



FY2009-10 Budget Request

**Presentation
to
Board of Representatives**

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Review of Budget Request

Consistent with Budget Office's direction, the Partnership's FY2009-10 Operating Budget request did not exceed its FY2008-09 allocation. The FY2008-09 original budget allocation of \$60,000 was subject to a 2% across the board reduction in July, 2008 and the Partnership received net funding of \$58,800. Our FY2009-10 request matched this net amount while the Mayor's budget proposes an allocation of \$60,000, consistent with the prior year's original allocation.

As a proportion of the Partnership's operating budget, the City of Stamford's share of the Partnership's operating budget has declined from 21% in FY2007-08, to 19% in both FY2008-09 and the proposed FY2009-10.

Since FY2006-07, the Partnership has been successful in obtaining several grants which helped to sustain our programs and diversify our funding sources. We will continue to seek these program funds in the coming year.

For our core operating support, however, the Partnership relies on our City as well as our corporate partners. City government representatives comprise one-fourth of the Partnership's governing body, while our budget request represents a significantly smaller proportion of our operating budget.

Because of the small size of our budget, the marginal utility of the \$1,200 reduction in FY2008-09 was significant in its impact: it represents one month's outreach to the city's burgeoning Latino community, two month's support for our ESL for Work program for day-laborers, six month's rent.

The Partnership would welcome restoration of City operating support for FY2009-10 to the \$60,000 level, and urges consideration of a minimum of \$58,800.

The request reflects no increase in personnel during the FY2009-10 year, nor any increase in compensation for personnel above current FY2008-09 levels.

Performance Measurement and Improvement

To accomplish its mission of enhancing the quality of life for Stamford's residents and workforce, the Partnership regularly identifies community needs and convenes discussion, develops programs, creates organizations or otherwise implements changes to address community-wide issues.

While not a direct services agency whose benchmarks might include numbers of meals served, or clients assisted, the Stamford Partnership nonetheless reviews and assesses the effectiveness of its performance. Its strategic plan objectives provide the framework for this assessment.

In each of its areas of strategic focus, the Partnership's Task Forces regularly assess progress in completing annual action steps. The Partnership's Executive Committee includes the chairs of each Task Force and meets bi-monthly, reviewing program and financial reporting provided by its President in between bi-monthly Board of Directors' meetings. Calendar and fiscal year performance reports outline accomplishments and areas for improvement.

In addition to monthly program meetings, staff members complete annual self-assessments and supervisory assessments.

Examples:

Neighborhood Revitalization: FY2008-09 Goal: Successful transition of West Side NRZ to independence. Benchmarks: 501c3 status determination by IRS; election of board/officers; completion and adoption of West Side NRZ plan. Performance to date: 501c3 status achieved; elections completed; draft plan 80% completed.

Immigration: FY2008-09 Goal: Accelerate the acculturation of Latino families and children. Benchmark: Completion of educational outreach materials for distribution through community organizations and churches. Performance to date: "Somos Vecinos" graphic novella and website completed; distribution to 5000 households in progress; 4 follow-up workshops scheduled.

Education and Youth Development: FY2008-09 Goal: Support expanded summer opportunities for youth and teens. Benchmark: Stamford Conservation Internship Program expansion to 40 high school students; new cohort added to UPals middle school program. Performance: 38 Conservation Internships completed, with Partnership providing funding, program, volunteer and staff support. UPals expanded to include rising 7th graders and alumni, with Partnership providing funding and instructional support.

Programs Added/Eliminated/Redesigned to Reduce Cost:

Examples:

In the area of Education and Youth Development, the Partnership has increased support for PLTI, the Parent Leadership Training Institute, by providing fiscal agency services. In addition, the Partnership has contributed staff support for a PLTI/Stamford Schools-led resource fair “Stone Soup for the 21st Century”, linking families with community resource providers. The resource fair will be held on March 21st, linking more than 90 providers with an estimated 1000 parents and children.

In the area of workforce development, the Partnership has established a collaboration among CTE, construction trades and West Side housing developers to match neighborhood residents with construction jobs opportunities. As part of a Westchester-Fairfield labor region collaboration, the Partnership has recently been awarded a WIRED grant of Dept. of Labor funding to link a Stamford cohort of 18-24 year olds with jobs training in allied health, green technologies and telecommunications network infrastructure.

In the area of Civic Engagement, the Partnership is working with the Stamford Police Department to develop a Values-Based Initiative to reduce youth violence, engaging the faith-based community and other community organizations to implement “best practices” strategies.

In the area of Neighborhood Revitalization, the Partnership concludes this spring a 3-year contract with Charter Oak Communities to coordinate West Side neighborhood revitalization. Having successfully incubated the West Side NRZ during this period, the Partnership’s role will change to that of a technical assistance provider during FY2009-10, helping the West Side NRZ to implement its plans. 60% of the Partnership’s Program Manager’s time and 10% of its President’s time has been allocated to this program; the reallocation of Program Manager’s time to other assignments will also free up the President to work on new strategic efforts in workforce development, planning and family financial stability.

During FY2008-09, the Partnership worked with the city’s operations department to secure portable sanitary facilities at the labor pick-up site through its city-wide contract, eliminating the Partnership’s rental expense for this public health necessity.

Currently, there are some 200 day laborers concentrated on the city’s East Side. Funding limitations prevent the Partnership from providing more than 10 hours per week in outreach services to this population. With only 8-9 men securing work each day, a large number remain unengaged in productive economic or social activity. Best practices models for day labor centers exist, but would require significant funding and broader-based community support for implementation in Stamford.

Budget Management

Seventy-two percent of the Partnership's FY2008-09 operating budget consists of personnel expenses. Personnel related cost management strategies currently employed include the use of an outside payroll service to insure that taxes are paid as scheduled, avoiding penalties, and that payrolls are accurate. Currently, contractual service agreements and foundation grants fund approximately 48% of personnel costs. The Partnership's Executive Committee regularly monitors personnel expenditures YTD against budget and is prepared to recommend adjustments as required to match available funds. A small cost savings is expected in the second half of FY2008-09 due to a 1.2% reduction in SUI experience rating.

Non-personnel cost reductions and cost management strategies undertaken during FY2008-09 include: reduction in telephone expense achieved through elimination of one phone line and switch to a service provider with a fixed monthly charge (estimated savings: \$500); reduction in printing expense achieved through in-kind contribution of annual report printing by a corporate member, substitution of an electronic holiday card for printed/mailed greeting (estimated printing/postage savings: \$1250). A pending scholarship for staff development is expected to save \$1500.

Event expenses have been reduced through partnering with co-sponsors, as well as through in-kind contribution of facilities and refreshments by corporate and community board members (estimated events savings: \$3000).

The Partnership's January financials indicate that aggressive expense management practices have resulted in favorable YTD variance from budget of \$19,281. Offsetting this performance, however, is the fact that at this point in our budget year, actual income lags budget by \$29,916. We remain concerned about the potential for a decline in corporate member contributions in this economic climate, although we are ahead of last year's performance at this point in the budget year by approximately \$50,000.

Cost Analysis and Spending Priorities

Seventy-four percent of the Partnership's projected FY2009-10 budget is comprised of personnel expense (salaries, wages and payroll taxes). The Partnership's staff is comprised of two full time and two part time members. The Partnership's Executive Committee has reviewed its staffing and determined it to be the minimum necessary to support its proposed FY2009-10 program activities.

During FY2009-10, the Partnership's highest priority work program activities focus on:

- Expansion of workforce development opportunities
- Reduction in youth violence through values-based initiative
- Collaborations to strengthen financial stability of Stamford's families
- Neighborhood economic development
- Engaging the community in planning for emerging opportunities
- Accelerating economic and social integration of immigrants

To insure that these high priority programs can be undertaken in FY2009-10, grant funding sources have been sought to complement city operating budget support and corporate member contributions.

Cost of staff time is the most significant driver of program delivery cost, with indirect costs a less significant factor. The Partnership's chief executive is responsible for the allocation of staff to program activities in order to maximize the effective use of the staff's skill sets. Salaries of full time employees, wage rates and number of hours of part time employees are controllable cost drivers.

As noted earlier, a key operational change planned for FY2009-10 to increase productivity will be a reallocation of the program manager's time, 60% of which had been spent on West Side neighborhood revitalization. With the successful maturation of the West Side NRZ organization, the program manager will be able to support other programs.

Business Case and Justification for Increases in Resources Requested

Not applicable; no increase in resources requested

Funding Scenarios

The Partnership's FY2009-10 budget request already reflects an anticipated continuation of the current year's 2% reduction over FY2008-09 original budget levels. A 3% reduction in City Operating funding for FY2009-10 would result in elimination of the Partnership's only summer internship position. The summer internship provides a Stamford college student with an opportunity to secure meaningful work experience, explore career paths in planning, community and economic development. Based on our past experience, Stamford college students need both the financial assistance and the skill development that our internship offers, and the Partnership needs the contributions interns make to fieldwork, data collection and analysis, and similar activities.

A 6% reduction in City Operating funding for FY2009-10 would result in elimination of one or more programs reaching the Latino community through part-time staff or contractors. Elimination of outreach services and ESL for Work programs for day-laborers are the most likely to be eliminated, as bilingual staff would be reallocated to program activities serving the broader Latino community. The impact would be felt not only by the day laborers, but also by the surrounding neighborhood. Volunteer efforts would be sought, but would not be likely to be adequate to meet the needs of this highly visible population. The Partnership's overall programming would suffer from a reduction in the number of bilingual staff or contractors, as would the city departments and community organizations with whom they interact regularly.

A 10% reduction in City Operating funding for FY2009-10 would necessitate layoffs of part-time program and/or administrative staff and severely impact the Partnership's ability to deliver priority programs during the year. In addition to its direct impact, a reduction of this magnitude would signal to the corporate and community members of the Partnership a repudiation of the city's commitment to participation in the Partnership, and would be likely to have a significant impact on the Partnership's continued viability.

Appendices

**Proposed Operating Budget
FY2009-10**

Expenses

Salaries and Wages	\$	210,500
Payroll Taxes		20,500
Telephone/computer		2,500
Rental expense		2,400
Professional services		12,000
Printing and postage		2,500
Insurance		4,500
Publications and subscriptions		2,500
Travel and conference		2,500
Office supplies/equipment		4,000
Program expense:		
Civic Engagement/Planning		10,000
Youth and Families		20,000
Neighborhoods		10,000
Total expenses	\$	313,900

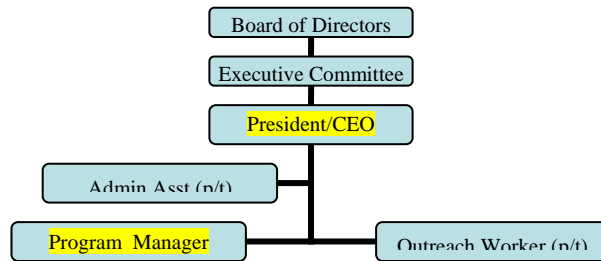
Income

Corporate/Community/Other Support	\$	255,100
City of Stamford		<u>58,800</u>

FY2009-10 Operating Budget Salaries

President/CEO	\$115,500
Program Manager	\$ 67,000
Coordinator: Latino Initiative (part-time)	\$ 19,200
Administrative Asst. (part-time).	\$ 8,800
Total:	\$210,500

Stamford Partnership Organization Chart



Full Time Positions:

President/CEO
Program Manager