obtain immediate physical and mental health care as needed; provide resources and survival gear to street youth; referrals to 24/7 crisis hotline.
- 4 Design and deliver interventions that encourage permanent self-sufficiency for youth (INTERVENTION):** provide supervision and positive reinforcement incentives model to youth in shelter; develop, implement and monitor individualized case plans; connect youth with educational and community resources; provide individual, family and support group therapy; conduct life skills courses including basic hygiene, meal preparation, financial literacy, healthy living, employment preparation, etc.; assist with future placement such as family reunification, housing, Job Corps, transitional living and employment.
- 5 Provide follow-up and aftercare services to prevent shelter youth recidivism or future homelessness (AFTERCARE):** help youth in developing longer-term life plans; assist youth in retaining jobs and staying in school; provide drop-in services including meals and access to resource room; continued access to life skills courses; develop and present youth with toolkit for survival as adults.
- 6 Ensure financial resources are available to support organizational sustainability and program growth (CAPACITY BUILDING):** create strategic development plans with diversified funding sources; steward donors, volunteers and event participants; identify and implement new technologies which enhance donor tracking, development activities, volunteer management and event efficiency; evaluate organizational and program costs to maximize and leverage contributions and in-kind donations.

Program Objectives

Using data from 2015, Youth Futures determined the following program objects to evaluate programming and measure growth for operational years 2016 to 2018. The chart below show status as of December 31, 2016:

Objective	2015 Baseline	2016 Status
SHELTER HOME		
Increase shelter night stays by 25% per year	32 Youth 996 Shelter Nights	54 Youth - 68.8% ↑ 2141 Nights - 115.0% ↑
Increase utilization of ongoing mental health care to 60%	36%	39%
Increase utilization to physical health care to 40%	18%	24%
Keep recidivism rate below 15%	12.5% - 4 youth	13.0% rate – 7 youth
DROP-IN SERVICES		
Increase drop-in participation by 50% each year	322 Services	633 Services - 96.6% ↑
Increase drop-in youth utilization of mental and physical healthcare to 30%	15%	33 %
Increase case management for drop-in youth by 30% per year	300 Sessions	342 Sessions - 14% ↑
COMBINED SHELTER/DROP-IN SERVICES		
Increase meal service by 40% per year	4,581 Meals	8,295 Meals - 81.1% ↑
Increase resource room access by 20% per year	353 Entries	410 Entries - 16.1% ↑
STREET & COMMUNITY OUTREACH		
Increase street outreach efforts to 16 hours per week to locate youth (living on the streets or in places not meant for habitation, camping in the mountains) in need of services	245 hours (6 hours/week)	624 hours - 154.7% ↑ (12 hours/week)
Identify and visit locations where youth congregate to create awareness of the available resources for RHY	25 sites	40 sites
Implement a comprehensive National Safe Place Program in Weber County and increase scattered site locations by 30 sites in Weber County and surrounding counties by 40 sites	15 Weber Sites	15 Weber Sites
Distribute 250 flyers each year in community about services	250 Flyers	498 Flyers – 99.2% ↑
Increase street youth's drop-in utilization by 15% per year	0 Street Youth	8 Street Youth – 800% ↑

Objective	2015 Baseline	2016 Status
Increase number of schools and libraries in Northern Utah that distribute information to youth at risk regarding Youth Futures programming	11 Sites	14 Sites – 27.2% ↑
Obtain a minimum of 2 signed MoUs with strategic partners each year	1 MOU (OUTreach Resource Centers)	1 MOU (Hope Clinic)

2016 Accomplishments

- SharePoint site built and implemented for daily journaling, information logging and data tracking
- Attended the National Runaway and Homeless Youth FYSB Conference in November
- Participated in Permanent Supportive Housing Toolkit Workshop presented by the State of Utah
- Weber State University student interns and work study students assisted Youth Futures to build capacity by providing low cost, volunteer services in the areas of case management, floor staffing and event planning
- Began developing relationship with the Utah Harm Reduction Coalition (UHRC) to become a lead partner in Weber County in the implementation of HB308, a bill passed by the Utah State Legislature during the 2016 Session making it syringe exchange programs legal in the State of Utah
- Accepted into the Combined Federated Campaign program to receive payroll deductions from Federal employees
- Became a Basic Center Program grantee with the Family & Youth Services Bureau under the U.S. Department of Health & Human Services
- Approved for FEMA EFSP funding
- Increased private giving (individuals, corporations, foundations, special events, in-kind) by 22.7% over 2015 levels.

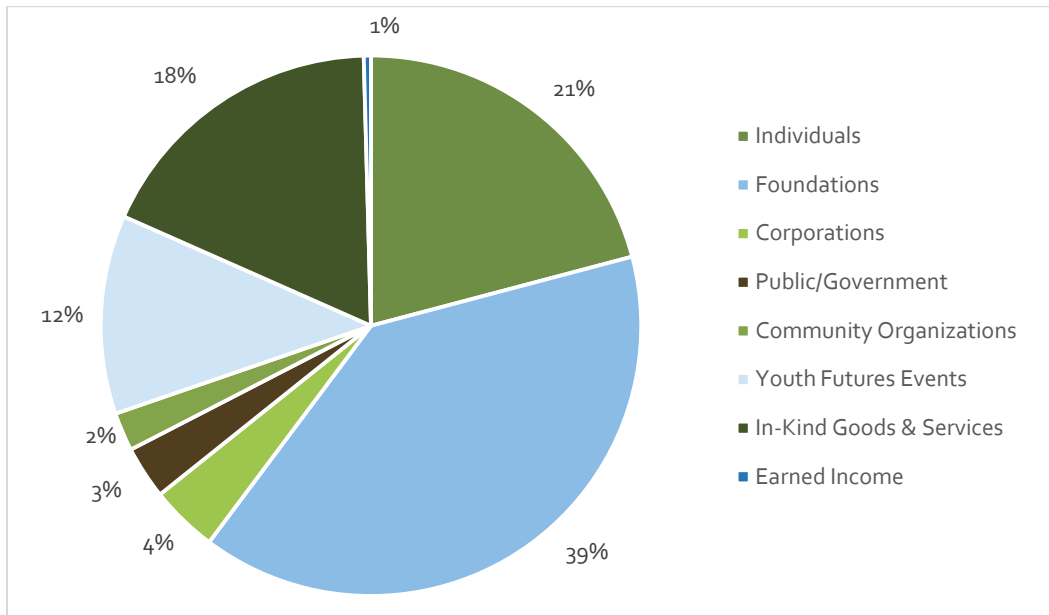
Financials

The majority of costs for operating Youth Futures are personnel expenses, including case management, supervision and counseling services provided to youth. The programming costs include providing personal hygiene and clothing to youth utilizing shelter or drop-in services, food, transportation to community and healthcare services, and access to computers and internet resources. As a fully functioning youth shelter, the program includes costs for household supplies, fixtures and furnishings, shelter maintenance and equipment replacement.

Youth Futures entered 2016 with net assets of \$218,792 and finished the year with net assets of \$245,472. The charts below show income and operational expenses from January 1 to December 31, 2016.

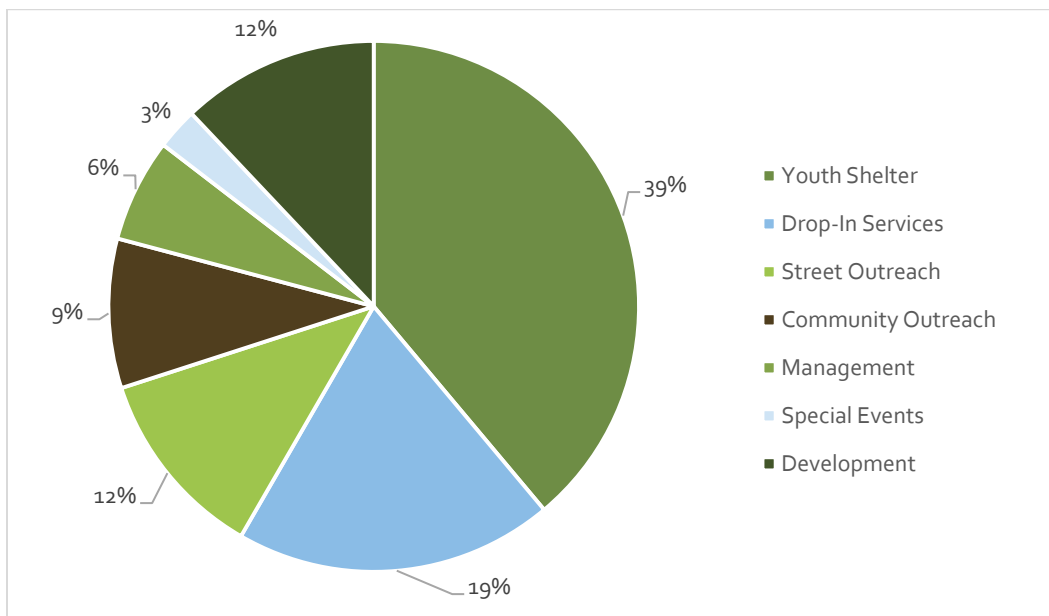
Income

Total earned income, contributed revenues and in-kind donations for 2016 was **\$421,205**. This total is a 25.87% increase over the total \$334,623 raised in 2015. Areas of highest growth included special events (\$50,000), Federal funding (\$13,307 booked from \$42,891 awarded 2015-16) and in-kind contributions (207% increase).



Expenses

The total expenses for 2016 were **\$394,525**. Program expenses accounted for 79.1%, management 6.3% and special events/development 14.6%. Expenses increased by 29.5% from 2015 to 2016 to support program growth and special events/development activities.



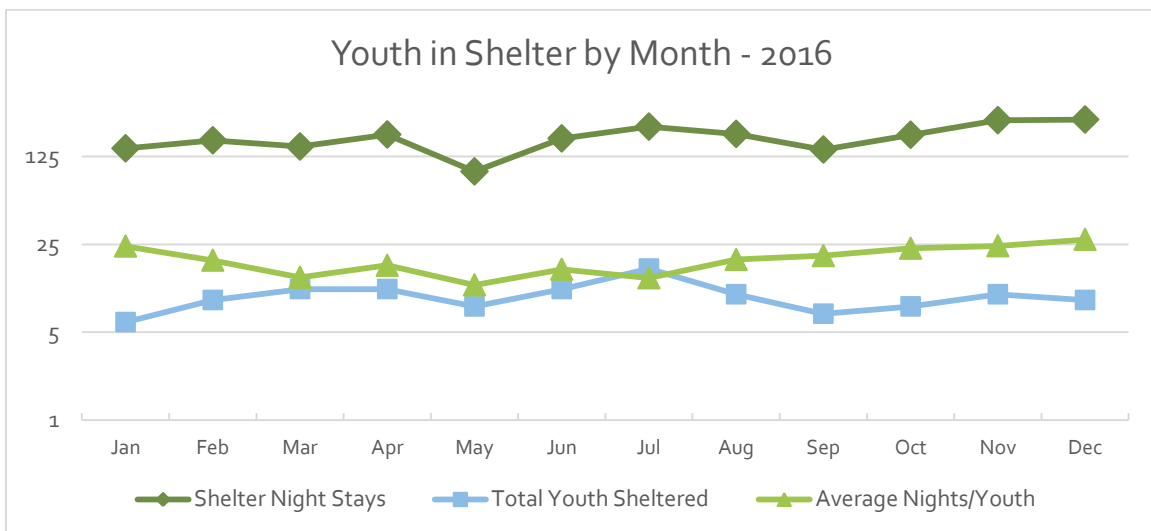
Program Statistics

We evaluate our impact based on the number of youth whom we serve at the shelter, and by documenting the short and long-term outcomes. Youth entering shelter participate in an intake interview, to allow for assessment and evaluation of the services that need to be provided. Data is collected on a monthly basis to determine program effectiveness and to assess future service and resource needs. This data will also be used to determine the need to open additional shelter facilities in communities surrounding Weber County.

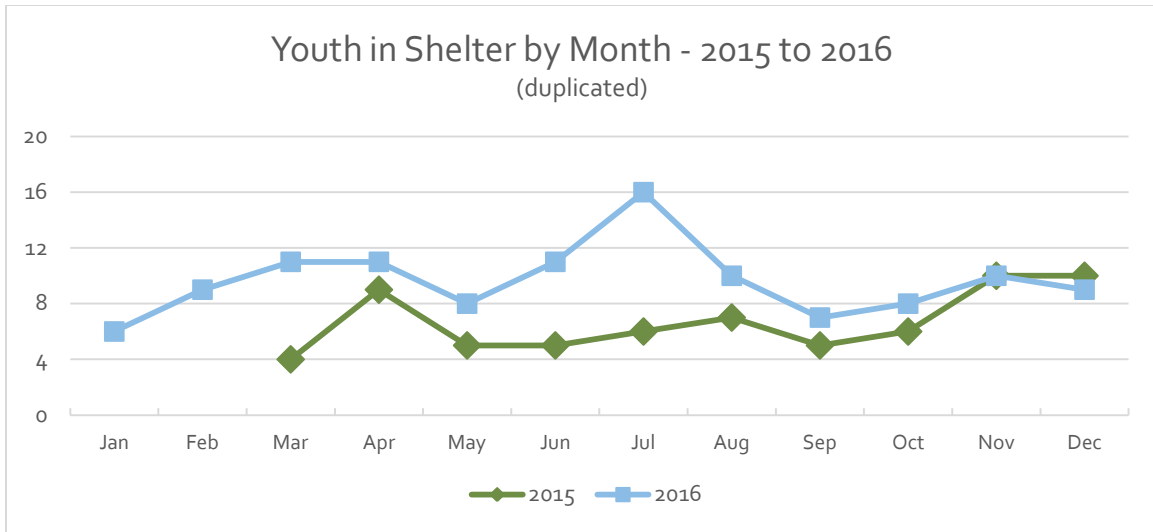
Youth in Shelter

Our residential shelter provides youth with a bed and a locker for the duration of their stay. Each youth is assisted towards family reunification or permanent housing in the community. Our staff provides youth with life skills education, groups, mentoring, positive youth development, assists with connection to jobs, housing and therapy. Youth also take advantage of onsite individual, group and family therapy.

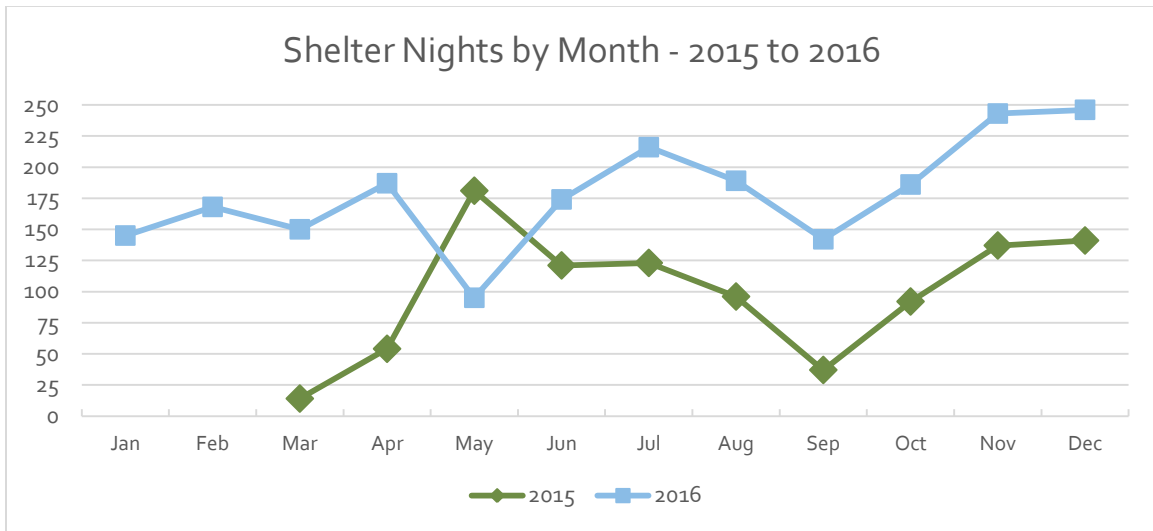
A total number of youth who received shelter in 2016 was 54, with stays ranging from 1 to 248 nights. Although the average monthly shelter night stay was 19 nights, based on the number of youth served during each month, the youth number are duplicated. When the total number of shelter nights (2,141) is averaged with the annual unduplicated youth total of 54, shelter stays average 40 nights each, compared to 31 shelter nights in 2015. Part of the increase is attributed to two siblings who stayed 239 nights due to the number of days their mother needed to wait to qualify for affordable housing and secure an apartment.



Unduplicated numbers of youth in shelter increased by 68.8% from 32 RHY in 2015 to 54 in 2016. Part of the increase was due to significant community outreach to schools (homeless liaisons, counselors, administrators), services providers (DCFS, foster care, homeless centers) and word-of-mouth (social media, homeless individuals, parent groups).

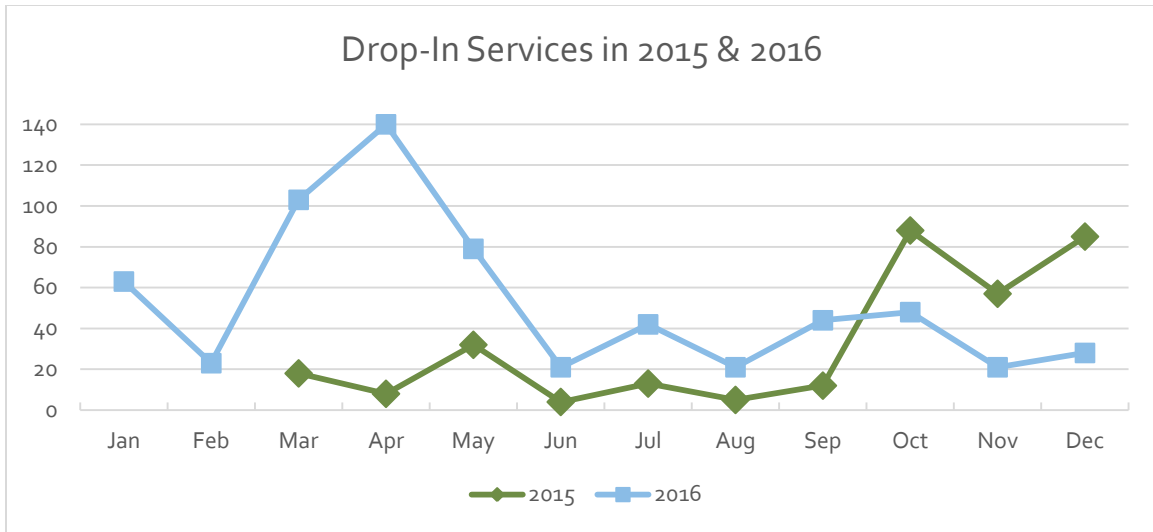


Since Youth Futures did not open its doors until late February 2015, the comparison data does not show a clear picture of how shelter nights were utilized in the early half of the year. However, from July to December 2016, the monthly increase in the number of shelter nights ranged from 93 to 105 nights compared to the same time frame in 2015.



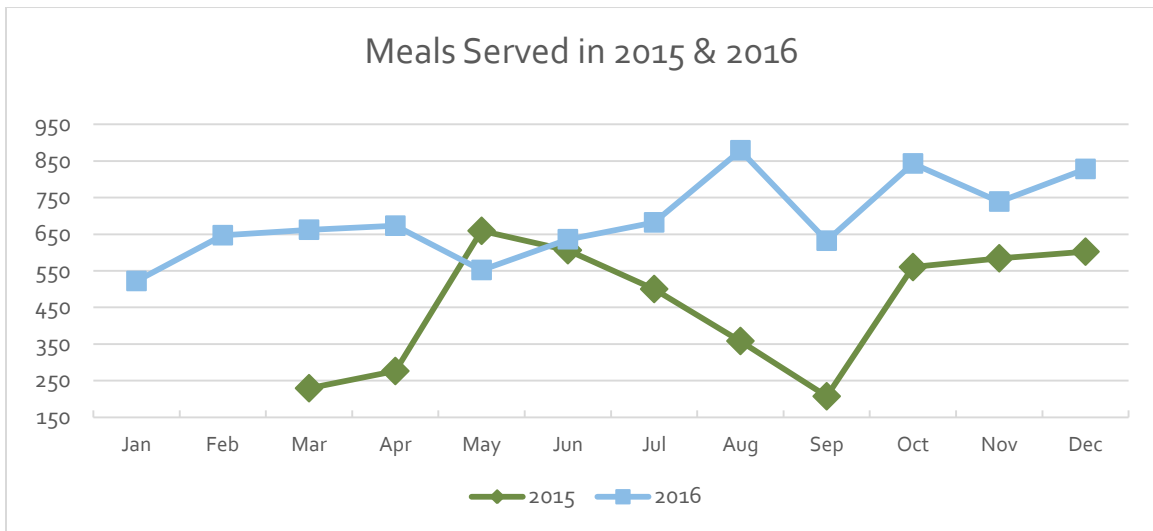
Drop-In Services

Drop-in services are offered to youth ages 12-18 during the day-time from 6:30am-8:00pm. Youth may access wrap around services and case management to assist them toward permanent self-sufficiency, with the hope of encouraging them to access shelter services. Drop-in services to youth also include meals, take home food bags, computer access, showers, laundry facilities, all resource room items, mental health services, connection to Hope Clinic, group activities and group therapy, activities and classes provided by the community of Ogden, transportation to the facility, etc. Youth who have previously received shelter services may access drop-in services through our aftercare program; these extended resources assist them in remaining housed once they leave the shelter facility.



Meals Served

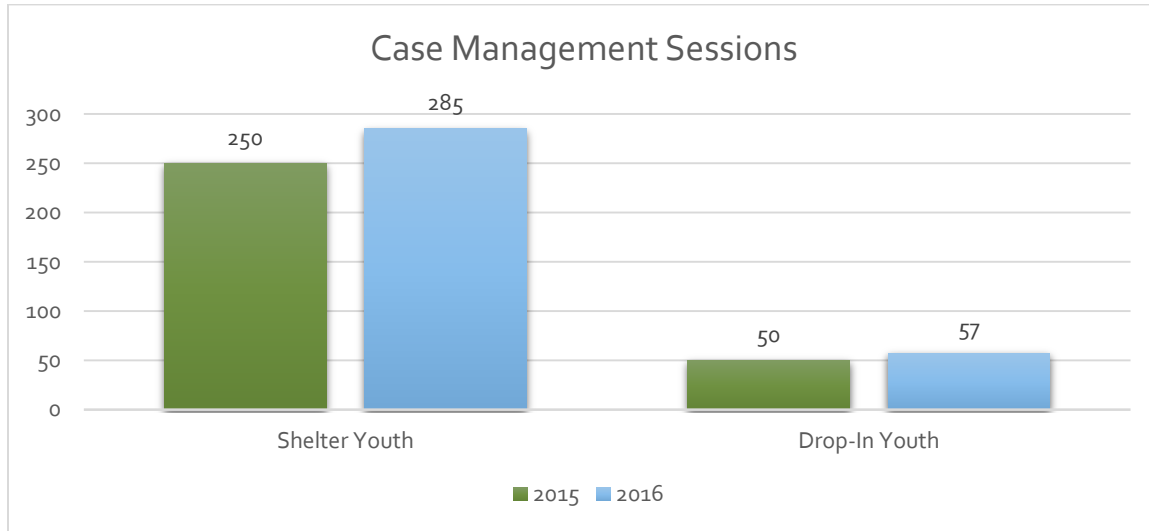
Youth Futures serves 3 meals and 2 snacks per day to shelter and drop-in youth. Meals are planned and prepared by staff and volunteers who hold food handlers permits. We work with a nutritionist to develop meal plans that are balanced, healthy and approved by licensing. Our partners at Catholic Community Services, Even Stevens, Sysco, LDS Bishops' Storehouse, and many other community donations assist us in providing thousands of meals a year for youth in need. Youth may also take a food bag and a sack lunch upon leaving the facility. The number of meals served increased by 81.1% from 2015, totaling 8,295 in 2016.



Case Management

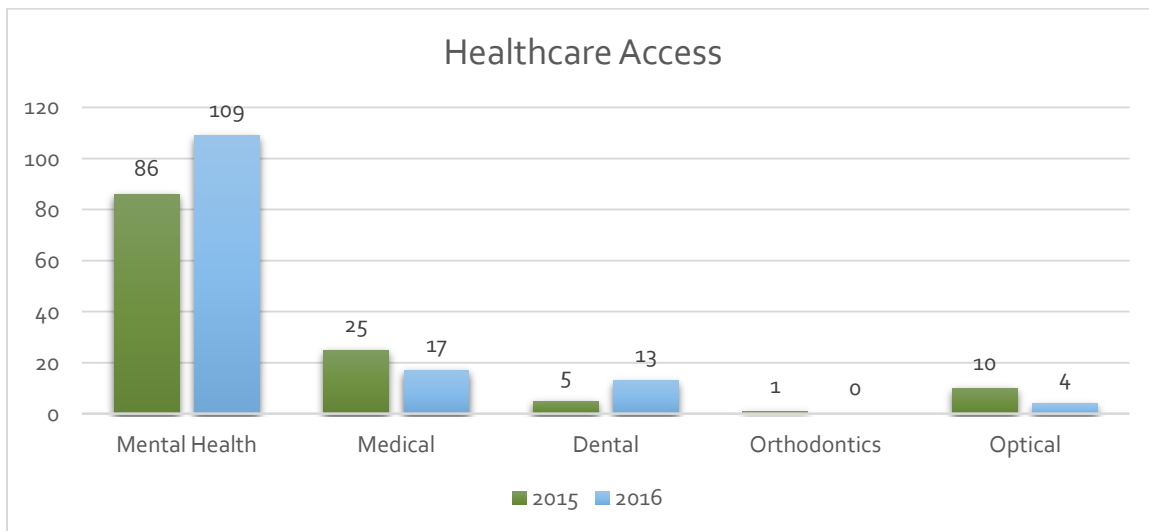
Case managers work one-on-one with residents, assisting residents with problems solving. Case Managers coordinate access to services for permanent housing, health care, financial help, family mediation /and or job training. Case Managers teach life skills to youth, such: as how to access transportation to community services, jobs, permanent housing, health care, educational supportive services and assist in access toward permanent

self-sufficiency. Case management sessions for both shelter and drop-in youth increased by 14% from 2015 to 2016.



Medical Access

Youth Futures has wonderful partners to provide resources and help connect our youth to healthcare providers. Our youth can access HOPE Community Health Clinic located at Lantern House for medical, reproductive health, medication management and mental healthcare. Other medical partners include Standard Optical who assists youth with eye exams and glasses, Midtown Clinic who treats basic dental needs and Shepherd Orthodontics who provides orthodontic care when needed.



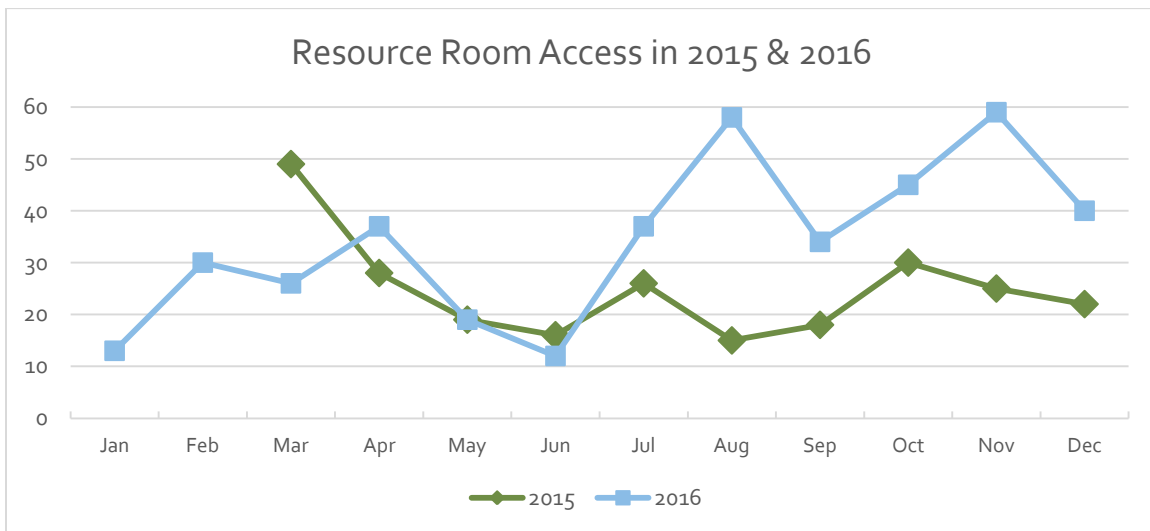
Suicidality

Suicidality is high amongst the youth seen at Youth Futures. Approximately 52% of youth who enter our facility for overnight shelter report having experienced suicidal ideation and many have had previous suicide attempts.

Our licensing requires that we assess each youth for suicidality at intake. Therefore, our therapist is on-call 24/7 to assess each youth that enters our shelter within the first few hours, if not immediately, upon entering shelter. On several occasions, we have referred a youth to a medical facility because of risk of suicide. Depression and anxiety present often in the youth seeking assistance. They are assessed initially by our therapist and then referred to our community partner Hope Community Health Clinic for medical concerns, mental health and medication at no cost. All youth who stay at Youth Futures receive individual therapy and group support sessions.

Resource Room Access

The resource room is stocked with basic necessities that youth need whether they are a shelter resident or accessing drop-in services. Items include: new socks, underwear, thermals, coats, hats, gloves, hygiene items, back packs, blankets, sleeping bags, street clothing, basic medical supplies, etc. Utilization of the resource room increased by 16.1% from 2015 to 2016. Many of the items are also provided to youth on the street during street outreach efforts. Youth Futures receives most of the items in the resource room through in-kind contributions and donation drives. The resource room inventory was valued at \$51,725 at the end of 2016.



Street Outreach

Youth Futures Street Outreach Team hits the streets to seek out youth who are living on the streets, squatting in abandoned buildings, camping in the mountains and living in places not meant for human habitation to encourage them to visit our facility for drop-in services and possibly shelter. Street outreach efforts target youth under age 22, but connect with any person that they find who may be experiencing homelessness. The street outreach efforts are often tedious, challenging and dangerous, yet this program is essential to reaching the most vulnerable and deeply entrenched street youth. Our efforts on the street search for youth who have learned to survive off the grid and may be deeply involved in sex, labor and drug trafficking, prostitution, gangs and/or any number of risky behaviors just to stay alive. Many of these youth have been kicked out, thrown out and abandoned by their entire support system.

RHY often have difficulty trusting adults and authority figures due to abuse, neglect and rejection suffered in the past. Our goal on street outreach is to connect with RHY to build rapport and provide them with necessary

survival gear, provide them with access to community resources and foster trust relationships. In 2016, our three person team spent 12 hours per week on the streets, hiking in the mountains, bringing pizza to skate parks, searching the libraries and dropping in at places where youth congregate to search for vulnerable youth. Building relationships of trust with homeless "street guardian" adults leads to information about the location where youth may be hiding. Once the street homeless population realizes that our efforts are attempting to provide them with needed services, which are in their best interest instead of criminalizing them, they become more open to utilizing services.

On the street we provide direct referrals to Weber Human Services, Midtown Community Health Center, Ogden Regional ACT, McKay Dee Hospital, Aloha Behavioral Health, Weber Morgan Health Department, CABHI, HOPE Clinic, and many more community partners, all of which seek to serve the most vulnerable youth in our community. Our hours spent on the street in 2016 represent a 154% increase from 2015, and we hope to increase to 16 hours or more, each week starting in 2017. After eight months of providing street outreach in 2016, we were proud to see our first youth access drop-in services as a result of our efforts.

In March, Youth Futures had the opportunity to visit Attention Homes youth program in Denver, Colorado to investigate their program and discover ways to increase the effectiveness of our street outreach efforts. They utilize a harm reduction model which includes providing education to the population on the spread of disease, clean use methods, over-dose prevention education such as education on Naloxone, referrals to treatment and syringe exchange. In March 2016, Utah House Bill 308 was passed, which makes it legal for syringe exchange to occur in the state. After the law took effect, we became connected with Utah Harm Reduction Coalition (UHRC), who organized the first syringe exchange on December 1, 2016 during World AIDS Day. This harm reduction model is now being incorporated into 2017 street outreach programming.

Community Outreach

Education, outreach and awareness were the key aspects of our community outreach efforts in 2016. As our capacity allowed, we visited with local schools to encourage school counselors to become safe place sites, managed various social media sites where youth congregate, created and distributed promotional materials, coordinated tabling at community events and assisted with third-party fundraising events. Staff spent time with school homeless liaisons to gain a better understanding of youth that may not be defined as homeless, but were living on couches or their cars. Our 2016 community outreach efforts focused on maintaining existing Safe Place locations and increasing partnerships with local youth service providers.

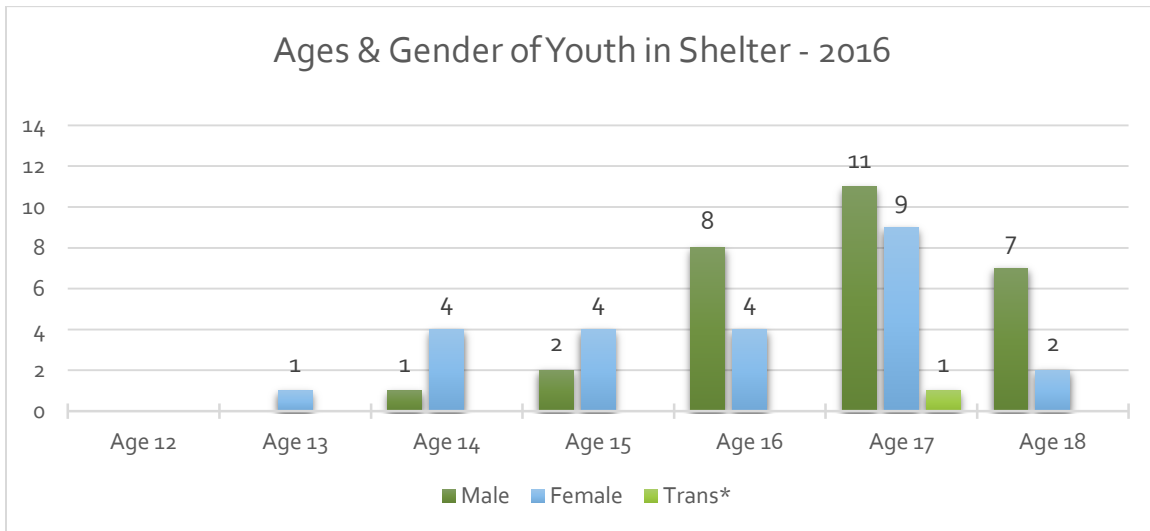
In order to significantly increase organizational capacity in this area, Youth Future made a goal to raise six-months of salary to hire a Community Outreach Coordinator. This position is anticipated to be hired in April 2017.

Demographics of Youth

Youth Futures provides its services to all youth ages 12-17 and non-emancipated 18 year olds (with a license variance), regardless of circumstance. We have a strict non-discrimination policy and will not exclude any youth who falls within these age ranges.

Age and Gender

Youth Futures sees a wide range of youth accessing services. Those who need shelter are primarily on the upper end of our service age range, with the average age being 17. Our data show that youth who are transitioning to adulthood are the most likely to be in need of overnight shelter. We provided shelter to 9 non-emancipated 18 year olds with variance approval from the Office of Licensing. These variances were granted to provide Youth Futures the opportunity to aid these youth who were still attending high school with in a more successful transition to adult living. The graph below shows the age and gender comparison for the youth who have accessed our overnight shelter beds within the first year of operation. Percentages of youth in shelter identifying as male was 54%, female 44%, and trans* 2%.

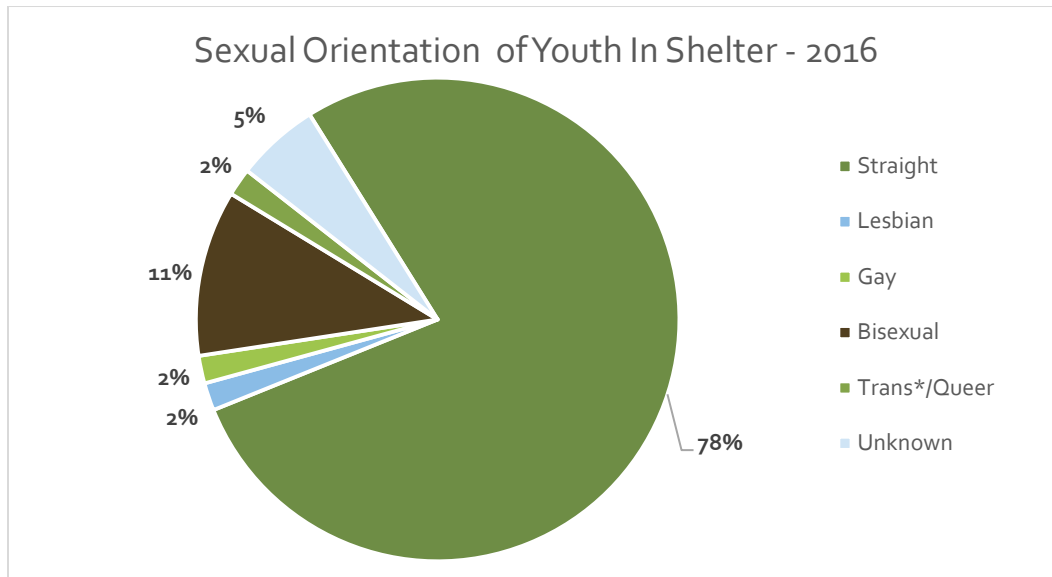


Sexual Orientation

Studies show that youth who identify as lesbian, gay, bisexual, trans* and queer are at much higher rates of experiencing homelessness, suicidality, depression, drug use and poverty. During 2016, we saw the number of youth identifying as "other than straight" drop from previous year levels of 50%. Overall, 27% of the youth who presented for shelter in 2016 identifying as LGBTQ and sought shelter due to the lack, or perceived lack, of family acceptance. We have found an interesting trend, in that, youth often enter shelter with the perception that if or when they reveal an identity other than straight to their families they will be rejected. They often state that their families have, in fact, rejected them; however, upon further investigation by our staff, we often find that the family may be lacking education, struggling with the surprise of the event, needing support and not realizing their child felt rejected.

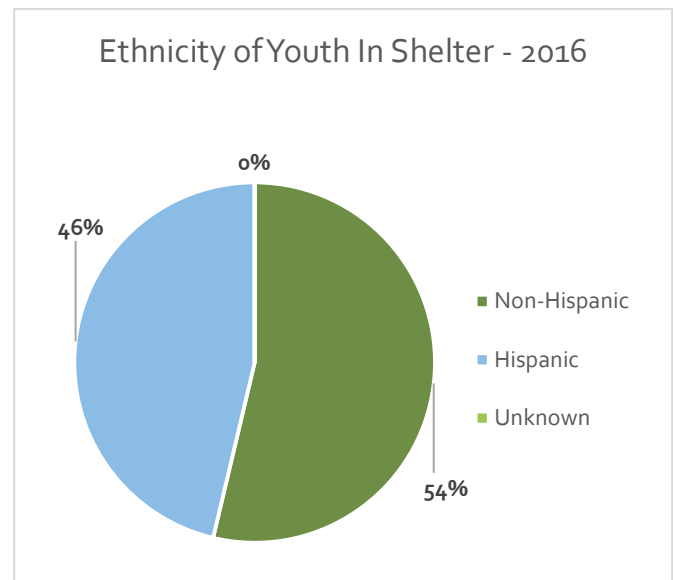
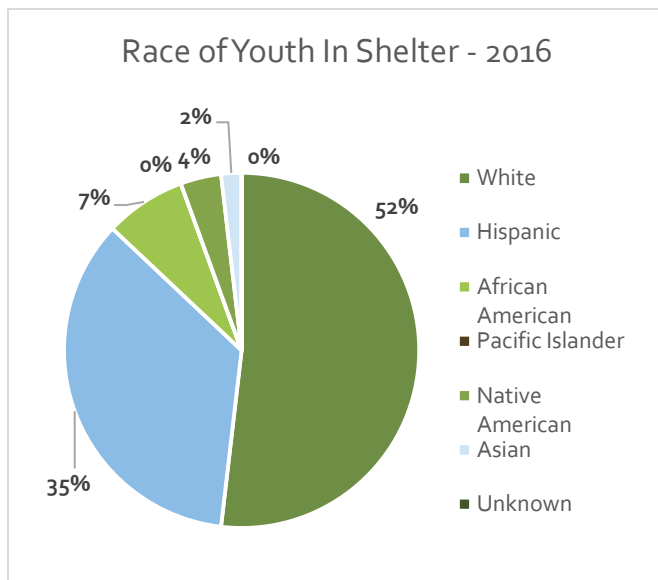
Our therapist and staff are accepting and educated on the difficulties that families and youth often face regarding the introduction of their orientation or gender to their families. Once our staff has reached out with resources and counseling the parents are often willing to accept and provide adequate resources to their child. Many of our LGBTQ youth have been successfully re-unified with their families with an increased family acceptance for their authentic orientation or gender identity. In a few cases rejection has happened, but not as prevalently as originally expected. We have yet to determine why the LGBTQ youth presented at a higher number for shelter in 2015 compared to this year. Of the LGBTQ youth we saw this year, a low percentage of them are in shelter for expulsion or rejection. Some of this trend could be the result of new messaging from two

major religious denominations represented in Utah, Mormons and Catholics, to not reject their LGBTQ children.



Race & Ethnicity

Approximately half of youth who enter shelter are racial diverse, with 46% stating their ethnicity as Hispanic. For comparison, according to Utah Department of Workforce Services demographic data from 2015, statewide 91.2% of the population is white, with 13.7% stating Hispanic ethnicity. In Weber County, 92.7% are white with Hispanics being 17.9% of the population.

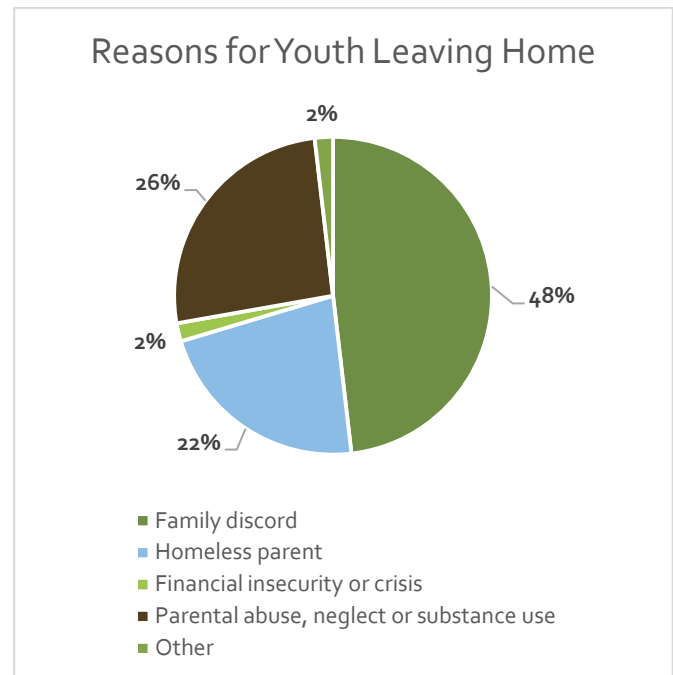
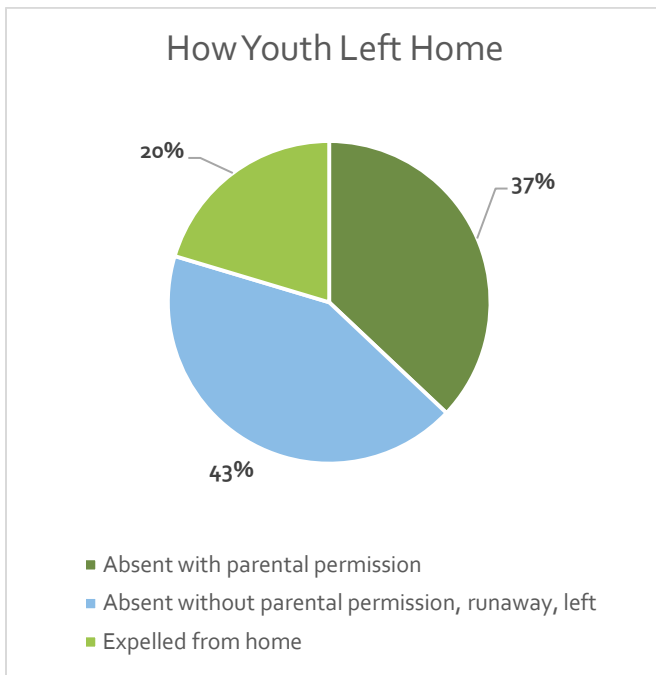


Reasons for Homelessness & Youth Placements

The causes reported to us for homelessness among this population tend to fall into three inter-related categories: **family problems**, **financial crisis** or **residential instability**. As stated previously, depression and anxiety are often present in youth seeking shelter, with 52% of youth who entered Youth Futures reporting suicidal ideation and previous suicide attempts. When youth enter our shelter, our goal is to find them safe and long-term placement as quickly as possible. Most notably, the highest number of successful placements are where we were able to re-unify the youth with their families.

Reasons Youth Are Homeless

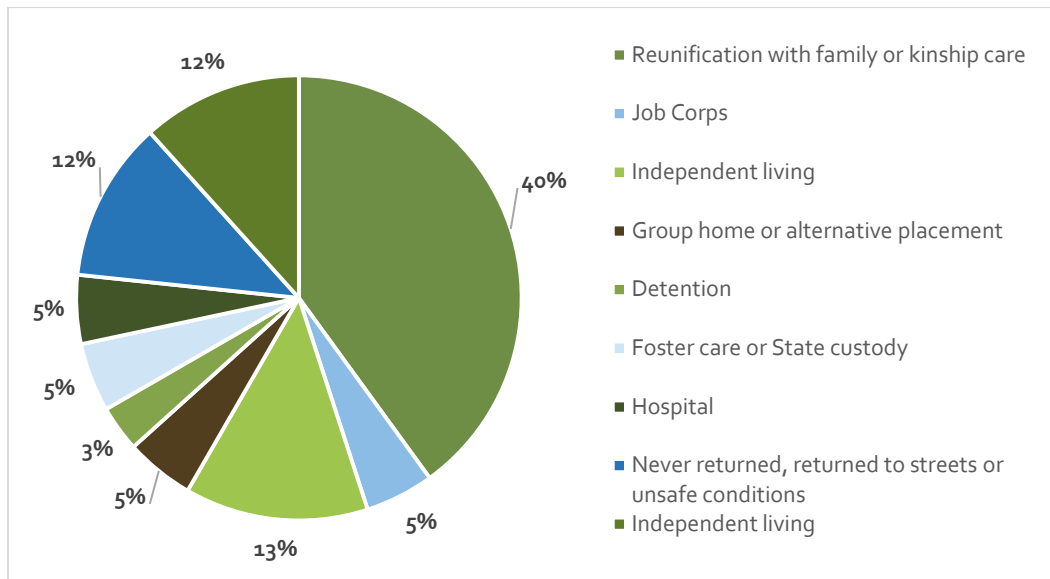
Not surprisingly, family discord is the number one reason that youth leave or are expelled from the home. Many youth cite abuse, neglect or parental substance use as their reason for leaving home. In these instances, DCFS* will become involved to determine the severity of the situation. In an effort to strengthen families, Youth Futures provides on-site family therapy and collaborates with DCFS, to access supportive services offered through the Division. Teens who are part of a homeless family often stay at Youth Futures while their parents work towards finding housing and stability. Over a third of youth who stay in shelter are absent the home with permission due to family discord, parental homelessness or financial instability.



*Youth Futures coordinates with DCFS where needed to protect youth in allegations of abuse or neglect. The determination is left to DCFS, and when needed, DCFS will provide additional and ongoing family preservation services to create more stable families. In these cases, we coordinate with DCFS, Child Protective Services (CPS) and law enforcement to find the best placement options for youth.

Placements for Youth

Youth Futures works closely with families to reunify where ever possible or to find another family member or close family friend where we may place youth. Youth are often referred to an alternative placement such as a group home, treatment center or transitional housing that will best address their personal needs. Many of our youth are placed with Job Corps where they can access housing, education and job skills training. If a youth is nearing the age of 18, we will assist in preparing and connecting them to independent living arrangements. Occasionally, youth who are suicidal will be referred to the hospital and sometimes it is necessary to connect youth to the juvenile justice system.



Parent Cooperation and Participation

Youth Futures' number one goal is to re-unify families, while creating increased stability in the home. We always collaborate with the youth's family of origin, first, to facilitate understanding and re-unification. Our licensing requires that we notify parents or guardians within eight hours of a youth arriving in shelter. Occasionally, a youth may not provide truthful contact information for their parent, but we almost always obtain the correct information after building trust with the youth. Our conversation with parents seeks to identify the issue and resolve the issue before sending a youth back home.

To meet our goal of keeping families together, our therapist meets with the families to help improve communication between the youth and their parents. We provide parents, youth and families with on-site therapy and resources to strengthen the home situation, thereby decreasing the chances that the youth will represent for shelter services. Oftentimes, the family discord can be addressed by opening a dialog between the youth and their parent to increase their coping skills, connect the family to resources that provide education to both the youth and the parent and develop more effective boundaries for families. We are proud to report 75% parental cooperation and consent to participate with our program.

Recidivism

Recidivism is defined by the number of youth who enter Youth Futures for overnight shelter more than once per year. Our goal is to keep the recidivism rate below 15% each year. In 2016, we had a recidivism rate of 13%.

We had seven youth who left the facility for a variety of reasons, but eventually returned for additional shelter night stays. Some of the reasons youth originally left the shelter included their homeless parent obtaining housing, attempting to live independently with a friend, or a parent forcing them to return home. Youth then returned due to the parent's loss of housing, allegations of parental neglect/abuse or an additional family crisis. Since over 80% of our youth are considered to be living in poverty, the extenuating circumstances of the family are often exacerbated by that poverty factor. The same reason they began experiencing homelessness may be the reason they re-present for shelter.

Unsheltered Youth

Youth Futures keeps track of the youth who contacted us or presented at our facility who we are unable to shelter, most often due to the fact that our license only allows us to shelter youth under the age of 18. In 2016, we were made aware of 120 youth who were between the ages of 12-23. Many of the youth were reported to us by community individuals and did not present at the shelter for services. We were able to refer 49 emancipated 18 year olds (graduated from high school) to adult shelter or other community resources.

Community Partnerships

A primary objective of Youth Futures is to build strong partnerships and collaboration with governmental agencies, nonprofit organizations, businesses and community groups to assist homeless youth and provide community connections to them. Moreover, volunteer service increases our organization capacity to reach out to youth in need and leverage our resources.

Coordinated Community Case Management

Our program works closely with nonprofit groups, community organizations, educational institutions and businesses that assist in providing resources and referrals to services for youth in need. We identify and build relationships with community organizations to leverage service capacity and provide youth with access to programs and services outside the shelter walls. We actively participate on the Local Homeless Coordinating Committee for Weber County, working with homeless service providers to determine and implement strategies to decrease homelessness in our community. Youth Futures stays in contact with homeless service providers statewide, such as Volunteers of America Utah, so that youth can access the best portfolio of programming to assist them toward self-sufficiency. We are grateful for the services our community partners provide to the vulnerable youth we serve.

- *Boys and Girls Club*: after school program
- *Burger King Franchises*: employment to lead to self-sufficiency
- *CABHI (Cooperative Agreement to Benefit Homeless Individuals)*: housing and case management for the most vulnerable in our community
- *Catholic Community Services*: access to their food pantry once per week
- *Christmas Box International*: shelters youth who are already in states custody and shares excess in-kind donations
- *Cottages of Hope*: youth with basic job skills training
- *Davis Behavioral Health*: therapy, case management, and aftercare for youth with mental illness
- *Detention Centers*: refers youth who leave detention with no place to go
- *Even Steven's Sandwiches*: sandwiches for shelter and drop-in youth

- *Genesis Project Youth Programming*: afterschool, faith-based youth programming
- *George Washington High Afterschool Programs*: after school programming
- *Grandfamilies Kinship Care*: assistance and location support to families who care for relatives
- *Hope Clinic*: free medical care, reproductive health, psychiatric treatment, medication management and dental care
- *Intermountain Healthcare/McKay Dee Hospital*: inpatient care to youth who are referred out of our facility for suicidal ideation or in-depth medical needs
- *Intermountain Therapy Dogs*: on-site therapy dogs for youth each Monday evening
- *JobCorp*: educational and vocational training opportunities to economically disadvantaged youth
- *Journey UP Mentor Program*: our youth with access to groups and activities
- *Juvenile Court System*: assists youth in obtaining emancipation, investigation of abuse and neglect through guardian ad litem
- *Lantern House*: homeless shelter for families and refers unaccompanied youth to Youth Futures
- *LDS Humanitarian Services*: access to the Bishops' Storehouse for food commodities, vouchers for thrift store shopping and in-kind goods
- *Local Homeless Coordinating Committee*: resources and access to funding for youth
- *Mama Dragons*: advocates for LGBTQ youth and provides mentoring to parents
- *McKay Behavioral Health Network*: coordinates care between all service providers of mental and physical health, to create a comprehensive and supportive care network
- *McKinney-Vento Act Homeless Youth Liaisons*: in-school access to services provided by Youth Futures
- *Midtown Clinic*: in conjunction with HOPE Clinic offers medications and more extensive dental care
- *National Safe Place Network*: youth access to safe places such as Youth Futures and other locations in Northern Utah through text apps
- *Northern Utah Coalition*: free HIV/ AIDS testing and condoms
- *Nurture the Creative Mind*: art-related project studios for at-risk, inner-city youth
- *Ogden Clinic*: services to youth who have Medicaid or insurance through their full-service clinic
- *Ogden Police Community Outreach*: community workshops on bullying, empowerment, gang prevention, etc
- *Ogden Police Department*: Detective Mackley builds rapport with our youth to create conversations about human trafficking
- *Ogden-Weber Area Technical Center and Youth Build*: high school and technical training to at-risk and underserved youth, as well as in-kind goods
- *OUTreach Resource Centers*: LGBTQ support groups and therapy
- *PAAG*: houses the most vulnerable population (severely persistently mentally ill) in Weber County
- *Pride Empathy Line*: crisis hotline providing empathy, support and resources for the LGBTQ community
- *Road Home*: adult homeless sheltering and services in Salt Lake City
- *Salt Lake Youth Services*: access to transitional housing, therapy and case management
- *Skate Parks*: recreational skating for youth and are frequent locations for the Youth Futures Street Outreach Teams to provide outreach and crisis services to street youth
- *Standard Examiner*: main newspaper for Ogden and Weber County who provides frequent newspaper coverage of Youth Futures programs in its publications
- *Standard Optical*: free optical exam and glasses to all youth in shelter
- *Support Groups*: local meetings providing support group facilitation for Healthy Relationship SG, Substance Abuse, LGBTQ Support Groups, etc. and a way to build awareness of Youth Futures programming
- *University of Utah*: interns in Occupational Therapy

- *Utah Division of Child and Family Services (DCFS)*: family preservation services, assists families with reunification and provides care for youth unable to return home
- *Utah Division of Child Protective Services*: investigates reported allegations of abuse and neglect
- *Utah Division of Workforce Services*: connects youth to education, employment and temporary financial assistance
- *Utah Foster Care Foundation*: provides youth with foster homes, often leading to adoption for youth who are unable to return home
- *Utah Harm Reduction Coalition*: education on harm reduction to the community and partners with our Street Outreach Program
- *Utah Homeless Management Information System*: technical support for data-tracking
- *Utah Pride Center*: resources for LGBTQ populations
- *Utah State University Extension Services*: life skills group to youth
- *Volunteers of America Utah*: emergency shelter and drop-in services to youth ages 15-22
- *Weber Human Services*: mental health and medication management for Medicaid clients
- *Weber-Morgan Health Department*: on-site healthy relationship and reproductive health workshops for youth
- *Your Community Connection*: local family crisis center for rape and domestic violence, providing a healthy relationship class to youth
- *Youth Impact*: variety of afterschool programs for at-risk inner-city youth, they often refer youth to our shelter who are homeless

Volunteer Service

In 2016, we had over 47 volunteers and interns who provided over 1,853 hours of service to our organization. We are extremely grateful for all the people who volunteer to extend the capacity of the program services Youth Futures. The types of activities volunteers help with include:

- Mentorship
- Meal preparation
- Group facilitation
- Intern at shelter
- Pet therapy
- Spanish translation
- Make birthday cakes for youth
- Assist with street outreach
- Information technology support
- Grounds clean-up, yard work, plant flowers
- Event planning, assistance and staffing
- Small facility renovations and appliance repairs

In addition, we had many groups who planned and hosted donation drives. These groups are listed under In-Kind Contributors on page 25.

Volunteer Highlight

- **Riley French** was named the 2016 Volunteer of the Year for Youth Futures. Riley frequently volunteers as a mentor, assist with events and tabling, translates Spanish and solicits both monetary and in-kind donations. Last year, he even helped the youth get dressed up for Halloween by providing face painting. Riley is dedicated, consistent and passionate about helping our youth.
- **Waypoint Academy** is a specialized boarding school of 36 students and is dually-licensed as an independent school and residential treatment center. They provide clinical treatment and academic

support to young men ages 13-18 who struggle with the debilitating effects of anxiety. Its students volunteered for all of our events in 2016, as well as helped us maintain the grounds of Youth Futures through clean-up efforts, shed organizing, weed pulling, snow removal and large furniture moving.

Special Events

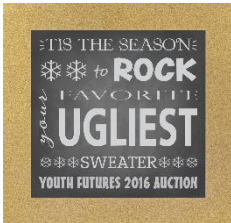
In 2016, Youth Futures held two special events that raise awareness and funds throughout the year; netting approximately \$40,000 to support Youth Futures' programming. In addition, many community members host "third party events" to raise funds to benefit our youth.

5 to Thrive 5K Fun Run • August 13, 2016



Our "5 to Thrive" Fun Run is an opportunity for the community to come together to participate in a healthy activity. Our first fun run had over 60 participants who followed a 5K course within an area bordered by Adams Avenue, 20th Street, Monroe Blvd and 27th Street. The handmade, tie-dye shirts given to participants were a huge hit. We thank Nats Twisted Threads for teaching our youth a fun craft and giving them an opportunity to assist in the event. Sponsors included: Even Stevens, Pepsi, Ground for Coffee, Staker Parson, Scott Martini Trucking and CDZ Messenger.

Auction Gala • December 8, 2016



Our 3rd Annual Auction was an unbelievable success, with more than 350 people registered to attend. Even with unanticipated, horrible snowy weather the day of the event, over 300 people made the trek to Hub 801 event center. The "Rock Your Favorite Ugliest Sweater" theme was a huge hit, and many attendees won prizes for sporting their ugliest outfits. We had over 200 beautiful items donated by community members and local businesses to auction off, and Hub801 provided the perfect space for the party. Radio personality, and Ogden native, Bill Allred (Radio from Hell on X96) emceed the event chaired by the

indomitable Jill Rowe. Table sponsors included:

Holiday Hero (\$2,500)

Golden Beverage
Pepsi
Dr. W.C. Swanson Family Foundation
University of Utah Hospital

Snow Angel (\$1,250)

Carl's Jr. Corporate
Coldwell Banker
Half Dental

Rockin' Reindeer (\$750)

Tom Christofferson
Custom Railing

Lighthouse Lounge
Jill Rowe
Weber State University

Superstar Santa (\$325)

Alyson Deussen
Even Stevens
Giv Development
The Group Real Estate
Mama Dragons
Jana Moffitt
Nonprofit Development Partners
Ogden Police Benefit Association
Waypoint Academy

Third Party Events

We thank the huge number of community groups and organizations who hosted events to raise awareness, and contributions for Youth Futures' programs throughout the year. Fundraising events and donation drives were held by the many community organizations throughout the year. These great organizations are listed under "Contributors and Donors" below.

Contributors and Donors

Youth Futures is grateful for the generosity of our community for assisting us in serving vulnerable youth and ensuring that they have a safe place to call home. Thank you to the individuals, business and foundations who made a difference in 2016! The names listed below acknowledge the cash and in-kind contributions received from January 1 to December 31, 2016. We regret if any names are missing or misspelled.

Cash Donations

A3 Utah	Penny Beckstead	Carl's Jr.	Lawrence T. & Janet T. Dee
Jennifer Abbott	Geoffrey Beckstrom	Jennifer Carlston	Foundation
Dahlia Adler	Rhonda Berdinner	Tara W Carolin	Delair Financial
Katarina Aikens	Cami L. Berger	Judith Case	Management Inc.
Airwaves Tower Company	Jay Lee Berger	The Castle Foundation	Jennie Dendy
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Barbara Allen	Susan Berland	Mark & Carolyn Cheminant	Lee Deussen
Joy Allen	Victoria Bernier	Darien Child	Julie Deveraux
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Mary Allred	Heidi Berry	Maryanne Clare	Brad Di Iorio
Allstate	Beta Sigma Phi Xi Eta	Margaret Clayton	Kim Dicou
Altrusa Club of Ogden Utah	Chapter	Tanya Clements	Kellie Diersman
Amazon Smiles	Chrysteil Bird	Barbara Coffey	Brendan & Melanie Dillon
Timothy & Peggie Ambrey	Lori Bird	Coldwell Banker	Carina Dillon
America First Credit Union	Jennifer Blair	S. Michael Coleman	Karl Donaldson
American Dream	Ronald W Blair	The Community Foundation	Vickie Eastman
Foundation	Boy Scouts	of Utah	George S. & Dolores Doré
American Family Mutual	Kimberly Boyer	The Community Foundation	Eccles Foundation
Insurance Company	Amelia Brandley	of Utah, LGBT Community	Laurie M. Eccleston
A. Andante	Christopher & Carlin Briggs	Fund	Joseph & Laurie Eccleston
Susan F. Andersen	Beverley Bristow	Peter Conover	Family Trust-2
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Golden Beverage Company	Fred Karger	Family Foundation	Marcie Price
Golden Spike Ladies of Elk	Tom Kauffmann	Peter & Mary Miner	Ronald L. Priddis
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Angel Hernandez	Craig & Janice Lewis Family	Lisa M. Nichols	Blake Schmutz
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Kristen Hill	Lighthouse Lounge	Nan Noble	Fiona Schroeder
Paul Hirschi	Highway Thieves	Nonprofit Development	Sew Small and Simple
ShaRee Hirschi	Fundraiser	Partners, Inc.	Alice Shafer
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Jeannine Hokanson	Stacey Lowe	Ogden Kiwanis Foundation	Tim Sharp
Althea Holland	Lutheran Women's Mission	Ogden Police Department	Kirsten Shaw
Gary Holland MD, PC	League	Ogden Retired School	Linda Siegel
Stephanie S. Hore	Kathryn MacKay	Employees Assoc.	Silicon Valley Community
Kathryn Hueth	Blaine Major	Dale O'Grady	Foundation
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 North Ogden 21st Ward
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 Episcopal Church of the Good Shepherd
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 Winnon Hall
 Mara Hammer
 Fallon Hansen
 Stephanie Harding
 Vernel Harper
 Lynn Harvey
 Highmark Charter School Teen Living
 Class Service Project
 Maryann Higley
 LaMont Hislop
 Liana Ho
 Dee Dawn Hodson
 Jeannine Hokanson
 Jayne Holt
 Home Depot
 Bridgette Hooton
 Sodie Horton
 Hostler Model Railroad Club
 Samantha Humphries
 Katy Hunter
 Lydia Hunter
 Natalie Hunter
 Liana Ito
 J&C Transport
 Amanda Jackson
 Debra Jarrell
 JC Coquillard
 Jamillah Jenkins
 John Paras Furniture - Dave Thompson
 Jones Shirts & Signs - Jenice Jones
 Fred Karger
 Brandon Kenison
 Lucee Kenison
 Lisa Keyes
 The Kidmans
 Kidz Town
 Alicia Kirkman
 Amy Knowlton
 June Krambule
 Tyler Kulbacki
 La Bella Sole Photography
 Lacey See's Candies
 Lady Bug Realty
 Arlea Lee
 Evi Lenthe
 Liquid Canvas
 Little Lambs Comfort Kits Project
 Kathalean Lokken
 Lucky Slice
 Mama Dragons Retreat Service Project
 Annette Marquardt-Kimball

Ian Marshall
 Audrey Martinez
 McKay-Dee Hospital
 Lois Mcleighton
 Pat Medina
 Joann Meyers
 Glona Mike
 Millcreek Scouts - Laura Spencer
 Don & Lisa Miller
 Mary Miner
 The Mission
 Bridget Mitchell
 Krystle Mitchell
 Modern Woodman Service Project
 Jen Montierth
 Lee Mortensen
 Pat & Cindy Moss & Brewster
 Mount Ogden Golf Course
 Bob & Pauline Murray
 Sandra Nailen
 Milt Neeley
 Holly Neilson
 Dirk Netll
 New World Distillery - Ashley Cross
 Vicky Nielson
 Allison Nixon
 Nonprofit Development Partners Inc.
 Northridge High Future Business
 Leaders of America Project
 Ogden Clinic
 Ogden Golf & Country Club
 Ogden Kiwanis Club
 Ogden Police Department Service
 Project
 Ogden-Weber Community Action
 Partnership
 Barry Ogrady
 Old Navy
 Olive Garden
 Marina Onre
 Deana Opheikens
 Marina Opie
 Claudia Oyler
 Palmer's Wholesale Décor
 Park City High School GSA Donation
 Drive
 Marilyn Parry
 Ashton Patterson
 Julie Peterson
 Leslie O. Peterson
 Jason Picket
 Planet Fitness
 Marlene Poore
 Cindy Porter
 Salise Potokar
 Jayna Powers
 Larry Quezada
 RC Willey

Ben & Margaret Read
 Rec Outlet
 Cactus Reds
 Nancy Rehani
 Bonnie Rembag
 Phillip Reynolds
 Charissa Riley
 Kristen Robbins
 Zoe & Spencer Rogich
 Ericka Rountree
 Kaden Rowe
 Bonnie Rumbacz
 Safe Harbor
 Guillermo Santana
 Hilary Scadden
 Derek Schaub
 Ron Schick
 Schneider's Riverside Golf
 Christi Scow
 Mikaela Shafer
 Derek Sharp
 Doug Simpson
 Slack Water Pizzeria
 Christina Slow
 Brent & Cindy Smith
 Cheyenne Smith
 Smith's Food & Drug
 12th Street & Harrison
 40th Street & Harrison
 Jodean Snuggs
 Sober Riders
 Sparrow Home Furnishings
 Amy Sperandeo
 St. Paul Lutheran Church Donation Drive
 Staker/Parson Co.
 Kirk Staply
 Colleen Starley
 Austen Steckler
 Jackie Seinwetz
 Kathy Stenimetz
 Michael & Robyn Stevens
 Robyn & Michael Steward
 Kathy Stobaugh
 Launa Stron
 Joan Sullivan
 Sweet Tooth Fairy
 Tabula Rasa
 Kimberlee Taylor
 Roxanne Taylor
 Geoffry Thomas
 Tie Shop
 Melanie Tobias
 Tona Sushi
 Charly Treutleman
 Melanie Tsbar
 Tiffany Turner
 Estefany Turrubiardez

Utah Museum of Contemporary Art
Truck & Drive
Tabatha Valdez
Emily Van Dyke
Tamara Vana
Tracy Vandeventer
Brenda VanHorn
Lorraine Vernon
Colby Vost
Emily Walsh

Murray Ward & Maren Chen
Shelby Watchman
Don Waus
Eva May Waus
Waypoint Academy Community Service
Weber State University
Dina Wells
Greg Weyburn
Wheeler Machinery
L. Wheelwright

Kassie Winkler
Joshua Winkler
Laura Withers
E. Wixom
Ashley Wodley
Women Who Wine
Krystle Woolsey
Jessie Yasenko
Ye Olde Cupcake Shoppe

Board Members

We want to thank all of the individuals who served on the Board of Directors and volunteered dedicated service to our organization during 2016. We are also grateful for the past board members for built a strong foundation for growth during Youth Futures' developmental years. Board members assist with governance, policy changes, strategic planning, community relations, raising funds and planning special events.

2016 Board Members

Scott Catuccio, President
Kristen Mitchell, Vice President
Alyson Deussen, Secretary
Victoria Bernier, CPA, Treasurer
Chase Bailey, MD

Karl Donaldson
Julie Hoehn
Cappy Shapiro, MSW
John Terrill

Past Board Members (2014-2015)

Jessica Corbran
Brad Dilorio
Charles Horton III
Mark Nelson
Rachel Peterson
Sean Pressey

Wendy Roberts
Becky Roe
Keith Stephenson
Brandon Stotts-Nay
Karla Woodward