



1/31/2025

SUBJECT: 2024 (Calendar Year) Employment Report

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Salt Lake City, UT 84101
385 528-1130 Office
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www.ASofUtah.com

MISSION: To enhance recovery and independence for people with mental health and other life challenges by providing employment through viable businesses delivering exceptional customer service.

VISION: Advantage Services will operate an economically viable business, providing opportunities for competitive career employment to employees with mental disabilities and to those who have other barriers to employment; by developing jobs in the community and by providing work accommodations, thereby assisting employees in attaining greater levels of self-sufficiency.

Pledge to Community, Customer, Employee and Environment: Advantage Services, Inc. is a triple bottom line company (Social, Financial, and Environmental). We pledge to train and work with people with barriers to employment. While providing a quality service to our customers to maintain a financially sound company. Additionally, Advantage Services, Inc. strives to reduce its corporate footprint in the environment by using recycled and green products.

History: Advantage Services, Inc. was incorporated in 1992 as a 501(c)(3) non-profit to provide supportive employment to people with mental health disabilities. Over the years we have adapted into a Social Enterprise model to provide supportive and permanent employment to anyone with any disability or those who are disadvantaged (homeless, coming out of jail or prison, living below the poverty level. etc.). This social enterprise model utilizes “fee for service” contracts to provide these employment opportunities. In fact, less than 3% of our \$3.1mil annual revenue comes from grants or donations; allowing us to be a fiscally sound company.

Advantage Services maintains a minimum of 70% of our workforce having a disability (mental or physical) and 80% living in Low to Moderate Income (LMI) levels. Advantage Services collaborates with other community non-profit partners as well as government and private companies to fulfil our mission and receive referrals for contracts and employees. Community partners include:

- American Express
- The City of Salt Lake
- The County of Salt Lake
- The State of Utah
- The Road Home
- Utah State Office of Rehabilitation
- Department of Workforce Services
- Volunteers of America
- Catholic Community Services
- Valley Behavioral Health
- Utah Transit Authority
- City Housing Authority
- Housing Connect
- Shelter the Homeless

Employment Model: Advantage Services uses a model of supportive to permanent employment. Most of our employees are not ready for full-time employment and many are on SSI benefits due to a disability. In the case of our homeless programming many have barriers to hold part time employment. These individuals start with our “Clean Team” program working 4-15 hours a week starting at minimum wage (in 2024 201 [45%] employees started in the Clean Team). After demonstrating the ability to show up and the desire to succeed they are transitioned into other higher paying positions within the company or placed in outside employment. Of our 309 employees, a total of 441 internal positions were filled throughout 2024 as they moved up from lower paying jobs.

Advantage Services has certified Job coaches and mentors to work with employees to help eliminate barriers. Advantage Services also coordinates with community partners to provide counseling, treatment, housing, and

legal assistance. If an employee quits or is terminated Advantage Services will allow them to reapply in 90 days and most will be given another chance (in many cases several chances).

2024 Year in Review: 2024 was a difficult year for us, we started the year off with the death of valued employee, Dave Hinkebein, his death was tragic and left a visible void in our operations. We have included more information on Dave on the last page of this report. We also experienced issues with adjusting to the higher cost of doing business and took several un-forecasted loss months. We adjusted in the early fall to offset a potential loss year and even downsized our executive team. With a concerted effort from our leadership team and board of directors, I am happy to report that Advantage Services was successful both financially and in terms of mission fulfillment. Advantage Services finished 2024 with a profit of \$52,469 and employed 309 individuals. Out of these 309 employees the following notable data was collected:


- 149 (48%) are still employed, 57 (19%) left for better employment, 100 (32%) were terminated or quit for various reasons and 3 (1%) Became deceased while employed.
- 260 (84%) were disabled.
- 245 (79%) were formerly or currently homeless at the time of employment.
- 241 (78%) had a criminal history.
- The average age of our employees was 48 with 221 (71%) over the age of 41.
- 191 (62%) were living at the Shelter, 39 (12%) were living in Permanent Supportive Housing, 12 (4%) were living in Section 8/vouchered housing, 67 (22%) were either camping, couch surfing, living in temporary/hotel accommodations or were in regular housing.
- \$9.91/hr. was the medium wage (excluding executive staff).

Lessons Learned: Advantage Services continues to adjust our model as we provide assistance to people with barriers to employment. Some of the areas that have continued to hinder success in our employees are:

- **Drug and alcohol Addiction** – this remains our top issue and as we work with these individuals, we regularly require they seek assistance/treatment prior to looking for outside employment.
- **Mental Health issues** – issues that are untreated or not properly medicated will hinder transitioning to outside employment. Also, this population is historically on SSI and most are afraid of losing benefits if they work more than part time hours.
- **Criminal backgrounds** – criminal backgrounds not only hinder outside placement but housing as well. We are actively working with these individuals and support legislative efforts to address these issues.
- **Lack of motivation/work ethics** – most of our employees have been out of the workforce for many years and sometimes it takes time to re-develop proper work ethics.
- **Thinking errors/soft skills** – Life skills training is vital to the success of our employees and an area that is most underfunded in our company. Because of our business model these expenses are not in our contract proposals. So, this cost has to be absorbed by the company's bottom line.

Conclusion: Advantage Services is a unique company not only in Utah but nationwide. Our employment data far exceeds most programs working with the homeless or those coming out of jail or prison. Our success is ultimately due to our ability to collaborate with community partners, government entities and private businesses who all share in a vision to help people who are disabled or disadvantaged. We are thankful for the partners listed above and look forward to serving our community in 2025. Below is our board president's 2024 "Year End" message with a more in depth look at our data and statistics. As well as a memorial page dedicated to David Hinkebein.

Thanks,


Robert G. Ferris, CEO
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801 631-1185 C.

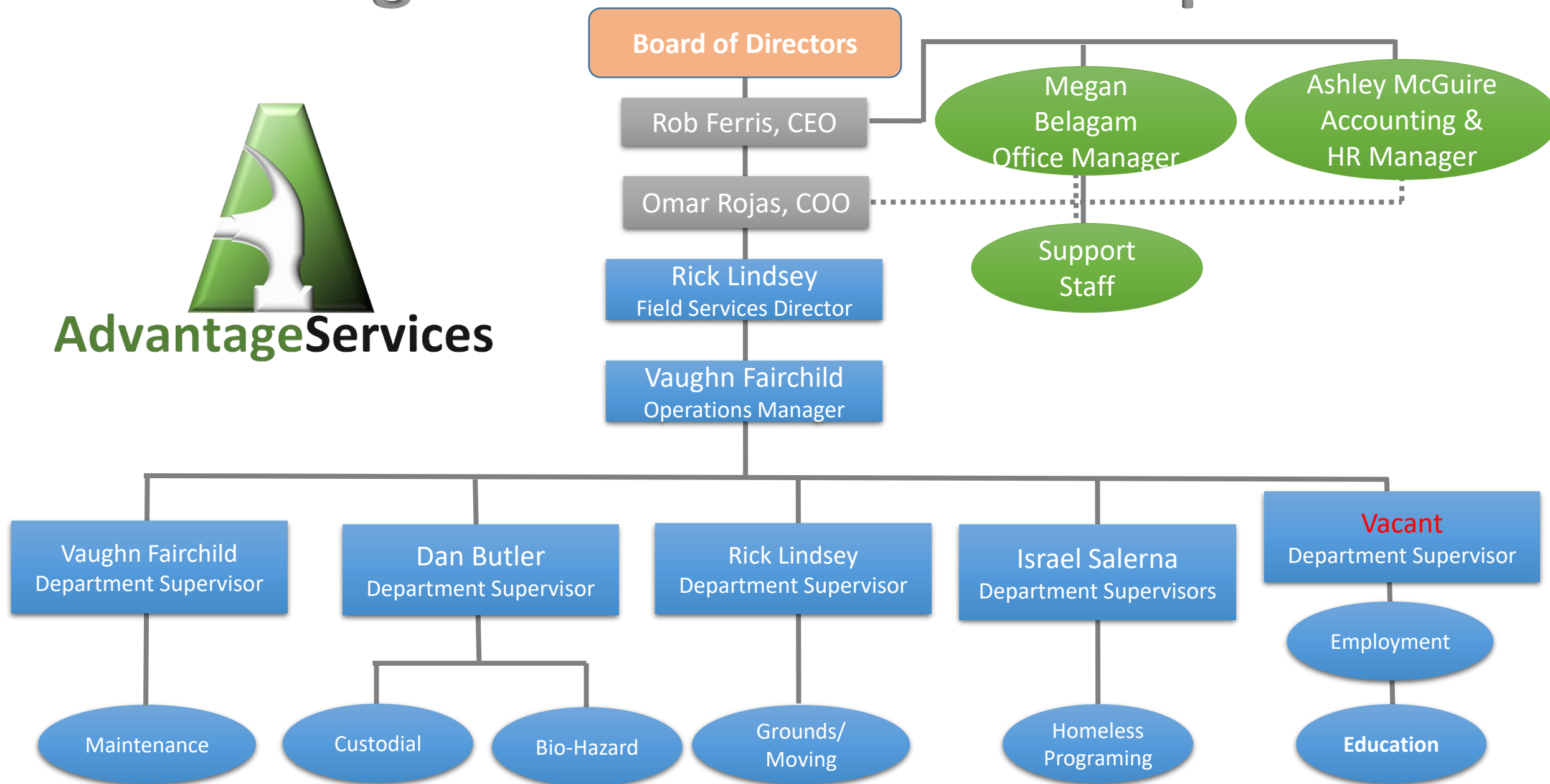


AdvantageServices

2024

President's Message

Advantage Services Leadership Chart



Board of Directors 2024

Board President

Jack McIntyre, Attorney at Law and
Partner @ McIntyre and Golden

Trustee

Jennifer Dailey, State Representative
State Representative District 22

Past President

Nicole Farrell, Chief People Officer @ Parsons
Behle and Latimer

Trustee

Dillon Hase, Business and Industry
Midvale Mining Company

President Elect

Donald Dean, Compliance Officer
American Express

Trustee

Utah Department of Corrections
Vacant

Treasurer

Austin Oseguera, Utah Assistive Technology Supervisor
Utah State Office of Rehabilitation

Trustee

Office of Mayor Jenny Wilson
Vacant

Secretary

Joe Stultz, Attorney at Law
York Howell and Guymon

Trustee

City or State
Vacant

November 30, 2024 Company Snap-Shot

2021 – 291 Overall Employees

2022 – 235 Overall Employees

2023 – 285 Overall Employees

2024 – 309 Overall Employees

152 Active as of 12/31/24

2021 - \$8.89 Average Pay

2022 - \$9.96 Average Pay

2023 - \$9.36 Average Pay

2024 - \$9.91 Average Pay

Current Active Employees Minus Officers

2021 – 52 Contracts

2022 – 59 Contracts

2023 – 62 Contracts

2024 – 66 Contracts

2021 – 77% w/Disabilities

2022 – 83% w/Disabilities

2023 – 83% w/Disabilities

2024 – 84% w/Disabilities

2021 – 97% w/Barriers

2022 – 98% w/Barriers

2023 – 98% w/Barriers

2024 – 98% w/Barriers

2021 – 70% Homeless/formerly

2022 – 74% Homeless/formerly

2023 – 73% Homeless/formerly

2024 – 79% Homeless/formerly

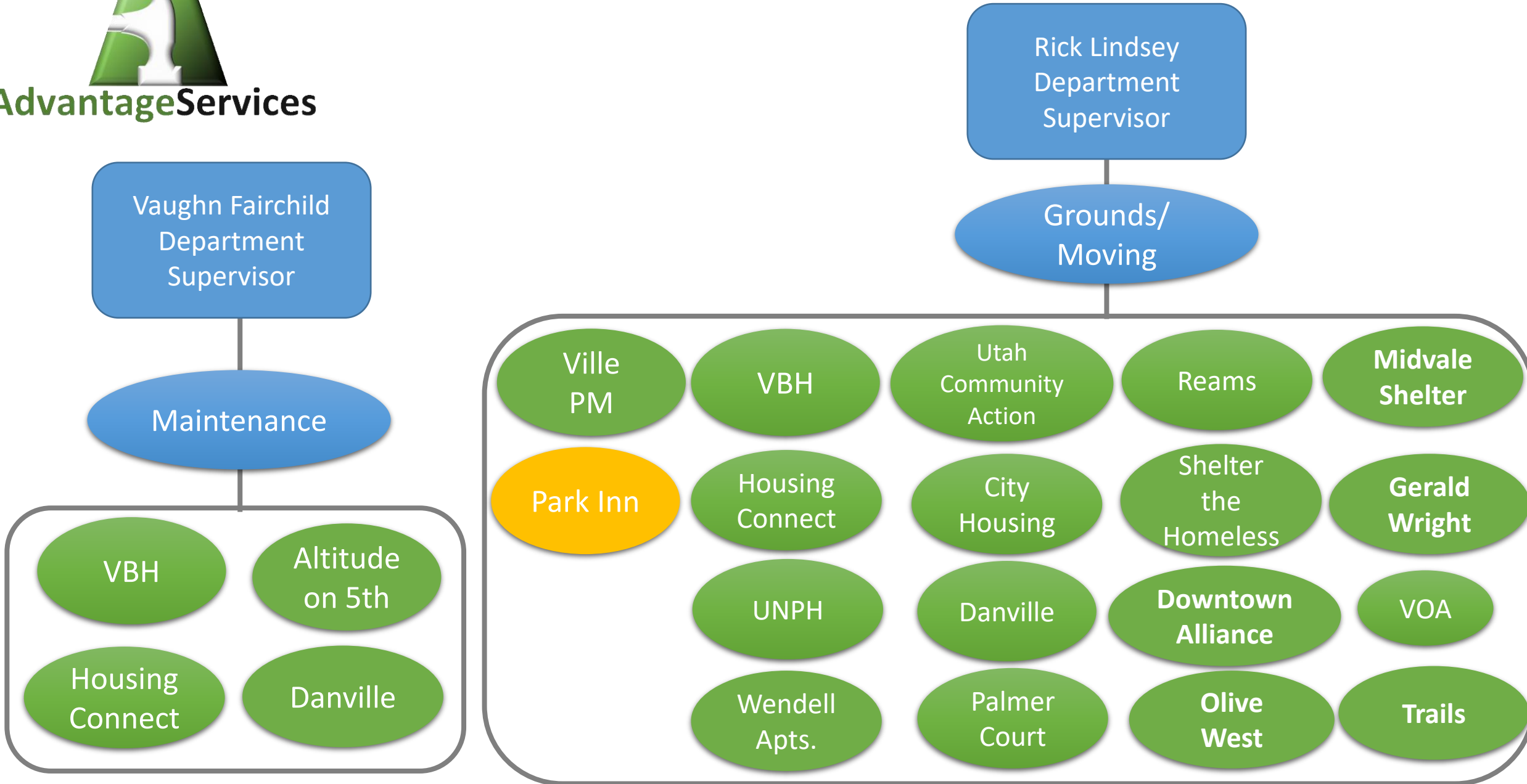
Historic Company Snap-Shot

Year	Revenue	Employees	Net Income
2014	\$3,277,026	406	-\$166,556
2015	\$2,030,001	329	-\$399,476
2016	\$1,625,415	267	-\$169,089
2017	\$1,757,677	299	\$2,500
2018	\$1,877,612	260	\$90,060
2019	\$1,967,164	312	\$11,051
2020	\$2,453,279	302	\$321,726
2021	\$2,704,478	291	\$325,463
2022	\$2,862,532	235	\$308,967
2023	\$2,812,780	275	*\$7,972.41*
2024	\$3,162,682	309	\$52,469

* IRS 990 Reports a -\$13,514 Loss after accrued Leave and other liabilities are computed, above number represents 2024 Profit and Loss Statement



Dept. 10- Maintenance Contracts



Dept. 30 - Custodial

Dan Butler
Department
Supervisor

Sunrise
Metro

Freedom
Landing

SpyHop

Gerald
Wright

Pamela
Atkins
RC

HAFB/
PARC

Pamela's
Place

Wendell
Apts.

State
DWS-PW

SMG
Holding

Housing
Connect

Palmer
Court

Magnolia

UNPHC

Ville
PM

Danville

Diamond
Parking

Road
Home

Shelter
the
Homeless

Altitude
on 5th



Dept. 30 - Homeless Programing

Israel Salerna
Patrick McEnany
Department Supervisor's

Clean
Team

Bathroom
Attendants

Portland
Loos

Bio-
Subsidy

Mobile
Clean
Team

Pamela
Atkins RC
Clean Team

TSP

Power
Washing

Parks and
Natural
Lands

PD Mobile
Clean Team

Parks
and Land

Open
Space

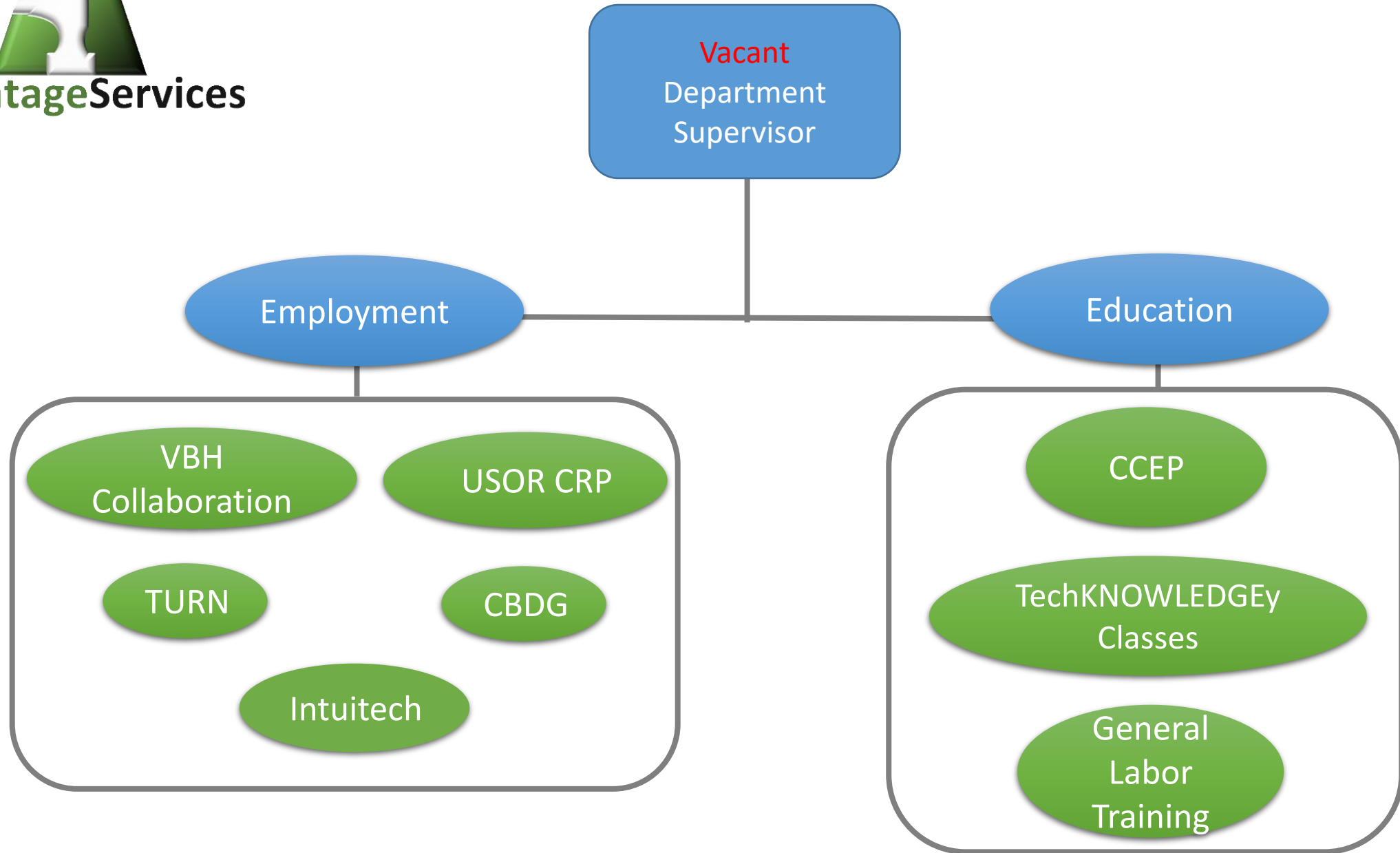
Pamela
Atkins RC
Laundry

Shelter
the
Homeless

UDOT

UAF

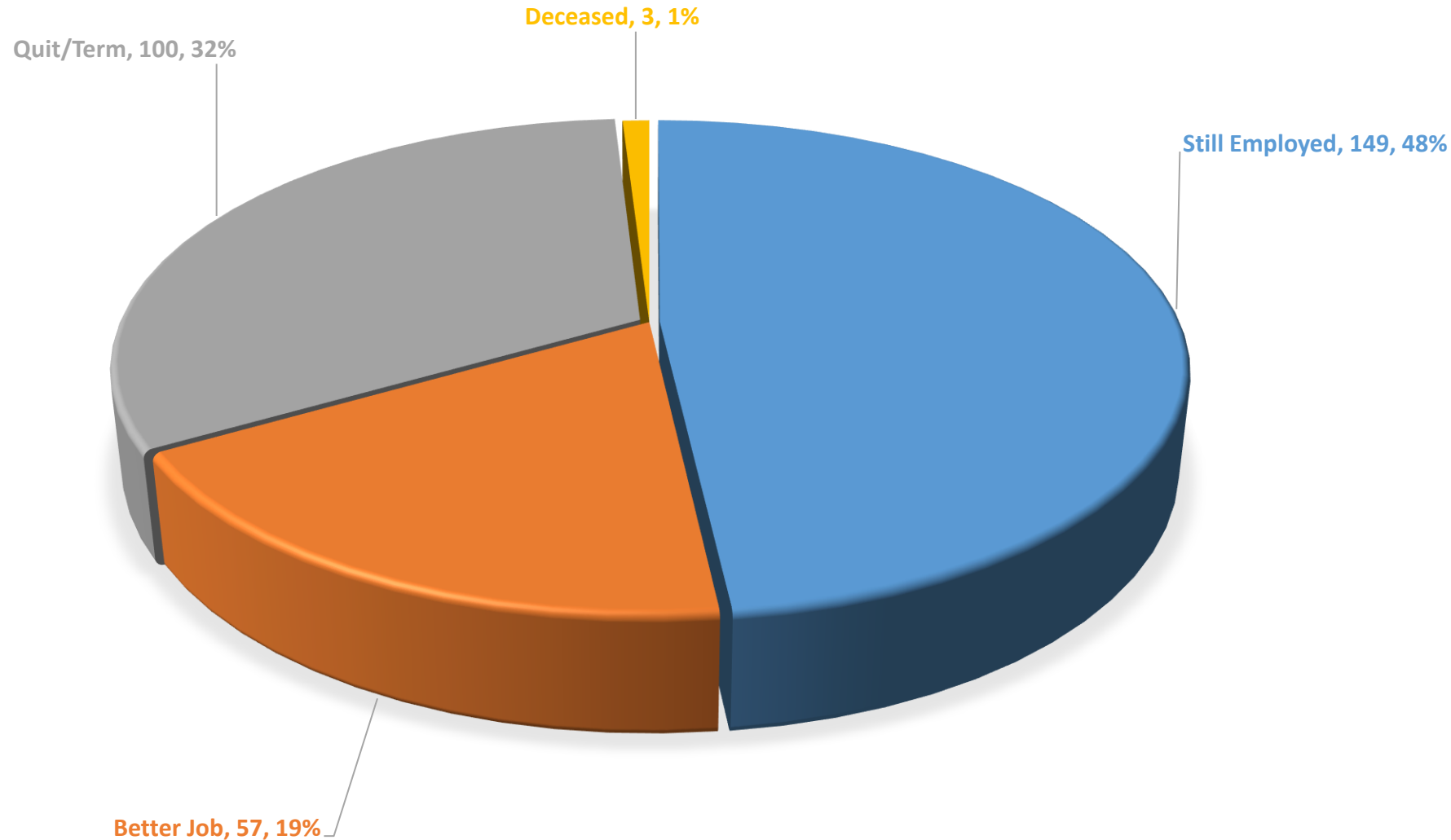
Dept. 50 Employment and Education



2024 Company Employee Demographics

Based off 309 Employees

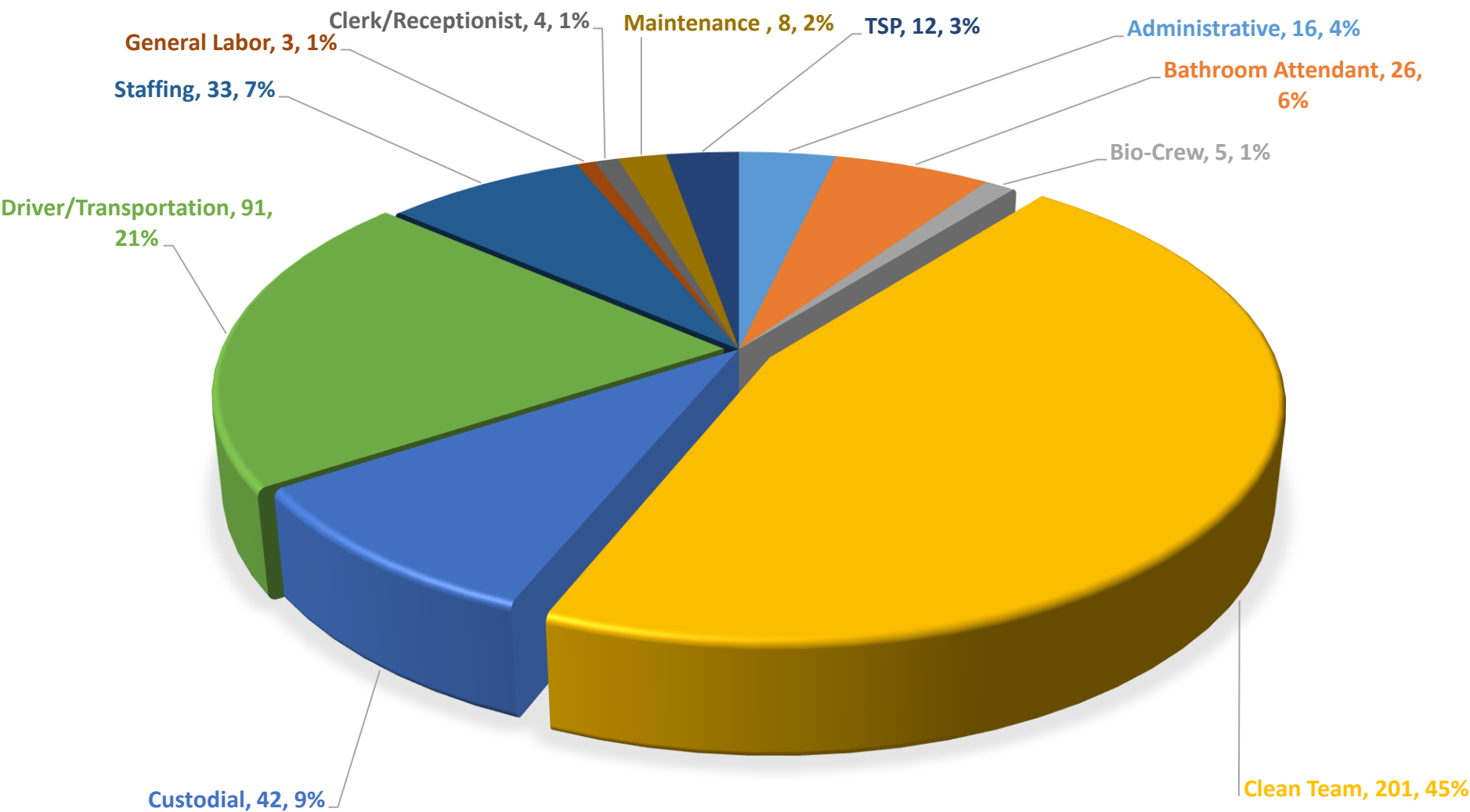
EMPLOYMENT STATUS



2024 we have had 441 Positions filled by the above 309 Employees

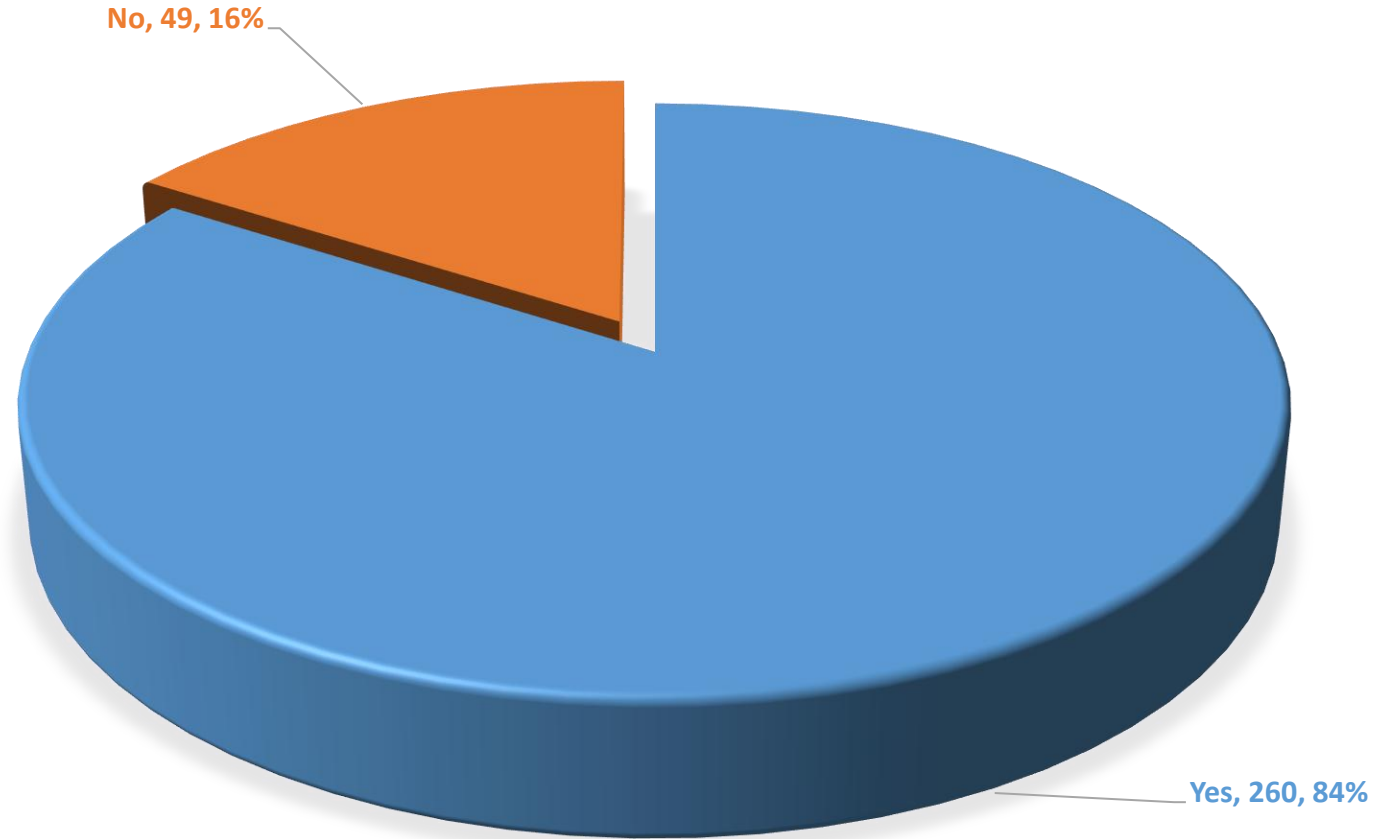
2024 Company Employee Demographics

441 ASSIGNMENTS FILLED BY 309 UNDUPLICATED EMPLOYEES



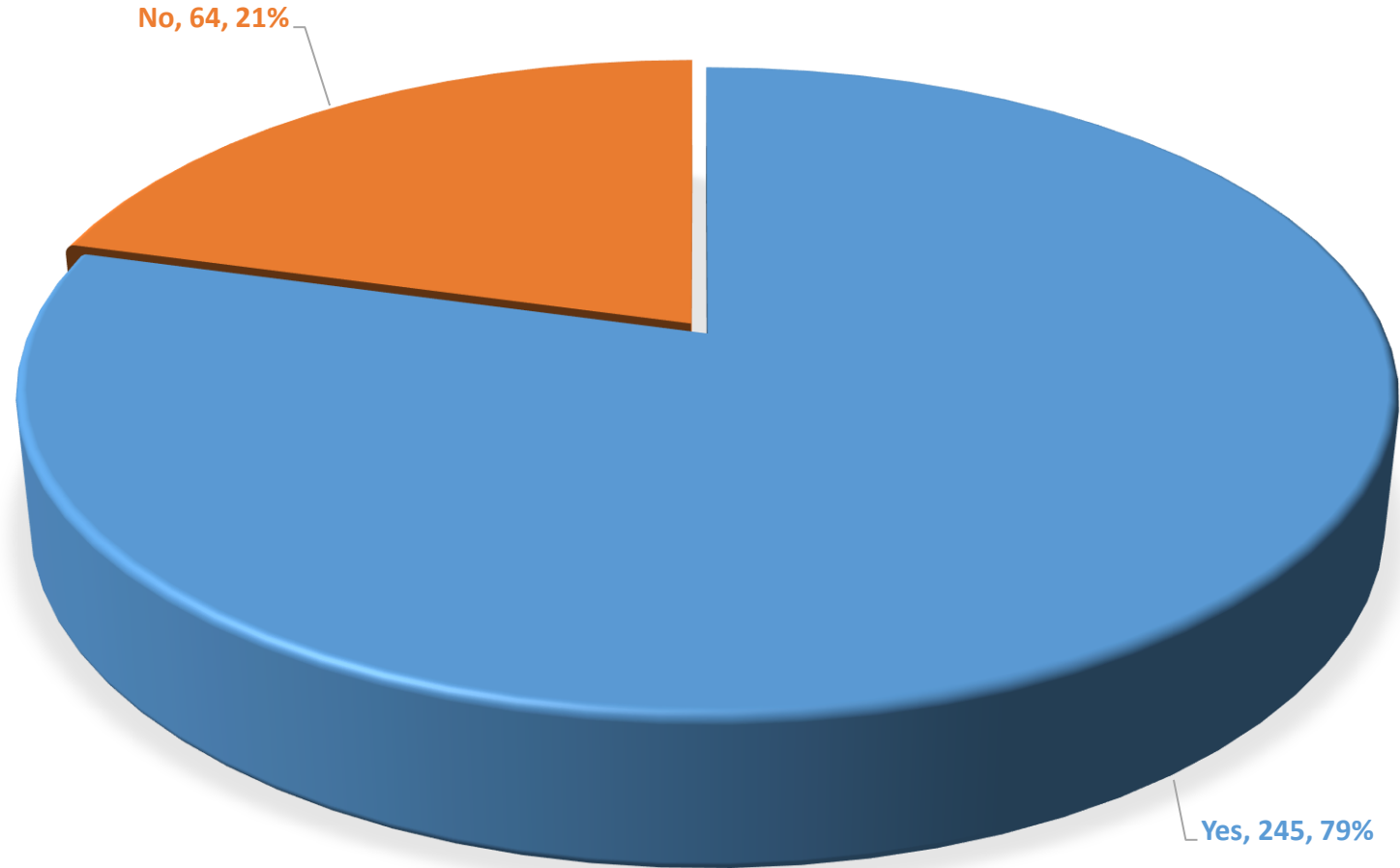
2024 Company Employee Demographics

DISABLED



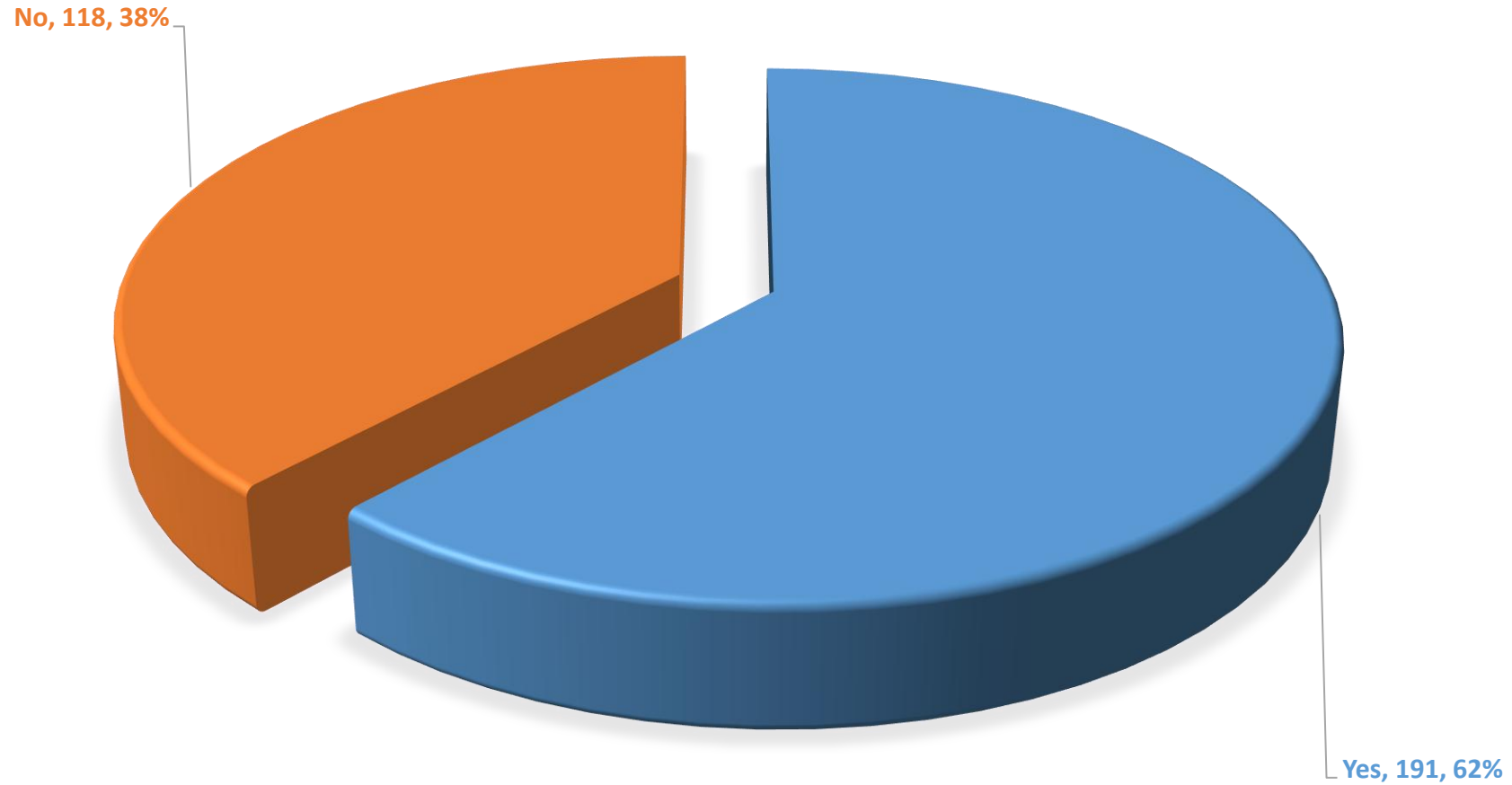
2024 Company Employee Demographics

FORMERLY HOMELESS

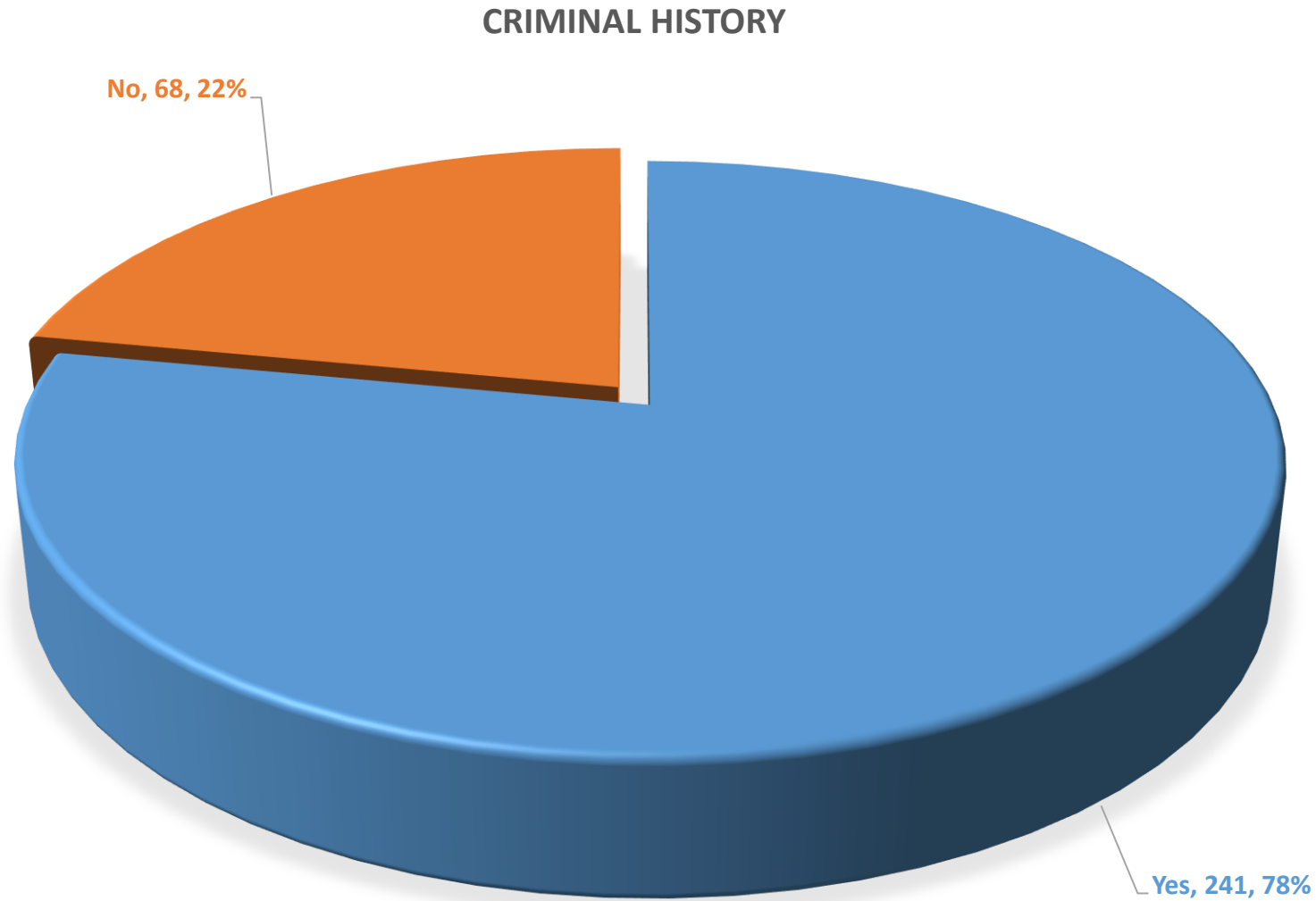


2024 Company Employee Demographics

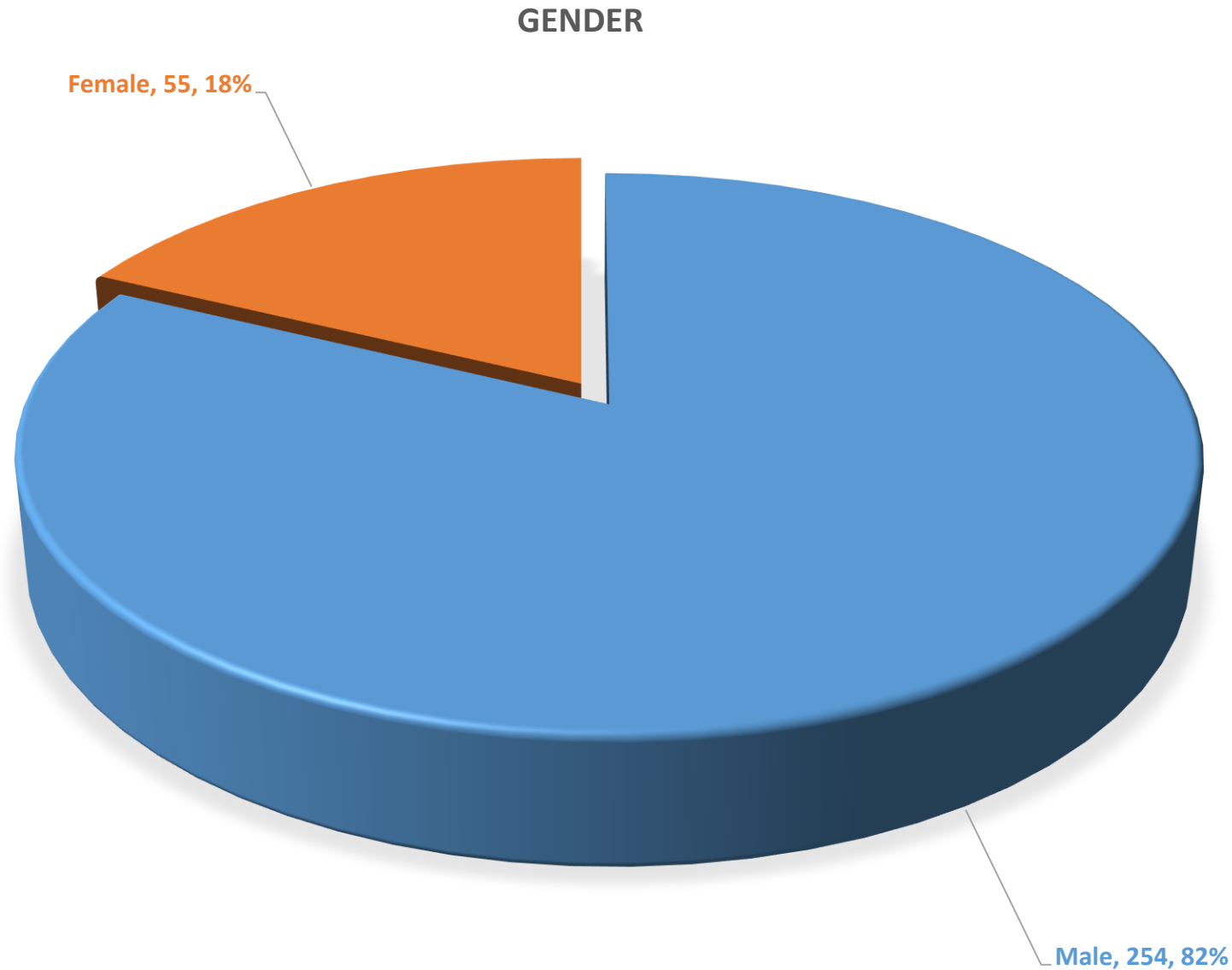
CURRENTLY HOMELESS



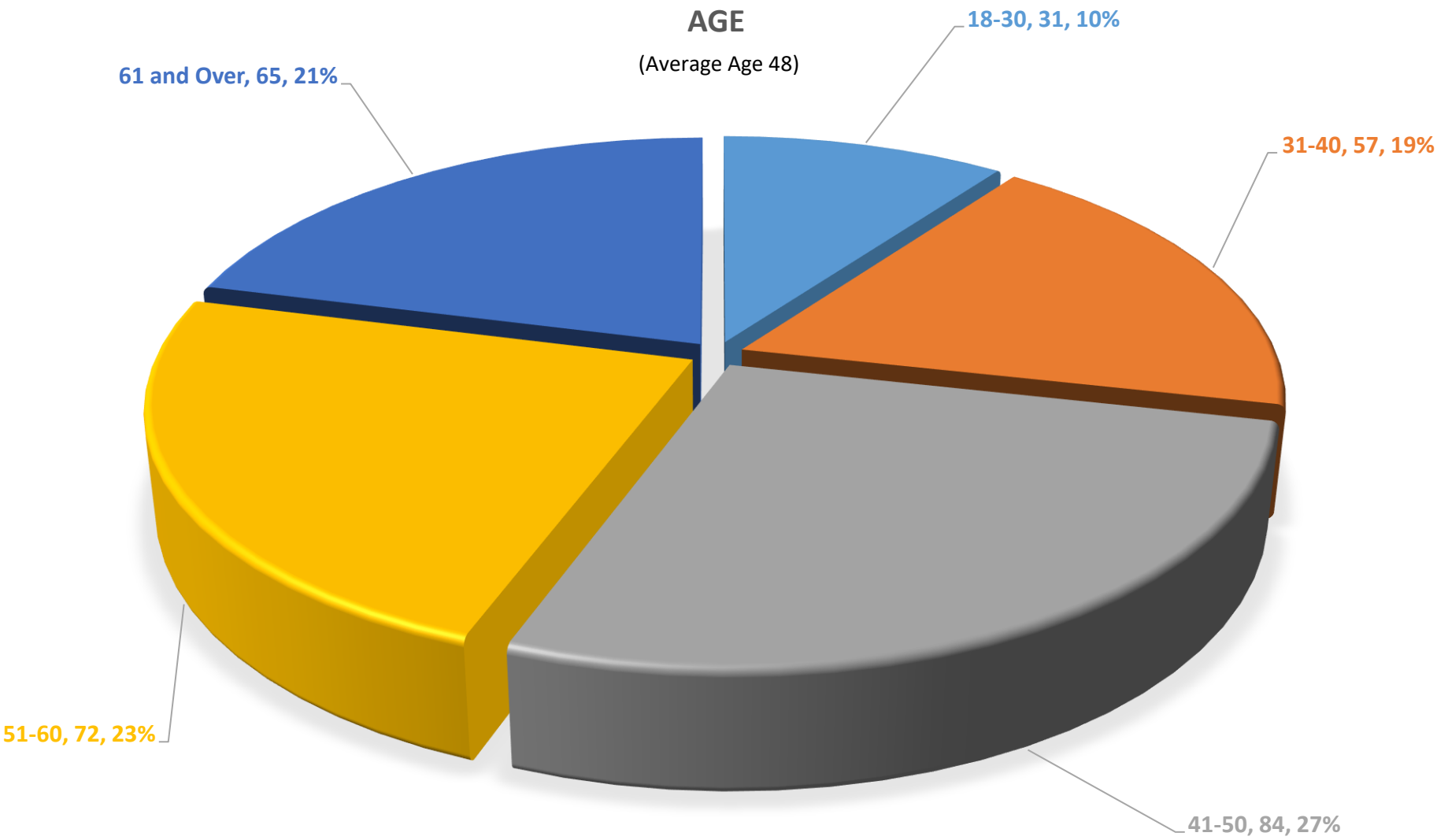
2024 Company Employee Demographics



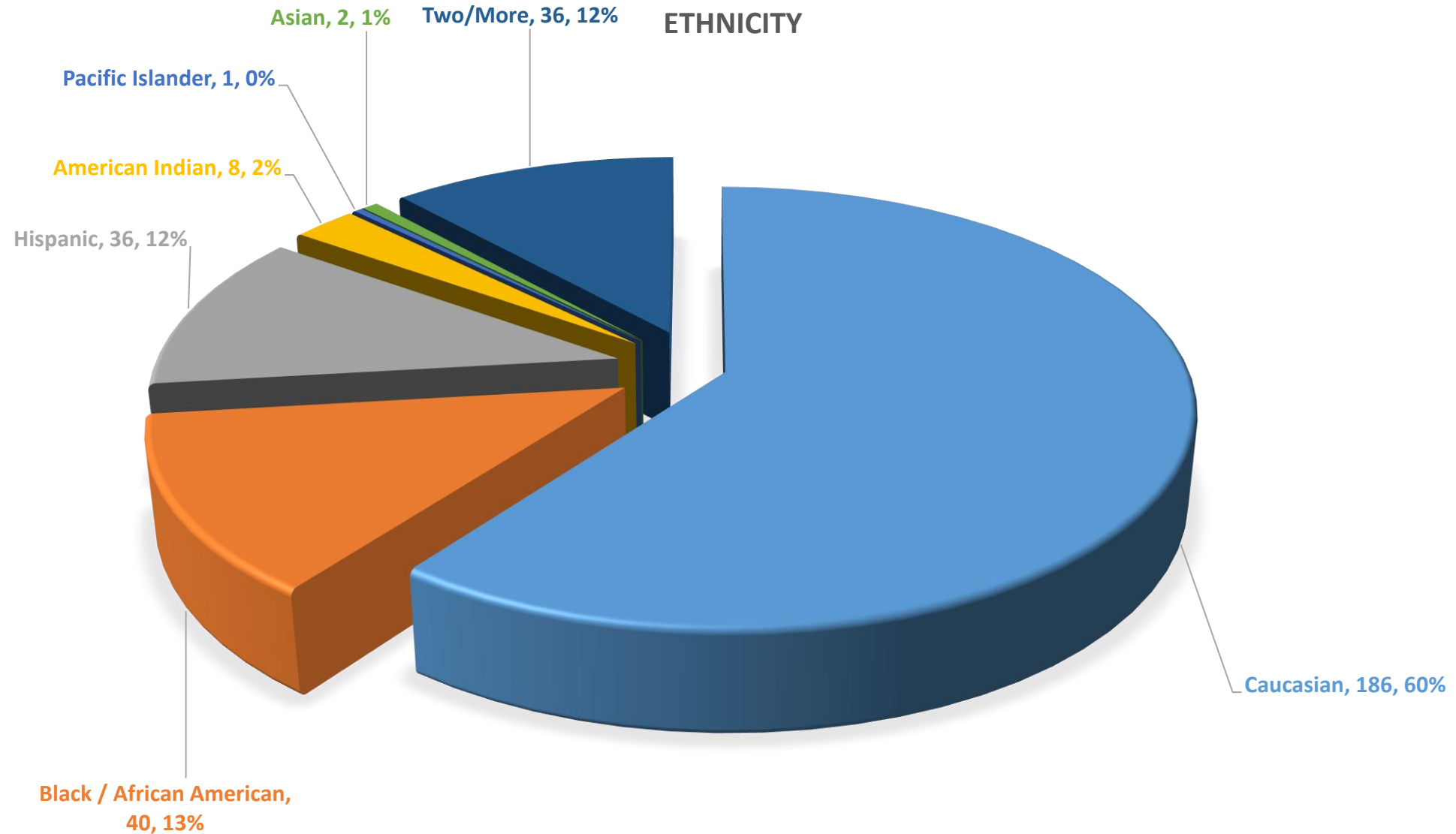
2024 Company Employee Demographics



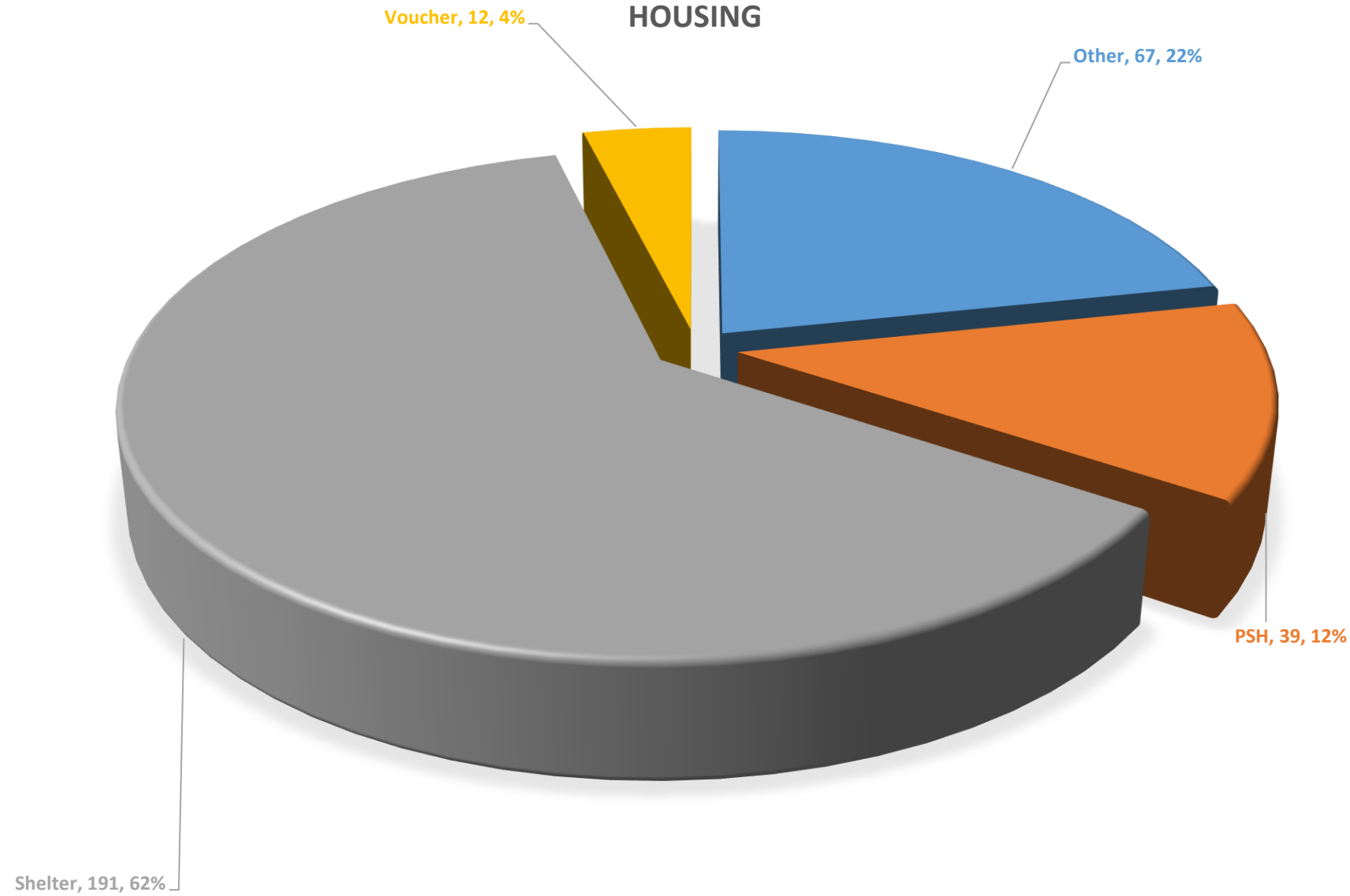
2024 Company Employee Demographics



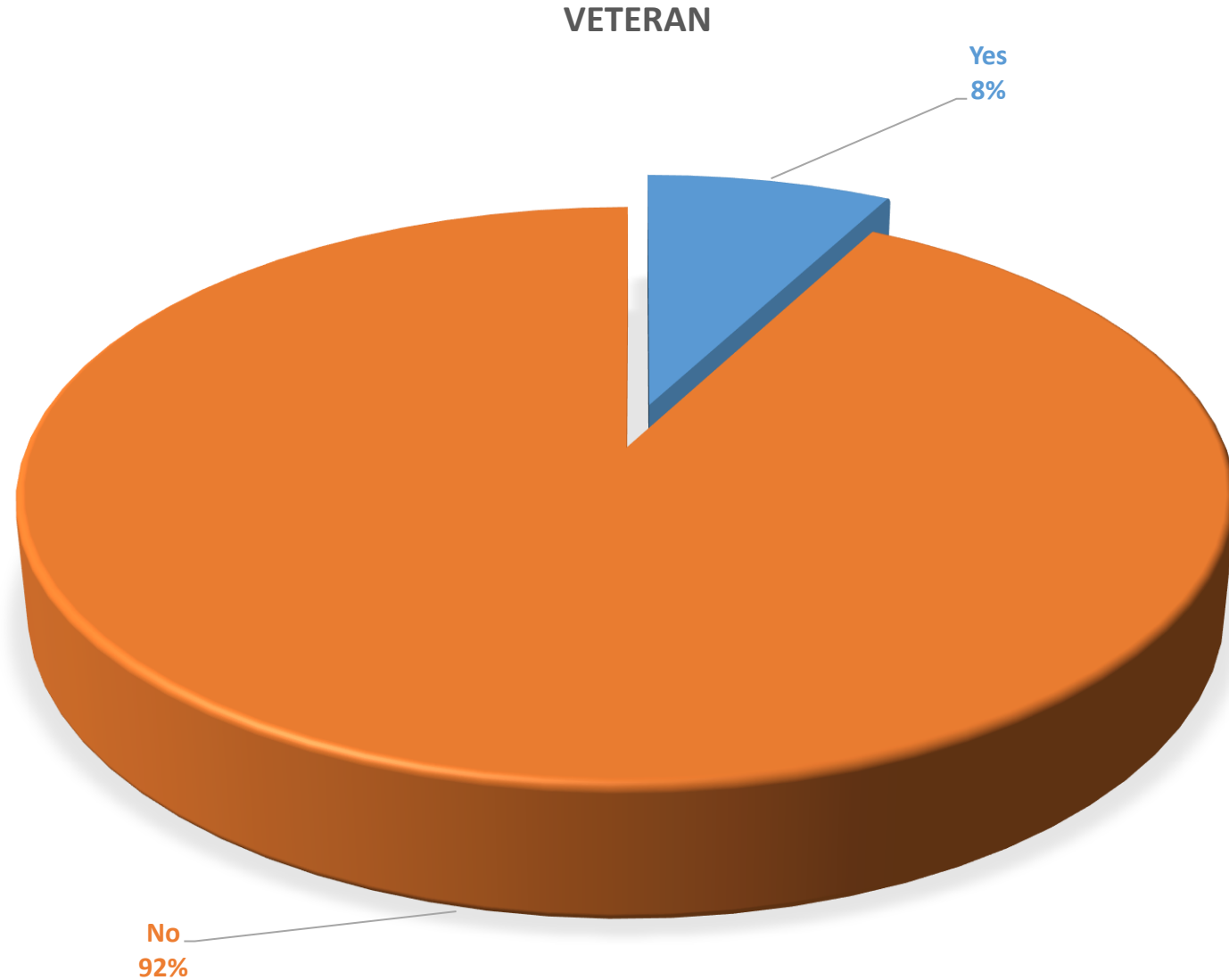
2024 Company Employee Demographics



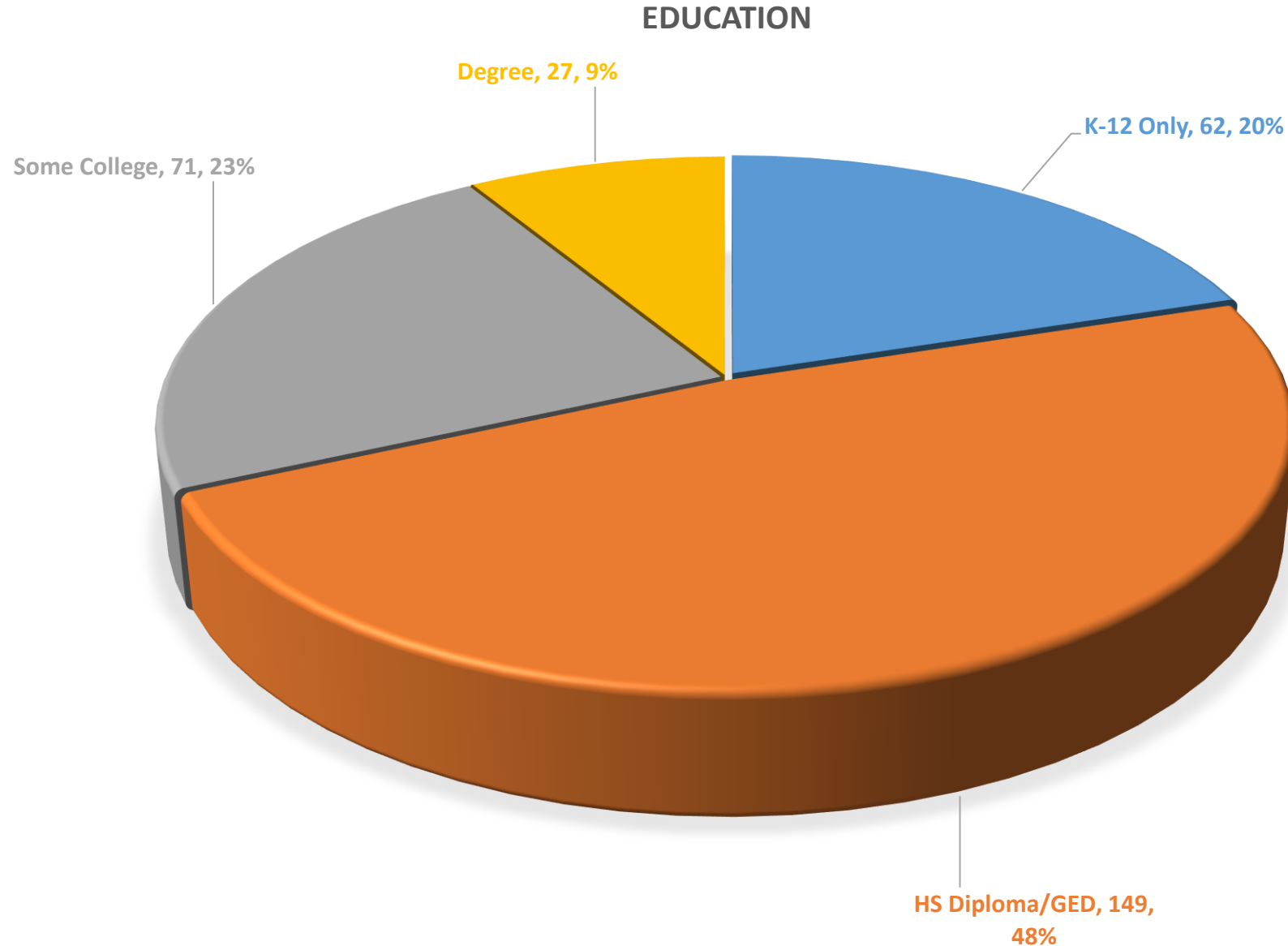
2024 Company Employee Demographics



2024 Company Employee Demographics

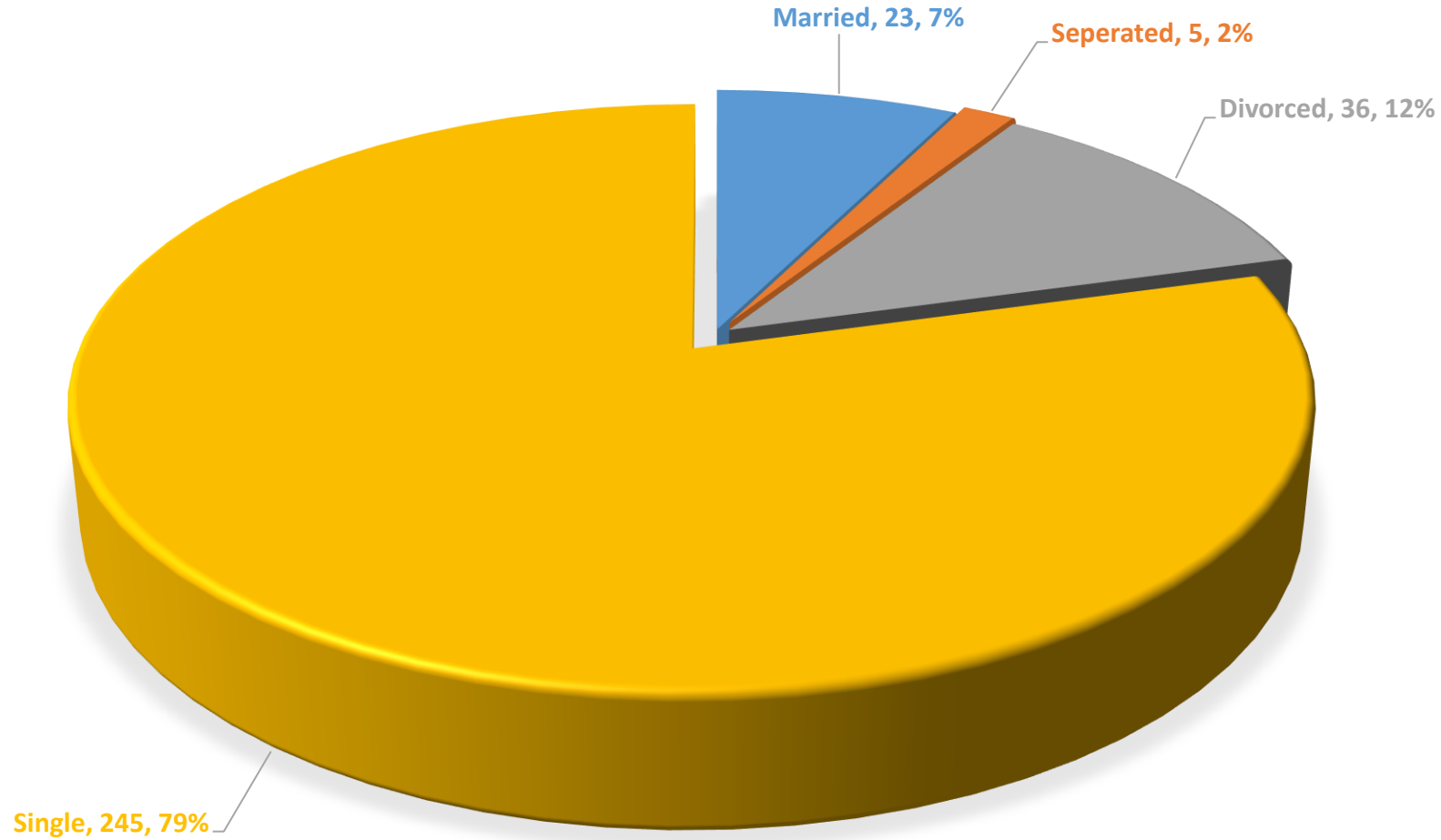


2024 Company Employee Demographics



2024 Company Employee Demographics

MARITAL STATUS





David Joseph Hinkebein was born to John and Janet Hinkebein on a brisk Tuesday afternoon on October 28, 1958, in St. Louis, Missouri. He was the third of their seven children and the oldest of the boys.

After Graduation from Parkway South Highschool in 1977, Dave attended Southeast Missouri State University for three years with his best friend William "Bill" Carson from Highschool. In 1980 Dave Joined the Navy at 21 years old and was stationed in Utah for four years. After he left the Navy in 1985, he briefly returned to Missouri. However, he had fallen in love with Utah and moved back to Salt Lake City in the late eighties. Dave had a passion for fast cars, hiking, and camping.

Dave's life was also wrought with many difficulties, and he struggled at times with alcohol and the death of a longtime girlfriend. But whenever life knocked him down, he would get right back up again. Dave had a thirst for life and would not be hindered by the troubles he faced. Because of his kindred spirit and passion for the homeless he was loved and respected by all who worked with him and for him.

Dave had an infectious smile and a keen sense of humor. He worked tirelessly to take care of the population that he served and was willing to give help to anyone in need. Dave worked for Advantage Services for the past 10 years, and was the supervisor of the Transitional Storage Program, Clean Team Program, and the Portland Loo, which meant that he supervised most of the programs that mostly employed the homeless.

Dave was preceded in Death by his father John in 2019 and is survived by his Mother Janet, and siblings, Joyce, Joan (Jim), Donald (Kathy), Donna, Michael (Cindy) and Nancy (David) as well as many nieces and nephews.

