

the
paths to
stability



Family & Intercultural Resource Center

Annual Report Fiscal Year 2011

October 1, 2010-September 30, 2011

**Strong Families.
Strong Community.**



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our mission

FIRC promotes stable families.

our values

- We believe that with the proper tools, people can succeed as individuals, parents, and community members
- We believe that strong families are the framework for strong communities
- We believe diversity makes for a richer community
- We believe that parents are the first and most important teachers to their children

our impact

- Provide the most effective tools for families and individuals to succeed
- Self-sustainability for families and individuals living and working in Summit County
- Strengthen bond between parents and children
- Culturally integrated community that is welcoming to all backgrounds



I love
working for this organization.
**From financial
assistance to parenting
support, FIRC provides
the broadest impact
because it looks at the
family as a whole.**

-Tamara Drangstveit,
FIRC Executive Director

FIRC board of directors

October 2010-September 2011

Linda Bateman, President

Peter Bakken, Vice President

Luke Slottow, Secretary

Thomas Davidson, Treasurer

Mary Zink Cammano

David Helmer

Kate Hudnut

Felice Huntley

Jenniffer Gonzalez

J Kent McHose

Bill Musolf

Rose Readigos-Steadman

Alton Scales

development committee

Mary Zink Cammano

Marge Gavenda

Michelle Gempler

Annie Harris

Kate Hudnut

Felice Huntley

Phyllis Martinez

accountability committee

J Kent McHose

Jenniffer Gonzalez

Letters from the board



Linda Bateman

FIRC Board President 2007-2011

Everyone's situation is different and there are no simple answers to resolving issues. This is why I believe building on a family's strengths is the most effective way to help them succeed. There are many paths people have to take to reach sustainability, and I am proud to be part of an organization that offers such a variety of tools to help people reach their goals.

FIRC fills an important role in Summit County—Helping families and helping parents be stronger for their children. I have seen FIRC's impact grow over the last few years which was made possible thanks to our funders. The impact of our programs is also a result of the amazing staff and their dedication to their work.

I decided to become involved with FIRC because I felt the organization was one of the best suited to work with the whole community. Eight years later, I am proud to see FIRC grow as a strong partner to other local agencies and filling in the service gaps to meet the changing needs of Summit County. As I step down from the role of Board President I look forward to seeing FIRC continue to grow and find new and effective ways to help families become stable. Together, we can empower all members of Summit County. Thank you to all those who make our work possible.



Peter Bakken

2012 FIRC Board President

I am honored to take over the position of FIRC Board President and I look forward to helping the organization continue to grow and serve Summit County residents. Our work at FIRC is anchored in the belief that children thrive best in strong families and families thrive best in strong communities.

The Board of Directors, as well as the dedicated staff of FIRC, have outlined key areas of growth in our strategic plan. Our top goals are enhanced sustainability and program development. Just as we strive to assist our clients in gaining self-sufficiency, we too, must find innovative ways to diversify our funding, adapt our programming to changing needs and assist families with the roadblocks between them and stability. These needs have become all too evident as the recession continues to wear on the nonprofit sector and the 3,500 families and individuals we serve each year.

We are also working tirelessly on ensuring we have the infrastructure in place to serve our growing client community. We are determined to serve our community effectively and efficiently, and we have put measures in place to continually evaluate our work, provide a safe, convenient place where clients can come to access our services, and make sure our programming is delivered with fidelity. Our highest priority is ensuring the community is served in every need and through our best ability.

Numbers of FIRC

milestones for FIRC

3,500 the number of clients served by FIRC in 2011

7 new board members diversified the strengths of planning, fundraising and vision

community support

249 households facing a financial crisis received assistance with rent, utility, or medical bills to help them get back on their feet

1,500 clients were referred to additional assistance or resources around the community

1,516 locals were able to keep food on the table and their children in dry diapers because of the FIRC Food Bank

950 people received thrift store vouchers to buy clothing for job interviews, to stay warm or to help their children have nice clothes for school

250 uninsured children obtained low-cost medical insurance through FIRC's CHP+ and Medicaid enrollment assistance

97% of clients helped with emergency assistance funds were in a crisis because they were laid off, had hours cut, or were injured and could not work

16 people received job training assistance to obtain more stable positions or a promotion

34 teens and parents attended nutrition classes to learn affordable and healthy meal options

families united

140 children ages 0-5 served by monthly home visits

1,500 home visits using the Parents as Teachers curriculum

2,500 hours spent mentoring parents through home visits

3 years is the average time families are enrolled in home visits

90% retention rate for the program

30 children are currently on the home visitation waiting list

100 parents attended classes to improve family communication

23 graduates of Families United, the largest class in FIRC history

summit thrift & treasure

\$503,000 record breaking revenue brought in by Summit Thrift & Treasure

\$55,000 invested into the Summit Thrift & Treasure remodel to increase revenue for future program funding

volunteers

\$25,000 has been raised by the FIRC Bag Project volunteers for emergency assistance

2,400 hours of volunteer work at Summit Thrift & Treasure



"Since 85% of brain development happens by age 3, it is critical that we educate and empower parents to embrace their role as their child's first and most important teacher starting at birth."

- Noelle Sivon, Families United Manager

Families United

parenting education and early childhood development

The Families United program reached more families in fiscal year 2011 than ever before. By adding two additional Parent Educators, FIRC was able to provide monthly home visits using the Parents As Teachers curriculum to over 140 children.

“Children don’t wait,” was FIRC Board President, Linda Bateman’s direction. “When we looked at the 75 children on our waiting list for home visits, the Board realized the importance of making this a priority and hiring additional staff to get parents and children moving forward with school readiness.”

Fathers were another priority for 2011 as FIRC took on several programs to help fathers bond with their child and empower them with playing a strong role in raising their child. “Studies have found that if fathers are involved in the first two years of their child’s life, 80 percent of them stay involved for the rest of their life,” said Noelle Sivon, Families United Manager. “We are working hard to reach out to all fathers in Summit County to give them the tools to be the best dad possible.”

roadblocks and paths to stability

childcare assistance:

Roadblock: Summit County has one of the highest percentages in the country of both parents working at 80%. As a result, childcare is essential in most situations. Unfortunately, many of the families FIRC serves struggle with providing childcare that is safe and high quality because they cannot afford the licensed providers.

Path: With donations from Vail Resorts Echo and F Cubed, FIRC has been able to play a bigger role in childcare assistance. Partial funding from FIRC’s childcare assistance helps parents bridge the gap financially so they can provide quality childcare in a structured and safe facility.

focus on reading and writing:

Roadblock: Summit County 3rd grade students’ CSAP test scores are revealing that a greater emphasis needs to be placed on early literacy skills and increased parental involvement. In 2007, 77 percent of 3rd grade students scored proficient or higher on their reading scores. In 2010, that number decreased to 70 percent. Writing scores are even more concerning by dropping 16 percent from 66 percent proficient or higher in 2007 to 50 percent in 2010. (*KidsCount 2012 Report*)

Paths: All of FIRC’s parenting programs stress the importance of reading to children within the first few months of being born. In addition all visits provide age-specific tools for teaching the parents how to work on reading comprehension and writing skills to prepare their child for entering kindergarten.



*"Community Support
works with
families to turn
strengths and
opportunities
into stability and success."*

-Rob Murphy, Community Support Manager

Community Support

emergency assistance and self-sustainability

roadblocks to stability

Poverty exists in Summit County. From 2000-2009, the percent of Summit County children living in poverty rose from 4.3 percent to 11.6 percent (*NWCCOG 2011 Benchmark Report*). However, many more families in Summit struggle, despite earning more than the federal poverty standard. For example, a single parent with a pre-school aged child must earn \$55,104 annually to avoid relying on public and private assistance programs, while two adults with an infant and a preschooler must earn \$76,939 (*Colorado Self-Sufficiency Standard for Summit County 2011*).

The challenges to stability for lower and middle-income families can be traced to two sources. First, the inadequacy of wages in many local jobs: for example, the average annual wage in Summit's largest industry, Accommodation/Food Service, is only \$23,348. Second, the high cost of living: Summit County has the third highest Cost of Living Index in Colorado. In particular, affording housing and childcare is a challenge.

These economic realities leave local families vulnerable to financial crisis. More than half of families seeking financial assistance from FIRC for rent and utilities are experiencing unemployment or reduced work hours. Other families experience crisis due to sudden changes in family structure, illness or injury, or sudden unexpected expense such as car repairs.

paths to stability

Community Support (CS) offers a number of services to local families experiencing financial crisis. These include direct help with basic needs such as food and clothing, prevention of homelessness through emergency rent assistance and utility assistance, and support with urgent medical needs such as prescription costs. When CS is unable to help directly, we provide information about and referral to our many community partners.

In addition to this direct assistance, CS offers support and education geared towards helping families achieve and maintain stability. CS helps families ensure that their children have adequate health care by serving as an application assistance site for Medicaid and Child Health Plan Plus. CS offers Housing Counseling for renters to educate on affordability and landlord/tenant rights and responsibilities, and Foreclosure Prevention Counseling to homeowners in danger of losing their homes. CS also provides one-on-one budget and household money management counseling to help families make the most efficient use of their income for short-term stability as well as long term goals. CS offers job scholarships to local workers struggling to find and maintain adequate employment, helping them in their efforts to expand their skill set and open doors to new employment opportunities. A satellite partner with the national Cooking Matters program, CS offers nutrition/cooking classes for adults, families, and kids teaching skills related to healthy snack and meal preparation and shopping healthy on a budget.



"The staff take great pride in allowing FIRC to help more families and to provide affordable shopping for the community."

- Leti Diaz, Store Manager

Summit Thrift & Treasure

providing affordable shopping and funding for FIRC programs

Over the last three years, Summit Thrift and Treasure has seen a 33 percent increase in net revenue to fund FIRC programs and operations. The success of the store has allowed FIRC to:

- Add Parent Educator positions to serve more families than ever before with monthly home visits
- Add a Community Support position to allow for more client follow up and development towards stability
- Move into office and food bank space that greatly improves the client and staff experience in comparison to the old offices

The store is FIRC's largest funder supporting over 30 percent of programs and operation costs. Through the downturn in the economy, the store's consistent funding allowed FIRC to stay strong when many other nonprofits were eliminating programs because of funding cuts.

"In seeing the success over the last three years, we believe the thrift store is the most effective way to continue to grow funding for programs," said Tamara Drangstveit, FIRC Executive Director. "We want to ensure we can afford to be responsive to community need. As a result we need to make sure we are offering the best donation and shopping experience we possibly can."

As a result, the board decided a remodel was necessary. A committee of local retail and marketing experts was formed to discuss the most effective ways to improve the layout of the store, working conditions for staff and volunteers and increase sales. The goal is to eventually have the store contribute 45 percent of FIRC funding.

In addition to supporting FIRC programs, the store supports the community with affordable shopping, including the voucher program for those who cannot afford the basics for winter clothing, school, jobs and more. Over the last year, FIRC provided over \$13,000 in the voucher program.

Thank you to all who donate clothing, books, toys, linens and more, which make Summit Thrift & Treasure's sales possible.

Summit Thrift & Treasure	FY09	FY10	FY11
Average Monthly Sales	\$36,000	\$41,000	\$50,000
Income	\$890,744	\$943,161	\$1,020,000
Expenses	\$706,683	\$735,378	\$774,803
Net	\$184,061	\$207,783	\$245,197

Donated merchandise is recorded as both income and expenses and the values cancel out.



*“Everything I do
as a volunteer at
Summit Thrift and
Treasure goes back to the
community, and I
love this community.”*

-Judy, volunteer since 1994

Volunteers

FIRC is extremely grateful for the amazing volunteers who make our service to Summit County possible. Volunteers have spent over 6,600 hours supporting FIRC programs and have raised thousands of dollars to help those facing hard times in this community.

The FIRC Bag Project was started by two volunteers three years ago and has grown to over 45 volunteers. The project sews bags out of donated materials and has raised over \$25,000 for emergency assistance and food bank programs.

Food Bank volunteers monitor the food bank twice a week and help over 2,000 locals keep food on the table for their families.

Summit Thrift & Treasure is dependent on volunteer support to sort donations and organize the store. Without volunteer support, more paid staff would be needed resulting in lower profits to support FIRC programs.

Our services to the community are enhanced because of the professional therapists, nutritionists and physicians who volunteer their expertise in teaching parenting classes or addressing specific issues with families facing difficult situations.

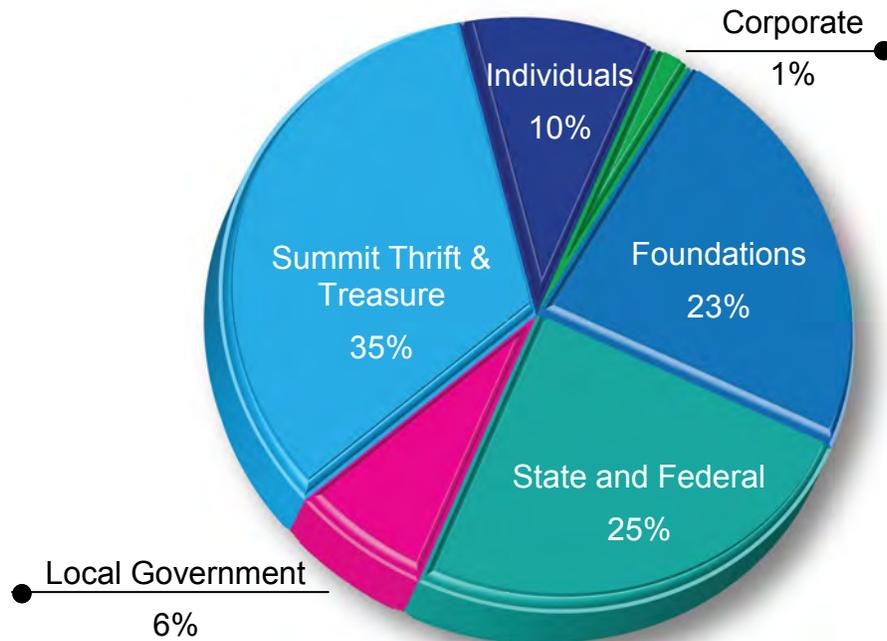
The Thrift Store Remodel committee was composed of experienced retailers and marketers who combined their years of experience to make an efficient remodel plan to enhance the Summit Thrift & Treasure experience.

Thank you to all who donate their time to make a difference for individuals and families in Summit County. We are grateful for all they do for FIRC and Summit Thrift & Treasure.



FY11 financials

organization's income: \$1,547,187



income narrative:

The Family & Intercultural Resource Center brings in funding from federal, state and local government grants, as well as numerous awards from private foundations and individuals. No single grant source is responsible for more than 10% of FIRC's annual income.

Aside from grants and individual contributions, FIRC also operates a non-profit thrift store, from which all profits are used to support program and operational expenses. The thrift store, in combination with fundraising efforts throughout the year, provides FIRC with the unrestricted funding necessary for continued program improvements and operational excellence.

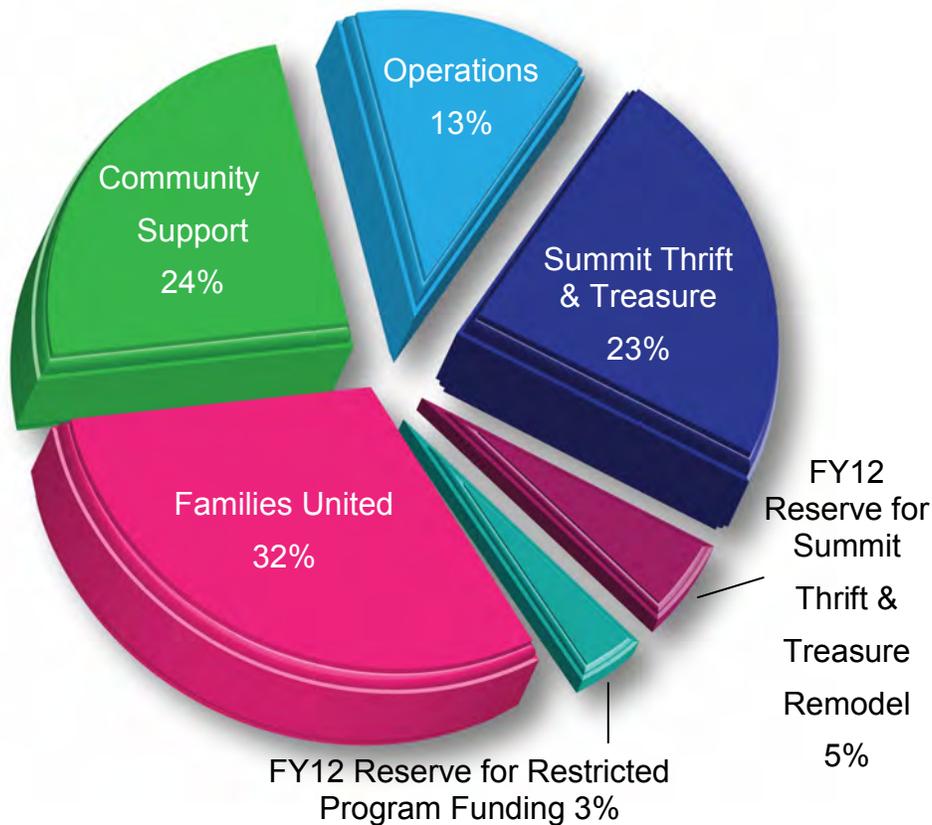
In total, FIRC receives funding from approximately 30 distinct funding sources, which ensures that our programs do not become overly reliant on any one income source. The unrestricted income received from our thrift store and fundraising efforts helps FIRC continue to expand and tailor programming to meet the growing and changing needs of our community.

expenses narrative:

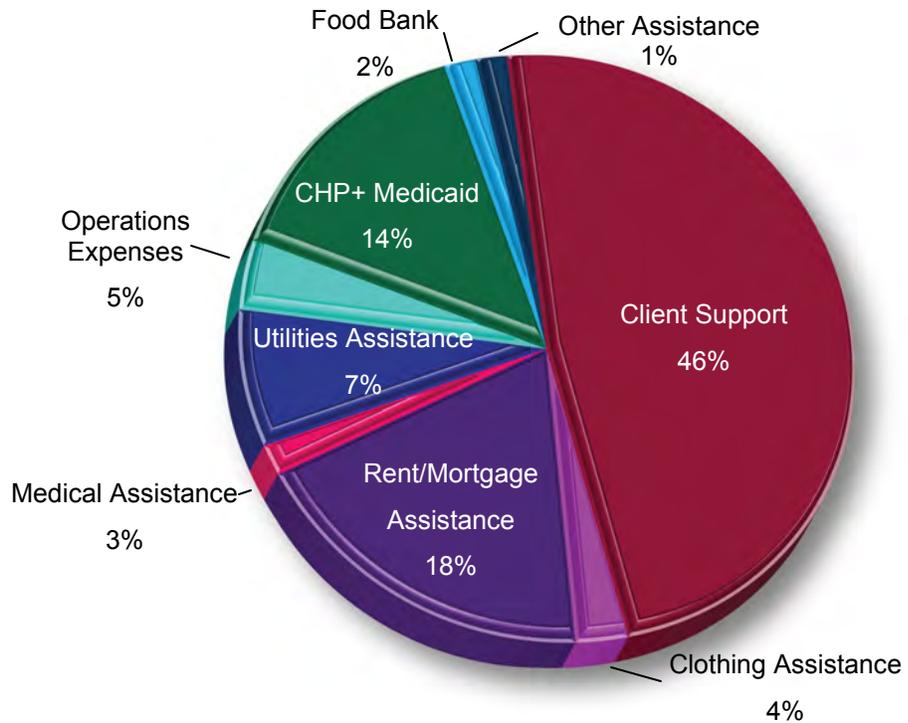
FIRC works to spend funding in a responsible manner to ensure a good investment for its donors and to meet community need, whenever possible. Program spending reflects community need for increased parenting support and family development work focused on building stability.

The board occasionally makes restrictions for the long term stability of the organization. This year the board restricted funding for the Summit Thrift & Treasure remodel in order to ensure a positive shopping and donating experience for our customers and to increase profits from the store. The money reserved for restricted program funding is for grants that are on a different funding cycle from FIRC's fiscal year that need to be carried through into FY12.

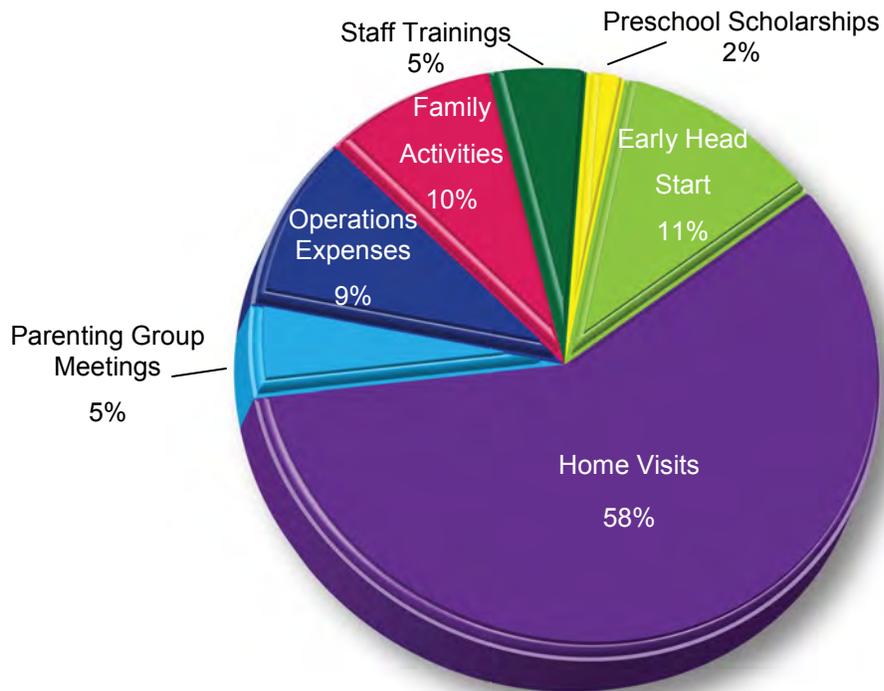
organization's expenses: \$1,537,187



Community Support Program Expenses: \$364,669



Families United Program Expenses: \$485,389



The U.S. Better Business Bureau (BBB) Standards

The Wise Giving Alliance has set forth the following standards for an organization that seeks to ensure it spends funds honestly, prudently and in accordance with statements made in fund raising appeals:

Expense Ratio:

According to the BBB an organization should **spend AT LEAST 65%** of its total expenses on program activities



Fundraising Ratio:



According to the BBB an organization should **spend NO MORE than 35%** of related contributions on fundraising



Future of **FIRC**

In the year ahead FIRC will continue to monitor needs in the community and work to adapt programming to fill these service gaps. Increasing the organization's capacity to serve through increasing unrestricted funding is the other goal for FY12.

services for stability

- Continuing to work with clients on long-term stability using the Family Development Plan with an additional focus on life skills and budget training.
- Enrolling newly eligible families into CHP+ and Medicaid insurance programs
- Continuing to lower the wait list for the Families United home visitation program and serving more families than ever before.

financial stability for the organization

- New office and food bank space with the addition of multi-purpose rooms for more effective programming
- Opening a thrift store in Breckenridge to make shopping and donating for Breckenridge residents more convenient and to increase revenue



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