

## COMMUNITY ALLIANCE OF SARASOTA COUNTY

### EXECUTIVE COMMITTEE

Community Foundation of Sarasota, 2635 Fruitville Road

### MEETING SUMMARY

August 12, 2009

Members Present: Sherri Reynolds, Chair  
Bob Carter  
Kay Glasser  
Bill Little  
Tom Pfaff  
Stewart Stearns

Members Absent: Ken Alexander  
Janet Kahn  
Janice Mee  
Steve Quieor  
Jerry Thompson

Guests Present: Judi Bell, Non Profit Resource Center  
Dorothy Zech, Non Profit Resource Center

Staff Present: Chip Taylor  
Pauline Tracy

Sherri Reynolds welcomed everyone.

#### **Budget Impact Survey**

Judi Bell and Dorothy Zech presented the [findings](#) from their analysis and review of the Budget Impact Survey which was initially launched in April, 2009 and completed in May, 2009. Judi and Dorothy were asked by the Community Alliance to provide an analysis that looked at patterns and trends, make recommendations for next steps, identify human interest stories and provide an executive summary. Twenty-seven members of the Steering Committee completed the survey.

One of the emerging patterns identified was that one of the main roles of the Community Alliance is advocacy; however, exactly what type of advocacy is not clear. Overwhelmingly, agencies reported program closures, creation of wait lists

and critical and forced downsizing. The 26 respondents reported a collective budget reduction of \$29+ million over the last 3 years; over 50% reported laying off staff or cutting positions; and 55% cut programs to clients. Efficiencies were found through outsourcing, sharing services, bidding out administrative functions for more competitive pricing, reduced employee benefits, and reassigning additional duties. Twenty-one of the respondents anticipated taking further cuts in services, program or staff during the next fiscal year.

Dorothy described the three strategies that organizations most commonly take to accomplish their mission during a budget crunch:

- Financial—this is usually the first strategy organizations use when they face funding cuts. This includes cutting or controlling costs by analyzing purchasing, adjusting payables, evaluating facilities and infrastructure, reducing staff, reducing services, increasing fees, increasing fundraising activities, adding services and increasing staff's productivity.
- Structural—these strategies are organizational in nature and involve modifying the organization's mission, structure, or culture through acquisitions, mergers, and major organizational cultural changes that improve program delivery and reduce expenses.
- Engagement—these strategies require the organization to establish relationships that include a new way of partnering with another organization or sector of the community. Examples include engaging the community, volunteers, the business community, other non-profits and the public sector in a different ways.

A lengthy discussion ensued. The Committee felt that the analyses provided a good way to categorize the opportunities and challenges that were reported. The current economic issues provide agencies with opportunities to provide services in a different way and redefine the "new normal". The role of the Alliance is to look at strategic ways to ensure the best practical use of resources is being made and to look at existing systems that may need to be changed. The *Sarasota Herald-Tribune* has done a great job recently in showcasing human interest stories.

It may be useful to map out services and show their interconnectivity. There are key programs in the community that have significant value that simply cannot be lost during this economic crisis. There may already be models in other communities on how to create this systems mapping process.

The Committee asked that this discussion be the main agenda item for the Steering Committee meeting on Monday.

## **Legislative Advocacy Committee**

In an earlier meeting there was discussion about inviting the local delegation members to a meeting in September to discuss the Alliance's priorities. The Committee at this time felt that they are not yet ready to meet with the delegation and will schedule that meeting at a later time.

### **August 17 Steering Committee Meeting Agenda**

Elliott Metcalfe will be at the August 17 meeting to provide a brief update on the United Way's Financial Stability Partnership. The rest of the meeting will be dedicated to discussing the results of the analysis by Judi Bell and Dorothy Zech.

***Next Meeting: The next Community Alliance Executive Committee meeting will be held on Wednesday, September 16 at 1:30 p.m. at the Community Foundation of Sarasota.***