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/kärəˈtäs/ (noun) love of humankind, charity

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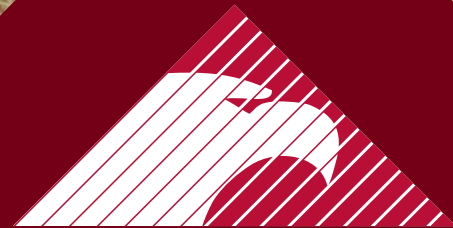
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Feeding Bellies, Filling Souls

Food-insecure individuals and families receive emergency assistance from Utah Food Bank and its network of partners around the state to the tune of millions of pounds of product each year

Adults ask kids all kinds of questions every day: “What did you learn at school?” “Where are your shoes?” “Can you share with your brother?” “Are you even listening to me?”

But, according to Ginette Bott, chief development officer at the Utah Food Bank, there is one question adults can ask kids that is more important than almost any other.

“Ask a child if they’re hungry,” she said. “You’d be surprised what you hear. ‘Have you eaten today?’ is the best question I can think of.”

In Utah, one in six kids don’t know where his or her next meal will come from, a statistic Bott calls “unacceptable.” And when kids are experiencing food insecurity, their families are, too. The mission of the Utah Food Bank is to fight this hunger around the state. Acting as a broker or wholesale point, Utah Food Bank distributes food to 149 partner agencies and food pantries across Utah. Those partners then distribute the items to individuals and families in need. Last year, Utah Food Bank distributed 39 million pounds of food product — the equivalent of \$75 million worth — at no charge to either the partner agency or the end user.

“The product comes to us, then it’s delivered to them and those partners serve the end user,” Bott said. “And we are only as strong as the

weakest link in that chain, so we need to be sure they have what they need.”

In addition to emergency food assistance provided to individuals and families through local food pantries, Utah Food Bank also has several programs specifically targeting child hunger. The “Kids Café” program provides 1,900 hot meals a day to kids in extended-care programs around the state. For many children, a Kids Café meal is his or her only access to dinner. Last year, 325,000 meals were served through the program. Utah Food Bank also serves free meals at 11 libraries across the Wasatch Front.

Other programs include food boxes for seniors, which are delivered to people’s homes, and holiday meal boxes for Thanksgiving and Christmas. If they had a little more money, Bott said, Utah Food Bank would love to purchase fridges and freezers for their partner food pantries so they could store and distribute more fresh fruit and vegetables. Utah Food Bank would also love to offer more nutrition education for end users.

“If a family is struggling and looking for food, anything is good,” Bott said, “but we’d like to have some additional options for them to choose from.”

The vast majority of the product Utah Food

Bank distributes is donated, Bott said, with a small percentage of items purchased by the organization. Utah Food Bank receives donations through partnerships with local manufacturers such as Malt-O-Meal and Dannon, as well as from national manufacturers such as Kellogg’s through an affiliation with Feeding America. Through the Grocery Rescue program, which includes partnerships with 256 local grocery stores, Utah Food Bank rescues more than a million pounds of food a year.

“Usually that product can go to a family’s table that day or the next morning instead of going to a landfill,” Bott said.

In addition, about 5 percent of Utah Food Bank’s inventory comes from food drives at schools, churches, businesses and other local organizations.

“It’s a very important 5 percent because it’s a variety; it’s what you have in your pantry that can now go to another family’s pantry,” Bott said. “That’s the great thing about being in Utah. You put the call out for help and people rally. We live in a very giving culture.”

That opportunity to give back is what struck Dave Allred most when he was first introduced to the Utah Food Bank in 1981. Back then he

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was working for the Utah Jazz as the director of community outreach. He organized a food drive for Utah Food Bank as the team's first community outreach effort and was so impressed with the organization, he maintained the relationship even as he moved to different positions in different organizations.

Today Allred continues his service with the Utah Food Bank as chairman of the board of directors. And as director of management services at C.R. England, he also coordinates the company's involvement with Utah Food Bank.

As the largest refrigerated truck company in the country supplying food to grocery stores around the U.S., the mission of Utah Food Bank really resonated with C.R. England, Allred said. More specifically, the company was interested in helping Utah's hungry kids. So they became a sponsor of the Utah Food Bank's Mobile School Pantry.

Every month, Utah Food Bank deploys trucks to 67 schools across the state. Trucks park at the school playground and children identified by the school as being in need come

to pick up a 20-to-22-pound bag of groceries, including produce, boxed meals, bread and non-food items like dish soap or diapers, that they can take home to their families.

C.R. England sponsors and staffs the truck that goes to Hunter Elementary School in West Valley. Each truck costs \$11,000 to stock and operate — with \$5,000 coming from the corporate sponsor — and 10 to 15 volunteers to staff. Coming up with the people is never an issue, Allred said.

"I always have more people who want to do it than I can send," he said.

C.R. England also organizes volunteers to deliver senior meal boxes once a month, holds a food drive at their annual Spring Safety Fair and sponsors fundraising events such as the Human Race 5K and 10K in Draper, which donates all proceeds to the Utah Food Bank. Employees are also encouraged to volunteer with their families on their own time, and many of them do.

"It's always fun to go over there and see people you know and their

Story continues next page



Food Bank Facts

Servings Per Year: 31.8 million meals
Servings Weight: 38.1 million pounds

Avg. Cost Per Meal in Utah	\$2.78
% of Total	
Food Collection Sources	
Grocery Rescue	36%
Local Commercial Donations	25%
Government Commodities	17%
National Commercial Donations	13%
Food Drives	5%
Purchased	4%
Funding Sources	
Community	36%
Grants/Foundations	23%
Government Contracts	21%
Corporate/Sponsorships	18%
United Way	2%
General Information	
Counties Served	29
Partner Agencies	141
Volunteer Hours Served	82,276
Miles Traveled	479,224

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Above: Volunteers are key to Utah Food Bank's success. In 2017, Utahns donated 82,000 volunteer hours to the food bank, packing and delivering food boxes, staffing mobile food pantries, sorting and repackaging donated products and working in the warehouse. Photo courtesy of Utah Food Bank.

Below: Through the Mobile Food Pantry program, Utah Food Bank deploys trucks to 67 low-income schools around the state every month. Children experiencing food insecurity can collect 20-to-22-pound bags filled with groceries and other household items to take home to their families. Trucks are sponsored by local companies, including C.R. England and Les Olson Co. Photos courtesy of Utah Food Bank.

Story continued from previous page

families there volunteering because they've caught the bug," Allred said.

Those volunteers are critical to the Utah Food Bank's smooth operation. According to Bott, Utah Food Bank received 82,000 volunteer hours last year, or the equivalent of 40 full-time employees. Volunteers sort food, repackage produce, pack and deliver food boxes and work in the warehouse.

"We couldn't reach our goals if we didn't have volunteers," Bott said.

Volunteers also help Utah Food Bank keep its overhead operating costs low. The food bank had total operating expenses of almost \$73 million in 2016, but only just shy of \$4 million of that went to support expenses, including a staff of 100. Transportation represents the largest overhead expense, Bott said. In 2017, \$2 million of the total budget went to operating and maintaining the fleet of trucks that moves food product around the state. Those trucks drove enough miles last year to circle the world 19 times.

Of the total budget, 36 percent comes from community givers, 23 percent comes from grants and foundations, 21 percent comes from government contracts, 18 percent comes from corporate sponsorships and 2 percent comes from the United Way.

While many people think of food drives when they think of Utah Food Bank, financial donations give companies and individuals a lot of bang for their buck,

Bott said. Because of its bulk buying power, Utah Food Bank turns every \$1 donated into \$7.81 worth of goods and services. Financial donations can be earmarked by the giver for a specific program, or givers can fill and finance a "virtual shopping cart" on Utah Food Bank's website. Ninety-six cents of every dollar donated goes directly to hungry Utahns.

That financial efficiency and accountability made Utah Food Bank a very attractive choice for Les Olson Co.'s employee giving program.

"We like that the money goes a little farther," said Marie Bradshaw, brand manager at Les Olson. The company makes corporate donations as well as making it simple for employees to donate on their own by providing a payroll deduction option.

"We make it pretty easy for everyone," Bradshaw said. "A lot of people who work here are just so generous with their donations from their paychecks."

It took a few years for the employee giving program to catch on, said Scott Olson, director of marketing, but he said if the company were to take the program away now it would probably have a revolt on its hands.

"Blessed companies need to give back to the communities that support them," Olson said. "And it makes them feel connected to the community as well. I'd say it's one of the most unifying things we do as a company and that morale is so important."

Supporting community charities makes good business sense,

Bradshaw and Olson said — customers, employees and shareholders all want to associate with organizations that do good and give back. But the company's involvement with Utah Food Bank has had more personal benefits as well.

"People are glad to have the experience to have their eyes opened to needs other than their own experience," Bradshaw said. "They are just glad to have the experience to see something or learn about something they didn't understand."

That increased compassion and understanding help to dispel misconceptions about individuals and families experiencing food insecurity, Bott said. Many people are surprised to learn that 92 percent of individuals receiving emergency food assistance from Utah Food Bank have housing and the vast majority are employed.

"Hunger can touch anyone. There are a lot of families in Utah who are one paycheck away from disaster," she said. "People call them the 'working poor' but I hate that term. I call them the 'working hard' because they are working so hard to provide for their family."

In addition to donating food, time and money, Bott encourages everyone to be aware of the needs around them and help people access the assistance they might need.

"The biggest mistake we see is people not taking that first step to get help," she said. "It takes everyone to step up and refer people to the services they need. It's being conscious of the opportunity to make a difference. It's so easy to do."

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Utah Food Bank By The Numbers



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UTAH FOOD BANK

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Back From The Brink

The Other Side Academy helps individuals in crisis find their footing through job skills training, life skills training, a supportive community and plenty of second chances

With two sons who struggled with drug addiction and found themselves in and out of rehab and jail, Joseph Grenny had a “first-hand view of how broken the system was,” he said.

The breaking point came when his son shared a jail cell with a man who had just received a 15-year prison sentence after already having been incarcerated several times. He became convinced there had to be a better model for recovery and rehabilitation, one that focused on outcomes rather than funding. Grenny partnered with a long-time friend and business associate, Tim Stay, and The Other Side Academy was born.

Billed as a job rehabilitation program, The Other Side Academy opened its doors in October

2015. The only prerequisite for acceptance is a “broken life,” Grenny said. Most of the Academy’s 80 or so current students have struggled with addiction and been incarcerated. Prospective students can write letters — including letters from jail — to request admittance to the program, or they can walk in off the street and ask for an interview. They don’t pay anything to participate.

“The question we’re asking is not, ‘How much money do you have,’” Grenny said. “It’s ‘Are you serious and will you commit to this?’”

Students commit to the program for two years. They live on the academy’s campus, which includes the Armstrong Mansion at 600 East and 100 South in

downtown Salt Lake City, as well as several other nearby buildings. Students don’t have access to cell phones or cars, and contact with family and friends is very limited. There is no smoking, drinking or drugs.

But what really sets The Other Side Academy apart from other rehabilitation programs, Grenny and Stay said, is what students do while they are there.

“We believe that you can use the foundation and principles of business, capitalism and the free-market economy to change social ills,” Stay said. “And we believe that’s happening here. Our students are spending the day working hard, learning how to do a job and keep a job.”

The Other Side Academy operates two businesses: a moving

company, The Other Side Movers, and a thrift store located at 4290 S. State St. in Murray. Students are basically unpaid interns, Stay explained, and spend most of their time working at one of those two businesses. Profits from the businesses cover all the Academy’s operational costs, including staff salaries. The Academy does not accept financial contributions to help cover their expenses, but in-kind donations of clothes, food, household items and services such as truck repair help offset the remaining costs. In February alone, the value of in-kind donations totaled \$151,433.86. Approved students are trained to make phone calls and request donations; they are also trained to use related

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Students at The Other Side Academy keep each other accountable through a process called “games,” where students can address and rectify negative or unproductive behaviors. “Games are payment for us. It’s where we change,” said academy student Hilary Kelson. Photo courtesy of The Other Side Academy.



Operating expenses for The Other Side Academy are covered by income from two businesses: a moving company and a thrift store. The moving company started in 2015 with 10 movers and a rented UHaul. Today The Other Side movers have a fleet of six full-sized moving trucks, appointments booked out three weeks in advance and an endorsement as the preferred mover of local residential construction firm Garbett Homes. Photo courtesy of The Other Side Academy.

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software and programs, including Exel and Salesforce. Large contributors include Nu Skin, the LDS Church, Levi Strauss, Even Stevens, Soles for Souls, Dress For Success, Allied Building Products, Stringham Lumber and others.

Students not assigned to one of the businesses are assigned house-related jobs such as the kitchen crew, cleaning crew and yard and landscaping crew. Most rehabilitation organizations hire out that kind of work but the ultimate goal for The Other Side Academy's students is self-sufficiency, and this is the best way to learn it.

"We're learning to do all those things ourselves that you need to survive in the world," Stay said. "We're not relying on anyone else to fix us."

The initial seed money to purchase buildings and other supplies came from a variety of generous donors. Money wasn't too hard to raise—"Everyone has been touched by this, and people are very generous," Grenny said—but it was still a difficult model to start, the moving company in particular.

"We realized when we launched that we had some barriers to overcome in the market," Stay said.

The solution to counteract any hesitation on the part of customers to have people with a background of addiction or criminal activity moving their valuables was to focus on reliability and customer service. And

it worked. The first move The Other Side Academy completed was Nov. 26, 2015 with 10 movers and a rented UHaul. Today the company has a fleet of six full-sized moving trucks, appointments booked out three weeks in advance, and an endorsement as local residential construction firm Garbett Homes' preferred mover.

"We've really been able to win on that strategy," Stay said.

The Academy's overall strategy is also a winner for the community of students it supports.

Hilary Kelson heard about The Other Side Academy from her lawyer. Facing the potential of a long prison sentence, Kelson wrote a letter to the Academy and asked to be considered for acceptance. She knew she wanted a new life, and the academy gave her a chance to learn how to build that life instead of going to jail. Kelson has been at the Academy for 21 months and has already exercised her option to stay a third year.

"I always made fun of people who were happy, because I thought it was a joke," Kelson said. "I didn't understand it. But now I am full."

The main difference is accountability, Kelson explained. Students are not only accountable to the businesses that support the Academy, but to each other as well. Through a process called "games," students can call out bad behavior within the group and elevate it to a staff member if necessary. It is a critical part of addressing and changing ingrained habits.

"Games can be pretty colorful," Kelson said. They can include everything from acting

immature in front of customers or other students, to gossiping, to being lazy on a job. "There's some games where you're super-uncomfortable and you want to just zip your skin off, but games are payment for us. It's where we change."

That change doesn't always come easily, said Academy student Alex Kunz-Adams, but it is always worth it. Kunz-Adams also elected to stay at The Other Side Academy beyond the initial two-year commitment. He is in his 28th month with the program.

"Obviously I want a cell phone. I want a car. But I know it would be better for me to stay longer and I pushed myself to do that," he said.

Stay said it is not unusual for students to elect a longer stay; about half of the Academy's students so far have chosen to stay past the initial two years. For many students, the Academy is the first positive and supportive community they have experienced. According to Stay, the average Academy student has been arrested 25 times. Other programs they might have tried were either too short or didn't address the right problem. Most students have burned most of their bridges and run out of ideas.

"Often they want help, but they don't know how to get it," Stay said. "They come here and say, 'I like what's happening to me, I like what I'm becoming and I want more of this.' You practice doing the right thing for a long, long time until it becomes part of who you are."

That is not to say mistakes are not made

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along the way.

“Screwing-up is not a problem. This is a school. We expect screw-ups,” Grenny said.

The key is learning how to address and deal with those mistakes.

“When you make mistakes, which we expect you to do, you just need to be honest,” Kunz-Adams said. “The part that changes is when you mess up and own it. For a lot of us here, we were never taught that.”

There are only three things that can get you expelled from The Other Side Academy: violence or a threat of violence, drug use or posing a “threat to the house.” Since the program’s inception, not a single student has submitted a dirty drug test, Grenny said. In other words, the program is working.

The final challenge for students is replicating the success they had at The Other Side Academy in the real world, and the Academy does everything they can to provide a soft landing. Three months before graduation, students start to receive an allowance and get help setting up a bank account. Students close to graduation can also continue living at the Academy while they seek additional outside employment. Students who have already graduated can stay on campus for one more year and rent an apartment from the Academy at below market value. The Academy also offers assistance obtaining GEDs, taking care of fines, improving driving records and removing or covering inappropriate tattoos. Essentially, Stay said, they do their best to remove any barrier to success a student might have.

“What other place does that?” Kelson asked. “So many other places I’d been it was 30, 60, 90 days or you can stay until your money runs out. I didn’t feel like a person until I came here.”

For the Academy itself, the next challenge is also replicating its success in other markets. Colorado Governor John Hickenlooper is working to bring The Other Side Academy to Denver, and the cities of San Diego and Peoria, Illinois have also expressed interest. As the network grows, Salt Lake City will serve as the headquarters location.

That location is also getting ready to expand. The Other Side Academy is working to acquire a new building and renovate an existing one so the program here can grow to 150 or 160 students. Capital fundraising will cover some of the expense and the rest will be covered with a traditional bank loan that Academy students will help pay back through their work at the Academy’s businesses.

“I love this intersection,” Stay said. “You can change the world and use business as the vehicle.”



In addition to working for the moving company and thrift store, students at The Other Side Academy perform odd jobs around the campus and off-campus for pay, including landscaping. Hard work and free-market principles are at the heart of rehabilitation at The Other Side Academy. "We believe you can use the foundation and principles of business, capitalism and the free-market economy to change social ills, and we believe that's happening here," said CEO Tim Stay/ Photo courtesy of The Other Side Academy.



For many students, The Other Side Academy is the first positive environment they have experienced. Many students learn for the first time how to be honest, work on a team and be accountable to others. And once they become accustomed to that positive environment it can be hard to leave. Many students choose to stay an additional third year beyond their two-year commitment. "They come here and say, 'I like what's happening to me. I like what I'm becoming and I want more of this,'" said CEO Tim Stay. Photo courtesy of The Other Side Academy.

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