



# FIRC STRATEGIC PLAN

Summit Resource Center

**Mission:** Opening doors and unleashing our community's potential.

**Vision:** A diverse and thriving community.

**VALUES**  
**5 C's**

**Collaboration**

We join forces with partners, clients, and stakeholders to share ideas and insights, improve efficiency, and enhance positive impact

**Cultural Diversity**

We celebrate differences to promote empathy and compassion, deepen our perspective, and create an inclusive environment for all members of our community

**Community**

We elevate one another by amplifying all voices, building resiliency, and strengthening relationships to achieve collective goals and a sustainable future

**Contribution**

We believe that everyone has something valuable to offer and we recognize those unique gifts that strengthen our community and promote social responsibility

**Curiosity**

We ask questions to drive discovery and innovation, push boundaries, and unlock new knowledge and possibilities

**GOALS**

**COMPLETE THE SOL CENTER**

Ensure Sol Center is funded, completed, and a seamless transition of operations occurs

Complete capital campaign

Complete construction

Complete transition of operations

**OBTAIN FINANCIAL SUSTAINABILITY**

Ensure FIRC has diversified revenue streams to fund current operations and build reserves

Fund annual budget

Increase unrestricted funds

Closely manage expenses

Build reserves

**BECOME A TOP WORKPLACE**

Be recognized as a top non-profit workplace in Summit County

Enhance FIRC's culture

Develop talent acquisition and retention plan

Expand leadership and management capabilities

**EFFECTIVE PROGRAMS**

Ensure social determinants of health are met through effective programs and positive outcomes

Deliver needs based, high outcome programming

Reimagine/reopen Thrift Store

Establish a robust and sustainable volunteer system

**LEVERAGE TECHNOLOGY**

Utilize technology to increase FIRC's impact

Strengthen use of technology platforms

Build organizational capacity for technology and data

Continue along the HIPAA compliancy pathway

**STRENGTHEN REPUTATION & PARTNERSHIPS**

Advance reputation as a trusted social determinants of health agency

Increase awareness and understanding of FIRC's value to the community

Refresh FIRC's brand identity

Drive systems change through collaboration and collective impact

**IMPROVE BOARD GOVERNANCE**

Improve governance and processes to help FIRC deliver optimal results

Ensure Board size and makeup is effective

Recruit diverse Board members to bring broader experiences

Update Board Bylaws and materials

Identify and fully utilize Board talent

All strategies and goals will be rooted in equity and inclusion as the framework.

2024 - 2028



## GOALS & 2024 KPIs

COMPLETE THE SOL CENTER	OBTAIN FINANCIAL SUSTAINABILITY	BECOME A TOP WORKPLACE	EFFECTIVE PROGRAMS	LEVERAGE TECHNOLOGY	STRENGTHEN REPUTATION & PARTNERSHIPS	IMPROVE BOARD GOVERNANCE
<p>Ensure Sol Center is funded, completed, and a seamless transition of operations occurs</p>	<p>Ensure FIRC has diversified revenue streams to fund current operations and build reserves</p>	<p>Be recognized as a top non-profit workplace in Summit County</p>	<p>Ensure Social Determinants of Health are met through effective programs and positive outcomes</p>	<p>Utilize technology to increase FIRC's impact</p>	<p>Advance reputation as a trusted social determinants of health agency</p>	<p>Improve governance and processes to help FIRC deliver optimal results</p>
<p>Complete capital campaign</p>	<p>Fund annual budget</p>	<p>Enhance FIRC's culture</p>	<p>Deliver needs based, high outcome programming</p>	<p>Strengthen use of technology platforms</p>	<p>Increase awareness and understanding of FIRC's value to the community</p>	<p>Ensure Board size and makeup is effective</p>
<p>'24 KPI: Reach 100%</p>	<p>'24 KPI: Meet or exceed revenue goals for 24FY</p>	<p>'24 KPI: Establish baseline for employee satisfaction survey results</p>	<p>'24 KPI: Establish baseline for client satisfaction survey and evaluate program outcomes</p>	<p>'24 KPI: Initiate creation of SOPs for all system protocols</p>	<p>'24 KPI: Launch new website and host Open House</p>	<p>'24 KPI: Evaluate current structures and make recommendations</p>
<p>Complete construction</p>	<p>Increase unrestricted funds</p>	<p>Develop talent acquisition and retention plan</p>	<p>Reimagine/reopen Thrift Store</p>	<p>Build organizational capacity for technology and data</p>	<p>'24 KPI: Establish relationship with Keystone Town Council</p>	<p>Recruit diverse Board members to bring broader experiences</p>
<p>'24 KPI: Meet building plan goals</p>	<p>'24 KPI: Establish baseline and identify new unrestricted funding streams</p>	<p>'24 KPI: Build and finalize plan</p>	<p>'24 KPI: Defer to '25</p>	<p>'24 KPI: Invest in software that creates efficiencies</p>	<p>Refresh FIRC's brand identity</p>	<p>'24 KPI: Establish baseline and evaluate need</p>
<p>Complete transition of operations</p>	<p>Closely manage expenses</p>	<p>Expand leadership and management capabilities</p>	<p>Establish a robust and sustainable volunteer system</p>	<p>Continue along the HIPAA compliancy pathway</p>	<p>'24 KPI: Complete FIRC re-brand</p>	<p>Update Board Bylaws and materials</p>
<p>'24 KPI: Finalize transition of operations plan</p>	<p>'24 KPI: Meet or underspend on expense goals in 24FY</p>	<p>'24 KPI: Develop leadership pathway</p>	<p>'24 KPI: Complete a volunteer analysis and recommendation report</p>	<p>'24 KPI: Continue execution of pathway objectives</p>	<p>Drive systems change through collaboration and collective impact</p>	<p>'24 KPI: Defer to 2025</p>
	<p>Build reserves</p>				<p>'24 KPI: Create Food &amp; Housing Sustainability Plans</p>	<p>Identify and fully utilize Board talent</p>
	<p>'24 KPI: Establish strategies to increase reserves</p>					<p>'24 KPI: Identify Board skills and develop utilization plan</p>

All strategies and goals will be rooted in equity and inclusion as the framework.