Jennifer is exploring her career options with the support of her Columbus team.
Columbus’s strategic plan looks to the future while tracking key performance indicators that measure impact. A key component of the plan is to be forward looking while honoring the work that our founding parents began five decades ago.

**Our Vision**
Columbus believes that every individual with disabilities has the right to develop to his or her full potential.

**Our Mission**
Transforming the lives of individuals with disabilities through employment, training, day programs, and housing since 1968.

### 3-YEAR STRATEGIC PLAN

**3 YEAR STRATEGIC PLAN**

**STRATEGIC INTENT**
Transform the lives of individuals with disabilities by partnering with stakeholders to provide sustainable, innovative solutions for community integration.

**2014–2017 OBJECTIVES**
Deliver on mission through program quality while ensuring a sustainable revenue mix as follows:

- Fees for Service 50%
- Business Enterprise 45%
- Fundraising 5%
- Capital Campaign $6.0M one time

### 3 KEY STRATEGIES

**Expect**
Recruit and train qualified professionals that provide quality services and support to individuals and families.

- Recruit, train, and retain to build a quality workforce.
- Maintain CARF accreditation that verifies quality assurance.
- Determine capacity/revenue/cost models to ensure future sustainability.
- Evaluate future of operating revenue to reduce reliance on gov’t funding.

**Employ**
Build partnerships and leverage business enterprises to build pathways to individualized employment outcomes.

- Increase outreach to individuals and families about employment options.
- Provide individualized experiences that can translate to workplace success.
- Broaden capacity to bridge young adults on the service cliff with jobs.
- Develop employer partnerships that balance our mission with business models.

**Empower**
An industry leader in bringing stakeholders together to shape innovations that measurably impact those we serve.

- Build strategic relationships with stakeholders through board and staff collaboration.
- Continue capital campaign for “Hub of Opportunity.”
- Launch the “NextWork” autism program.
- Launch marketing plan that connects stakeholders and tells our story.

### STRATEGIC INITIATIVES

**TRANSFORMATIVE LEADERSHIP**
- 10 Key Performance Indicators track organizational performance.
- 24% increase in agency-wide data quality.
- 12% increase in Columbus Secure Shredding from previous year.
- 6% revenue increase in Columbus Productions Services from previous year.

**BUSINESS PARTNERSHIPS**
- $715,678 in wages were earned by participants through Columbus’s 5 business lines.
- 36.2% of Columbus’s revenue came through 5 business lines, up from 35% during FY16.
- 120 individuals received vocational training and employment services.
- 500 business partners were served through Columbus’s 5 business lines.

**SUCCESS STORIES**
- The new NextWork autism program was the first Columbus program launched in 35 years.
- 370 guests attended the Dignity through Work event to celebrate 3 “Workplace Heroes” who are gainfully employed in the community.
- 140 guests attended the Bottom Line of Disabilities symposium to hear Dr. Temple Grandin share her insights and advice about autism.
Message from Management

The Bottom Line of Disabilities

Transformation was the operative word for 2015-16 as we implemented key strategic initiatives based on our 3-year strategic plan (left). As we approach our golden anniversary, we have the benefit of looking back over almost five decades of progress to understand the role and influence our work has had in ensuring that individuals with disabilities have equal access to independent living, education, employment, and recreational activities. These essential rights contribute to a meaningful life of friendships, purpose, and self-determination.

Transformation is not only foundational to our past, but an integral part of our future. We celebrated Steve Dial’s retirement after nearly five decades of a successful career. Steve’s mother Arlene was one of Columbus’s founding parents and she was as proud of him at his retirement party as she was when he walked into the doors of Columbus as a young adult in 1968. Ezra Lloyd represents the incoming generation of adults who plan on joining their peers in the workplace, and he has that opportunity because of the pioneering work of our founding parents. “The Bottom Line of Disabilities” symposium provided a new and different way to engage interdependently in a dialogue about the future of our families and our communities, both at a local and global scale. We hope that this positive interdependence paves the way for Jennifer (front cover), and Ezra (above) to have rich and fulfilling lives in a world that embraces their potential and makes room for their success.

As we approach a major milestone—our 50th anniversary in 2018—we wish to honor where we have been and where we are going. In the years ahead, we are recommitted to transforming lives of individuals with disabilities through innovative quality employment, training, day programs, and housing programs.

Sincerely,

Allison Smoot
Kristy Chambers
Chair, Board of Trustees
Chief Executive Officer

Steven Dial was one of eight young adults who attended Columbus when it opened in 1968. Five decades later, he retired from a long and rewarding career. See his story at bit.ly/stevedial

Ezra Lloyd’s family has the support they need to guide him as he explores future career options. See his story at bit.ly/ezralloyd

Allison Smoot
Kristy Chambers
Chair, Board of Trustees
Chief Executive Officer
Transforming the lives of individuals with disabilities

We share six stories with you on these two pages representing not only the story of an individual with a disability, but the constellation of people in our community who are touched by disabilities.

Among many of Governor Gary Herbert’s duties is to be a steward on behalf of the State of Utah and represent the best interests of our citizens. Governor Herbert took time to learn more about how individuals with disabilities are integrated into our community. Loren Caldwell is very independent and proud of his long career as a custodian, where he worked to provide janitorial services at the Marine-Navy Recruitment Center at Fort Douglas. In his seventies now, he relies more on a scooter to get around, but he is still adamant that he keep working, so he transitioned to Columbus Production Services where he works on a variety of projects that allow him to stay engaged and earn a paycheck.

Amanda Dickson, KSL radio host, was the keynote speaker at Columbus’s 10th annual Dignity through Work event, which honors individuals with disabilities and partners that support their efforts to work in the community. Amanda spoke with eloquence and candor about her experience as a parent raising children with disabilities. She reminded the audience that their commitment to Columbus’s mission brought not only purpose and meaningful work to individuals with disabilities but multiple blessings to the larger support network of parents, siblings, and neighbors.

Jason Barrett attends Columbus’s Day Activity program on weekdays where he enjoys opportunities to participate in wide range of activities. Paul Brennan, the program manager, works with his professional staff to ensure Jason and others are enjoying recreational activities, field trips, and life skill training that promotes self-determination, friendships, and independence. Jason can look forward to activities that fit his interests and needs, and his family has peace of mind knowing that he is safely integrated in the community.
Guy Bambabate was recognized as a “Hero Among Us” by American Express and the Salt Lake Real soccer team. As a result of a brain injury acquired earlier in his life, he has some challenges, but that hasn’t stopped his desire to come to work every day to learn new skills. Guy moved to the U.S. from the Congo six years ago and he lives with his mother and is the oldest of five children. He works at Columbus during the days and carries his positive, hardworking attitude home to his family. He is clearly a hero to his mother and sister, both of whom say with pride that he is trustworthy, kind, and protective and supportive of his family.

Dr. Temple Grandin, internationally renowned for her expertise in animal behavior and an autism advocate, was the keynote speaker at Columbus’s annual economic symposium “The Bottom Line of Disabilities.” Diagnosed with Asperger’s as a child, she overcame the odds and leveraged her unique visual way of thinking into a career where, according to The Economist (Oct. 10, 2015), “She is a star in two seemingly separate firmaments: animal welfare and the understanding of autism.” Dr. Grandin spoke on the topic “Helping Different Kinds of Minds Become Successful.” Notably, Utah is feeling the disproportionate impact of autism, where 1 in 58 children is being diagnosed.

Jennifer Weston has an infectious smile that brightens any room. She was recognized as one of Columbus’s “Workplace Heroes” at the 10th Annual Dignity through Work event. While working for Columbus Secure Shredding, she has shown the determination to learn skills that any employer would find valuable in the workplace. She has high standards for herself and always finds kind words for her colleagues. With help from her job coach Tracie Lindley and a team of dedicated Columbus staff (see cover photo), she has had the opportunity to explore future career options where she can work out in the community with independence.
2015–2016 Financial Information

Summary of Audited Results

Financial and program information in this annual report is based on the 2015-16 fiscal year (June 1 through July 30). The information is summarized from the Columbus Foundation, Inc. Financial Statements and Independent Auditor’s Report As of June 30, 2016 prepared by Shaw & Co. Audited financial statements and Columbus’s current IRS 990 form are posted online at www.columbusserves.org.

2015–2016 Revenues: $8,906,283

Federal Fees for Service $3,299,987
Contract Income $2,287,625
State Fees for Service $1,453,278
Donations $1,296,403
Other $568,989

2015–2016 Expenses: $7,547,128

Staff Salaries & Benefits $4,163,079
Client Salaries & Benefits $984,189
Buildings, Equipment, Operations $770,954
Indirect Rate* $1,628,905

*NOTE: Indirect Rate is “Total Supporting Activities” from audited financial statements, page 5.
THANK YOU TO OUR GENEROUS SUPPORTERS

$100,000–250,000
Louis and Gladys Foster Family Foundation
McCarthey Family Foundation
Ruth Eleanor Bamberger and John Ernest Bamberger Memorial Foundation
Steiner Family Foundation

$10,000–99,000
Ally Bank
American Express Center for Community Development
Anonymous
Bronze Buffalo Foundation
Fidelity Foundation
Method Studio
Morgan Stanley Bank
Sorenson Legacy Foundation
Synchroly Financial
UBS Bank USA

$1,000–9,999
Autism Council of Utah
Brent Bennett
Boeing Salt Lake
Rich Bott
Dr. Geraldine Clark
Troy D’Ambrosio
GE Capital Bank
Janee Gully
The Gulton Foundation
Intermountain Healthcare
Karen Sue Johnson
Ruth Johnson and Deanna Nielsen
David R. Kotok
Kurt Larsen
Cheri Miller
Gayland Moffat
Mark R. Mowatt
Mary Louise Rawlings
Serta Mattress
Allison Smoot & Jamie Johnston
Ryan Titan Heating & Air Conditioning
Wells Fargo Bank
WEX Bank
Workers Compensation Fund
Zions Bank

$1,000-Below
Donna Adams
Suann Adams
Steven Akerlow
Michelle Allred
Val Antczak
Caitlin Arnett
Alicia Ashton
Gloria Bateman
Lori Bays
Amy B. Beer
Patricia Berckman
Deborah Bilder
Katy Blommer
Boeing Matching Gift Program
Janice Boes
James Boss
Darin Brush
Julie Buchholz
Sean and Susan Carroll CBRE
Kristy Chambers
Ryan Chavis
Natalie Cohen
Karen Crompton
Alex Drew
Thomas Dunlap
Rebecca Edwards
Marty Epstein
Jeff Erekson
Evgeniya Ezhova
Clynn Ford
Jackie Francis
Michael R. Gallegos
Anne Marie Gibbons
James Gibson
Brad and Sue Green
Brian K. Hackwith
Tim Halladay
Rebecca Heal
George Hofmann
David and Sandra Hollins
Katrina Sue Holt
Melissa Jensen
Susan R. Johnson
Dave Jones
Samantha Kern
Kevin Brent Keyes
Lisa Killpack
Ray Kinghorn
Beverly Kreh
Janet Louie
Laren Louie
Christine Lyksett
Earl Magdovitz
Megan Martin
Kathryn McCarrie
Linda McMahan
Dr. William McMahon
Trevor and Laura Morgan
Heidi Morton
Fraser Nelson
Anne O’Brien
Kent O’Quinn
Steven and Gloria Peck
Pitney Bowes Bank
Ioana Platon
George Poulton
Joe Pozzi
Patricia Purkey Timm
Kip Quinn
Gina Rasmussen
Myra Renwick
Dianne Rivera
Scott Roberts
R. Fred Ross
Kimberly Rowell
Semanani Family Foundation
Shelley Snow
Lin Sorenson
South Salt Lake Chamber of Commerce
Eric Storey
Julie Takeda
Utah Bankers Association
Jon VanderStek
Rena Vanzo
Kristy Walker
Tony Michael Wand
Gwen Webb
Stephanie White
Karen and Larry Wiley
Amanda Wilhelm
Mark and Julie Wilkinson
Mike and Tammy Willhard
Calvin Woolley
Scott and Cheryl Wright
Holly and Jason Yocom

An effort has been made to include all 2015–2016 supporters and to spell names correctly. If you find an error, please contact Stephanie Mackay at (801) 262-1552, ext. 136, or smackay@columbusserves.org.
2015-16 COLUMBUS FOUNDATION BOARD OF TRUSTEES

Allison Smoot
UBS, Board Chair

Rich Bott
Intermountain Healthcare
Board Vice Chair

Mike Willhard
Workers Compensation Fund
Board Treasurer

Monica Rafferty
Coldwell Commercial
Board Secretary

Mark Wilkinson
Pitney Bowes Bank
Board Past Chair

Kristy Chambers
Columbus Community Center

Renee McCarvel
Columbus Community Center
Representative

Susan Johnson
American Express

Sean Carroll
Goldman Sachs

Troy D’Ambrosio
University of Utah Lassonde
Entrepreneurial Center

Brian Hackwith
Boeing

Dr. William McMahon
University of Utah Department
of Psychiatry

Jamie Simons
Consumer Representative

Jill Flygare
Governor's Office of Economic
Development

Eric Storey
Zions Bank

Randy Hunt
Clearpath Strategies

Sam Urie
Utah Business Magazine

Beth Overhuls
Salt Lake County

Sgt. John Pearce
Utah Transit Authority

We welcome the following new 2016-17 individuals to the Columbus Board of Trustees:

Lance Allred, First deaf NBA player and author; Kimberly Barnett, Salt Lake County; Mason Dimock, consumer representative; Katie Nelson, Good Wolf Media and parent advocate; Ryan Nelson, Mountain States Employer Council; Kevin Williams, RGK; Jennifer Falk, Kruse Landa Maycock and Ricks.


COLUMBUS ADVISORY BOARD

Tom Barnes
Brighton Consulting

Kerry Bate
Housing Authority of Salt Lake County (retired)

Betsy Burton
King's English Bookstore

Maura Carabello
Exoro Group

Amanda Dickson
KSL

Phil Johnson
Anchor Financial

Patricia Jones
Women's Leadership Institute

Myra Renwick
BMW Bank

Vicki Tuua
State Farm Insurance

Jon VanderStek
US Bank

Gwen Webb
American Express

COLUMBUS FOUNDATION OFFICERS

Kristy Chambers
Chief Executive Officer

Kevin Keyes
Chief Compliance Officer

Stephanie Mackay
Chief Innovation Officer

Kent O’Quinn
Chief Financial Officer

Lin Sorenson
Chief Operations Officer

Patti Timm
Chief Human Resources Officer

Safia Keller
Chief Employment Development Officer

Cover photo: Recognized as a “Workplace Hero,” Jennifer Weston (seated) had a winning team by her side.

Columbus staff supporting Jennifer in her employment goals: (standing l-r): Tracie Lindley, employment specialist; Aubrie Wilde, client service manager; Patrick Lambadue, Columbus Secure Shredding program manager; Kathleen Christie, support staff; Eva Thorpe, support staff.