



# 2017 ANNUAL REPORT

July 2018



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## Youth Futures Overview

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Youth Futures opened Utah's first homeless Residential Support Temporary Youth Shelter in Ogden in 2015 to serve runaway and homeless youth (RHY) between the ages of 12-17 and non-emancipated 18 year olds, regardless of circumstances. This low-barrier facility provides 16 temporary overnight shelter beds and daytime drop-in services to youth, as well as intensive case management to help youth become re-united with family or self-sufficiently contributing to our community. The majority of the youth we serve are not "troubled kids" but the victims of unfortunate and/or perilous circumstances. Our programs are developed to connect youth, on an individual basis, with resources to build the skills that are needed to support a healthy future. The goal of our programs, whenever possible, is to reunite the youth with their family or with kinship care. 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.

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### MISSION STATEMENT:

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

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### 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 Ogden, Utah on February 20, 2015.

Since opening (through December 31, 2017), Youth Futures has sheltered 144 youth (unduplicated) a total of 6,293 nights for an average of 39 shelter nights each,



served 21,117 meals, opened the resource room 1,361 times, conducted 2,082 drop-in services (duplicated) and performed 1,357 hours of outreach to street youth. Our programs have more than tripled since our first year of operations, growing quickly to meet community demands. Future plans include opening a new 10-16 bed shelter home in St. George in Summer 2018 and begin expanding the Ogden campus in early 2019.

## **Assessment of Need**

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 2017 Utah Homeless Point-In-Time (PIT) Count identified 164 unaccompanied youth (defined as persons under age 25), 17 youth parents and 48 children of youth parents experiencing homelessness in Utah over the course of several nights in January 2017 (Utah Homeless Management Information System, "Statewide PIT Count 2017").

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.

## **Expansion to Southern Utah**

In February 2017, Youth Futures Executive Director Kristen Mitchell was contacted by Mike Carr, the McKinney-Vento Homeless Liaison for the Washington County School District in Southern Utah. He explained that a committee comprised of most of the youth service providers in the area, community members and city officials had been formed to discuss the RHY problem and find solutions to end youth homelessness in Southern Utah. The Youth Shelter Committee had first considering starting a "host home" program but soon realized it would be costly for the committee to monitor, license and insure, so they set out to find a different solution to the problem. The liaison had found out about the shelter home in Ogden through research and read the many news articles that have been written about us. He called to ask if Youth Futures would be willing to come and present to the committee about how we had formed, what we do and how we could assist Washington County to establish a shelter home to serve vulnerable youth in Southern Utah.

We presented our programming model in late March 2017, after which the committee met to discuss the possibility of involving Youth Futures in opening a youth shelter in the area. In April, the Youth Shelter Committee reached consensus and invited us to work with them to open a shelter home in the St. George area. The Youth Futures Board had already been strategizing about potential statewide expansion plans, having identified St. George as an area that was lacking adequate RHY services. The request from the committee was right on par with future expansion plans. Since we already had successful programming and operations up and running, the committee felt it had the expertise needed to make a youth homeless shelter a reality for Southern Utah. The committee asked us to help establish a shelter home for minor youth, as well as transitional housing

for young adults ages 18-20 to assist with their transition to adulthood.

Planning for building a shelter and transitional housing began in earnest with the submission of a grant to the Family Youth Services Bureau (FYSB) within the U.S. Department of Health and Human Services to fund program operations in July 2017. The grant was awarded to start September 30, 2017, with the caveat that a shelter home needed to open within six months of funds being awarded. Our initial plan was to construct a building to accommodate both shelter and transitional housing programming on state land near existing youth service providers. However, we also needed to find property in which to open an interim facility, with a minimum of four beds to meet the terms of the FYSB grant, but more importantly, to get youth off the streets.

In mid-October, we received a call from our commercial realtor stating there was a six-bedroom house in the heart of St. George going on the market that would be perfect for the permanent shelter home facility. Upon seeing the house and the adjacent office building also for sale located at 340/330 E. Tabernacle Street, an emergency board meeting was called to determine whether to make an offer. The board authorized the offer, but stated the closing was contingent on gaining confirmation of zoning from St. George City. Many meetings ensued with city leadership, with Mayor Pike personally calling each council member to gain approval. He called to confirm the City's



support on December 24, 2017. The expansion of Youth Futures' programming in St. George will occur in two phases: Phase I) shelter home, daytime services, street outreach; Phase II) transitional housing. Thanks to tremendous community support and volunteer labor, we plan to open a ten-bed shelter home in Summer 2018.

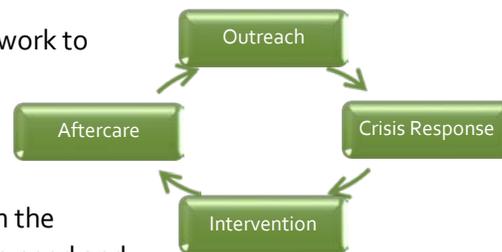
## Programming

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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. At the end of 2017, we had a paid staff of ten fulltime and five part-time employees, two on-call licensed clinical social workers (LCSW), two interns and one AmeriCorps VISTA volunteer. 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 essential 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 Weber County and surrounding communities.

## Continuum of Care & 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 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"> <li>Strategic partnerships and community referrals:               <ul style="list-style-type: none"> <li>Child welfare providers (DCFS, CPS, JJS, HHS)</li> <li>Homeless service providers (Lantern House, Road Home, VOA, SwithPoint)</li> <li>Housing and employment (WFS, Job Corp, HUD)</li> <li>School administrators and educators</li> </ul> </li> <li>Media Relations</li> </ul>	<ul style="list-style-type: none"> <li>National Safe Place</li> <li>School visits and assembly presentations</li> <li>Partner referrals</li> <li>Media Relations</li> <li>External support groups (Healthy relationships, LGBTQ support groups, substance use, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one interaction with homeless youth and adults</li> <li>Information at youth gathering sites</li> <li>Word of mouth</li> <li>Social media networks</li> <li>Rapport and relationship-building</li> <li>Harm reduction program</li> </ul>
CRISIS RESPONSE (Immediate)	<ul style="list-style-type: none"> <li>Overnight shelter</li> <li>Basic needs (food, water, hygiene kits, clothing)</li> <li>Intake (needs, healthcare and suicide assessments)</li> <li>Resource room access</li> <li>Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Basic needs (food, water, hygiene kits, clothing)</li> <li>Resource room access</li> <li>Healthcare assessment</li> <li>Transportation</li> <li>24/7 crisis hotline referrals</li> </ul>	<ul style="list-style-type: none"> <li>Basic needs (food, water, hygiene kits, clothing)</li> <li>Survival equipment (tents, sleeping bags, blankets, coats)</li> <li>Transportation</li> <li>24/7 Crisis hotline referrals</li> </ul>
INTERVENTION	<ul style="list-style-type: none"> <li>Staff supervision</li> <li>Case management and individualized case plans</li> <li>Therapy (individual, family)</li> <li>Support groups</li> <li>Healthcare access</li> <li>Life skills classes</li> <li>Placement (family reunification, housing, employment, post-secondary education)</li> </ul>	<ul style="list-style-type: none"> <li>Case management</li> <li>Support groups</li> <li>Healthcare access</li> <li>Life skills classes</li> <li>Connections to community resources</li> <li>Employment (preparation and placement)</li> </ul>	<ul style="list-style-type: none"> <li>Information about community resources</li> <li>Continued relationship-building</li> </ul>
AFTERCARE	<ul style="list-style-type: none"> <li>Ongoing drop-in service</li> <li>Follow-up case management for 6 months to 1 year</li> </ul>		

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.

## 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 increased access to 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 numbers 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

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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 & Measurements

Using baseline data from 2015 for analysis, Youth Futures determined the following program objectives to evaluate programming and measure growth in Northern Utah for operational years 2016 to 2018. The chart below shows performance measurement status as of December 31, 2017:

Objective	2015 Baseline	2016 Status <i>(against Baseline)</i>	2017 Status <i>(against Baseline)</i>
<b>OGDEN SHELTER HOME</b>			
Increase shelter night stays by 25% per year	32 Youth 996 Shelter Nights	54 Youth – 68.8% ↑ 2,141 Nights – 115% ↑	70 Youth – 118.9% ↑ 3,156 Nights – 216.9% ↑
Increase utilization of ongoing mental health care to 60%	36%	39% – 8.3% ↑	67.1% – 86.5% ↑
Increase utilization to medical health care to 40%	18.8%	24.1% – 28.4% ↑	15.7% – 16.2% ↓
Keep recidivism rate below 15%	9.4% – 4 youth	13% rate – 7 youth	15.7% rate – 11 youth (undup)

Objective	2015 Baseline	2016 Status (against Baseline)	2017 Status (against Baseline)
<b>OGDEN DROP-IN SERVICES</b>			
Increase drop-in participation by 50% each year	322 Services	633 Services – 96.6% ↑	1,127 Services – 250% ↑
Increase drop-in utilization of mental/physical healthcare to 30%	15%	33% – 120% ↑	3.5% – 77.1% ↓
Increase case management for drop-in youth by 30% per year	300 Sessions	342 Sessions – 14% ↑	413 Sessions – 37.7% ↑
<b>COMBINED SHELTER/DROP-IN SERVICES</b>			
Increase meal service by 40% per year (*New tracking tool started mid-year)	4,581 Meals	8,295 Meals – 81.1% ↑	8,241 Meals* – 79.9% ↑
Increase resource room access by 20% per year	353 Entries	410 Entries – 16.1% ↑	703 Entries – 183.5% ↑
<b>NORTHERN UTAH STREET &amp; COMMUNITY OUTREACH</b>			
Increase street outreach efforts to 16 hours per week to locate youth (living in places not meant for habitation) in need of services	245 hours (6 hours/week)	624 hours – 154.7% ↑ (12 hours/week)	488 hours – 99.2% (9 hours/week)
Increase street youth's drop-in utilization by 15% per year	0 Street Youth	8 Street Youth – 800% ↑	9 Street Youth – 12.5% ↑ from 2016
Identify and visit locations where youth congregate to create awareness of the available resources for RHY	25 sites	40 Sites – 60% ↑	25 sites – 0%
Implement National Safe Place Program and increase site locations by 30 sites in Weber County and surrounding counties by 40 sites	15 Weber Sites	15 Weber Sites – 0%	19 Weber Sites – 26.7% ↑
Distribute 250 flyers each year about services	250 Flyers	498 Flyers – 99.2% ↑	2,996 Flyers – 12X baseline
Increase number of schools and libraries in Northern Utah that distribute YF program information to youth at risk	11 Sites	14 Sites – 27.3% ↑	14 Sites – 27.3% ↑
Obtain a minimum of 2 signed Memorandum of Understandings with strategic partners each year	1 MOU (OUTreach Resource Centers)	1 MOU (Hope Clinic)	2 MOUs (Utah Harm Reduction, Ogden School District)

## 2017 Accomplishments

Youth Futures experienced a significant amount of growth during 2017 with increased demand for Ogden-based programs and services, as well as the beginning stages of expansion to Southern Utah and the opening a shelter home in St. George during 2018. Below is a list of highlighted accomplishments during the past year:

- Recipient of 2017 Innovator Award given by the Utah State Homeless Coordinating Committee

## Ogden

### Services:

- Increased shelter capacity from 14 beds to 16 beds
- Statistical analysis of data of the Ogden program services from 2016 to 2017 operational years:
  - Numbers of youth sheltered increased by 29.6% increase (54 youth to 70 youth)
  - Total shelter nights increased by 47.4% (from 2,141 to 3,156)
  - Average shelter nights per youth increased by 13.7% (from 40 to 45)
  - Drop in services increased 78% (from 633 to 1,127)
  - Case management session for shelter youth increased by 115% (from 342 to 737)
  - Served 8,241 meals (*Due to a changed the mechanism for tracking meals mid-2017, percentages stayed constant from 2016 to 2017*)
- 60% of youth were reunited with families or placed in kinship care, with 11.4% moving to independent living and 14.3% leaving shelter without forwarding information

### Personnel:

- Hired a fulltime case manager, due to the increased numbers of youth accessing services from the previous year, to help youth in shelter develop individual case plans, advise drop-in youth of community resources and provide follow-up case management (aftercare) to youth for six months to one year after leaving shelter
- Hired a fulltime community outreach coordinator to increase our ability to present to schools and community organizations, develop collaborate resources with homeless and youth service providers and recruit additional National Safe Place sites
- Contracted with additional on-call LCSW (bringing total to 2)
- Staffing costs kept low through partnerships with Weber State University's Center for Community Engaged Learning and the College of Social Work (work study staffing, interns, class projects)

### Capacity Building:

- Approved as an AmeriCorps site, project will include 3-5 new Vista positions to begin one-year terms in July 2017. Hired 1 AmeriCorps VISTA position (Street Outreach Worker), with plans to hire additional positions in early 2018.
- Made an offer on the former Wasatch Peaks building to expand campus footprint, eventually move all supportive services (case management, counseling, drop-in, community/street outreach, administration) out of the shelter building, and operate a small thrift store to manage in-kind donations deliveries and create revenue by reselling items in excess of what is required to meet program needs. Space in the new building will allow for shared community partner/service-provider space and an on-site health clinic, as well as increase the bed capacity in the shelter from 16 to 20.

## St. George

### New Shelter Home:

- Contacted by Mike Carr, the McKinney-Vento Homeless Liaison for the Washington County School District in Southern Utah, to see if Youth Futures would be willing to meet with the Youth Shelter Committee, a committee comprised of youth service providers, community members and city officials had been formed to discuss the RHY problem and find solutions to end youth homelessness in Southern Utah. (February)
- Youth Futures presented its programming model to Youth Shelter Committee (March)

- Invited by the Youth Shelter Committee to open a shelter home in the St. George area (April)
- Went under contract to purchased former residential home and office building in the heart of downtown St. George for Youth Futures shelter home in Southern Utah (October)

**Funding:**

- Awarded Basic Center Program funding form the Youth Services Bureau (FYSB) within the U.S. Department of Health and Human Services to fund three years of program operations. The \$600,000 grant (\$200,000 per year for three years) began September 30, 2017, with the caveat that a shelter home needed to open within six months of funds being awarded
- Awarded \$40,000 from Walmart State Giving for 2018 program operations (November)
- Received \$460,000 from the Olene Walker Homeless Trust Fund to assist with property purchase and major renovations to meet City code and ordinance requirements (December)

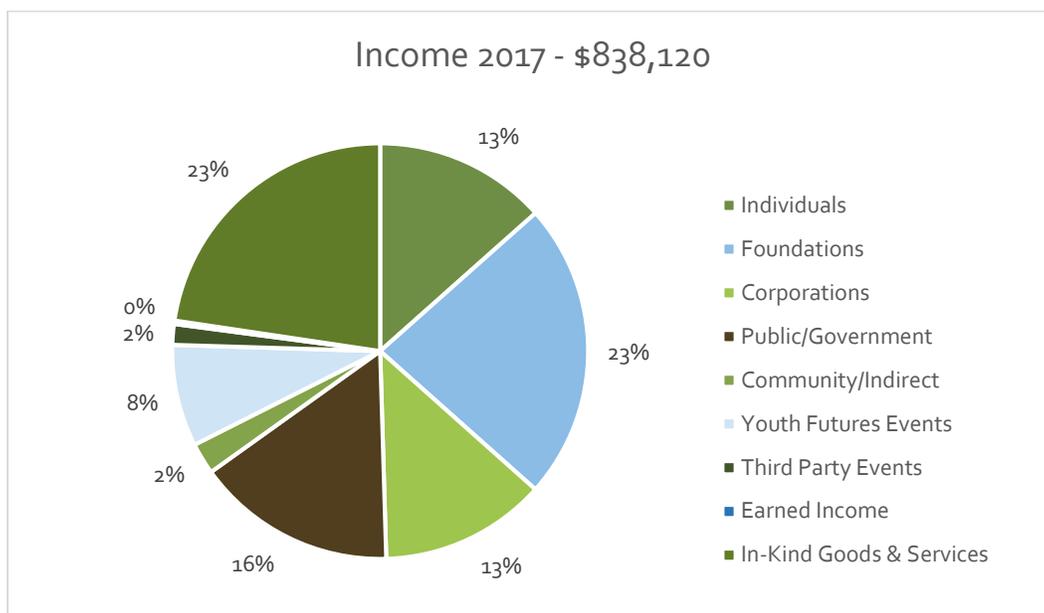
## Financials

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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. Operational costs include household supplies, fixtures and furnishings, shelter maintenance and equipment replacement. Youth Futures entered 2017 with net assets of \$245,472 and finished the year with net assets of \$430,516. The charts below shows income and operational expenses from January 1 to December 31, 2017.

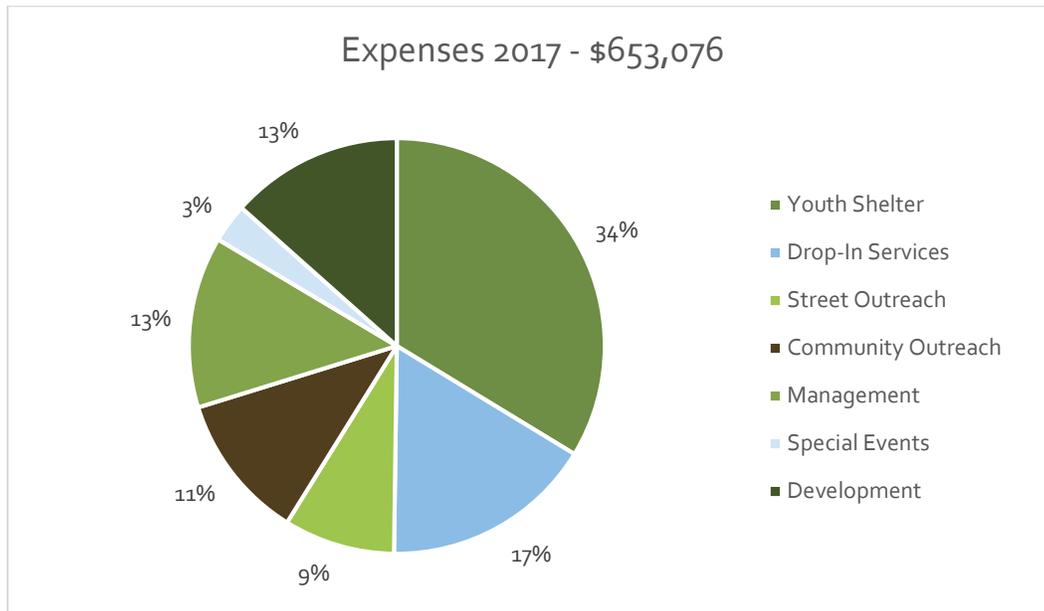
### Income

Total earned income, government funding, contributed revenues and in-kind donations for 2017 was **\$838,120**. This amount is a 99% increase over the \$421,205 raised in 2017. Areas of highest growth included government funding (881.5% increase due to new funding from State of Utah and Weber Homeless Fund for Ogden, and BCP for St. George), corporate support (537.1% increase, and in-kind contributions (151.1% increase).



## Expenses

The total expenses for 2017 were **\$653,076**. Program expenses accounted for 70.3%, management 13.3% and special events/development 16.4%. Expenses increased by 65.5% from 2016 to 2017 to support program growth, expansion to St. George and special events/development activities.

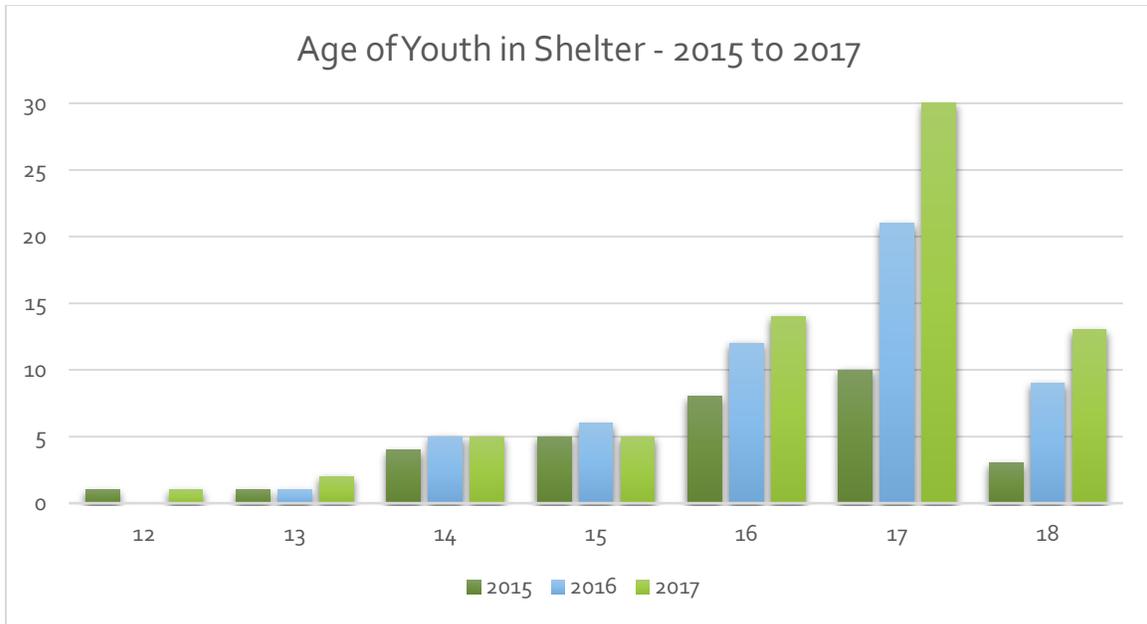


## Demographics of Youth Served

Youth Futures provides its services to all youth ages 12-17 and non-emancipated 18 year olds (with a license variance), regardless of circumstance. As a low-barrier facility, 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 median age being 17. Our data show that youth who are transitioning to adulthood are the most likely to need overnight shelter. We provided shelter to 13 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. Of those being sheltered in 2017, 18.3% were between the ages of 12-15, 63.4% were between the ages of 16-17 and 18.3% were non-emancipated 18-year-olds. Percentages of youth in shelter identifying as male was 41%, female 56%, and trans\* 3%. The graph below shows the ages of youth who have accessed our overnight shelter beds since opening in 2015.



## 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 2017, we saw the numbers of youth identifying as “other than straight” continue to drop from the previous levels of 46.9% in 2015, 22.2% in 2016 and 11.3% in 2017. Over the past two years, 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 the past two years. 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 continued messaging from two major religious denominations represented in Utah, Mormons and Catholics, to not reject their LGBTQ children.

## Race & Ethnicity

Approximately 78% of youth who enter shelter stated their race as White, 11.3% stated Native American and 5.6% responded African American/Black. Ethnicity of youth was reported a 62.9% non-Hispanic and 37.1% as Hispanic. For comparison, according to Weber County Economic Development Partnership, of the 252,224 people living in Weber County, 83.7% are White with 18.4% of residents being of Hispanic ethnicity.

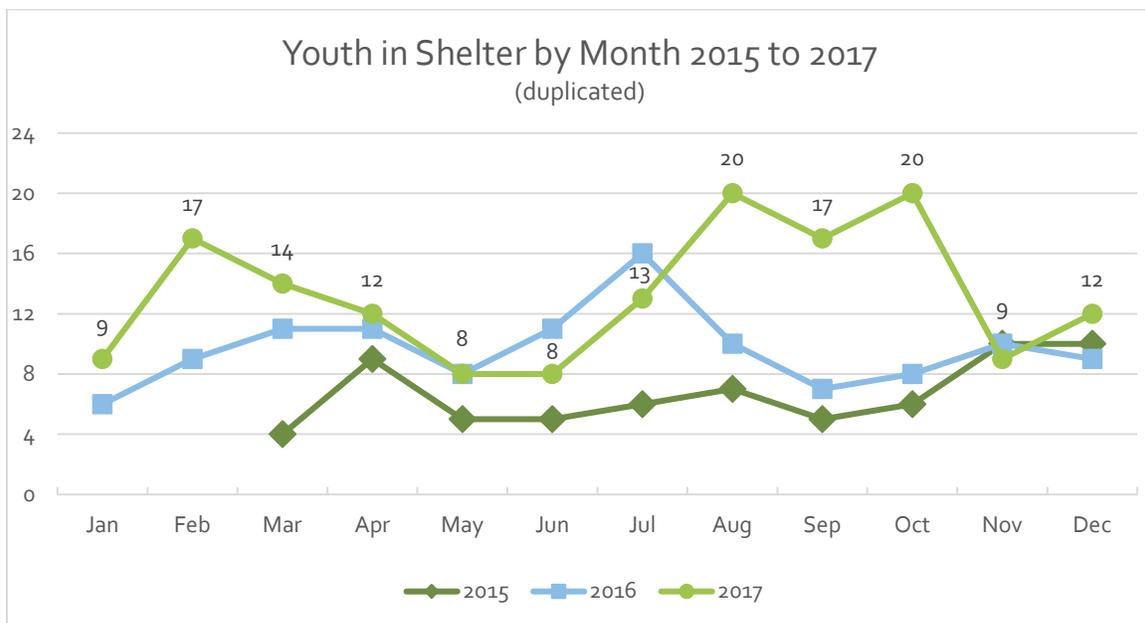
## Program Statistics

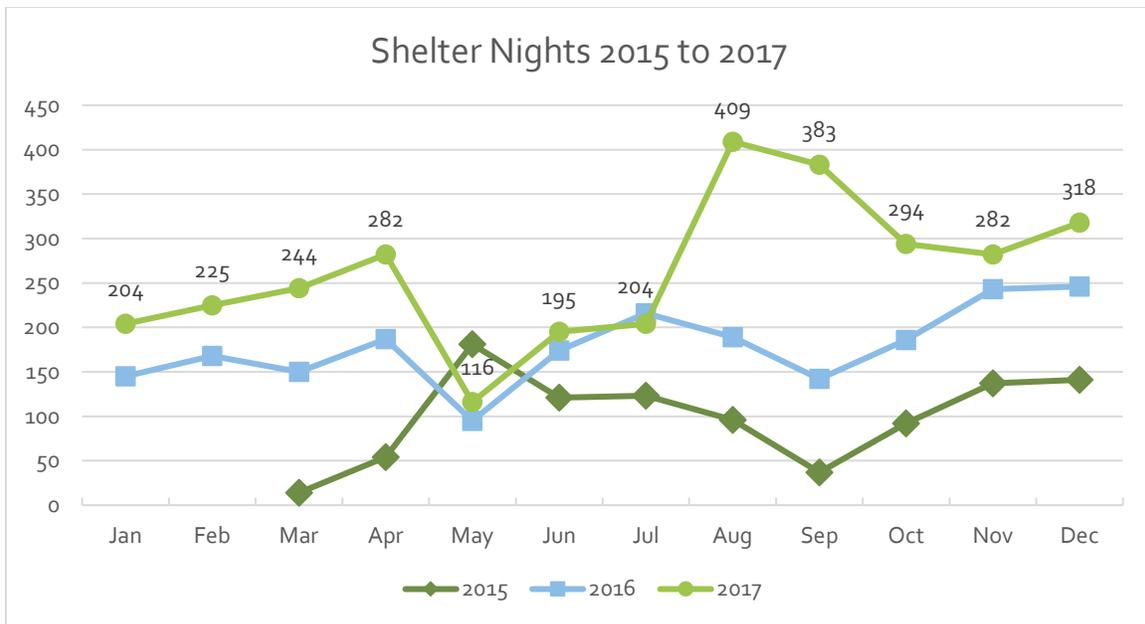
Youth Futures was established to lower rates of youth suicide and homelessness, to build youth self-sufficiency and resiliency and to increase the rates of education, employment and mental health among homeless youth as they approach adulthood. Information is collected monthly to determine the number of services provided, to examine effectiveness and to assess future service and resource needs. We evaluate our impact based on the numbers of youth whom we serve through shelter or drop-in services, and by documenting the short and long-term outcomes in these youth. Each youth that accesses the facility completes an intake, to allow for assessment and evaluation of the services that will be provided. The expected outcomes of this model are fewer reports of youth victimization and suicides, as well as fewer reports of youth engaging in risky survival behaviors. We plan to use similar performance measures as defined above for program operations in St. George. Our plan is to collect data once the shelter opens, and then extrapolate objectives from the data collected over six months of services. Later this fall, the board will meet to determine strategic goals and objective to direct organizational and programmatic decisions for 2019-2021.

### 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.

The total numbers of duplicated youth who received shelter in 2017 was 70, a 29.6% increase from the 54 RHY in 2016. Youth stays ranged from 1 to 314 nights, with a total number of 3,156 shelter night stays, up 47.4% from 2016 stays of 2,141 nights. The average stay per youth was 45 nights, up from an average of 40 nights the previous year.





The Ogden Shelter ran near or at “capacity level,” having 12 or more beds of the 16 shelter beds being filled on a given night, for 88 nights during the year (mostly during August, September and October). The staff and board began discussing ways to increase beds to meet growing RHY needs and additional space for case management and drop-in services. The project devised includes moving all supportive services (case management, counseling, drop-in, community/street outreach, administration) to the adjacent, former Wasatch Peaks Credit Union building to increase the shelter facility’s overnight capacity by four beds, for a total of 20 beds (maximum allowed by our licensing). Youth Futures will operate a small thrift store out of the newly acquired building to manage in-kind donations deliveries and create revenue by reselling items in excess of what is required to meet program needs. Plan also include the development of a Youth Skills Program, where in-kind donations will be utilized to teach youth how to recycle, up-cycle, repurpose and refurbish items for resale. Space in the new building will allow for shared community partner/service-provider space, as well as a future health clinic. Youth Futures plans to raise funds for a down-payment on the building during 2018.

### Case Management

During case management sessions, staff work one-on-one with youth, assisting them with problem-solving and developing individualized case plans decision-making. They help coordinate youth access to services for permanent housing, health care, financial help, family mediation /and or job training. They serve as mentors, teaching life skills to youth such as how to access transportation to community services, searching for jobs, filling out paperwork for permanent housing, obtaining health care services and applying for educational supportive services. The goal is to assist individual youth in moving successfully toward permanent self-sufficiency. Youth Futures hired a full-time case manager in 2017 based on the growing number of your access shelter and drop-in services. Case management sessions for shelter youth increased by 115.5% from 2016 (342 sessions) to 2017 (737 sessions), with drop-in case management staying flat at 333 sessions in 2017.

### Recidivism

Recidivism is defined by the number of RHY who enter Youth Futures for overnight shelter more than once per year. When the goal of keeping the recidivism rate below 15% each year was initially determined, Youth

Futures viewed “recidivism” from a negative lens, whereby youth coming back to shelter reflected badly on the program model. However, what was realized is that RHY are not always willing, or may not have the belief in themselves, to successfully set goals and work through their individual case plans. This circumstance is especially true of youth who had experienced a significant amount of trauma prior to approaching Youth Futures for services. Some of the reasons youth leave 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 any of the youth who seek shelter at Youth Futures 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.

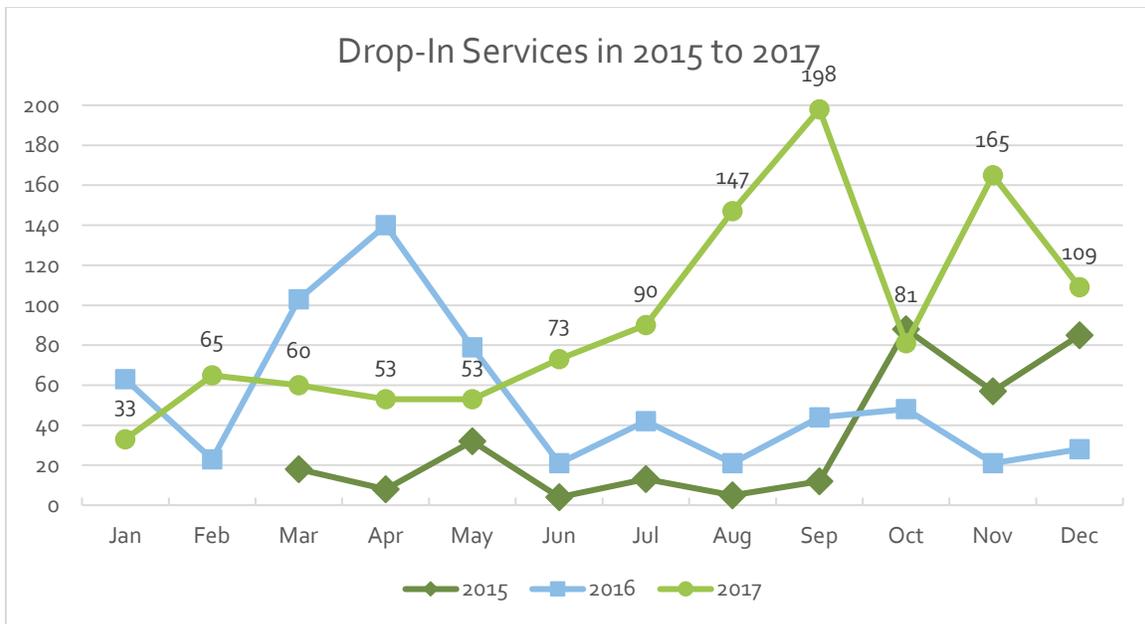
We had 11 youth who left the facility for a variety of reasons, but eventually returned for additional shelter night stays. Our recidivism rate was 15.7% for eleven unduplicated youth; however, there were a total of 24 episodes of leaving and then returning among these youth. The increased numbers of youth who have left and then returned was due to the more “deeply entrenched” youth being seen. These entrenched youth are more difficult to serve, and some have substance abuse issues. They do not do well in an environment where rules are placed on them and tend to leave shelter when case management goals are enforced. Youth may also insist on leaving, against staff recommendations, into unstable housing and then return due to those circumstances not working out. We are proud that we have maintained the relationships and that youth feel comfortable to return when they need services, but this has increased the overall rates and duplicated episodes of recidivism.

### **Suicidality**

Suicidality is high amongst the youth seen at Youth Futures. Approximately 51.3% 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.

### **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. Drop-in services increase by 78% from 633 in 2016 to 1,127 in 2017.



During 2017, Youth Futures hired a Community Outreach Coordinator to increase outreach efforts to schools (homeless liaisons, counselors, administrators), services providers (DCFS, foster care, homeless centers) and word-of-mouth (social media, homeless individuals, parent groups). Increases in drop-in services can be attributed to the efforts of this staff position (see Community Outreach for additional information).

### 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 mechanism used to track meals changed in mid-2017, which makes it appear as the number of meals served in 2017 (8,241) stayed consistent with the previous (8,295).

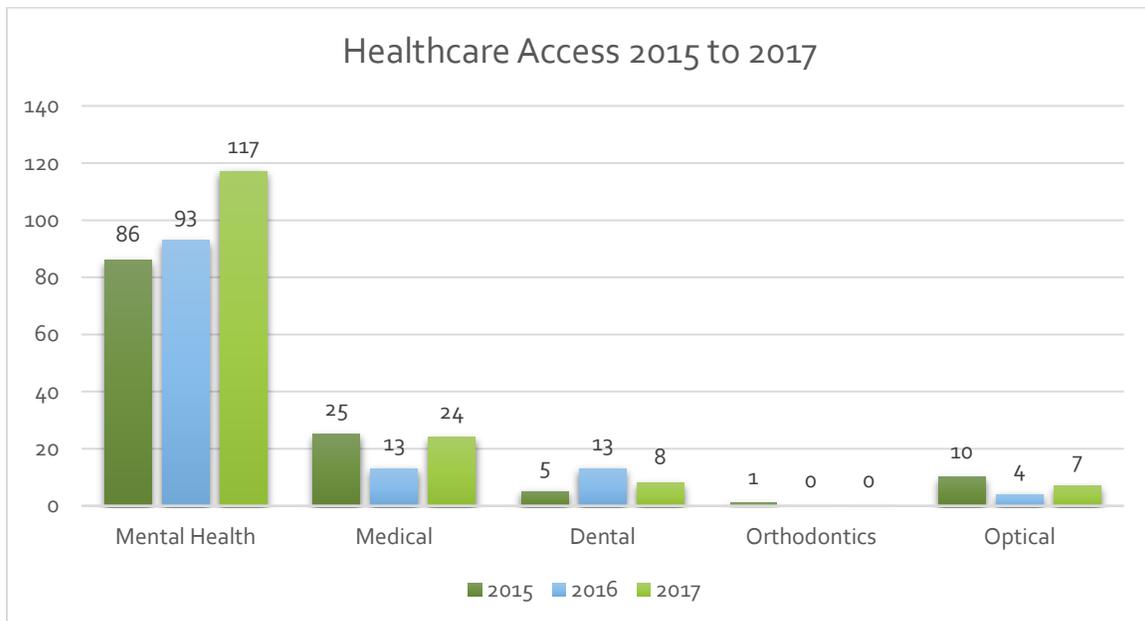
### Resource Room Access

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 71.5% from 2016 to 2017. 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 supplies inventory was valued at \$58,464 at the end of 2017.

### 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.



### 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 also 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 2017, our three-person street teams spent an average of 9 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. We saw a 21.8% decrease to time spent on the streets from 2016 (624 hours) to 2017 (488 hours).

This was due to the increase numbers of youth in shelter and drop-in, and the need to keep staff that would be out on street outreach in the shelter to handle the increase supervision needs. We hired an AmeriCorps VISTA Street Outreach Worker in November 2017, with the intent to increase staff capacity for direct street outreach services. We anticipate increasing street outreach to 16 hours or more, each week starting in 2018. In 2017, we had nine street youth access drop-in services as a result of street outreach efforts.

## Community Outreach

Education, outreach and awareness were the key aspects of our community outreach efforts. As stated earlier, the hiring of a fulltime Community Outreach Coordinator in April 2017, increased our capacity to visit 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. Our staff visited 25 youth gathering locations during the year to reach out to at-risk youth.

## Ogden School District Partnership

A significant amount of community outreach effort was spent in 2017 building relationships and negotiating a memorandum of understanding (MOU) with the Ogden School District to give Youth Futures the ability to present to at-risk youth in grades 7<sup>th</sup>-12<sup>th</sup> at the junior and senior high schools. During the early months of 2017, we held many meetings with school counselors and administrators in hopes of gaining support when it came time to address the Ogden School Board for approval. Fortunately, once we were able to get in front of the Superintendent and Board, it was not long before we agreed to a MOU with the District. The MOU allowed us to speak in assemblies, health classes and to inform youth about programs and services available at Youth Futures; however, state law prohibits schools from being Safe Place sites. Less than a year after gaining access to the Ogden School System, the numbers of youth accessing Youth Futures continues to grow, particularly in the area of drop-in services.

## Safe Place

Safe Place is a national youth outreach and prevention program for young people in need of immediate help and safety and envisions a world where all youth are safe. Network partners believe that youth are capable of initiating the helping process and taking an active role in creating a healthier living situation; are more likely to seek help in places that are familiar, safe and identified by a standard, recognizable logo; and deserve access to services on a non-discriminatory basis. As a Network partner, Youth Futures takes an active, cooperative role in assisting young people in crisis; provide youth with immediate access to safe, supportive assistance rather than dangerous alternatives; be educated concerning issues relating to young people to improve the quality of services; and recruit Safe Place sites at businesses, libraries and other locations where youth gather. Youth Futures also provides on-call 24/7 transportation to the shelter from locations where youth have presented at a safe place site. Youth Futures acquired four new Safe Place site in 2017, bring total sites in Weber County to 19.



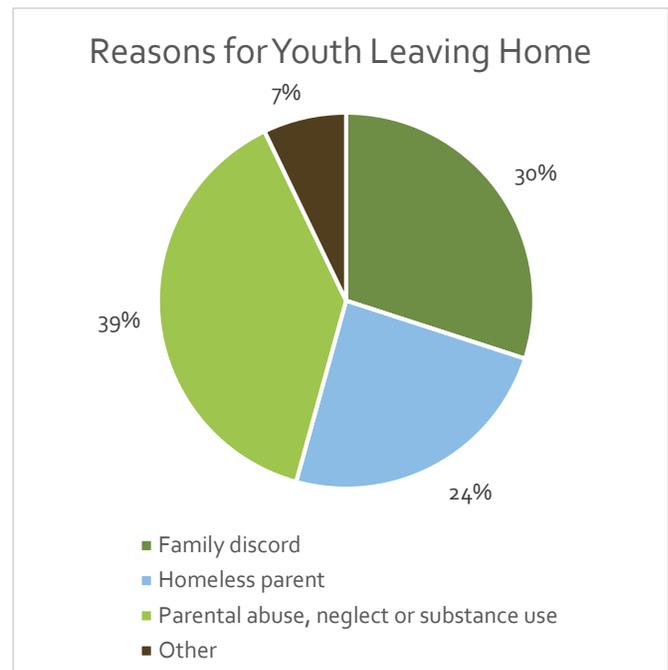
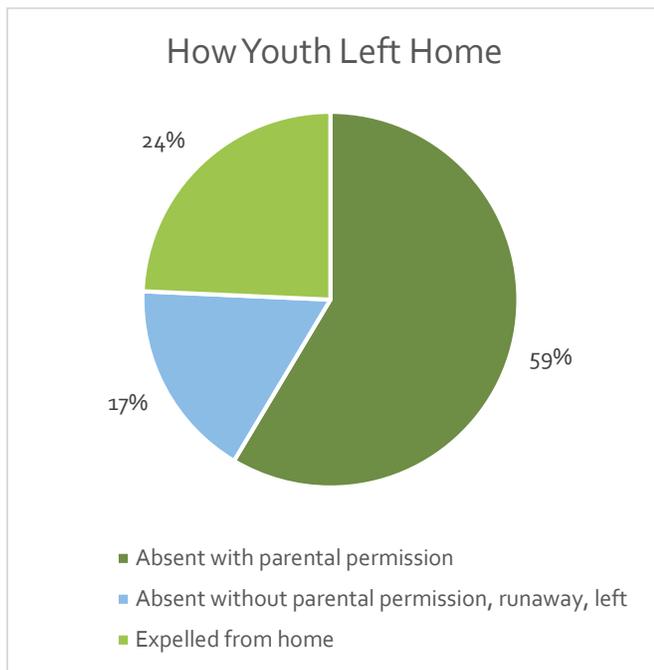
## Reasons for Homelessness & Youth Placements

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 51.3% 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 (60% in 2017).

### Reasons Youth Are Homeless

The number one reason youth listed for leaving home and presenting at Youth Futures was alleged parental substance use, abuse or neglect (38.6%, a 48.8% increase from previous year). In these instances, Youth Futures involves the Division of Children and Family Services\* (DCFS) and/or Child Protective Services (CPS) to determine the severity of the situation. Family discord was reported by 30% of youth (a 37.7% decrease from 2016).

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 assist in 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. More than half of youth who stay in shelter are absent the home with permission due to family discord or financial instability.

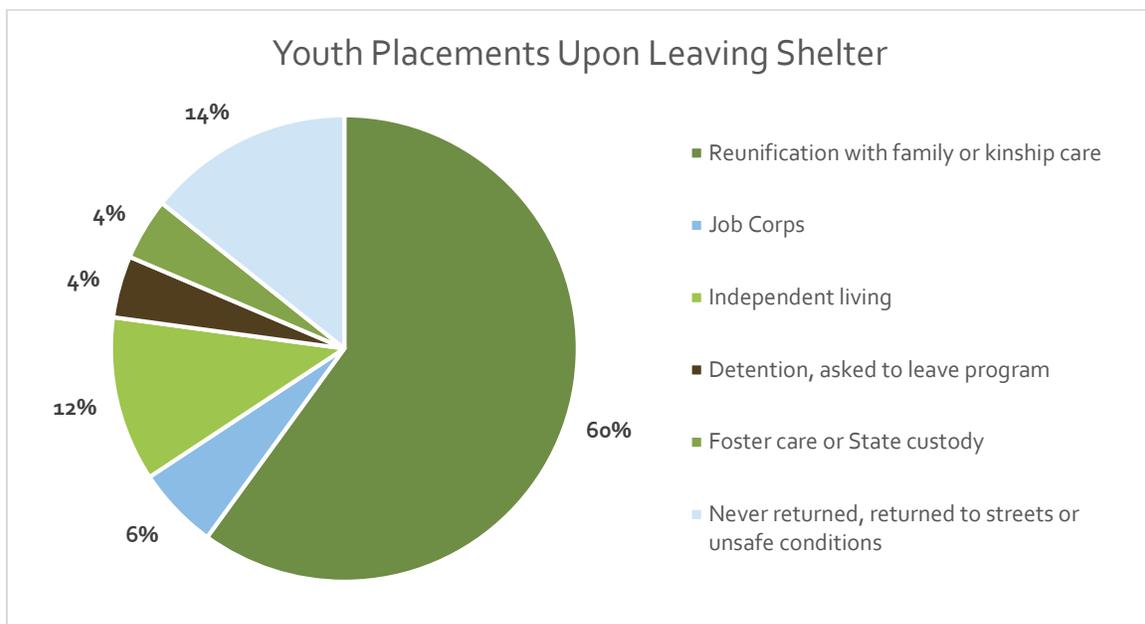


\*Youth Futures coordinates with DCFS and CPS where needed to protect youth in allegations of abuse or neglect. The determination is left to DCFS, and when needed, DCFS will provide additional and ongoing family preservation services to create more stable families. In these cases, we coordinate with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

## Placements for Youth

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. 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 re-present 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. Our family and kinship care rate of reunification was 60% in 2017, a 30% increase over 2016.

If reunification is not possible, 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.



Due to the increased numbers of minor youth accessing services at Youth Futures, we developed new procedures to work with non-emancipated 18 year olds to help improve their successful transition into adulthood and self-sufficiency. Prior to youth turning 18 years old, we are working with them to get housing applications filled out with community partners, search for employment, enroll in educational courses and obtain important identification documentation (birth certificate, social security card, driver's license, etc.). We

also make sure they are on the Weber County Coordinated Assessment list, which allows homeless youth to access housing quicker. We know that for them to be successful in maintaining their housing the youth will need a little extra support from us, since most of our youth don't have the best support systems. So, we go to their homes, meet with them in their space and remain available if they need to call to see how to unclog the bathroom sink.

## **Aftercare**

Our staff and volunteers are dedicated to the long-term success of the youth we serve and preventing them from encountering dangerous situations once they leave our doors. Follow-up case management is conducted with former residents until the age of emancipation and provide ongoing drop-in services. Upon discharge, youth are provided with a list of community resources, as well as, access to ongoing drop-in services. Former youth who drop-in are asked to complete a drop-in intake to assess their current status and to assess the allocation of additional resources. Insofar as we can maintain current contact information, Youth Futures case managers make follow-up calls to youth and parents to inquire about the status of the youth.

If a youth has moved on to an independent living situation, we make best efforts to stay connected with the youth by telephone and in person, to allow for ongoing assistance, as they transition into adult living, for a minimum of six months or more, or until emancipation. We often have youth who stay connected even past this point due to the positive engagement they have experienced and the ability that our staff has to build rapport that lasts far beyond their need for assistance. Youth may take advantage of continued access to meals, food boxes and the resource room. They are encouraged to take additional life skills courses and have us assist with finding and retaining jobs. We are dedicated to decreasing the numbers of former shelter youth needing continued drop-in services over time or becoming homeless adults. Studies show that individuals who become homeless as youth are the second highest most likely population to become chronically homeless in adulthood behind veterans.

## **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 2017, we received 98 inquiries about youth who were between the ages of 12-21. 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 32 emancipated 18 year olds (graduated from high school) to adult shelters or other community resources.

## **Community Partnerships**

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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 partnerships with nonprofit groups, community organizations, educational institutions and businesses help connect RHY with adults who will advocate for them and assist in leveraging service capacity and provide youth

with access to programs and services outside the shelter walls. In 2017, we actively participated on the Local Homeless Coordinating Committee for Weber and Washington Counties, worked with service providers to determine and implement strategies to decrease homelessness in our community. Youth Futures stayed in contact with RHY service providers statewide, such as Volunteers of America Utah, so that youth could access the best portfolio of programming to assist them toward self-sufficiency. VOA's homeless youth shelter in Salt Lake City, primarily serves RHY ages 15-22 in its drop-in center and overnight emergency shelter space, with 95% of those served over age 18. We continued to identify potential nonprofit and community organization with whom to enter MOU so that we can serve more youth. At the end of 2017, Youth Futures had signed MOUs with the Hope Clinic to provide free mental and medical healthcare to homeless youth, Utah Harm Reduction to coordinate needle exchange in Ogden and the Ogden School District to present programming to at-risk youth.

## Volunteer Service

In 2017, we had 32 volunteers and interns who provided more than 1,817 hours of service to Youth Futures. We also had 26 organizations or groups who planned and/or hosted donation drives. 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
- Facility renovations and appliance repairs
- Donation drives for personal care items

## Volunteer Highlight

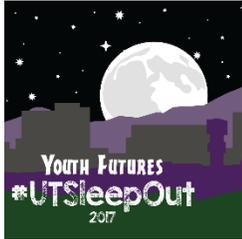
- Lovingly referred to as "The Pizza People", **Allan and Jennifer Ronnow** have been making delicious, homemade pizza for our youth every other Friday. They bring all of the ingredients and even take requests the week before on what new and crazy pizza they will make for the kids and staff. Macaroni and cheese pizza is one of the favorites. Allen and Jennifer don't just grace us with their amazing pizza, but their beautiful personalities as well. Although they have a large family of their own, including grandchildren and great grandchildren, they come and connect with our youth and treat them as if they are part of their own family. Youth Futures truly treasures our connection with these amazing people.
- **Even Stevens** is a local sandwich shop whose food is as amazing as its generous. For each sandwich sold at the Even Stevens Ogden location, one sandwich is donated to a local charity. Youth Futures is fortunate enough to be one of their four local recipients. Company staff also spent a significant amount of time volunteering at Youth Futures. Each month they call to set up a community service date and help wherever they can. Even Stevens was present and all of Youth Futures events in 2017 and supplied the breakfast burritos for the 1st Annual #UTSleepOut event. We are so grateful for their contribution to our youth and staff.

## Special Events

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In 2017, Youth Futures held three special events that raise awareness and funds throughout the year; netting more than \$66,000 to support Youth Futures' programming.

### #UTSleepOut • March 3-4, 2017



The 1st Annual #UTSleepOut was held in partnership with Weber State University Student Association at the WSU campus from 7p on Friday night until 7a Saturday morning. The "freezing for a reason" event raised awareness about homeless youth by giving 44 participants and 15 volunteers an opportunity to be subjected to the adverse weather conditions experienced by many RHY while sleeping on simple piece of cardboard under the stars. (We did let people bring sleeping bags and warm clothing, but no cots or tents.) The top individual fundraiser was Lori Burlison, Colton Bell was the top WSU student fundraiser and top team honors went to Moving Mountains (Dixie Jeffery, Brandie Drake and Lori Burlison). Sponsors included: Even Stevens, Pepsi, Love Soup and Daily Rise Coffee.

### 5 to Thrive 5K Fun Run • August 5, 2017



Our "5 to Thrive" Fun Run was an opportunity for the community to come together to participate in a healthy activity. Our fun run had more than 90 participants who followed a 5K course within an area bordered by Adams Avenue, 20th Street, Monroe Blvd and 27<sup>th</sup> 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: America First Credit Union, Even Stevens, Pepsi and Ground for Coffee.

### Auction Gala • December 8, 2017



Our 3rd Annual Auction was an unbelievable success, with 301 people attending at Hub 801 event center. The "Rock Your Favorite Ugliest Sweater Fiesta" 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): Admiral Beverage Corporation/Pepsi, Golden Beverage Co., One Can Make A Change; Snow Angel (\$1,250): Tom Christofferson, Even Stevens, Positive Power, Dr. W.C. Swanson Family Foundation; Rockin' Reindeer (\$750): Jana Moffitt, Responsibility Foundation/RevRoad, Jill Rowe, Summit Realty/Evans Team, Utah Dream Properties; Superstar Santa (\$325): Cali Cheminant Real Estate, Alyson and George Deussen, Four Cards Straight, Kristen Mitchell and Scott Catuccio, New World Distillery, Next Home Experts, Nonprofit Development Partners, Ogden Police, Ogden Pub Runners, Realty Path, Jill Rowe, Save Dental, Top Tier Remodel, Carla Trentleman, 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. Events hosted community events raised approximately \$13,500 to benefit vulnerable youth in our community.

## Contributors & Donors

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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, businesses and foundations who made a difference in 2017! The names listed below acknowledge the cash and in-kind contributions received from January 1 to December 31, 2017 over \$5,000. We regret if any names are missing or misspelled.

Neca Allgood and David Moore  
Ally Bank  
American Express  
American Family Insurance Dream Foundation  
Arbonne  
B.W. Bastian Foundation  
Jennifer and Ron Blair  
Scott Catuccio and Kristen Mitchell  
Ruby J. Craddock Memorial Trust  
George S. and Dolores Doré Eccles Foundation  
FEMA Emergency Food Shelter Program  
GLAM Foundation  
Department of Health and Human Services FYSB  
Basic Center Program  
In-N-Out Burger  
Lexus Pursuit of Potential

LGBTQ Community Endowment Fund  
One Can Make a Change Roof Fundraiser  
Peace and Possibility Project  
SHARE, Inc. Ogden  
Sorenson Legacy Foundation  
Staker Parson  
Brandon Staples  
Dr. W.C. Swanson Family Foundation  
United Way of Northern Utah  
US Bancorp Foundation  
State of Utah Homelessness Funding  
Walmart Foundation Community Giving  
Walmart Foundation State Giving Program  
Weber County Homeless Trust Fund

## Board Members

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We want to thank the individuals who served on the Board of Directors and volunteered dedicated service to our organization during 2017. Board members assisted with governance, policy changes, strategic planning, community relations, raising funds and planning special events.

Scott Catuccio, President  
Kristen Mitchell, Vice President  
Alyson Deussen, Secretary  
Victoria Bernier, CPA, Treasurer  
Kyle Gerber  
Christine Nelson

Mark Nelson  
Doug Solstad, CPA  
Melia Solstad  
John Terrill  
Carla Trentelman