

Depot District GREEN TEAM Garden Project Proposal

Project Need

There are 2,178 homeless people in Salt Lake County alone at any given time, according to the 2015 annual “Point in Time” count provided by the Utah Homeless Coordinating Committee. This included 758 women, 484 of which reported having at least one child during the 3-day period in which the Point in Time count was conducted last year. The majority of these women report loss of or inadequate employment as the reason for becoming homeless.

The Depot District of Salt Lake City is the center for homeless services providers and activity in Salt Lake City. This area bears the burden for much of the state in providing services for the homeless population and as such is in much need of assistance in helping to solve the challenges surrounding homelessness. The Depot District is one of the project areas of the Redevelopment Agency of Salt Lake. The Mayor’s Livability Agenda suggests “bringing respective communities together around an established brand identity upon which businesses and the community can build and thereby further leverage existing neighborhood assets.”

Partners

The Depot District GREEN TEAM Garden Project will be spearheaded by four reputable community organizations: Wasatch Community Gardens, the Downtown Alliance, and Advantage Services, each of which will manage a specific aspect of the project based on the unique strengths of their organization.

A nonprofit, 501(c)(3) organization, Wasatch Community Gardens (WCG) was founded in 1989 with the mission to empower people of all ages and incomes to grow and eat healthy, organic, local food. WCG has over 25 years of experience successfully running community gardens and education programs for youth and adults in Salt Lake County. WCG has strong partnerships with Salt Lake City, Salt Lake County, and more than 50 community nonprofits and social service agencies. WCG currently supports over 30 community gardens in Salt Lake County, nine school gardens in the Salt Lake City School District, and two youth teaching gardens in Salt Lake City. WCG also hosts over 50 workshops each year on growing, preparing, and preserving healthy, local, organic food. WCG’s programs help preserve green space as well as improve the health, vitality, and self-reliance of Salt Lake County residents.

The Downtown Alliance (DTA) is a 501(c)(3) nonprofit organization dedicated to building a dynamic and diverse community that is the regional center for culture, commerce, and entertainment. Established in 1991, DTA represents more than 2,500 business and property owners in the Central Business District, which is bounded by North Temple, Interstate 15, 400 South, and 300 East. DTA is funded in part by a special assessment on commercial properties in the Central Business District. DTA became a strategic partner of the Salt Lake Chamber in 2003. In recent years DTA has become increasingly involved in helping the community address issues surrounding homelessness including partnering with Advantage Services to form the Downtown CLEAN TEAM which employs homeless individuals to do street maintenance in underserved areas in the city.

Advantage Services, Inc. (formerly Valley Services, Inc.) is a nonprofit 501(c)(3) social enterprise working with people who have disabilities and barriers to employment. Advantage Service’s mission is to enhance recovery and independence for people with mental health and other barriers to employment by providing employment through viable businesses delivering exceptional customer service. Advantage Services has been in business since December 1992 and has state, county, city and private contracts. Eighty-three percent of their 200 employees

have some sort of disability or disadvantage. Advantage Services is the vendor and training provider for Utah State Office of Rehabilitation (USOR), Department of Workforce Services (DWS) and is an Employer Network for the Social Security Administration Ticket to Work Program. Advantage Services is also a partner in the Lt. Governor's Coalition to End Homelessness and a member of the Utah Defendant Offender Workforce Development Team working with individuals coming out of incarceration.

Since 1969, the Redevelopment Agency of Salt Lake City (RDA) has played a pivotal role in revitalizing many areas of downtown. Under the Utah Community Development and Renewal Agencies Act, the RDA has the charge and financial tools to address blight and disinvestment in specific parts of Salt Lake City. Today, areas that have previously suffered from social, environmental, physical, or economic challenges are transforming into areas characterized by a variety of useful amenities, community health, and safety. The RDA will continue to work with the community to implement the City's master plans to create vital housing opportunities, improve infrastructure, and participate in the economic development of Salt Lake City's downtown. The RDA will provide the property for the Depot District GREEN TEAM Garden project located at 625 W 100 S in downtown Salt Lake City.

Project Design

The GREEN TEAM Garden Project will expand the existing community revitalization efforts in downtown Salt Lake City through a multi-stakeholder implementation modeled after the proven success of the downtown CLEAN TEAM job program for homeless individuals. The CLEAN TEAM was established in September 2013 and has served 129 unduplicated individuals. It has created 91 supportive employment jobs, with 24 (27%) individuals currently working and 33 (36%) individuals moving on to better permanent jobs with Advantage Services and in the community.

The GREEN TEAM will be a job training program for eight homeless women with barriers to traditional employment. It will provide stable, productive work growing herbs and produce as well as life skills training on topics like personal resource management (finances, time, food, etc.), the environment, health and wellness, and interpersonal skills. Additionally, the participants will have up to two field trips each month to visit potential employers in food-related businesses in the Salt Lake City area.

The GREEN TEAM Garden Project will utilize the vacant lot on the north side of 100 South at approximately 625 West as a temporary location to supplement the area's redevelopment plans. The lot has not yet been identified for any specific redevelopment plans and is a prime location for a garden as it is fully fenced, was a former garden, and already has an irrigation water source, garden beds, mature fruit trees, and a greenhouse on-site. The lot is an ideal location for a job training garden since it is within walking distance of the majority of homeless services in Salt Lake City. In addition, the garden will enhance neighborhood appeal for current and future residents of the new housing developments in the neighborhood as well as for other downtown residents.

WCG will manage the gardening operations, using the program participants as the work force, and will hire a garden manager to oversee the program and supervise the participants. WCG and the participants will handle all of the planting, maintenance, and harvesting of an organic farm. They will utilize the existing greenhouse in order to be able to produce fresh food year-round. They will sell the produce at a subsidized rate to Head Start, which currently produces over 4,000 hot, healthy meals each day for the children in their program.

All of the hiring and HR functions, future job placement, job training education components of the program will be provided by Advantage Services with assistance from DTA.

DTA will help establish collaborative partnerships with local businesses, residents, and organization to develop a rich and sustainable community urban garden culture surrounding the project. DTA will also oversee the job & life skills educational program for participants as well as collect demographic

information and data on the participants and ensuring there is on-going communication between the partners.

Project Goals and Outcomes

1) Facilitate employment opportunities for homeless women in Salt Lake City.

During the pilot year of 2016, the project will serve eight women who will be selected by WCG, DTA, and Advantage Services. These women will be found through referrals from our partnering homeless service providers.

Our anticipated outcomes are that 80% will complete the yearlong training and 80% of those who graduate will find permanent employment, and 60% of those who find permanent jobs will find benefitted employment. We anticipate that the majority of participants will also transition to permanent housing.

2) Increase healthy food access for low-income children in the Salt Lake Valley.

Head Start has an innovative culinary program through which they produce and deliver over 4,000 hot and healthy meals per day to the children in their program, as well as provide meals for select schools and senior programs throughout the valley. Their Sauté program trains low-income individuals in the culinary arts and exposes thousands of low-income children and adults to healthy foods.

Our anticipated outcome is that Head Start will be able to provide more fresh, healthy produce to larger numbers of low-income children and adults by purchasing it through the GREEN TEAM Garden Project at a subsidized rate.

3) Create vibrant community spaces and community involvement.

The impact of the GREEN TEAM Garden Project will go beyond the eight women participating in the program. The project will also help improve a blighted area of the City by revitalizing a vacant lot currently owned by the RDA and generating activity in the area for a relatively low cost. We will seek to engage volunteers from the community to assist with projects and plan regular monthly community events and garden tours to engage with local residents. We will also engage with the public through a monthly newsletter update.

Our anticipated outcome is to host 10 volunteer groups and 10 garden tours and engage roughly 200 people in the Depot District of Salt Lake City.

Project Evaluation

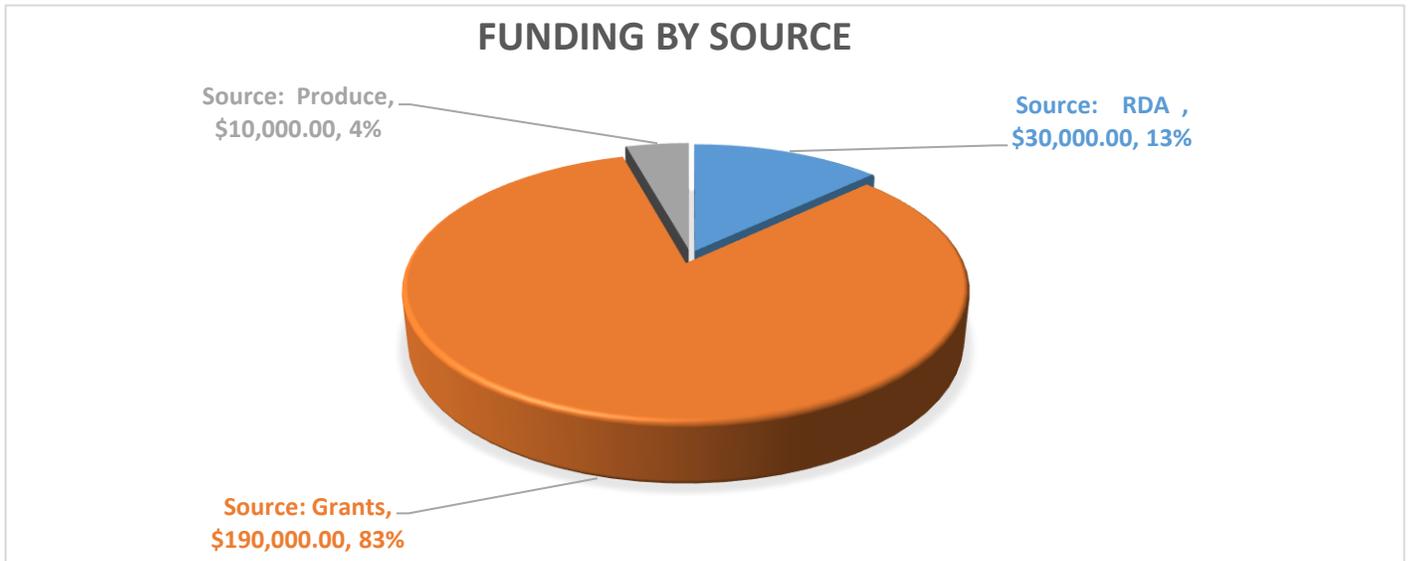
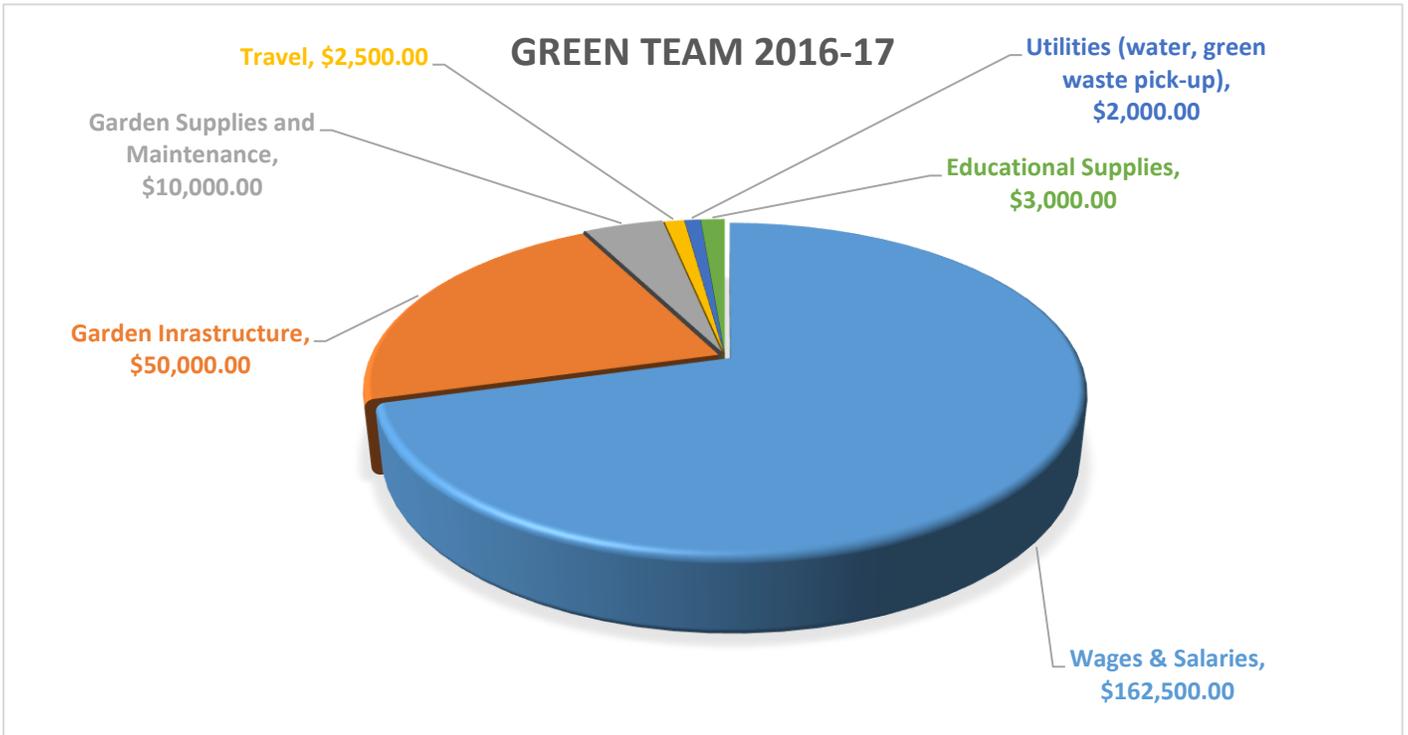
We will evaluate the success of the project by tracking the participants for one year after they complete the program to monitor their employment and housing status. All participants will be assigned a Job Coach/Mentor to assist in job development/placement and life skills training while participating in the program, including the one-year tracking period.

Additionally, we will track the number of pounds of produce harvested and sold to Head Start, and they will report the amount of produce used and the number of fresh meals provided to the children in their program. Additionally, we will provide rough estimates on the amount of money Head Start saved by purchasing produce from our project versus purchasing organically grown produce from another supplier.

Finally, we will evaluate the success of the project by counting the number of people who attend our volunteer sessions and garden tours and thus visit the Depot District throughout the year.

Green Team Budget

Exhibit A - Budget Form						
Proposed 2016-17 From: 7/1/16 to 6/30/17	Budget	Source: RDA	Source: Grants	Source: Produce	Source:	Total Project Budget
Project Costs						
Wages & Salaries		\$30,000.00	\$122,500.00	\$10,000.00		\$162,500.00
Garden Infrastructure			\$50,000.00			\$50,000.00
Garden Supplies and Maintenance			\$10,000.00			\$10,000.00
Travel			\$2,500.00			\$2,500.00
Utilities (water, green waste pick-up)			\$2,000.00			\$2,000.00
Educational Supplies			\$3,000.00			\$3,000.00
TOTAL Project Costs:		\$30,000.00	\$190,000.00	\$10,000.00	\$0.00	\$230,000.00



Green Team Salary Breakout

Position	Wages per hour	Hours worked per Wk	Weekly Total	(52 week) Annual Wages Total	30% Hourly FICA, Workers Comp Ins & Unemployment Ins.	Hours worked per Wk	30% Weekly FICA, Workers Comp Ins & Unemployment Ins.	(52 Weeks) 30% Yearly FICA, Workers Comp Ins & Unemployment Ins.
Target Population Wages								
Executive Director	\$23.25	4	\$93.00	\$4,836.00	\$8.14	4	\$32.55	\$1,692.60
Garden Manager	\$16.50	40	\$660.00	\$34,320.00	\$5.78	40	\$231.00	\$12,012.00
Green Team Employee	\$9.00	20	\$180.00	\$9,360.00	\$2.70	20	\$54.00	\$2,808.00
Green Team Employee	\$9.00	20	\$180.00	\$9,360.00	\$2.70	20	\$54.00	\$2,808.00
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Green Team Employee	\$9.00	20	\$180.00	\$9,360.00	\$2.70	20	\$54.00	\$2,808.00
Green Team Employee	\$9.00	20	\$180.00	\$9,360.00	\$2.70	20	\$54.00	\$2,808.00
Wage Total				\$123,396.00	Benefit Total			\$38,976.60



AdvantageServices

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Clean 18 Month Update

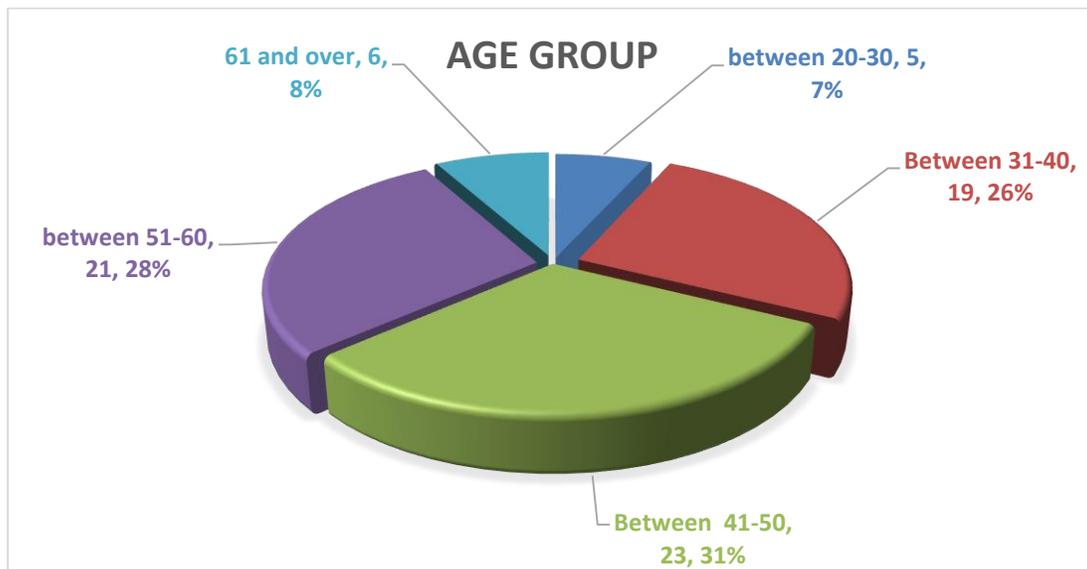
The Downtown Clean Team is a pilot project created and governed by the Downtown Alliance and executed by Advantage Services. The City of Salt Lake, Utah Transit Authority and American Express Bank are the major funders for this program. It is also supported by commercial banks such as GE and CIT with CRA funds. Implementation of the program began in September 2013 and this report reflects: statistics, budget and accomplishments and lessons learned.

PURPOSE OF PROGRAM:

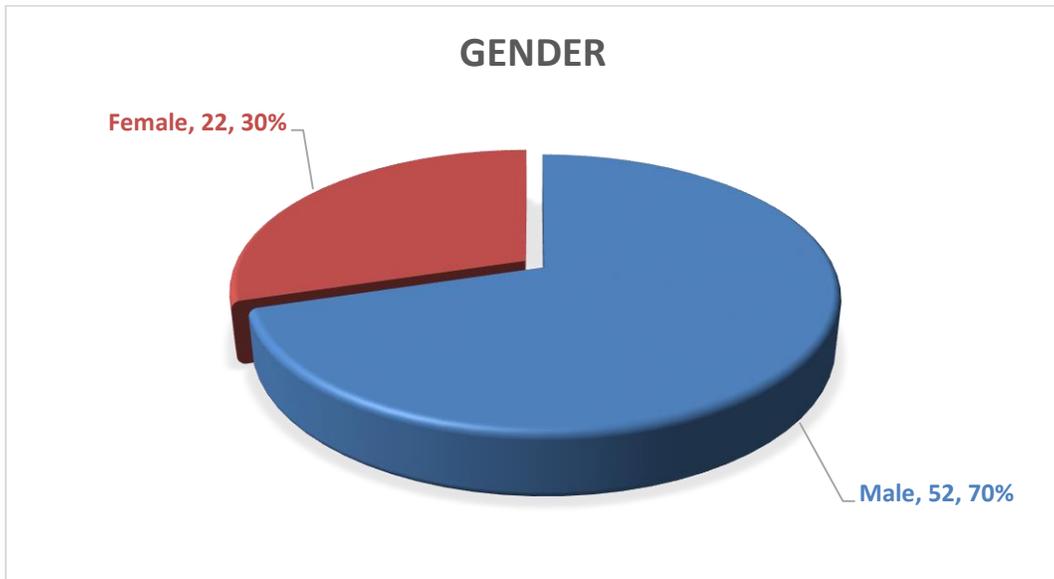
This program employs homeless individuals and the formerly homeless that are living in permanent supportive housing to staff the Downtown Clean Team which engages in litter pick up, trash removal in targeted blocks of downtown. The focus area includes 10 blocks west of 400 W. surrounding the homeless service provider locations on Rio Grande Ave., an area that doesn't receive any city maintenance services. These services provide needed economic revitalization to the area as well by helping to improve the health, cleanliness and safety of the area.

STATISTICS:

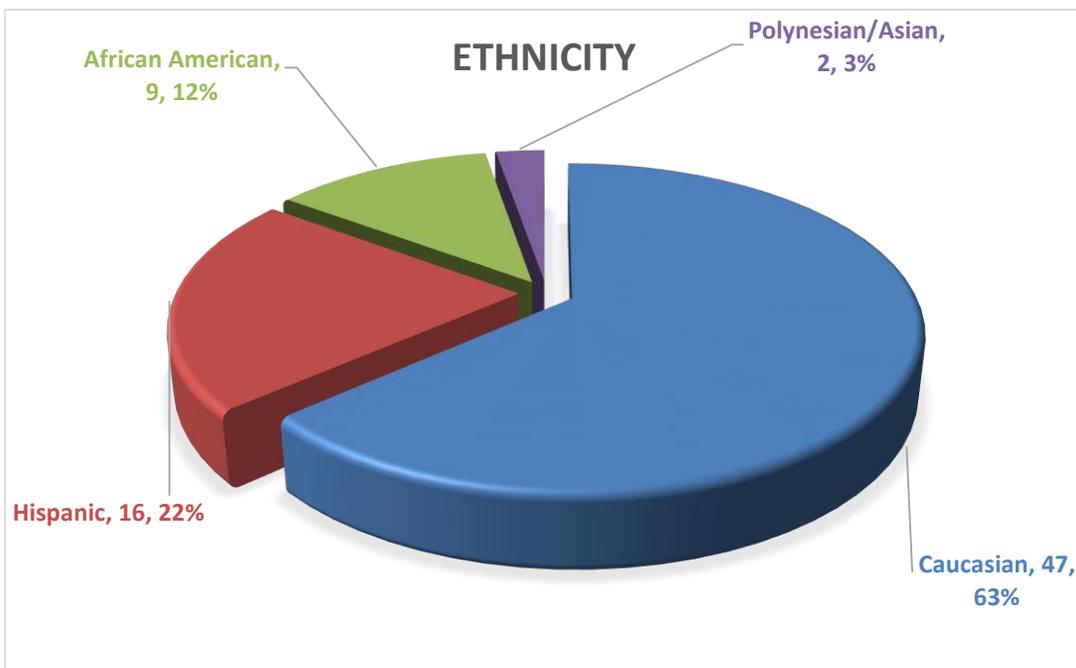
The Clean Team was launched on September 16, 2013 and 74 individuals have been employed during this timeframe; of which we have seen 27 of those move into other employment, 22 have quit for various reasons and 25 are still currently working. Statistically the population we have worked with is a good snap shot of the national homeless population. Advantage Services has collected the following data over the year and a half:



The medium age of all seventy four past and present employees is 46 years old. From the chart above you can see that the largest population is in the 41-50 years of age accounting for 31% and a total of 77% at least 40 years of age and older. This is a significant amount of people who are homeless in their later years and is consistent to the national average age of 30-51 years of age accounting for 52% the homeless population.



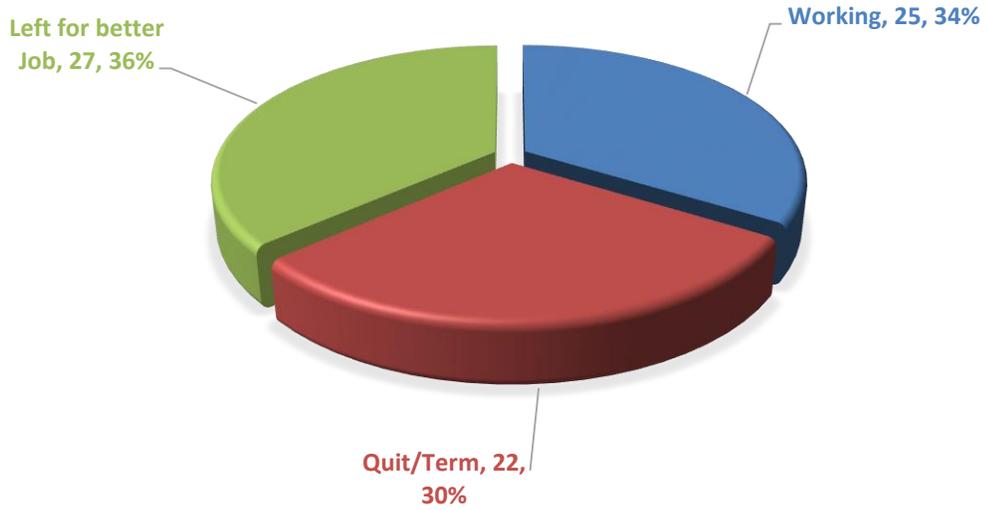
According to SAMSHA the national average of homeless men compared to homeless women is 62% to 38%. According to the above chart our program reflects those similar numbers.



According to SAMSHA the national average of ethnicity of those homeless are similar to the Advantage Services' chart above. The national average is:

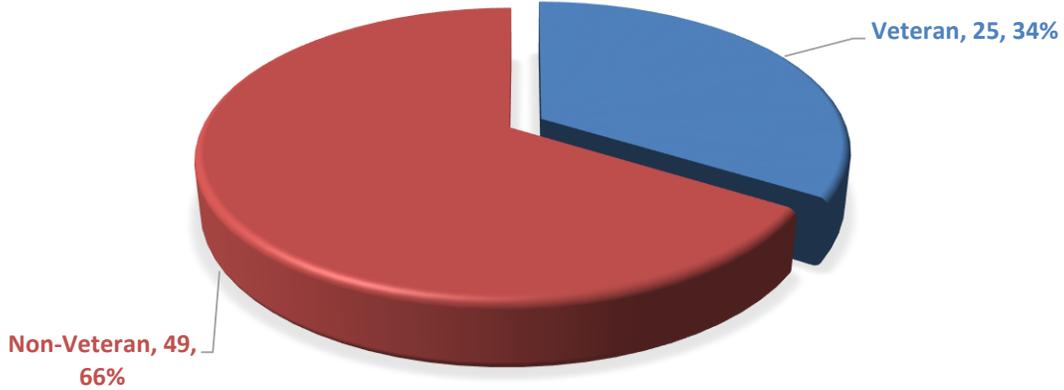
- **41.6%** are White, Non-Hispanic
- **9.7%** are White, Hispanic
- **37%** are Black/African-American
- **4.5%** are other single races
- **7.2%** are multiple races

STATUS OF THE 74 PAST AND PRESENT EMPLOYEES

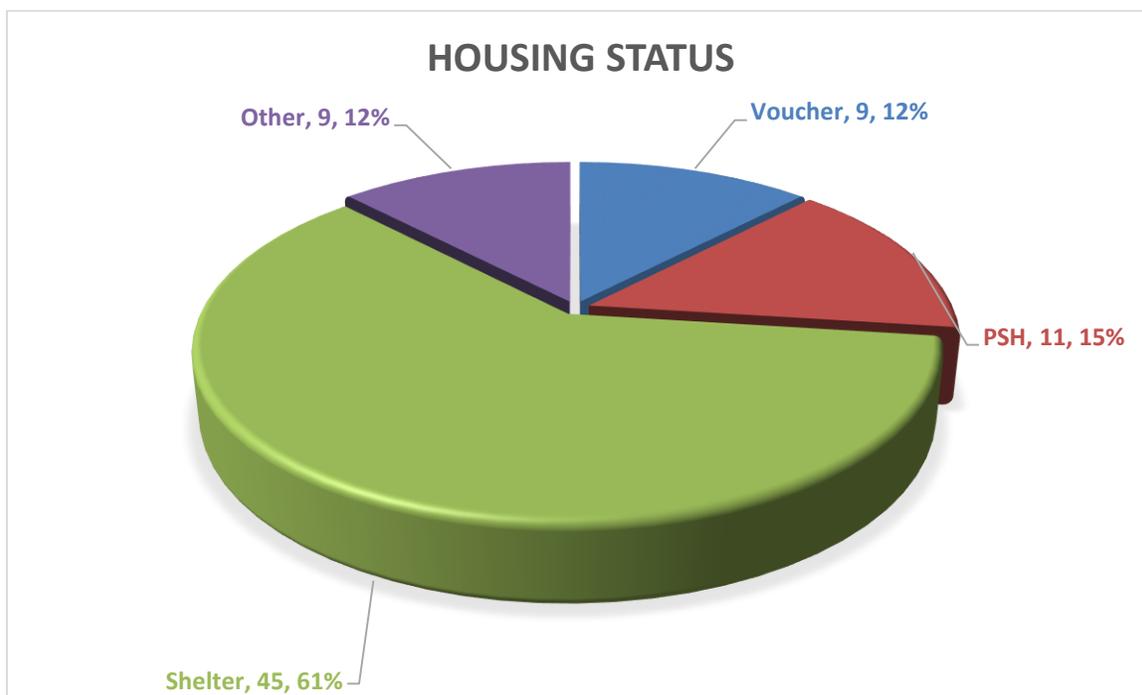


The national average of employment episodes for the homeless population is only 22%. According to the above chart Advantage Services' has seen an opposite effect. With only a 30% of the 74 employees quitting, 36% moving on to other employment and 34% retaining employment with the Clean Team.

VETERAN STATUS



34% (25 employees) of the 74 past and present employees are veterans. Although there is a larger amount of homeless who are veterans in Salt Lake there is a solid infrastructure to assist these men and women.



The “**Housing First initiative**” is set up to get the chronically homeless off the streets and into Permanent Supportive Housing (PSH). In this model supportive services are made available along with supportive employment opportunities once the client is stabilized. Advantage Services has partnered with the PSH facilities, the Housing Authority and the Shelter to provide employment to these clients. Represented in the chart above is the number of people we have employed who reside in a PSH, in the shelter or receiving rental assistance from the housing authority. The “Other” category is for people who are staying with friends/family, in hotels or at homeless campsites.

PROGRAM STRUCTURE:

Through the guidance of the Downtown Alliance the Clean Team was formed and has undergone several modifications to ensure it is both efficient and effective. The Monday through Friday schedule is comprised of three 3hr shifts and six teams. There are two teams of three per shift and each team has one team lead and two workers. The shifts are 7am-11am, 11am-2pm and 2pm-5pm. The weekend schedule is Saturday and Sunday from 8am-12pm with two teams consisting of a team lead and two workers.

Personnel will generally work 15 or 16 hours a week with the option for 6 additional hours on the weekends. The team leads will work an average of 22.5 hours per week with the option of for 6 additional hours on the weekends. There are a total of 25 employees on the roster at all times; one full time permanent supervisor, six team leads and 18 workers. The Supervisor is a FTE earning \$9/hr. plus benefits, Team leads are paid \$7.75/hr., and the workers are paid \$7.25/hr.

Once an individual has proven themselves as reliable, motivated and hardworking Advantage Services works with them to find other employment within Advantage Services and through our outside contracts. Advantage Services promotes from within and as team leads move on to other employment we promote the person we see as ready for the next step.

In March 2013 we implemented a life skills development program called GOGI (Getting Out by Going In) which is a national organization helping people who are incarcerated or who have been recently released from jail or prison. The life skills that are taught correspond well to the everyday problems that the homeless population faces every day. Although participation is voluntary we encourage our staff to participate in this program and provide them with dinner when they attend.

ACCOMPLISHMENTS:

Advantage Services has seen several accomplishments in the implementation of the Clean Team project:

1. Advantage Services has provided temporary supportive employment opportunities to Seventy-four homeless and previously homeless individuals most who would be classified as chronically homeless.
2. The Clean Team has made a substantial difference in the cleanliness of the shelter area and the ten block surrounding area. Many business owners have expressed their gratitude and publicly praised the efforts of the Clean Team.
3. 36% of those hired moved on to different or better employment opportunities, 34% are still working on the clean team and only 30% quit for various reasons.
4. The launching of the GOGI (Getting Out by Going In) program. A national program designed to build viable life skills to assist individuals in being successful not only in the work place but in life as well. The first class graduated 7 Clean Team members on May 28, 2014.

LESSONS LEARNED:

Advantage Services is a multifaceted 501c (3) non-profit social enterprise with five lines of business. Advantage Services was began almost 22 years ago to help employ people with mental disabilities and has grown into a company that employs people with any barrier to employment whether it is physical, mental or cultural. Advantage Services currently employs about 200 individuals with 82% having some form of disability.

Providing employment services to chronically homeless individuals involves more than training and job placement. Advantage Services has had a lot of experience working with disadvantaged populations and focuses specifically on the various barriers that keep people out of the workplace. Some of the more prominent problems with the homeless population have been:

Problem- Many of the homeless population have been out of the workplace for many years and cannot initially work a full-time position or in some cases part-time positions. Furthermore, people who are chronically homeless face a number of difficult hurdles to employment such as high rates of behavioral health problems, including severe mental illness and substance abuse disorders, physical illness, injury or trauma. Consequently, traditional employment models do not work.

Solution- The Clean Team provides some supportive employment opportunity for these individuals who cannot immediately re-enter the workforce. Advantage Services focuses on providing efficient and effective job training, life skills development, job coaching, and mentoring. Additional funding is needed to expand these services to ensure the success of these individuals and this vital program.

Problem- Other barriers to employment exist in the lack of resources and services available to the homeless.

Solution- Advantage Services has a long history of collaboration and coordination with other non-profits and government agencies. Advantage Services sits on several committees designed to assist people with barriers to employment; by partnering with other like-minded organizations our goal is to build upon our own social mission and impact as many target individuals as possible. Some of the agencies Advantage Services collaborates with are:

- Utah Department of Workforce Services
- Salt Lake County Continuum of Care Agencies
- Advantage Behavioral Health
- Utah State Office of Rehabilitation.

CONCLUSION:

Advantage Services along with the leadership and efforts of the Downtown Alliance has created an employment program for the homeless community that is viable and growing and addresses the significant problem of cleanliness on the west side of downtown where most of the city's homeless population resides. Continued support of this program is essential throughout its infant stages to obtain long term success. Meanwhile, efforts are being established to make this program self-sustainable as a social enterprise model.

Additional funding is being requested to expand the Clean Team's duties to include biohazard clean up in the region and to expand city wide to address the problem of public defecation and other biohazard incidents reported by city and private business owners.

A true social enterprise is a company that has a social mission and is able to obtain outside contracts that can support the financial needs of the company and allow for the social mission to continue. The plan for the clean team is to expand our service contracts to other private companies as well as other local city and state agencies. Discussions have already begun with the City's Operations Division, The Gateway and the River District Business Alliance to expand the Clean Team's work.

Questions regarding the information in this report can be addressed to Rob Ferris, Advantage Services. rob@ASofUtah.com or 801 631-1185.

Thank You,



Rob Ferris
CEO
Advantage Services