MISSION STATEMENT
The Action Center provides an immediate response to basic human needs and promotes pathways to self-sufficiency to Jefferson County residents and the homeless.

ABOUT THE ACTION CENTER
The Action Center is a 501(c)3 human-services non-profit organization that offers the single-most comprehensive range of services to struggling residents of Jefferson County and the homeless. The organization changes the lives of 25,000 people in Jefferson County each year by providing crisis intervention and stabilization, creating pathways to self-sufficiency and opening doors to a network of support.
For the past forty-nine years, The Action Center has benefited from the generosity of our community through financial gifts, donations of food and clothing, and gifts of time. Each of these gifts continues to make a tremendous difference in the lives of the families we serve, as they navigate difficult circumstances. This community support helps accomplish the mission we are so passionate about at The Action Center: to provide an immediate response to basic human needs and promote pathways to self-sufficiency. We are consistently in awe and so very appreciative of this bountiful support; thank you!

Starting in July, we moved to “Action by Appointment” and discontinued our walk-in services. This modification increased the level of respect we give our participants by decreasing their wait times for services. This change also allows us to better plan, staff, and stock each of the intervention service areas, such as self-select grocery, household goods, and the clothing bank.

Additionally, The Action Center continued to develop working relationships with our community partners and allocated office space for select community partners to visit with our participants while they are at The Action Center. We also broadened our partnership with Colorado Housing Connects which is part of Brothers Redevelopment, who took over the tenant-landlord hot-line, creating a direct connection to assist those in need with questions and concerns regarding current housing challenges in the state of Colorado.

In 2018, as we celebrate our 50th year in the Jefferson County community, we are proud of where we’ve come from and ready to keep building a strong future. We will continue to provide program services to our neighbors in need in an effective, dignified, and respectful way. And of course, we remain eternally grateful for all of the community’s devoted support.

The Board of Directors, staff, and volunteers are excited about what the present and future hold and thank you for your continued support of The Action Center.
FY2017 Board Officers

Ben Wiederholt
Board President

Karen Harrison
Vice President

Joel Varnell
Secretary

John Halverson
Treasurer

Leslie Hord
Past President

FY2017 Board Members

Amy Alonzo
Cindy Baroway
Jamie Bradley
Dani Crane
Anna Davis
Lisa Fowler
Scott Gilbert
Anne Jefferies
Wendy Raffaeli
LaDawn Sperling
Sharon Trefny
Diana Wilson
Christian Winward
Executive Director
Mag Strittmatter

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Director of Development
Christine Carr
Grants Officer
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Donor Cultivation Coordinator
Elizabeth Matthews
Donor Cultivation Coordinator
Lynda Mills
Development Coordinator

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Alex Lieberman
Director of Finance & Facilities
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Facilities Maintenance
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Finance Manager
Tim Kauffman
Accountant
Steve Watkins
Accounting Assistant

HR and Office Administration
Pam McPhee
Director of HR & Office Administration
Valarie Abney
Office Manager
Jenny Reinke
HR Specialist

Information Technology
Dan Marks
IT Manager
Anthony Wermann
IT Support Tech

Jeffco Prosperity Project
Jessica Hansen
Interim Director of Jeffco Prosperity Project
Maria Tovar
Coach
Pat Glowacki
Coach
Rikki Ruben
Coach
Steffanne Ferris
Community Services Navigator/Coach

Program Services
Laurie Walowitz
Director of Program Services
Andrea Martin
Manager of Intervention Services
Matthew Cassa
Intervention Services Navigator
Jennifer Kemp
Betty Proctor Fund Navigator
Tamika Perry
Manager of Pathways Program
Patricia Gurule
Case Manager
Pearly Lilii
Case Manager
Jessica Rink
Manager of Shelter Programs
Diane Mason
After Care Program Coordinator
Janell Bixby
Shelter Case Manager

Program Services, Cont’d.
Sean Dillon
Shelter Coordinator
Chris Moulinet
Shelter Coordinator
Krystle McGrady
Shelter Coordinator
Lorah Smith
Shelter Coordinator

Volunteer Programs & In-Kind Donations
Barbara Penning
Director of Volunteer Programs & In-Kind Donations
Lorraine Alcott
Manager of Volunteer Programs & Special Events
Christy Crawford
Manager of Volunteer Programs & Special Events
Herb Ray Jr
In-Kind Donations Manager
Cody Russell
Driver/Dock Coordinator
Jeff Linamen
Driver/Dock Coordinator
Hamir Jabola
Driver/Dock Coordinator
AUSTIN’S STORY

This year, The Action Center helped people like Austin. Through a series of unfortunate circumstances, Austin found himself homeless and down on his luck. With an uncertain future looming, he turned to The Action Center for assistance. He applied for the Shelter Program and was able to secure a spot. While living in the shelter, Austin worked closely with his case manager to create goals that included securing employment and housing.

Austin attended the shelter’s mandatory classes and workshops which helped him fine-tune his job searching skills, practiced self-care, and learned to communicate effectively. According to Austin, “Attending the training classes helped me regain my self-confidence to become independent.” Austin recently secured a full-time management position and, most importantly, was able to obtain housing and now lives successfully on his own. He joined the Aftercare Program, which helps shelter graduates with the transition from shelter life to maintaining their new found independence. Austin overcame some of his biggest challenges and gained the confidence to help change his life and now faces a bright future.
5,628
Total Volunteers

1,662
Individual Volunteers

3,071
Group Volunteers

895
New Volunteers

101,355
Volunteer Hours
### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td></td>
</tr>
<tr>
<td>Unrestricted cash</td>
<td>$361,444</td>
</tr>
<tr>
<td>Cash held for Jeffco Prosperity Project</td>
<td>240,527</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>52,163</td>
</tr>
<tr>
<td>Promises to give, net</td>
<td>1,247,001</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>37,167</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>5,637,216</td>
</tr>
<tr>
<td><strong>Endowments</strong></td>
<td></td>
</tr>
<tr>
<td>Investment portfolio</td>
<td>378,675</td>
</tr>
<tr>
<td>Beneficial interest in assets held by Community First Foundation</td>
<td>162,905</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$8,117,098</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$167,224</td>
</tr>
<tr>
<td>Capital lease obligations</td>
<td>46,597</td>
</tr>
<tr>
<td>Note payable</td>
<td>2,012,713</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>2,226,534</strong></td>
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</tbody>
</table>

### Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>(108,713)</td>
</tr>
<tr>
<td>Invested in property and equipment, net of related debt</td>
<td>3,577,906</td>
</tr>
<tr>
<td>Board designated</td>
<td></td>
</tr>
<tr>
<td>Endowment</td>
<td>374,675</td>
</tr>
<tr>
<td>Facilities reserve</td>
<td>20,000</td>
</tr>
<tr>
<td>Technology reserve</td>
<td>9,550</td>
</tr>
<tr>
<td><strong>Total unrestricted</strong></td>
<td><strong>3,873,418</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>1,850,241</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>166,905</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>5,890,564</strong></td>
</tr>
</tbody>
</table>

**Total liabilities and assets**  

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$8,117,098</strong></td>
</tr>
</tbody>
</table>
For the Year Ended June 30, 2017

### Support, revenue, and gains

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-kind donations</td>
<td>$9,862,557</td>
<td>$</td>
<td>$</td>
<td>$9,862,557</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,865,558</td>
<td>1,896,028</td>
<td>-</td>
<td>3,761,586</td>
</tr>
<tr>
<td>Government grants and contracts</td>
<td>312,443</td>
<td>-</td>
<td>-</td>
<td>312,443</td>
</tr>
<tr>
<td>Rental revenue</td>
<td>97,004</td>
<td>-</td>
<td>-</td>
<td>97,004</td>
</tr>
<tr>
<td>Net investment return</td>
<td>22,517</td>
<td>-</td>
<td>-</td>
<td>22,517</td>
</tr>
<tr>
<td>Distribution from and change in value of beneficial interest in assets held by Community First Foundation</td>
<td>-</td>
<td>7,947</td>
<td>9,074</td>
<td>17,021</td>
</tr>
<tr>
<td>Other revenue</td>
<td>93,522</td>
<td>-</td>
<td>-</td>
<td>93,522</td>
</tr>
<tr>
<td>Special events, net of direct costs of $10,223</td>
<td>121,691</td>
<td>-</td>
<td>-</td>
<td>121,691</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>1,900,472</td>
<td>(1,900,472)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total support, revenue, and gains</strong></td>
<td>14,275,764</td>
<td>3,503</td>
<td>9,074</td>
<td>14,288,341</td>
</tr>
</tbody>
</table>

### Expenses

#### Program services expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant services</td>
<td>4,714,998</td>
<td>-</td>
<td>-</td>
<td>4,714,998</td>
</tr>
<tr>
<td>Food programs</td>
<td>6,635,582</td>
<td>-</td>
<td>-</td>
<td>6,635,582</td>
</tr>
<tr>
<td>Shelter programs</td>
<td>886,351</td>
<td>-</td>
<td>-</td>
<td>886,351</td>
</tr>
<tr>
<td>Jeffco Prosperity Project</td>
<td>820,662</td>
<td>-</td>
<td>-</td>
<td>820,662</td>
</tr>
<tr>
<td><strong>Total program services expenses</strong></td>
<td>13,057,593</td>
<td>-</td>
<td>-</td>
<td>13,057,593</td>
</tr>
</tbody>
</table>

#### Supporting services expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>462,655</td>
<td>-</td>
<td>-</td>
<td>462,655</td>
</tr>
<tr>
<td>Fundraising and development</td>
<td>721,105</td>
<td>-</td>
<td>-</td>
<td>721,105</td>
</tr>
<tr>
<td><strong>Total supporting services expenses</strong></td>
<td>1,183,760</td>
<td>-</td>
<td>-</td>
<td>1,183,760</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>14,241,353</td>
<td>-</td>
<td>-</td>
<td>14,241,353</td>
</tr>
</tbody>
</table>

### Change in net assets

<table>
<thead>
<tr>
<th>Change in net assets</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34,411</td>
<td>3,503</td>
<td>9,074</td>
<td>46,988</td>
</tr>
</tbody>
</table>

### Net assets at beginning of the year

<table>
<thead>
<tr>
<th>Net assets at beginning of the year</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,839,007</td>
<td>1,846,738</td>
<td>157,831</td>
<td>5,843,576</td>
</tr>
</tbody>
</table>

### Net assets at end of year

<table>
<thead>
<tr>
<th>Net assets at end of year</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$3,873,418</td>
<td>$1,850,241</td>
<td>$166,905</td>
<td>$5,890,564</td>
</tr>
</tbody>
</table>
## Statement of Functional Expenses

For the Year Ended June 30, 2017

<table>
<thead>
<tr>
<th>Services</th>
<th>Participant Services</th>
<th>Food Programs</th>
<th>Shelter Programs</th>
<th>Jeffco Prosperity Project</th>
<th>Total Program Services</th>
<th>Management and General</th>
<th>Fundraising and Development</th>
<th>Direct Benefits to Donors</th>
<th>Total Supporting Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and other assistance</td>
<td>$3,769,377</td>
<td>$6,105,462</td>
<td>$462,669</td>
<td>$13,169</td>
<td>$10,350,677</td>
<td>$955</td>
<td>$7,154</td>
<td>-</td>
<td>$8,109</td>
<td>$10,358,786</td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>493,711</td>
<td>326,909</td>
<td>237,417</td>
<td>137,845</td>
<td>1,195,882</td>
<td>237,584</td>
<td>308,974</td>
<td>-</td>
<td>546,558</td>
<td>1,742,440</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>70,559</td>
<td>49,263</td>
<td>34,656</td>
<td>15,584</td>
<td>170,062</td>
<td>25,366</td>
<td>44,835</td>
<td>-</td>
<td>70,201</td>
<td>240,263</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>39,925</td>
<td>24,536</td>
<td>17,993</td>
<td>10,822</td>
<td>93,276</td>
<td>17,643</td>
<td>23,058</td>
<td>-</td>
<td>40,701</td>
<td>133,977</td>
</tr>
<tr>
<td>Professional services</td>
<td>150,851</td>
<td>4,203</td>
<td>4,585</td>
<td>619,342</td>
<td>778,981</td>
<td>13,409</td>
<td>8,019</td>
<td>-</td>
<td>21,428</td>
<td>800,409</td>
</tr>
<tr>
<td>Occupancy</td>
<td>44,633</td>
<td>24,839</td>
<td>36,282</td>
<td>119</td>
<td>105,873</td>
<td>59,010</td>
<td>51,565</td>
<td>6,949</td>
<td>117,524</td>
<td>223,397</td>
</tr>
<tr>
<td>Office expenses</td>
<td>3,716</td>
<td>4,066</td>
<td>3,066</td>
<td>2,589</td>
<td>13,437</td>
<td>5,453</td>
<td>28,530</td>
<td>1,901</td>
<td>35,884</td>
<td>49,321</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>15,955</td>
<td>25,188</td>
<td>8,944</td>
<td>-</td>
<td>50,087</td>
<td>22,006</td>
<td>11,172</td>
<td>-</td>
<td>33,178</td>
<td>83,265</td>
</tr>
<tr>
<td>Insurance</td>
<td>10,431</td>
<td>5,085</td>
<td>11,852</td>
<td>-</td>
<td>27,368</td>
<td>9,997</td>
<td>8,048</td>
<td>-</td>
<td>18,045</td>
<td>45,413</td>
</tr>
<tr>
<td>Interest</td>
<td>26,213</td>
<td>21,093</td>
<td>12,768</td>
<td>-</td>
<td>60,074</td>
<td>16,194</td>
<td>42,542</td>
<td>-</td>
<td>58,736</td>
<td>118,810</td>
</tr>
<tr>
<td>Other</td>
<td>29,667</td>
<td>13,307</td>
<td>9,565</td>
<td>21,192</td>
<td>73,731</td>
<td>20,107</td>
<td>146,524</td>
<td>1,373</td>
<td>168,004</td>
<td>241,735</td>
</tr>
<tr>
<td><strong>Total expenses by function</strong></td>
<td><strong>4,714,998</strong></td>
<td><strong>6,635,582</strong></td>
<td><strong>886,351</strong></td>
<td><strong>820,662</strong></td>
<td><strong>13,057,593</strong></td>
<td><strong>468,307</strong></td>
<td><strong>721,105</strong></td>
<td><strong>10,223</strong></td>
<td><strong>1,199,635</strong></td>
<td><strong>14,257,228</strong></td>
</tr>
</tbody>
</table>

Less expenses included with revenues on the statement of activities

<table>
<thead>
<tr>
<th>Services</th>
<th>Cost of direct benefits to donors</th>
<th>Investment management fees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>- (5,652)</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total expenses included in the expense section on the statement of activities</td>
<td><strong>4,714,998</strong></td>
<td><strong>6,635,582</strong></td>
</tr>
</tbody>
</table>
SELF-SUFFICIENCY
SOCIETY DONORS

Abiding Hope Church
Gregory and Jane Allen
Michael T. and Diana M. Allen
Abe and Amy Alonzo
Ronald and Anita Antony
Stephen R. and Laura Hullett Asbell
Patricia and Presley Askew
James and Baird
Craig L. and Janis B. Bakken
Robert Torgerson and Lynn Bakken
Nancy L. Ballou
Sam and Marilyn Baron
Scott and Cynthia A. Barney
Brenda and Barry Bartel
Connie G. and Earl W. Bartram
John A. and Nancy A. Battilega
Barbara and Charlie Benoy
Cheryl H. Benware
Mary Bloomstran
Lynda L. Borel
Jason and Jamie Bradley
Shirley H. and Larry D. Bradsby
Timothy and Ashley Bradsby
Barry and Kerri Brown
Edith Wait Bryan
Brian Budge
Bob and Nancy Card
John F. and Karen Carpenter
Norm and Rose Cecchini
Nancy C. and James L. Chamberlin
Richard L. and Corene A. Chatfield
Case and Elizabeth Collard
Malcolm and Nancy Collier Foundation
Concordia Lutheran Church
John A. and Jane H. Coppola
Carolyn Sue Crane
Daniele S. Crane and Martin D. Hartley
Becky Cunningham
Jim and Kathleen Curtis
Lesley A. Dahlkemper and Michael Feeley
James E. and LouAnne T. Dale
Donald B. Dethmers
David R. and Leeanne DiGiacomo
Judy Donahue
Donaldson and Reid Family
Kathy C. Doyle
Duro Electric
Edge Environmental Inc
Jack R. and Diane J. Ekstrom
John M. Eldredge
Donna Enger
Fredrick W. and Christine A. Essig
Mark and Alison Evans
Betty Lynn Ferguson and Jim Matera
Jim and Jo Ferguson

First Plymouth
Congregational Church
Michelle Foley
Lisa Fowler
Donal G. and Carole Sue Frickel
Mary B. and Lyle Gallivan
Diego and Amy Garcia
Richard O. George and Julia Parrino George
Bruce W. and Michelle Gibbs
Martin and Adela Gibeau
Tommy and Jan Gieger
Katherine F. and Scott Lee Gilbert
Dick and Donna Gillespie
Nancy Grandy-Jones
William and Susan Green
Brian Gregg
Stephen and Margaret Greivel
Gail and Loren Griffin
Ronald J. and Elmore A. Grow
Samuel P. and Jean Guyton
Betty Halladay
Jon and Janine M. Halverson
Stanley K. and Mary Hamilton
Beth MB Hancock
Beverly Harbort
Nancy A. Hardesty
Curtis J. and Barbara Harris
Karen Harrison
M. Sheila Hasenkamp
William C. and Barbara D. Hessel
Robert Hickler and Ann Lederer
Patricia B. Roberts and Alfred Hislop
Michael and Cheryl Hobbs
Harlleet Holland
Holy Cross Lutheran Church
Holy Shepherd Lutheran Church
Matthew R. and Michele M. Hoover
Gail P. Hoyt
Rebecca E. Hudson
Marcia Hughes and James Terrell
Tim and Rosalie Hughes
Claire Louise Humphrey and Frank Williamson
Alejandro E. Infante
Barb Jacobson
JK Liquors
Dennis and Judy Jones
Mike Jones
Kristy R. Jordan and Jenny Morgan
Thomas M. and Carol A. Kalmes
Carl F. and Mary E. Kantner
Martha Karpoff
Regina Keating
Robert and Martha Keating
Bion H. Kent
Renee Kloce
Rebecca Knight
William M. and Kathy K. Kreidler
Arthur James Labout
Jean E. and E. Robert LaCrose
Lakewood Church of Christ
Nancy Lambertson
Larry and Carol Lance
Darrel W. and Pamela A. Lathrop
David A. and Barbara G. Lindsey

Cecilia Long
Steve Longsdorf
Richard M. and Mary Snow Lopez
Gene and Judy Lotspeich
John A. and Roberta Lundquist
Lutheran Church of the Master
Donna M. and Michael J. Madsen
Charlotte and Howard Mai
J. Andrew and Dawn E. Marshall
Kyle and Andrea Martin
James and Geraldine Matthews
Ann Mattson
Roger J. and Donna R. Mattson
Patricia McAusland
Bruce and Betsy Headrick McCrae
Matthew McCardy
Pamela McPhee
Mile Hi Church
James E. Miller and Lu Horner
Paul and Donna Miller
Betty and Don Minges
Mitchell Family LLP
Mark P. and Erin C. Mitchell
Jacob M. and E. C. Mohl
Marguerite M. Moneghan
Jack E. Moninger
Letitia Mota
Chuck and Janice Mowry
Muller Engineering
Martha H. Mustard
Jyoti Devreme and Mary Myers
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