

-MINUTES  
FROM THE  
COMMUNITY DEVELOPMENT & CAPITAL IMPROVEMENT PROJECTS  
BOARD MEETING (CDCIP)  
Monday, November 17<sup>th</sup>, 2025  
5:00pm

1. **Board Members**

Brad Christensen  
Joseph Murphy (Jurphy)  
Devon Schechinger  
Dallin Jones (Online)

**Board Members Not Present**

Seak Weeks  
Cooper Fankhauser  
Jenny Bonk

**Staff Present**

Kerry Thomas  
Dennis Rutledge  
Sarah Neilsen  
Alexandra Hall  
Jack Markman

**Also Present**

Parviz Faiz  
Isaac Wight  
Mindy Garfield  
Peter Frost – AAU  
Andrea Sherman – AAU  
Abi Feenstra – FSH  
Heidi Justice – THRIVE  
Mike Young – TRH  
Alexa Wrench – TRH  
Saundra Stokes – YWCA  
Robert Ferris – Advantage  
Services  
Janell Cerva – UCA  
Peter Shipman – Fit to  
Recover

2. **Terms**

FJC – Family Justice Center

3. **Welcome and Introductions**

Ms. Thomas begins the board meeting at 5:01 P.M.

4. **Approval of Minutes**

There is no quorum so minutes cannot be approved. A vote will take place at the next meeting.

## 5. Application Review: CDBG PS

Ms. Thomas introduces the second part of the CDBG PS application review. The board introduces themselves to the speakers.

### i. Asian Association of Utah (AAU) – Refugee Rental Assistance and Housing Stability

Mr. Frost introduces his organization's Refugee Rental Assistance program. He says they will assess clients for their needs, support housing stabilization, and use referrals to supplement assistance they may be unable to provide.

**Q.** Mr. Murphy mentions that the CDBG PS funds are the most competitive and asks whether the program can continue with partial funding.

**A.** Mr. Frost answers yes and that they would reduce their estimated output, and the majority of the funding would go to rental assistance and staffing.

**Q.** Ms. Schechinger asks to clarify why 60 families would equate to 100 individuals

**A.** Mr. Frost answers they take the average household size to come up with the calculation.

**Q.** Mr. Murphy asks what average 2-months of rent costs.

**A.** Mr. Frost answers it is difficult to predict because some households will only use 1 month, but they try to limit to 2-months of assistance or about \$1200.

**Q.** Mr. Murphy asks to clarify where the 17% of unspent funds comes from.

**A.** City staff answers it is mostly from ESG. Mr. Frost adds that they have previously underspent on staffing costs.

**Q.** Mr. Murphy asks about AAU's leadership team stability.

**A.** Mr. Frost answers that much of the leadership team has been with the AAU for a significant amount of time, himself having been with AAU since 2013, and they have recruited a new housing coordinator within the past 2 years. He adds that the program has grown 10-20% since.

**Q.** Mr. Christensen asks if the program is more a prevention program.

**A.** Mr. Frost answers this is correct and they aim to stabilize folks on the brink of homelessness.

**Q.** Mr. Christensen asks how they get the word out about their program.

**A.** Mr. Frost answers that many clients come through referrals from community partners.

### ii. Asian Association of Utah (AAU) – Stability, Opportunity, Assistance, and Resilience for Survivors of Trafficking (SOAR)

Ms. Sherman introduces the SOAR program. She says that they target a unique population of survivors of human trafficking. She says the requests for this program

consistently outweighs the funding they have, showing a continued demand for the program.

**Q.** Ms. Schechinger asks what the retention rate of the program is.

**A.** Ms. Sherman answers it's difficult to predict because their clients don't always stay in touch, but she estimates that 85% of people the AAU was able to reach went on to maintain housing.

**Q.** Ms. Schechinger asks why it is difficult to follow up with their population.

**A.** Ms. Sherman answers that since they have a high volume for this program, not all clients will be able to receive full case-management services at the same time and contact between AAU and those receiving case management and those receiving crisis services is different.

**Q.** Mr. Murphy asks how AAU would prioritize between the two applications.

**A.** Mr. Frost and Ms. Sherman answer that funding either application would be considered a success for the AAU.

**Q.** Mr. Christensen asks how those that experience human trafficking know to come to the AAU.

**A.** Ms. Sherman answers that they work closely with community partners for referrals. They also do outreach via tabling or community education presentations. They also have a weekly drop-in center for those who are high risk of being trafficked or have been trafficked.

**Q.** Mr. Christensen asks how they verify eligibility.

**A.** Ms. Sherman answers they use the Adult Screening Tool from the Federal Office of Trafficking Persons that assesses the likelihood that clients will be/have been trafficked.

### **iii. First Step House (FSH) – Housing Case Management**

Ms. Feenstra introduces herself and FSH's program. They provide case management, set actionable goals, and connect their clients to a network of resources to use both in the program and when they graduate. It is a growing program, and they aim to use these funds to add another case manager to their staff.

**Q.** Mr. Christensen asks how FSH delineates their funding.

**A.** Ms. Feenstra answers that they code their funding depending on the funding stream in their accounting system. She believes it will be spent on the one staff position.

**Q.** Mr. Christensen asks for more information on eligibility.

**A.** Ms. Feenstra says that most clients come to FSH for the substance abuse treatment and then graduate into the housing program. However, they also have people who come to them for their permanent supportive housing program, and they have contracts with other housing providers to help any individual who is low-income and at risk of homelessness.

**Q.** Mr. Murphy asks if the case managers for FSH have to have gone through the program as a client to work for FSH.

**A.** Ms. Feenstra answers that it can happen if a program graduate goes on to study social services, but most of their current case managers are in the social work program at the University of Utah.

**Q.** Mr. Christensen asks if the case managers are often filled by a practicum placement.

**A.** Ms. Feenstra answers that is correct.

**iv. THRIVE – Integrated Services for Torture Survivors**

Ms. Justice introduces herself and THRIVE's program that provides therapy, case-management, psychiatry, and medical advocacy for survivors of torture.

**Q.** Mr. Christensen asks what other funding streams they have.

**A.** Ms. Justice answers they are funded through the Office of Refugee Settlement for about 40% of their program. They also take funding from private foundations, individuals, and other local government contracts.

**Q.** Mr. Christensen asks if they bill any insurance or Medicaid.

**A.** Ms. Justice answers they started accepting Medicaid, but they only bill for therapy not case management.

**Q.** Mr. Jones asks what torture encompasses.

**A.** Ms. Justice answers that they use the federal definition for torture and often assess a person's experience through a series of questions. In general, an individual must be targeted by the government and suffer an act meant to cause intentional harm. This applies to groups as well.

**Q.** Mr. Christensen asks about their waitlist.

**A.** Ms. Justice answers that they have a waitlist of about 15 individuals currently that was previously 80.

**Q.** Mr. Murphy asks about the turnover of their organization.

**A.** Ms. Justice answers they have about 14 staff and have historically had turnover, especially with therapists due to the difficult subject matter of the job as well as there being more money in private practice.

**Q.** Ms. Schechinger asks how THRIVE staff practice self-care to handle the difficult subject matter of their work.

**A.** Ms. Justice answers that they aim to meet the needs of their staff salary-wise by keeping up with the market rate for their positions. She adds that staff are allowed 2 self-care days a year, paid lunch hours, and generous PTO, etc. They also practice trauma-informed care.

**Q.** Mr. Murphy asks if Ms. Justice has an anecdote she'd like to share.

**A.** Ms. Justice shares her experience with an individual who needed intensive medical care due to his torture experience and was able to access it pro-bono

through THRIVE's program.

**Q.** Ms. Nielsen asks where their beneficiaries will be located.

**A.** Ms. Justice answers they will be within the Salt Lake City boundaries.

**v. The Road Home (TRH) – GMRC**

Mr. Young introduces himself and TRH's Gail Miller Resource Center (GMRC). He says that there is a growing demand for shelter. He says that in the last fiscal year, 110 individuals go on to find more stable shelter.

**Q.** Mr. Christensen asks what the average length of stay is.

**A.** Mr. Young answers that, for their program, it is around 130 days, but this timeframe is increasing due to the worsening housing crisis.

**Q.** Ms. Schechinger asks how many of their clients have faced a recent eviction or are newly homeless due to financial hardship.

**A.** Mr. Young answers that the fastest growing demographics facing homelessness are seniors that have been living on a fixed income and have been priced out of their housing. He says a similar demographic is a large portion of TRH's clients. He adds that the reality of their clientele do not match the stereotypical idea of homelessness and another large portion of TRH's clients are new to homelessness due to the increase in the cost of living and have never or not in recent times engaged with any homeless service provider.

**Q.** Mr. Faiz asks for more information on how they reach underrepresented groups.

**A.** Mr. Young answers that they receive feedback for their program and have been looking toward the marginalized communities as a result, though in the early stages of the program.

**vi. The Road Home (TRH) – Housing Staffing**

Ms. Wrench introduces herself and their application which aims to support housing navigator staff for their housing assistance program.

**Q.** Mr. Murphy asks to clarify whether this funding will add staff or support current staff and how many current housing navigators are currently employed.

**A.** Ms. Wrench answers it is for existing staff and that they have 8 housing navigators.

**Q.** Mr. Murphy asks what application TRH would prioritize.

**A.** Mr. Young answers that since their programs rely on one another and that community need is higher than ever, they can't answer.

**Q.** Mr. Christensen asks if there is any research to support the success of housing navigation.

**A.** Ms. Wrench answers that they are collecting more data on how much case time is dedicated to working with families and the length of stay, but it's difficult to determine whether successes come from housing navigation or case management

because the program encompasses both. However, internally, they have seen an increase in efficiency in getting their clients housed.

**vii. YWCA – Housing and Stability Access**

Ms. Stokes introduces the YWCA's program which focuses on housing applications, landlord negotiation, case-management, financial assistance, transportation assistance, etc. They network with at least twelve community partners that assist with legal and mental health support. Ms. Stokes adds that 95% of their clients identify as female and have children.

**Q.** Mr. Murphy asks the majority of their clients in this program have transitioned into it from the YWCA emergency shelter. He also asks for more information on their outreach efforts.

**A.** Ms. Stokes answers that their program is for both those within and out of the YWCA emergency shelter. They also receive referrals from the police department and other community partners.

**Q.** Mr. Christensen asks why they expanded their services into housing support.

**A.** Ms. Stokes answers that, the moment someone experiences a DV incident, they will be unsheltered if they flee. Additionally, because of confidentiality laws, the YWCA needs to work with sources that assist their clients in finding housing while keeping their confidentiality.

**Q.** Mr. Murphy asks for more information on spenddown and staff turnover.

**A.** Ms. Stokes answers that there has been a lot of staff turnover in the past several years due to COVID as well as burnout from the difficulty of doing crisis work. Additionally, some staff who had been there for many years moved on to new positions at different companies.

**Q.** Mr. Murphy asks if there would be any issues with spenddown if fully funded.

**A.** Ms. Stokes answers that they are putting in the effort to spenddown more efficiently and there are a lot of opportunities to do so within staffing costs.

**viii. Advantage Services – Homeless Employment Program**

Mr. Ferris introduces Advantage Services that works primarily with the disabled and homeless communities. They aim to help homeless individuals with employment and find permanent housing.

**Q.** Mr. Christensen asks what the CDBG funds would be used for.

**A.** Mr. Ferris answers that they intend to use the funding primarily for staffing costs, but there is more of a need right now to find funding due to changes caused by the current political climate.

**Q.** Ms. Schechinger clarifies that the hiring freeze they've placed within their organization is due to a lack of funding to pay staff and not from a lack of work.

**A.** Mr. Ferris answers this is correct, though there has been less work available as well.

**Q.** Ms. Schechinger asks, if fully funded, whether there is enough supportive employment.

**A.** Mr. Ferris answers that there is always work to be done and they aim to keep those currently employed, so all \$100,000 minus the de minimis for administration would go to those already employed.

**Q.** Mr. Murphy asks what the minimum amount they could use if partially funded.

**A.** Mr. Ferris answers that in previous years they have managed their program with funding within \$40,000 - \$65,000.

**Q.** Mr. Murphy asks how they get the word out about their program.

**A.** Mr. Ferris answers it is mostly word of mouth as well as referrals from community partners.

**Q.** Mr. Murphy asks for more information on employee retention.

**A.** Mr. Ferris answers that they have a 66% success rate in retaining employment for their clients either within their own organization, or other organizations. They also emphasize hiring clients within their organization for higher level employment.

**ix. Utah Community Action – Early Childhood Services**

Ms. Cerva introduces herself and UCA's program that provides affordable, quality childhood education for low-income communities. They serve over 2,000 children yearly from birth to age 5 through their HEAD Start program and want to expand into education services.

**Q.** Mr. Murphy asks more about their target population.

**A.** Ms. Cerva answers that it depends on their partnerships, but their main concern is that childcare remains less than 7% of an individual's income and expect to serve those low- to moderate-income.

**Q.** Mr. Murphy asks whether this would be a physical location serving SLC residents.

**A.** Ms. Cerva answers this is correct, though they may receive more space through community partners.

**Q.** Mr. Murphy asks about the recent discussions at the county level about closing county run childcare centers and whether that impacts their program.

**A.** Ms. Cerva answers that it does not and compares the county childcare facilities with UCA's vision for this program.

**Q.** Ms. Nielsen asks whether UCA would be able to begin the project immediately at the start of the fiscal year.

**A.** Ms. Cerva answers they aim to run their program starting August 2026.

**Q.** Mr. Christensen asks what the family advocate position entails.

**A.** Ms. Cerva answers that they do case-management work but with children such as needs assessments, self-sufficiency matrix, etc.



x. **Fit to Recover – Free Meals, Scholarships, and Recovery Resources for Unhoused Adults and At-Risk Youth**

Mr. Shipman introduces himself and Fit to Recover's program that aims to provide a supportive community for those recovering from addiction as well as life-management classes. They intend to expand their services in the coming year and serve a wide range of at-risk populations.

A. Mr. Jones asks what the scholarships are for.

Q. Mr. Shipman answers that they are for the classes Fit to Recover provides for life-management skills as well as all of Fit to Recover's activities. He adds they have given away \$30,000 in scholarships this year.

Q. Mr. Christensen asks for more information about the classes and how many attendees they have.

A. Mr. Shipman answers that at the GRMC they often do fitness and art classes and range anywhere between 5-15. Additionally, twice a week they take clients from the VOA and GRMC for community classes and a free meal.

Q. Mr. Murphy clarifies that their program is for individuals recovering from substance use disorder but run more holistic well-being programs to engage with that population.

A. Mr. Shipman answers that they are not a clinical recovery center but aim to provide a safe space and peer support network for recovery.

Q. Mr. Murphy asks about staff size and executive turnover.

A. Mr. Shipman answers there is about 45 employees across three centers. The executive turnover has been due to the CEO and his wife moving to Seattle, causing them to transfer away from the founding director as an organization.

Q. Mr. Murphy asks Mr. Shipman if there is an anecdote he'd like to share.

A. Mr. Shipman shares a success story about two individuals recently released from incarceration who were able to use their cooking skills and facilitated through the program, have gone on to teach others and start a business. He adds that their program outcome is above the national average for long-term sobriety.

Q. Ms. Schechinger asks what the continued vision of the program is.

A. Mr. Shipman answers that Fit to Recover aims to be a safe space for any underserved community, even if those individuals are not struggling with sobriety.

6. **Other Business**

Ms. Schechinger asks about the AAU's low risk assessment scores. Ms. Nielsen answers that part of the score was because they had much larger funding requests than average as well as a higher turnover.

The board asks when they are getting an overview of Funding Our Future. Mr. Markman and Ms. Thomas discuss adding it onto mini-final funding night or final funding night as well as some basic

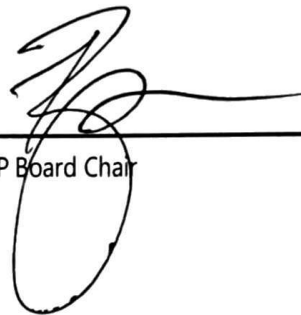


information on how the process will function.

7. **Adjourn**

Meeting finishes at 7:01 P.M.

X

A handwritten signature in black ink, consisting of a large, stylized 'Z' or 'B' shape followed by a horizontal line extending to the right.

---

CDCIP Board Chair

This document along with the digital recording constitute the official minutes of the CDCIP Board meeting held November 17<sup>th</sup>, 2025.