



1/28/2026

**SUBJECT:** 2025 (Calendar Year) Employment Report

**513 West 800 South**  
**Salt Lake City, UT 84101**  
**385 528-1130 Office**  
**385 528-1127 FAX**  
**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 \$3.2mil 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 mental or physical disabilities 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 programing many have barriers to hold part-time employment. These individuals start with our “Clean Team” program working 4-15 hours a week starting at \$9/hr. (\$7.25 in 2024). In 2025 almost 30% of employees started on 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.

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).

**2025 Year in Review:** 2025 was a financially difficult year for us, we started the first six months off in positive numbers, but in the last 6 months we started taking monthly losses. These losses were primarily due to a contract dispute with one of our major customers. This dispute resulted in a loss of work which caused a loss of around -\$65K a month (\$390K total in 6 months) in revenue and by the end of 2025 resulted in a company loss of -\$236K loss for the year. We also experienced issues with adjusting to a higher cost of doing business:

- Our lease increased by 20%.
- General Liability Workers Compensation insurance went up 25%,
- Health insurance and unemployment Insurance went up 10%
- Automobile insurance went up 300% (Not a typo... 300%)

Due to the loss of work, we were forced to do a “Reduction in Force” (RIF) from around 160 to 120 employees which included some of our full-time benefited supervisors. Fortunately, we had a healthy savings account to offset this large loss of \$236,000. We are working diligently to adjust to the loss of work and the higher cost of doing business. As previously stated, historically as a nonprofit “Social Enterprise” less than 3% of our revenue has come from “Grants and Donations”. We maintain a viable financial model by obtaining fee for service contracts and hiring our target population to fulfill those contracts. This year we will continue to maintain that model but will put more emphasis on fundraising and grant writing.

As a company focused on employment, we measure the success of our population by obtaining, maintaining and moving on to better outside employment. Advantage Services was successful in terms of mission fulfilment by having an overall success rate of 69% of those we provided supportive and permanent employment to. Although, due to a hiring freeze implemented in early fall 2025 because of a loss of work, Advantage Services only employed 269 (down from 309 in 2024). But, out of these unduplicated 269 employees the following notable data was collected:

- 134 (50%) are still employed, 52 (19%) left for better employment, 83 (31%) were terminated or quit for various reasons.
- 210 (78%) were disabled.
- 216 (80%) were formerly or currently homeless at the time of employment.
- 211 (78%) had a criminal history.
- The average age of our employees was 47 with 183 (68%) over the age of 41.
- 159 (59%) were staying at a Shelter, 26 (10%) were living in Permanent Supportive Housing, 28 (10%) were living in Section 8/vouchered housing, 56 (21%) were either camping, couch surfing, living in temporary/hotel accommodations or were in regular housing.
- \$13.66/hr. was the medium wage (excluding executive staff) up from \$9.91 in 2024.
- Of the 269 employees, 328 internal positions were filled as these employees were promoted.

**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.
- **Cost of Support (Job/Coaches/Mentors)** - Because of our business model the costs of providing these services to our employees are not factored into our contract proposals. So, this cost must 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 2026. Below is our board president's 2025 "Year End" message with a more in depth look at our data and statistics.

Thanks,

  
Robert G. Ferris, CEO  
[rob@ASofUtah.com](mailto:rob@ASofUtah.com)  
385 528-1130 O.  
801 631-1185 C.

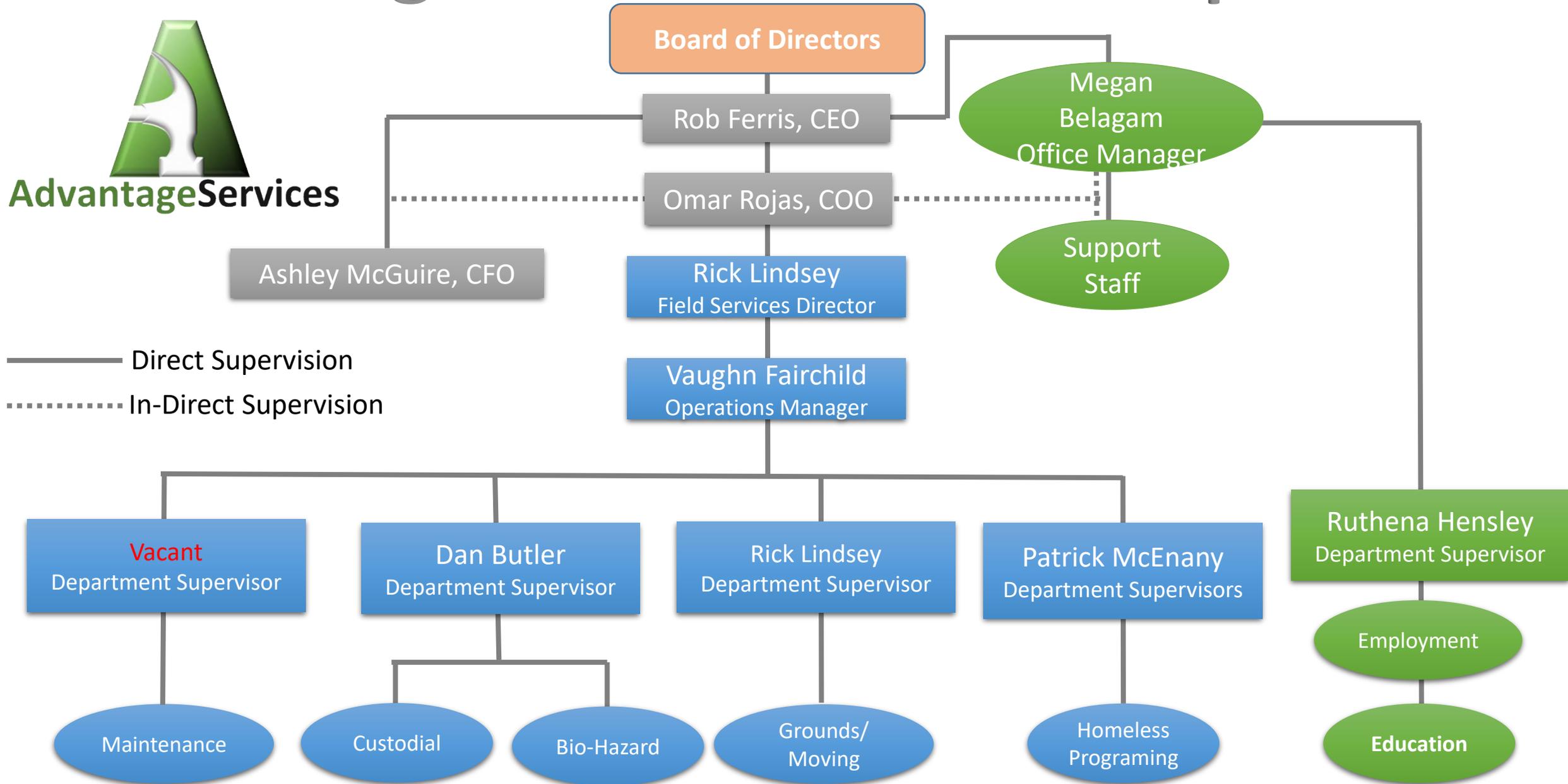


# AdvantageServices

2025

President's Message

# Advantage Services Leadership Chart



Board of Directors

Rob Ferris, CEO

Megan Belagam  
Office Manager

Omar Rojas, COO

Ashley McGuire, CFO

Rick Lindsey  
Field Services Director

Support Staff

Vaughn Fairchild  
Operations Manager

Vacant  
Department Supervisor

Dan Butler  
Department Supervisor

Rick Lindsey  
Department Supervisor

Patrick McEnany  
Department Supervisors

Ruthena Hensley  
Department Supervisor

Maintenance

Custodial

Bio-Hazard

Grounds/  
Moving

Homeless  
Programing

Employment

Education

**Board of Directors  
2025**

**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 the County Mayor  
**Vacant**

**Secretary**  
Joe Stultz, Attorney at Law  
Rosing, Davison and Frost

**Trustee**  
City or State  
**Vacant**

**Board of Directors  
2026**

**Board President**

**Donald Dean, Compliance Officer  
American Express**

**Past President**

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

**President Elect**

**Vacant**

**Treasurer**

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

**Secretary**

**Joe Stultz, Attorney at Law  
Rosing, Davison and Frost**

**Trustee**

**Nicole Farrell, Attorney at Law AMC, Associate  
General Counsel, Labor & Employment**

**Trustee**

**Jennifer Dailey, State Representative  
State Representative District 22**

**Trustee**

**Dillon Hase, Business and Industry  
Midvale Mining Company**

**Trustee**

**Utah Department of Corrections  
Vacant**

**Trustee**

**Office of the County Mayor  
Vacant**

# November 30, 2025 Company Snap-Shot

**2022 – 235 Overall Employees**

**2023 – 285 Overall Employees**

**2024 – 309 Overall Employees**

**2025 – 269 Overall Employees**

**2022 - \$9.96 Average Pay**

**2023 - \$9.36 Average Pay**

**2024 - \$9.91 Average Pay**

**2025 - \$13.66 Average Pay**

*Current Active Employees Minus Salaried*

**2022 – 59 Contracts**

**2023 – 62 Contracts**

**2024 – 66 Contracts**

**2025 – 72 Contracts**

**2022 – 83% w/Disabilities**

**2023 – 83% w/Disabilities**

**2024 – 84% w/Disabilities**

**2025 – 82% w/Disabilities**

**2022 – 98% w/Barriers**

**2023 – 98% w/Barriers**

**2024 – 98% w/Barriers**

**2025 – 98% w/Barriers**

**2022 – 74% Homeless/formerly**

**2023 – 73% Homeless/formerly**

**2024 – 79% Homeless/formerly**

**2025 – 77% 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
2024	\$3,162,682	309	\$52,469
2025	\$3,245,970	269	-\$236,085

\* 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

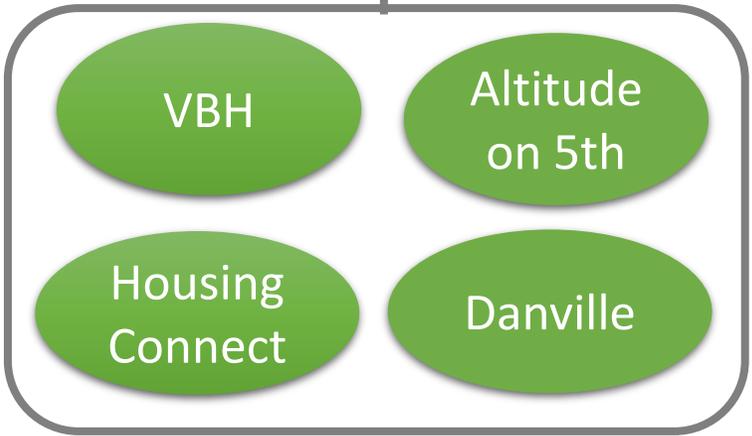


Rick Lindsey  
Department  
Supervisor

Grounds/  
Moving

**Vacant**  
Department  
Supervisor

Maintenance





**AdvantageServices**

# Dept. 30 - Custodial

Dan Butler  
Department  
Supervisor

Sunrise  
Metro

Freedom  
Landing

SpyHop

Gerald  
Wright

Pamela  
Atkins RC

Utah CIL

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

AdvantageServices

Patrick McEnany  
Department Supervisor

Clean  
Team

Bathroom  
Attendants

Portland  
Loos

Bio-  
Subsidy

Mobile  
Clean  
Team

UDOT

Pamela  
Atkins RC  
Clean Team

TSP

Power  
Washing

Parks and  
Natural  
Lands

PD Mobile  
Clean Team

K&D

Parks  
and Land

Open  
Space

Pamela  
Atkins RC  
Laundry

Shelter  
the  
Homeless

UAF

3269  
Main,  
LLC



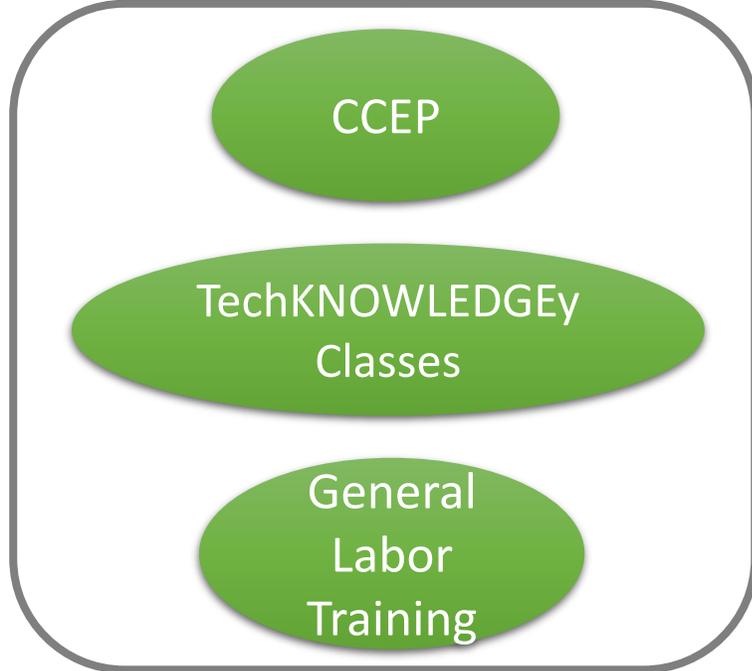
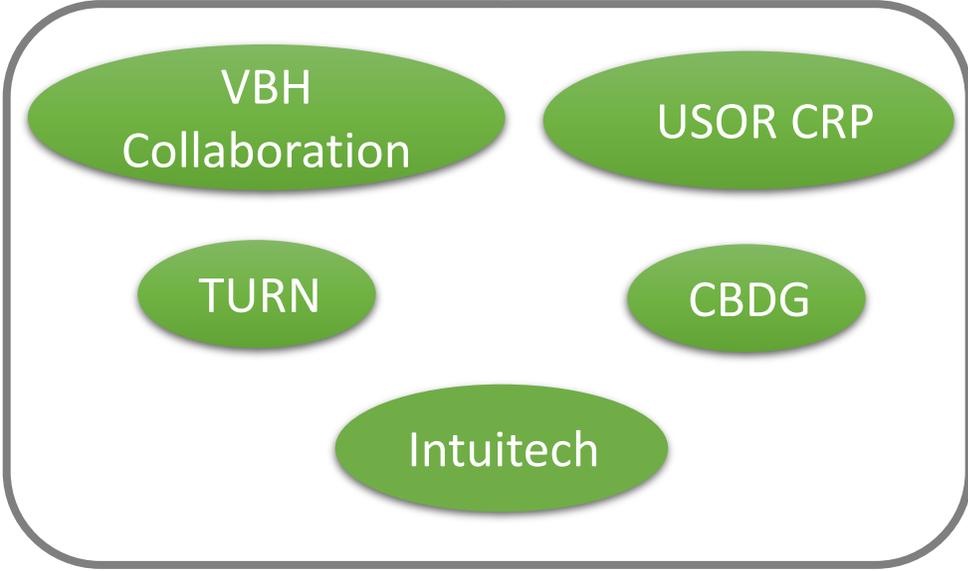
AdvantageServices

# Dept. 50 Employment and Education

Ruthena Hensley  
Department  
Supervisor

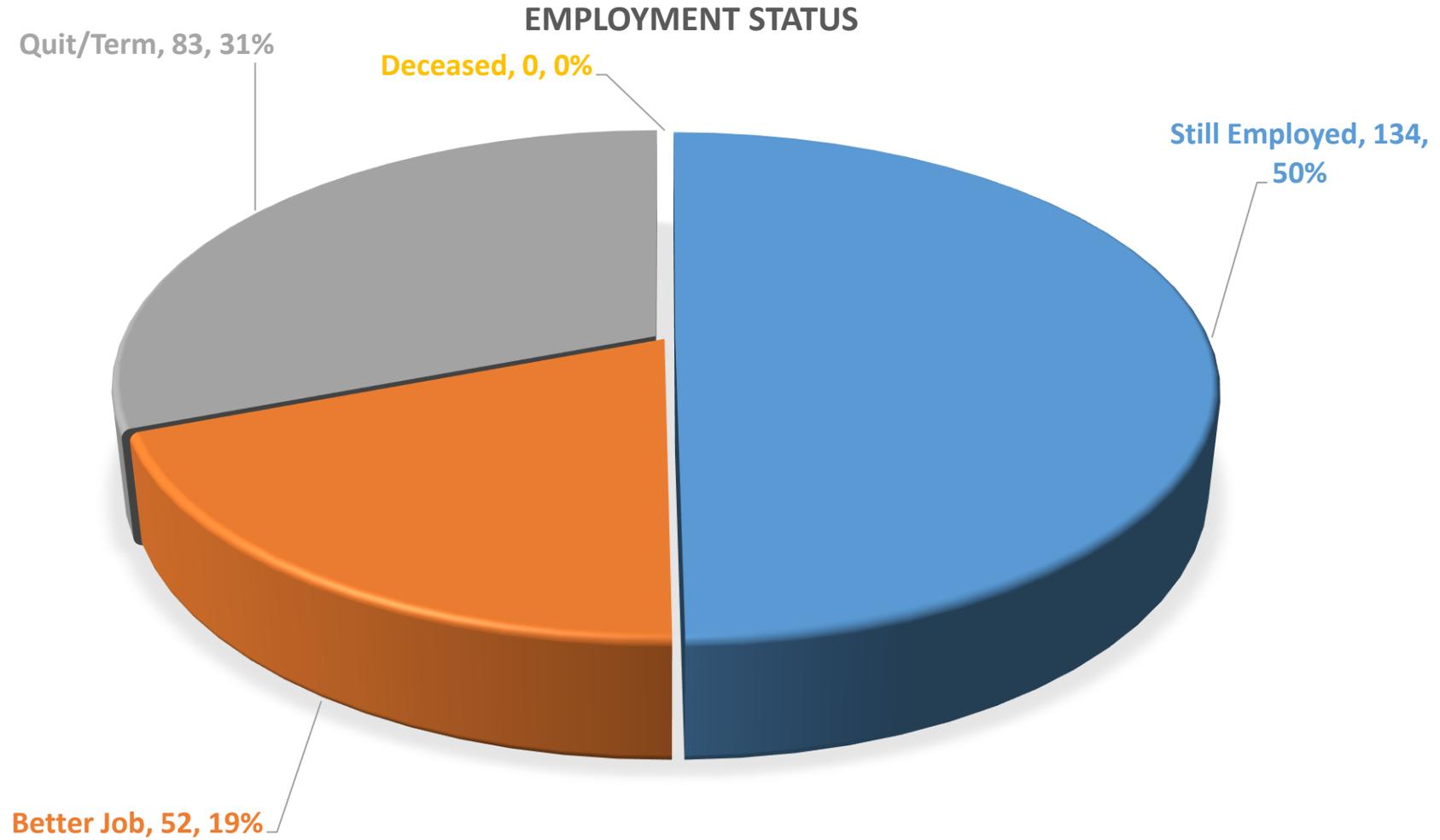
Employment

Education



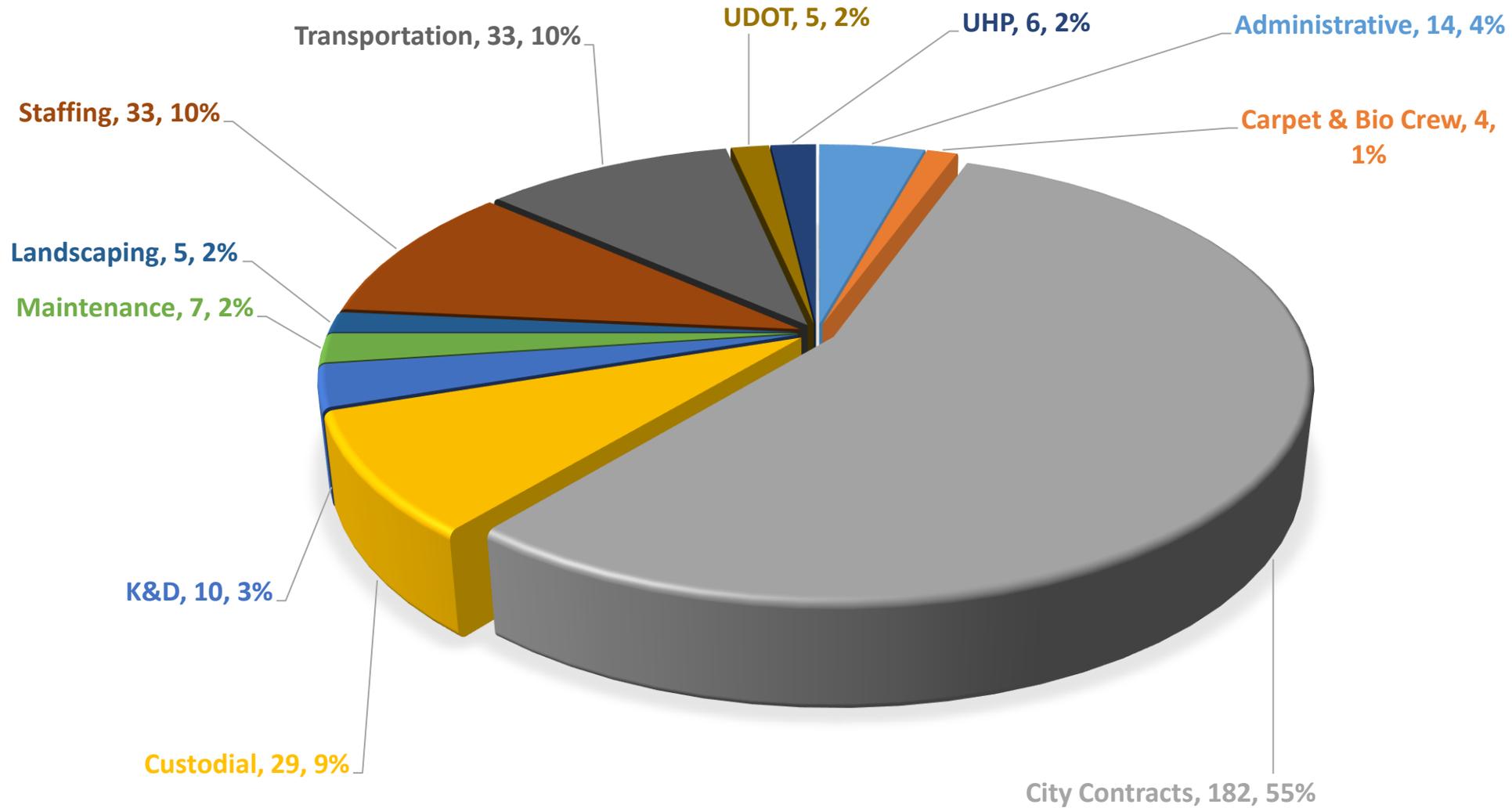
# 2025 Company Employee Demographics

Based off 269 Unduplicated Employees



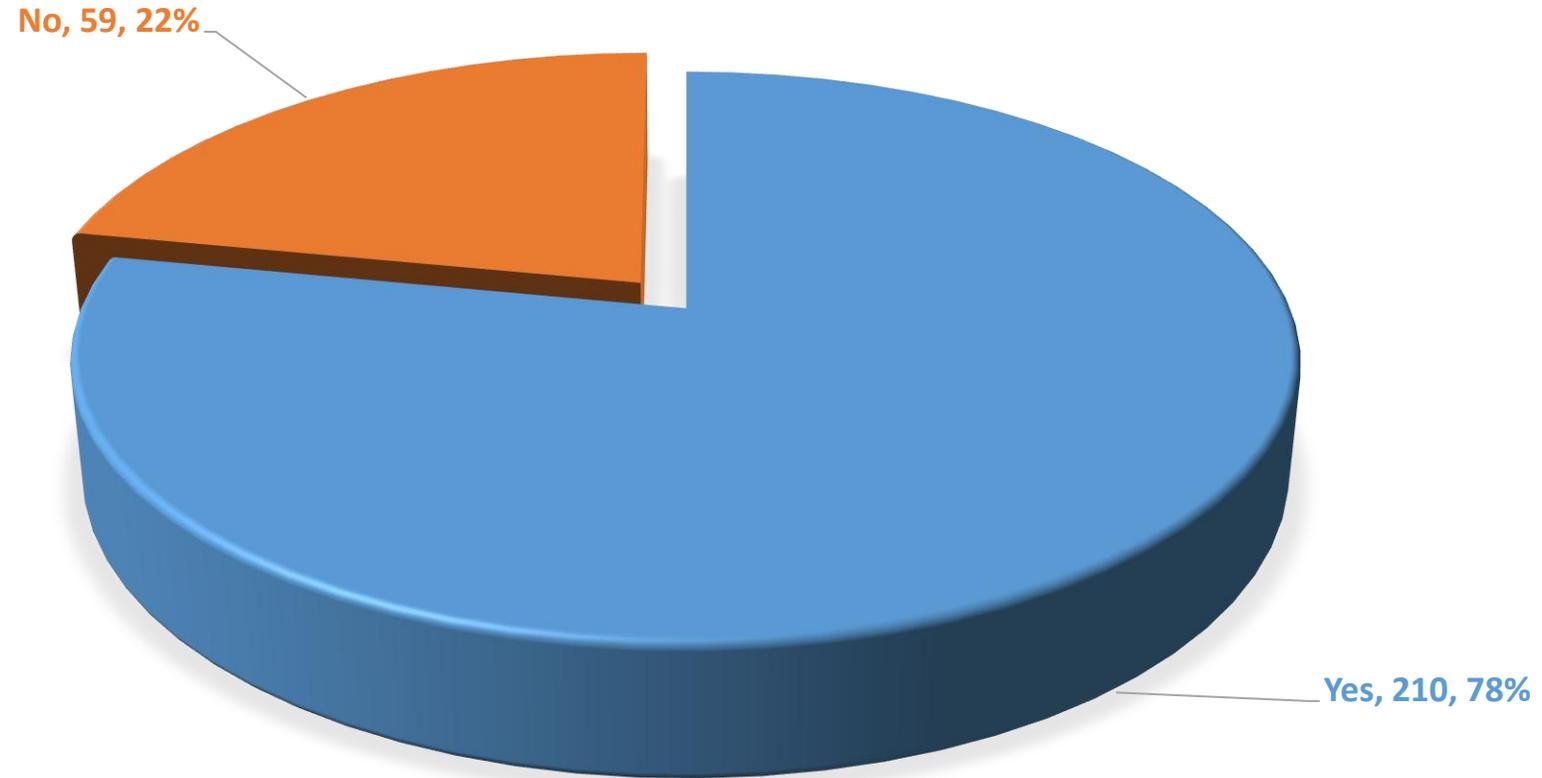
# 2025 Company Employee Demographics

328 ASSIGNMENTS FILLED BY 269 UNDUPLICATED EMPLOYEES



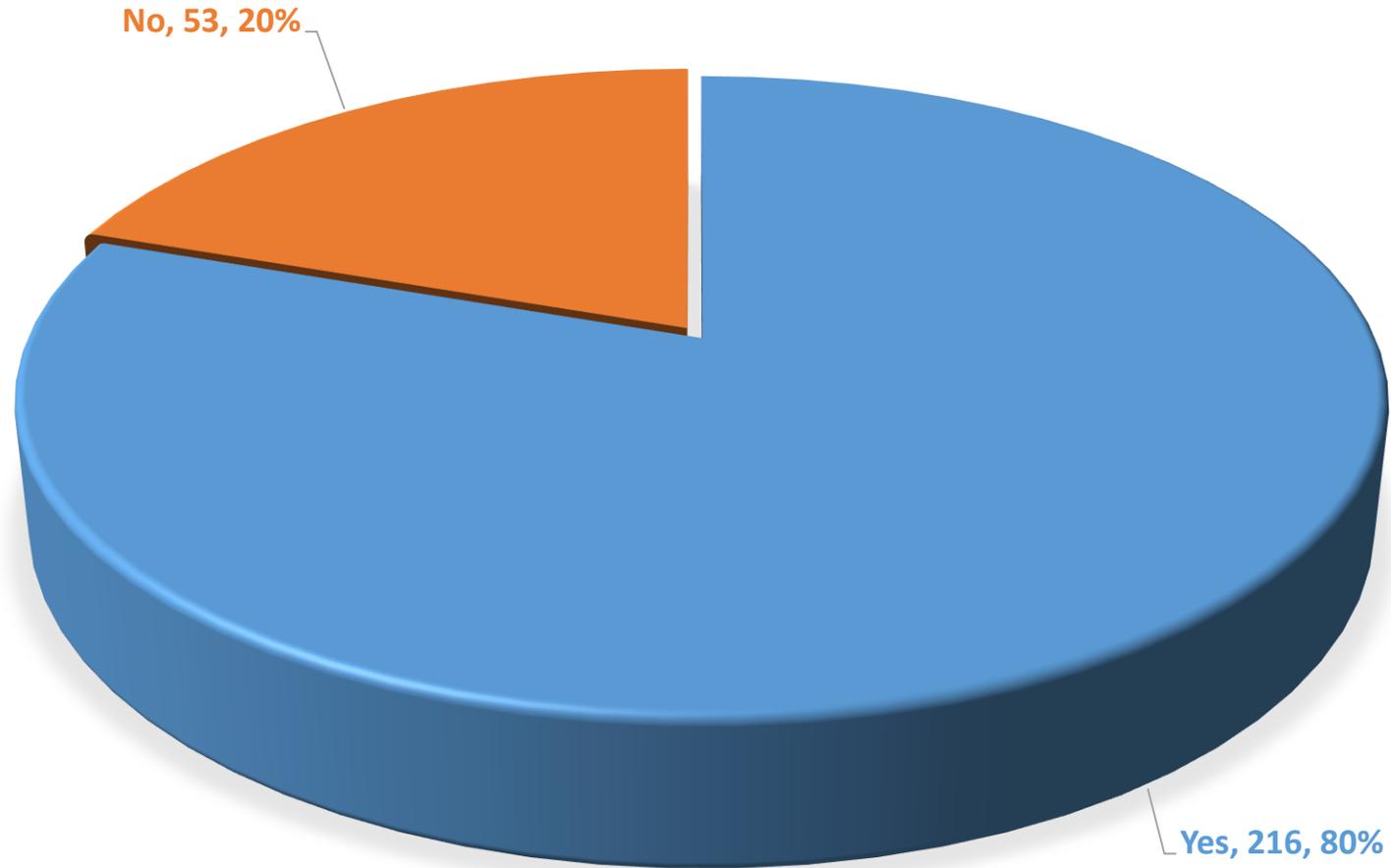
# 2025 Company Employee Demographics

## DISABLED



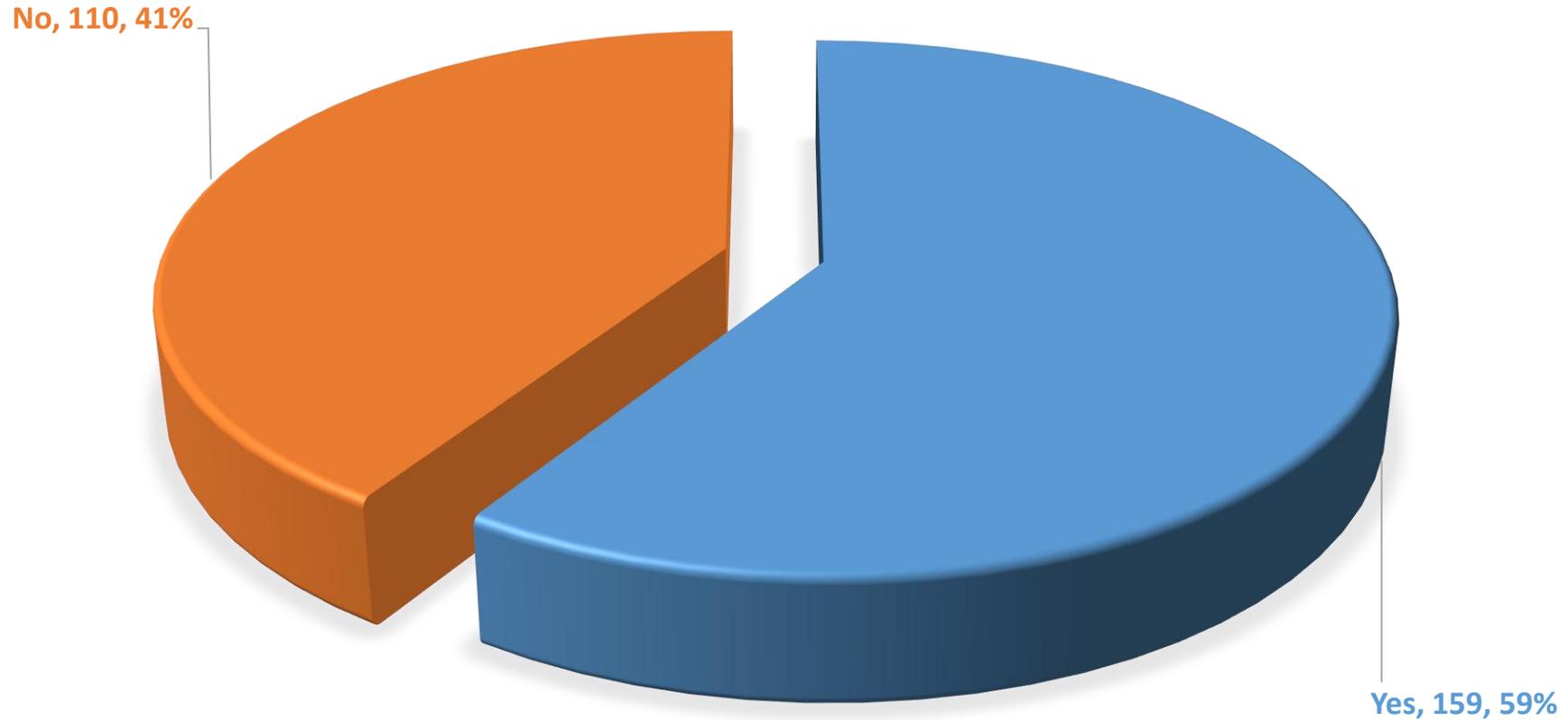
# 2025 Company Employee Demographics

## FORMERLY HOMELESS



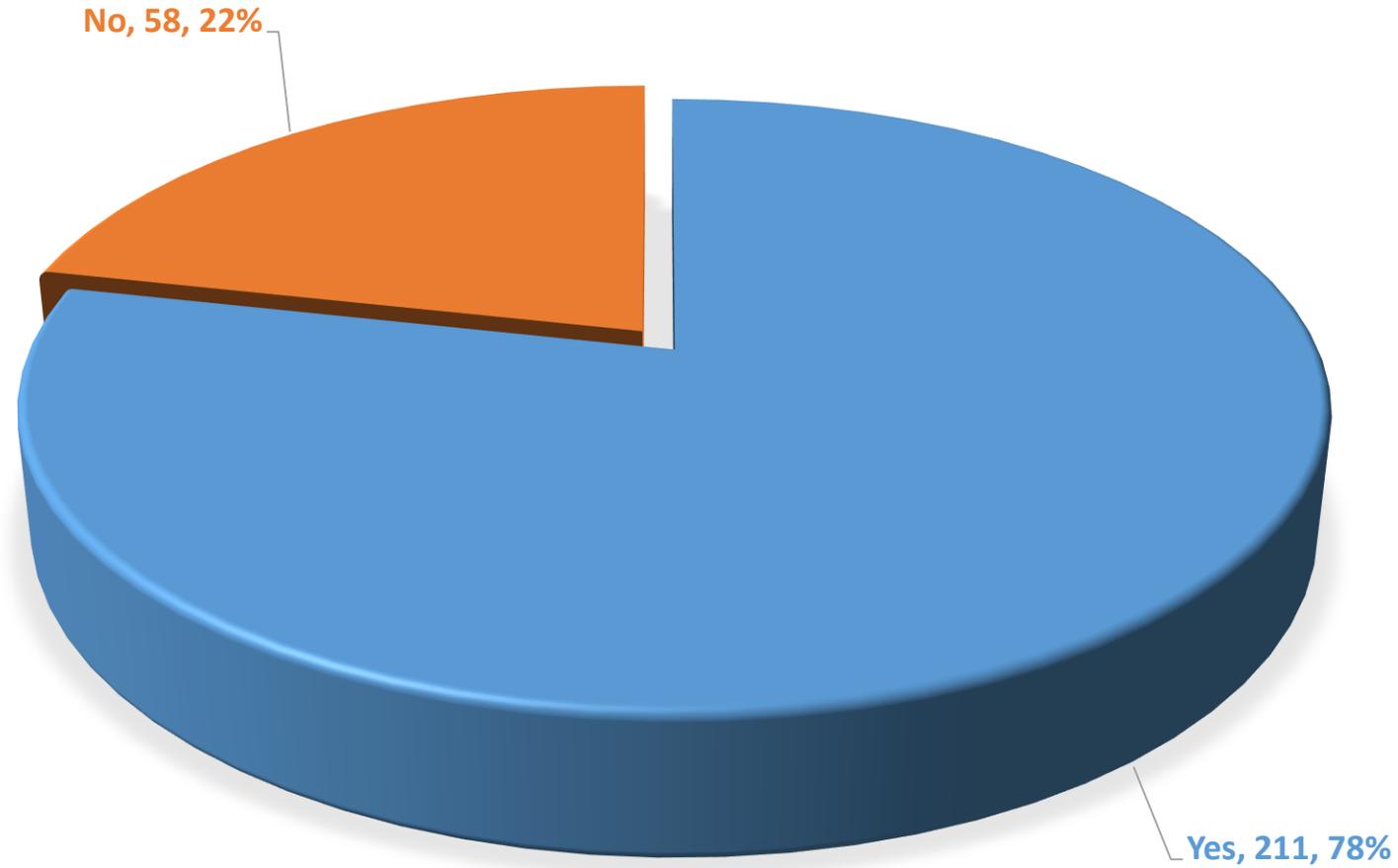
# 2025 Company Employee Demographics

## CURRENTLY HOMELESS



# 2025 Company Employee Demographics

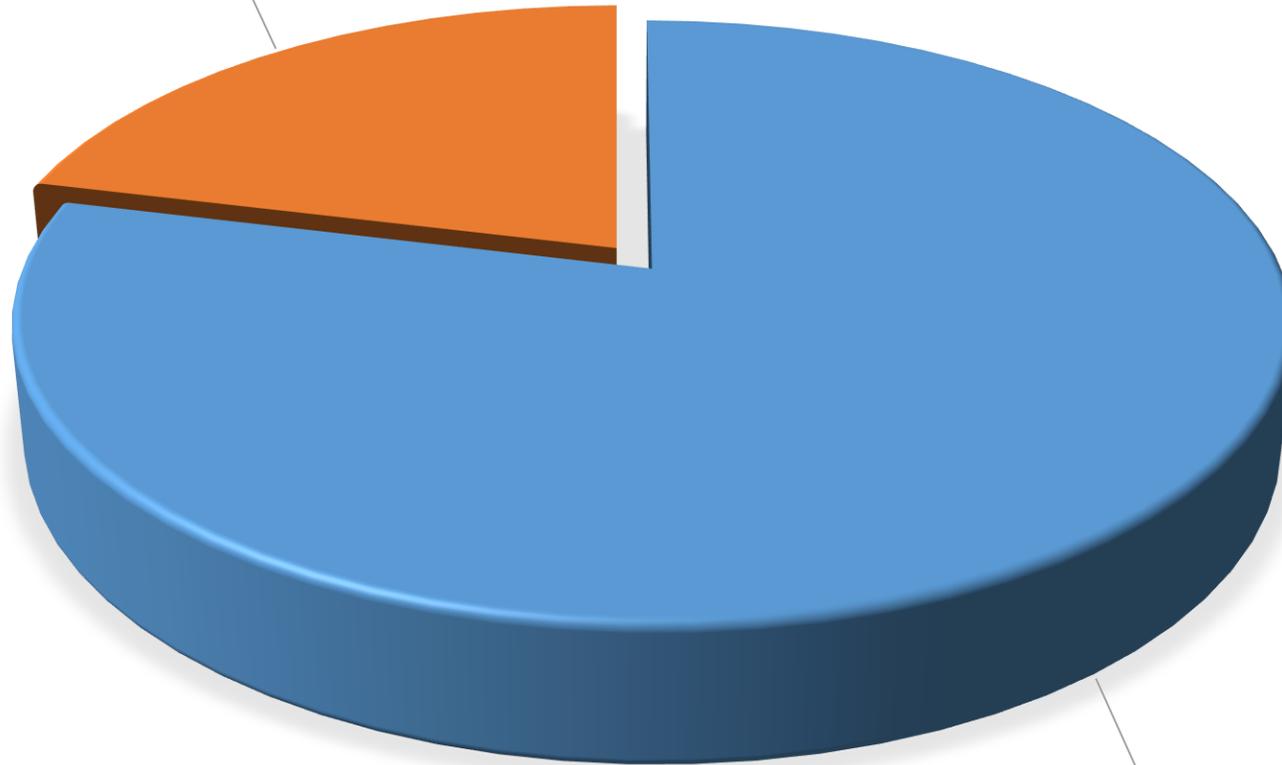
## CRIMINAL HISTORY



# 2025 Company Employee Demographics

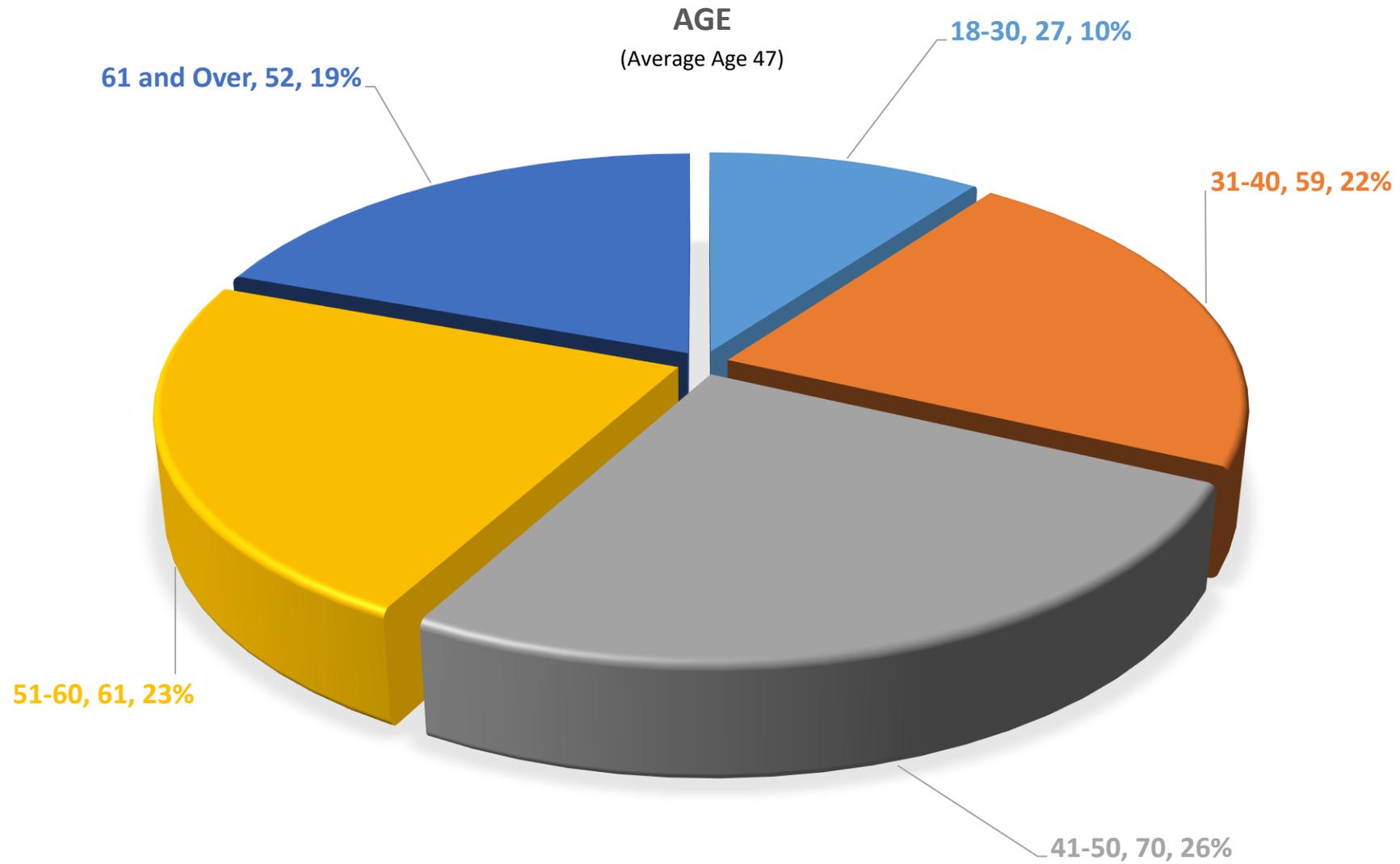
## GENDER

Female, 57, 21%

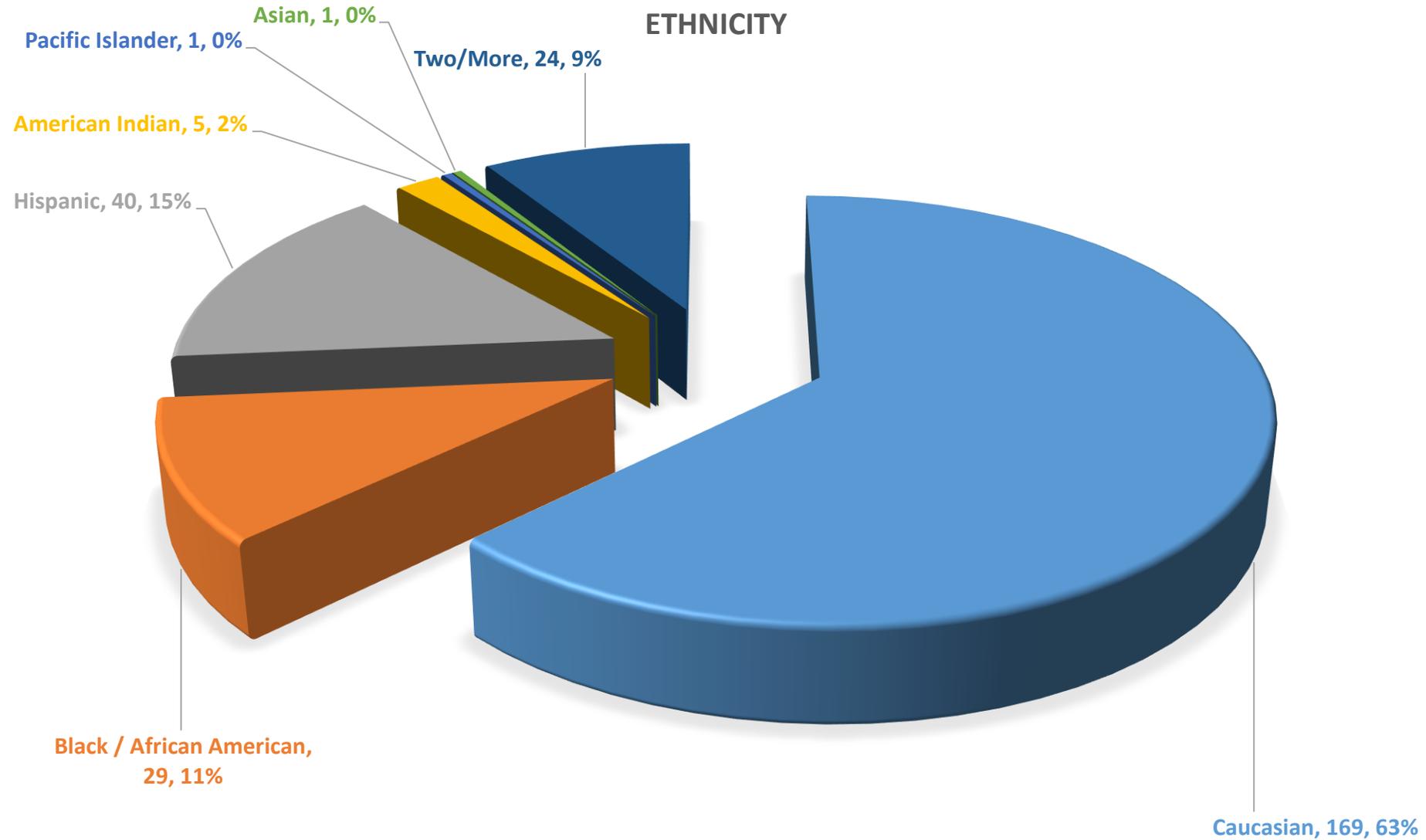


Male, 212, 79%

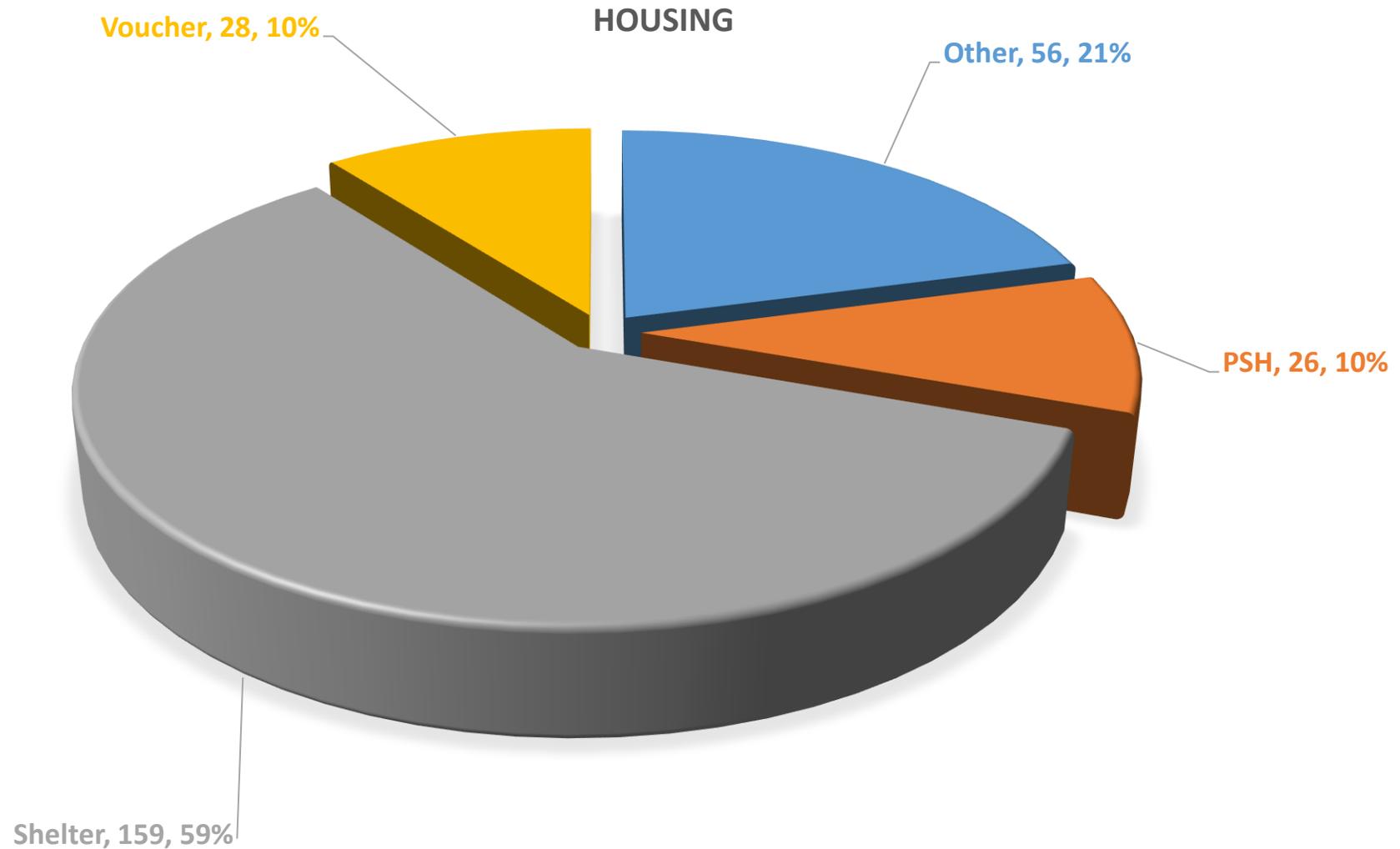
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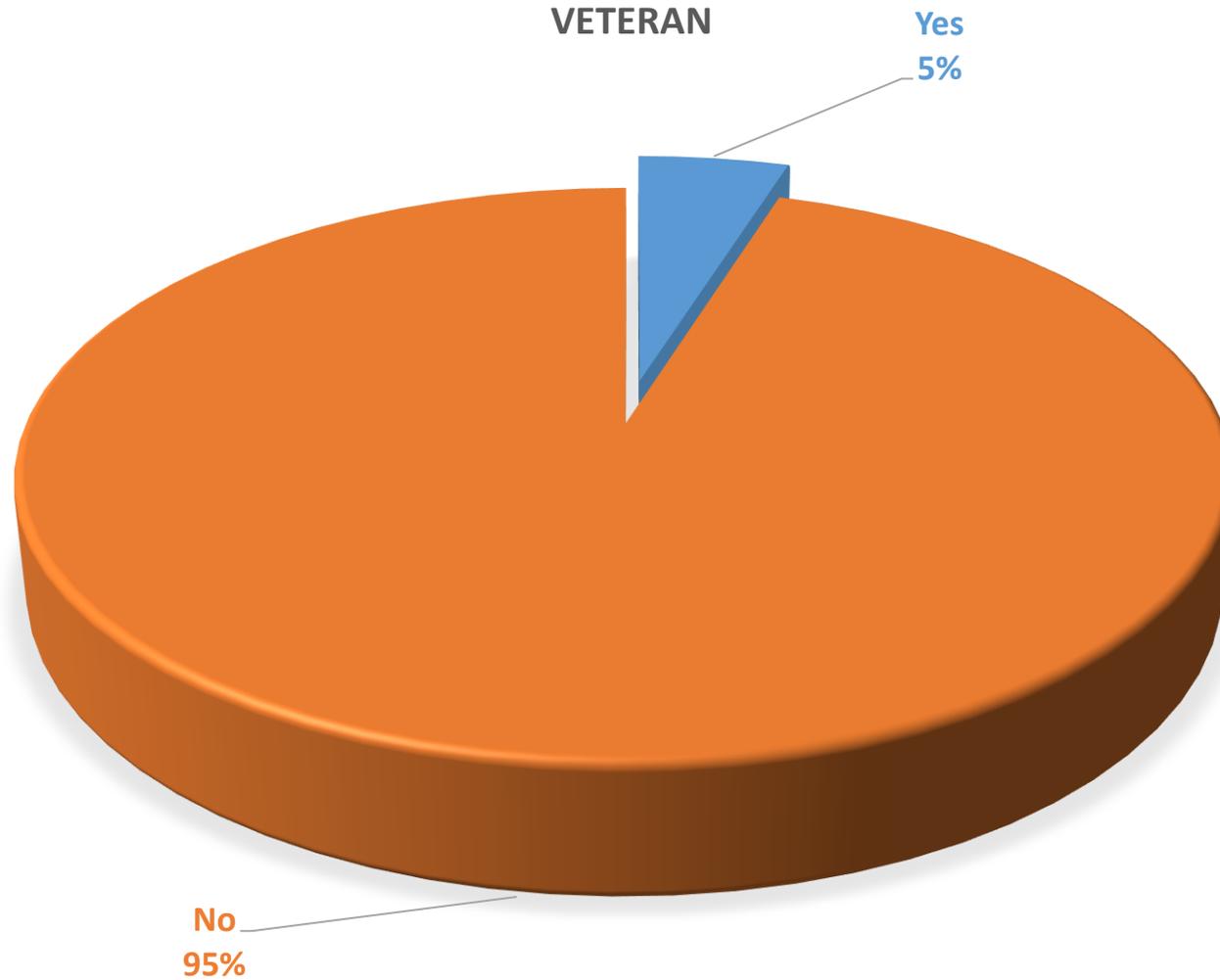
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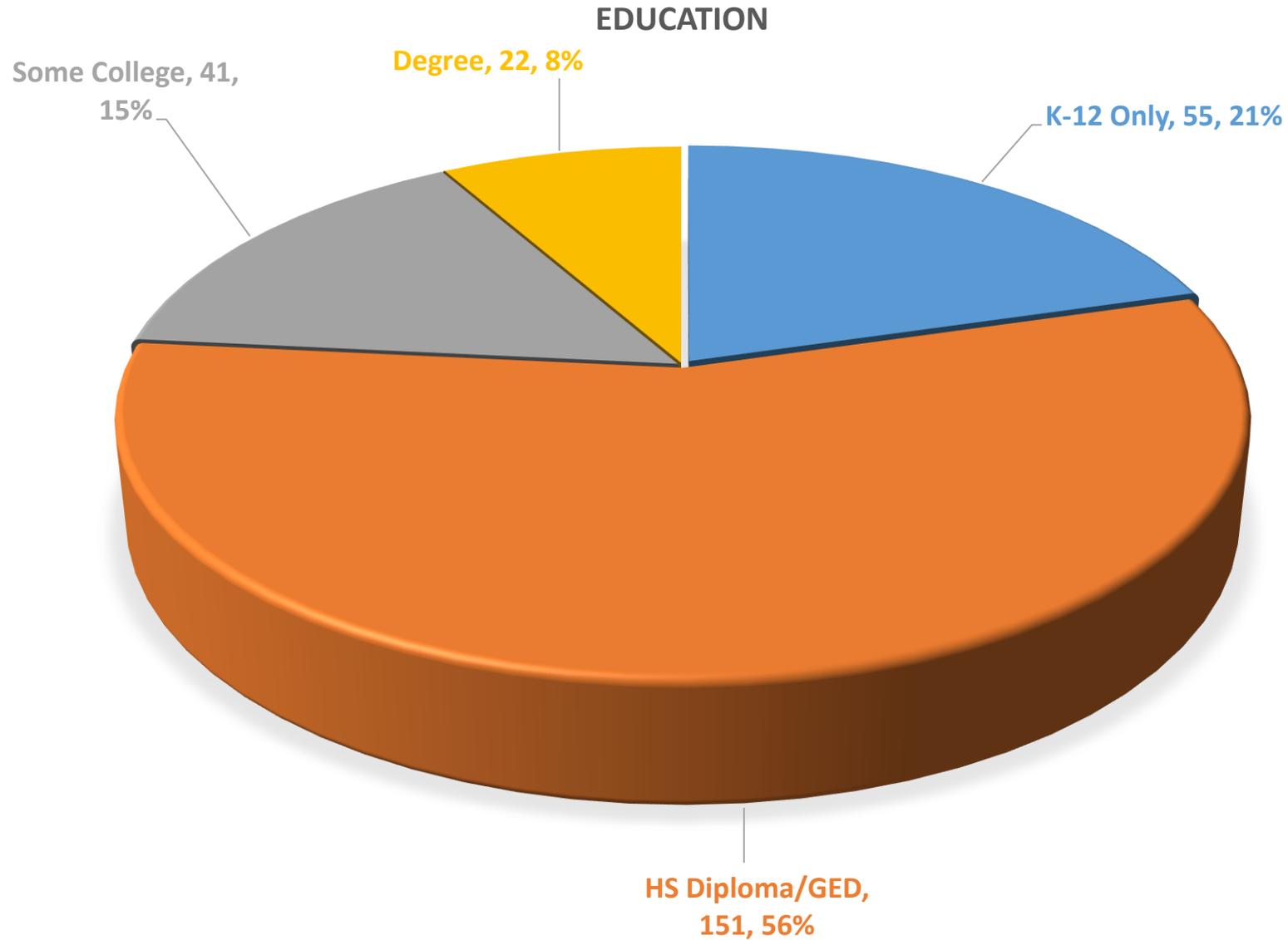
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