Pandemic Recovery

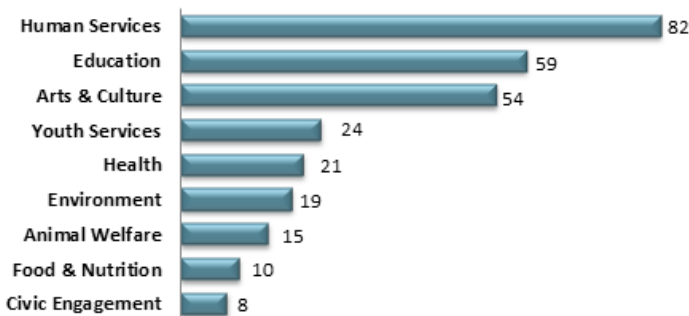**NONPROFIT SURVEY REPORT**

JUNE 8, 2020

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Introduction

In March 2020, philanthropic foundations serving Sarasota, Manatee, Charlotte and DeSoto counties surveyed local nonprofit organizations at the onset of the COVID-19 pandemic. In late May 2020, they sent another online questionnaire to gather additional input regarding the recovery process.
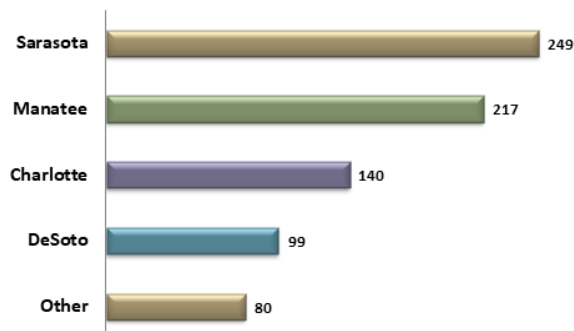
There were 292 respondents to the second survey representing a cross section of agencies from nine different nonprofit sectors. 79% of the participants reported they serve two or more local counties.

Survey response demographics are as follows:

Respondents by Nonprofit Sector

Sector	Count
Human Services	82
Education	59
Arts & Culture	54
Youth Services	24
Health	21
Environment	19
Animal Welfare	15
Food & Nutrition	10
Civic Engagement	8

Respondents by County(ies) Served

County	Count
Sarasota	249
Manatee	217
Charlotte	140
DeSoto	99
Other	80

The most common responses to "Other Counties" in order of frequency were: Lee, Glades, Hillsborough and Pinellas Counties.

The survey questions were developed collaboratively by the seven participating foundations:

- **Charles & Margery Barancik Foundation**
- **Charlotte Community Foundation**
- **Community Foundation of Sarasota County**
- **Gulf Coast Community Foundation**
- **Manatee Community Foundation**
- **The Patterson Foundation**
- **William G. & Marie Selby Foundation**

Participants were asked a total of thirty questions related to how the pandemic is impacting their nonprofit organizations. Community Foundation of Sarasota County consultant Deborah Chapman analyzed the data and produced this report. It is organized as follows: an overview of core themes, a summary of question categories, an analysis of nonprofit sector-specific responses, and a sample of lessons learned.
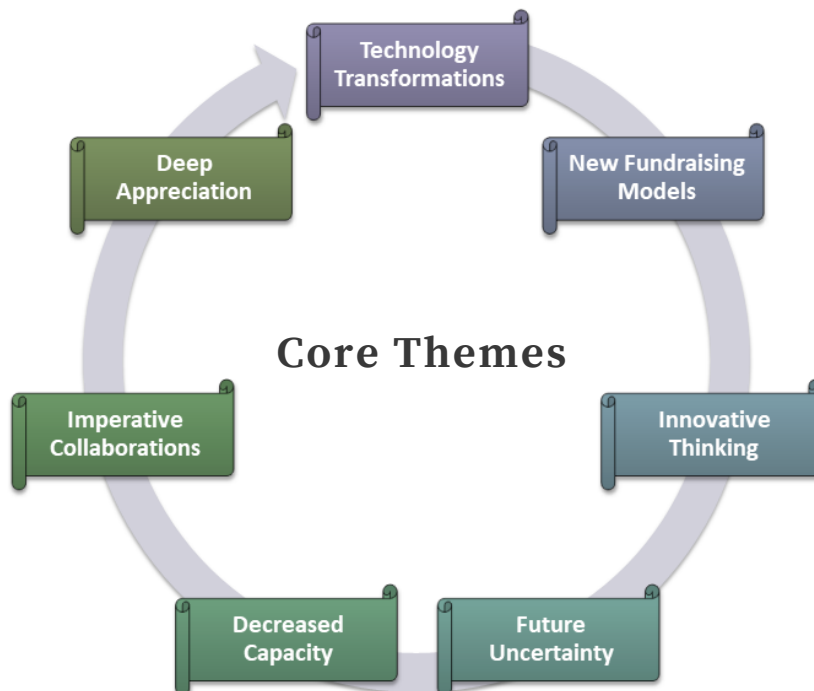
Core Themes

The Pandemic Recovery Survey comments were dominated in particular by two recurring words: *Technology* and *Fundraising*. Organizations are working hard to make the shift to a virtual landscape, embracing opportunities while trying to overcome the barriers, both in their own capabilities and in the digital gaps seen in the community. Many entities are in serious financial peril, barely holding on via government and philanthropic support systems, eager to learn how to adapt to a revised model of virtual fundraising. They are looking for guidance on how to pivot from major events to a new form of donor engagement. Some also expressed a desire to adopt an earned income strategy, with many conveying a sense of urgency given the possible dissolution of their organizations.

Technology Transformations
New Fundraising Models
Innovative Thinking
Future Uncertainty
Decreased Capacity
Imperative Collaborations
Deep Appreciation

Core Themes

They feel they have to think outside the box and look for additional ways to connect and collaborate with community partners, especially since the majority are not currently able to deliver their programs and services at pre-COVID-19 levels. There is a great deal of uncertainty about the future, how the pandemic will progress and the manner in which their nonprofit sector will evolve. They fear for the vulnerable populations who are disproportionately impacted by the crisis. Most of them anticipate a very long recovery process to get to an undefined 'new normal.'

Finally, the leaders repeatedly expressed deep appreciation for the generosity of the community, the support of the foundations, the partnerships within the nonprofit world, and the opportunity to express themselves and share their input through this survey. Above is a summary of the core themes gleaned from the leaders' input.

Unless specifically noted on the following pages, there were no significant differences in question responses between larger nonprofits and those with budgets of $250,000 or less.

Financial Status

Survey respondents were asked a series of questions related to the financial status of their organizations, including queries about the size of their budgets and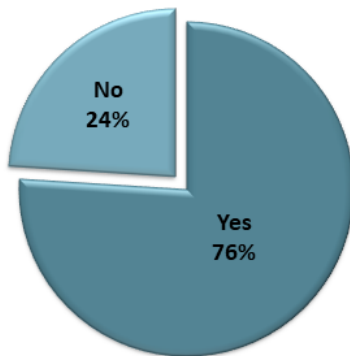 the use of operating reserves. Total budget ranges before the pandemic are summarized in the chart to the right. Over 75% of the nonprofit leaders plan to tap their reserves in the next six months, with the majority indicating that they anticipate these reserves will cover more than half of their operating costs. Many also reported concerns that they will deplete their reserves, but noted that this depends on upcoming fundraising events and other possible revenue streams.
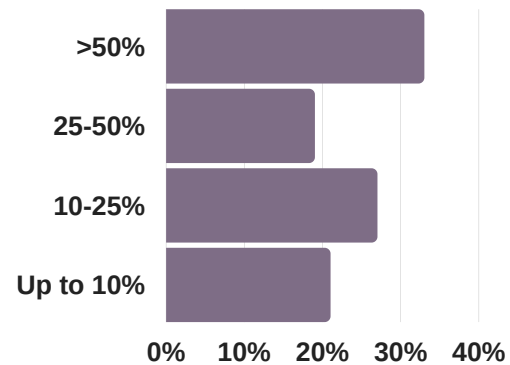
Operating Budget BEFORE Pandemic

Budget Range	Percentage
<$250K	40%
$250-499K	13%
$500-999K	11%
$1-2.49M	13%
$2.5-4.9M	9%
$5-9.9M	5%
$10M or >	10%
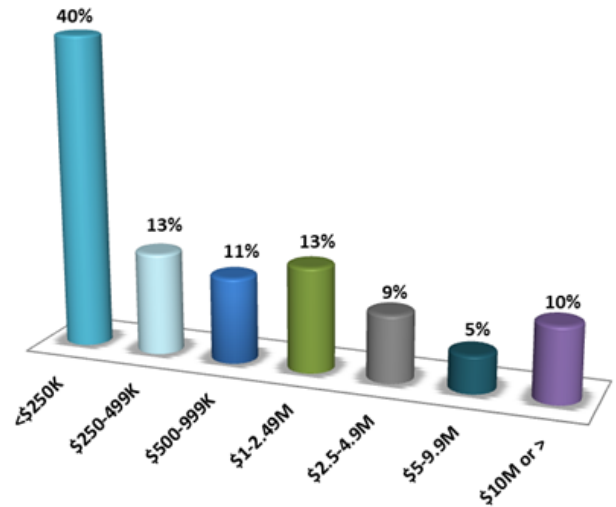
Do You Expect to Utilize Operating Reserves in Next 6 Months?

No 24%
Yes 76%

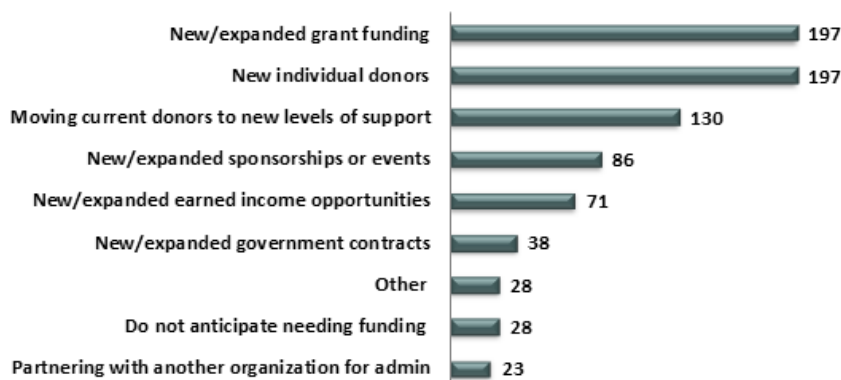**If Yes, What Percentage of Operating Costs Do You Expect to be Funded thorough Reserves Over the Next 6 Months?**

Percentage	
>50%	~33%
25-50%	~19%
10-25%	~27%
Up to 10%	~21%

Participants were asked about new and expanded resources they are pursuing to support their operations. Responses are captured in the bar chart below. Comments regarding "Other" resources centered on online options such as virtual fundraisers, increased social media presence, virtual ticketed offerings, upgraded websites, live-stream telethons, etc. Several respondents also indicated that, while they are not partnering with other organizations for "admin," they are doing so for things like technology and program delivery.

What NEW or EXPANDED Resources Are You Pursuing to Support Your Operations?

| Resource	Count
New/expanded grant funding	197
New individual donors	197
Moving current donors to new levels of support	130
New/expanded sponsorships or events	86
New/expanded earned income opportunities	71
New/expanded government contracts	38
Other	28
Do not anticipate needing funding	28
Partnering with another organization for admin	23

Financial Status (continued)

Did you Apply for Paycheck Protection Program (PPP) Funding?

No 43%

Yes 57%

If You Applied, Did You Receive the PPP Funding?

No, Waiting 12%

No, Denied 12%

Yes 76%
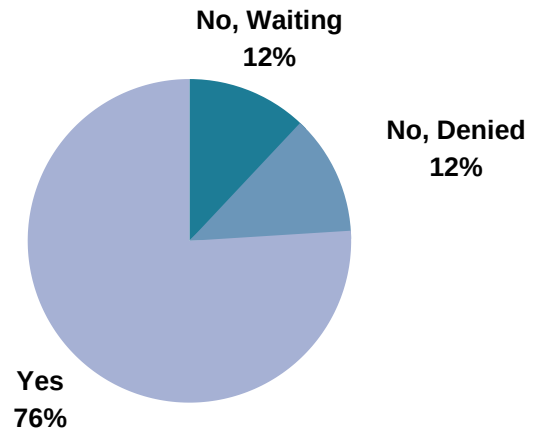
143 of the organizations who applied for PPP shared the amount of funding they requested, which ranged from $1,000 to $4 million. Over three quarters of those who applied have received their funding. For nonprofits with budgets over $250,000, 82% applied for PPP and 93% have received the funds. Actual awards totaled $45 million for the survey respondents, with the same range as above. The average amount received was $347,000, with a median of $105,000.

$45 Million in Reported PPP Funding

$347,000 Average PPP Award

Other Sources of Funding

The nonprofit leaders were asked about whether they have received other funding specifically for COVID-19 related impacts outside of the Paycheck Protection Program. Just over a third (35%) said they had received some form of support. The most common funding sources cited are listed to the right in order of prevalence.

Foundations

SBA/Economic Injury Disaster Loan

Individual Donors

United Way

35% have received other non-PPP funding for COVID-19 impacts.

Business Model

Participants were asked about their business model and plans for the future. Half of the organizations intend to reopen fully, while 46% anticipate a partial reopening, as represented in the pie chart to the right. Responses to the time frame question varied greatly given the high degree of uncertainty. Most people mentioned some form of local, state, federal, CDC, OSHA, etc. guidelines that will impact their next steps with phased openings.

Organizations that can continue to work remotely are doing so, with some indicating a possible permanent shift to virtual work for certain roles and services. Many who referenced an anticipated fall return also indicated that this will be highly dependent upon the pandemic's progression. Responses related to program offerings include the following:

33% Plan to **Cut** Some Programs/Services

47% Plan to Offer Programs at **Pre-COVID-19** Levels

53% Plan to Offer **New** Programs/Services

Comments about changes to programming predominantly centered around the shift to virtual appointments, classes, training, performances, art shows, etc. with in-person contact limited. Almost half of the leaders are rethinking their business model, as reflected in the chart to the right, with some referring to a "hybrid" future of both online and direct service offerings.

Are You Developing Plans for Reopening or Restoring Operations?

No 4%
Yes, Full Reopening 46%
Yes, Partial Reopening 50%
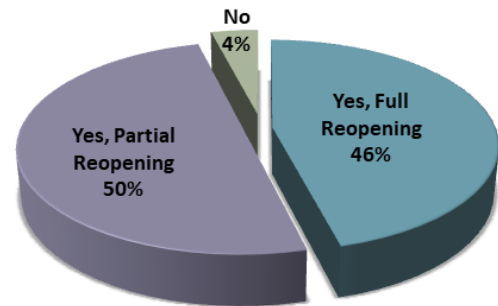
Are You Rethinking Your Business Model?

Not Sure 30%
Yes 46%
No 24%
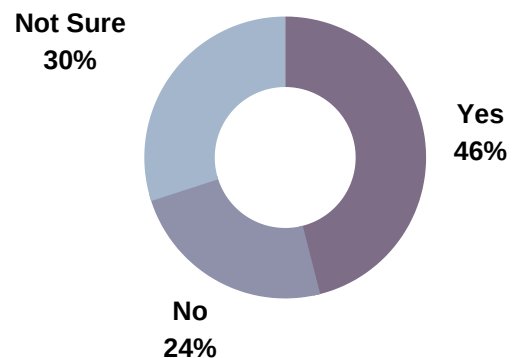
Anticipated business models changes mentioned by respondents include:

- Use of technology
- New partnerships
- New client/patron engagement opportunities
- Diversified fundraisers
- Cost sharing strategies
- Narrowed scope of services
- Membership fees

Business Model (continued)

Two thirds of the survey participants reported that they are collaborating in some way with other organizations, such as nonprofit agencies, local alliances and initiatives, national associations, task forces, etc. including newly formed pandemic-related groups such as Arts REACH, Newtown COVID Response Network, Barancik Foundation Childcare Group and the Homeless Response Work Group.
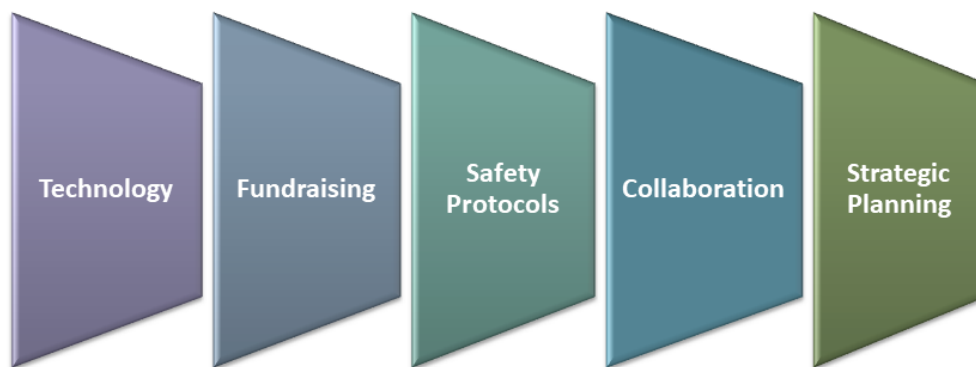
65% of respondents said they would be interested in participating in a new work group. Below are the most commonly mentioned topics which the nonprofit leaders said they would like to see addressed, listed in order of frequency from left to right.

Most Requested Work Group Topics

Technology | Fundraising | Safety Protocols | Collaboration | Strategic Planning

- **Technology** includes virtual programming, online/distance learning, social media tools, live streaming, website development, etc. as well as client or patron digital access and literacy.

- **Fundraising** includes new models for virtual events, donor engagement, and corporate sponsorship.

- **Safety Protocols** include best practices and procedures for operating safely during the pandemic.

- **Collaboration** includes that for back office, marketing, admin, IT, shared spaces, collaborative programming, performances, etc.

- **Strategic Planning** includes operating in the new normal, emergency communications, disaster preparation, mission alignment, etc.
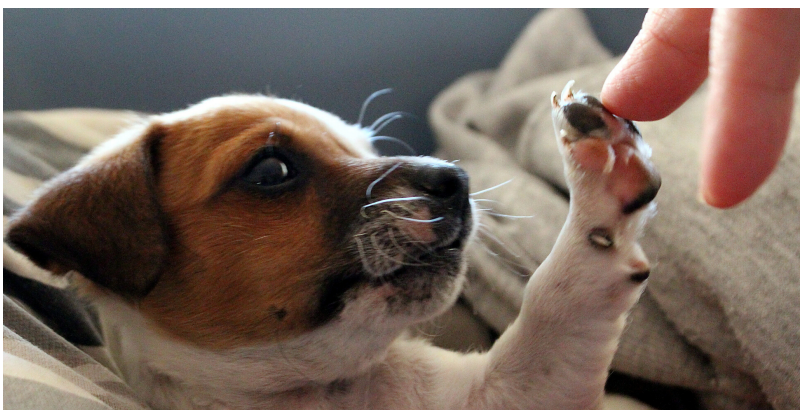
Technology is the primary driver of business model changes.

Educational Resources

Similar to the previous question about *Work Group Topics*, the nonprofit leaders were asked about what information and educational resources would be helpful in order to strengthen their work during this time. Responses primarily focused on three key subject matter areas: *Technology, Fundraising, and Mental Health*. Below are examples of what they requested more information about in each of these categories.

Technology

- Virtual Learning Platforms

- Live Streaming Production

- Digital Content Development

- Online Instruction Best Practices

- Computer Upgrades & Applications

- Effective Zoom Meetings

- Google Classroom Training

- How to Run a Webinar

- Virtual 3-D Experiences

- Available IT Resources

Fundraising

- Online Fundraising Strategies

- Leveraging Social Media

- Digital Marketing

- Grant Writing

- Search Engine Optimization

- Customer Relationship Management (CRM) Software

- Virtual Events

- Donor Engagement Tools

- Grant Database

Mental Health

- Dealing with Isolation

- Help with Staff Stress

- Trauma-Informed Care

- Dealing with Compassion Fatigue

- Preventing Burnout

- Staying Positive

- Mindfulness

Use of Technology

Respondents were asked a set of questions related to their use of technology. The chart below shows the number of responses to the multiple choice options regarding how they have used or expanded technology during the COVID-19 crisis.

How Have You Used/Expanded Technology?

Category	Responses
Increased use of social media	227
Virtual staff operations/communications	208
Fundraising appeals	169
Virtual client contact	161
Online learning platforms to deliver content	148
Streaming performances	82
Other	40
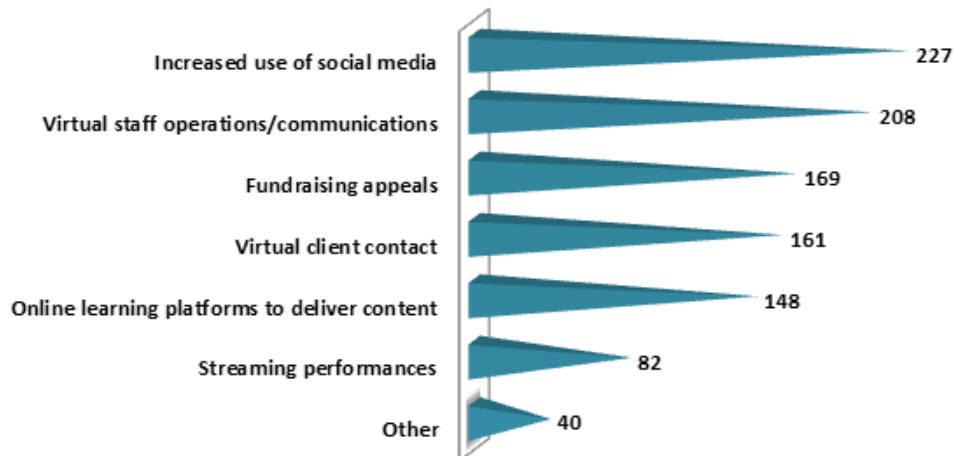
Examples of write-in answers for "Other" include DocuSign/electronic signatures, e-blasts to clients, telephone support "kind line," video conferencing, and increased email security. Participants also were asked about barriers to technology.

What Barriers Keep You From Using or Expanding these Technologies?

Category	Responses
Cost of updating equipment	116
Need for staff technology training	108
Availability and cost of technology staff	101
Cost of robust technology platforms	101
Cost of online services	94
Ability to monetize online experiences	73
Better understanding of effectiveness	67
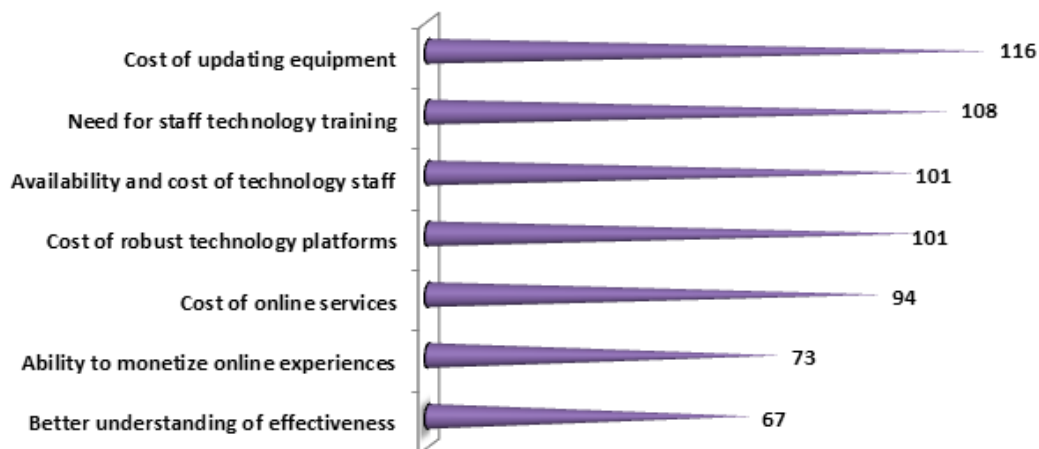
Equipment costs are the greatest technology barrier.

Use of Technology (continued)

Respondents identified the following "Other" barriers to using technology not listed in the question prompt:

- Digital Divide with Clients
- Website Outdated
- Production Costs
- Cybersecurity
- Internet Privacy Concerns
- Union Agreements & Rules
- Donor & Volunteer Tech Skills

The final technology question posed to the survey participants dealt with the barriers faced by clients or patrons. The bar chart to the right summarizes these responses.

Comments on this topic centered on the digital divide and the inequities faced by low income residents with no access to devices or internet service. Respondents mentioned the necessity of access for things like online learning, telehealth, government benefits, virtual programs, employment resources, etc. Digital literacy was identified as an important issue not only for the impoverished population, but also for a portion of the older demographic which lacks technology skills.

What Technology Barriers Do Your Clients Have?

Category	Value
No Barriers	32
Need Access to Internet	121
Need for Technology Training	131
Need Access to Devices	152
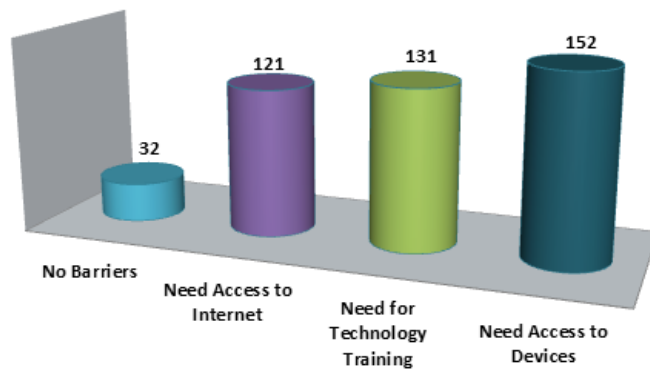
Access to devices is seen as the greatest technology barrier for clients.

Staffing

The variety of ways the pandemic has impacted staffing is captured to the right. 43 nonprofits (15%) furloughed some positions. These occurred across all of the sectors except for Food & Nutrition. 33 nonprofits (11%) reported they had to permanently cut staff, with the majority of these in Arts & Culture and Human Services. Nonprofits with budgets above $250,000 made up the vast majority of both furloughs and cuts. Of those who cut or furloughed staff, the percentage distributions are as follows:
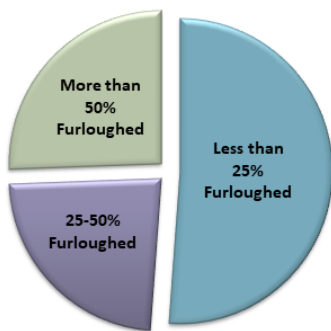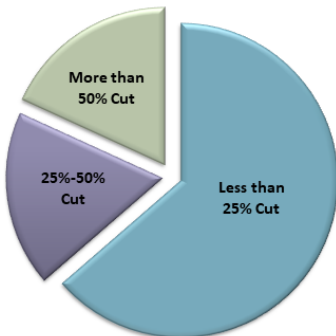
Percent of Staff Furloughed

- More than 50% Furloughed
- 25-50% Furloughed
- Less than 25% Furloughed

Percent of Staff Cut

- More than 50% Cut
- 25%-50% Cut
- Less than 25% Cut

How Has Your Staffing Changed as a Result of COVID-19?

Response	Count
We have retained all staff positions.	140
The type of work has changed.	85
We do not have staff.	63
We have temporarily furloughed some staff.	43
We have added new staff positions.	24
We have cut staff compensation.	24
We have permanently cut some staff.	24

Do You Have a Plan in Place to Bring Staff Back to Previous Levels?

- Developing a Plan 50%
- Yes 43%
- No 7%
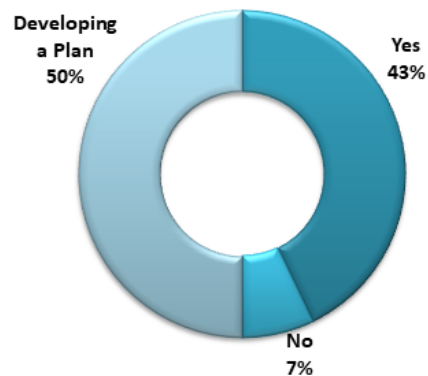
The leaders candidly shared their concerns for future layoffs once the PPP funding is expended and/or if the pandemic's impacts last into the fall. The message was one of uncertainty as to how they can maintain staffing levels under the current crisis. This is reflected in the chart above which shows that over half of the respondents do not yet have a plan in place to bring staff back to previous levels.

The next several pages summarize survey responses by each of the nine nonprofit sectors, in alphabetical order, for questions regarding each sector's:

- Capacity to Serve
- Immediate Needs
- Opportunities
- Challenges

Sector Analysis: Animal Welfare

Capacity to Serve

- Animal shelters and wildlife rescues are operating beyond their capacity to serve.
- Adoptions are down so space is not opening up for new animals.
- The feral kitten population is increasing with spay/neuter services on hold. The longer the cat is in the wild, the harder it is to adopt.
- Many services are suspended, such as obedience training, pet therapy, humane education, etc.
- Organizations have a limited capacity to take animals from the counties and through pet surrenders, while demand for both is on the rise.
- There was expressed concern that animals are dying.

Immediate Needs

The immediate needs of the Animal Welfare sector are Payroll Costs, Vet Supplies, COVID-19 Safety Supplies (PPE, masks, sanitizer, etc.), and Animal Fostering.

"Sadly, when a choice of paying for family needs is prioritized against pet needs, the pets often are relinquished."

Sector Opportunities

Growth of Services & Outreach

Emphasis on Spaying & Neutering

United Vet Network

Digital Education Content

Virtual Tours

Fostering Opportunities

Focus on Canine Behavior

Community Education

Creative Fundraising

Sector Challenges

- **Crisis Diverts Funds to Human Services**
- **Limited Capacity to Save Animals/ Increased Euthanasia Rates**
- **Safety of Volunteers**
- **Availability of Vet Care**
- **Lack of Supply Donations**

Sector Analysis:
Arts & Culture

Capacity to Serve

- The Arts & Culture sector reports a dire financial situation given performances, venue rentals, galleries, events, etc. have been halted.
- While some have pivoted to online programming, often for free, the viability of this model is still being vetted.
- Staff reductions have already occurred and more are anticipated.
- Current loss of ticket revenue will impact future survival even when social restrictions are lifted.
- The tone of the respondents was one of despair given the ability to deliver services is significantly restricted.
- The concern is that the community will lose its arts identity.

Immediate Needs

The immediate needs of the Arts & Culture sector are Payroll Costs (given looming layoffs), General Operating Costs, Technology (especially related to production), and COVID-19 Safety Supplies (PPE, masks, sanitizer, etc.)

"Without the ability to produce our shows, classes and special events, we are in a situation where the survival of our organization is at stake."

Sector Opportunities

Virtual Performances

Broader Geographic Reach

New Education Initiatives

Art as Healing

Internal Efficiencies

Increased Community Contact

Worldwide Collaborations

Stronger Local Arts Network

Building Resilience

Sector Challenges

- **Financial Crisis/ Possible Closures**
- **Socially Distanced Seating Models**
- **Inability to Plan, Rehearse**
- **Reaching New Audiences**
- **Online Production Costs**

Sector Analysis: Civic Engagement

Capacity to Serve

- The Civic Engagement sector is made up of clubs, associations, and foundations.
- Some organizations have ceased all operations at this time.
- Others have significantly reduced their work.
- Many are volunteer-based entities.

Immediate Needs

Only eight Civic Engagement organizations were represented in the survey and all of them indicated that they had no immediate needs at this time.

"Our civic activities have been basically shut down"

Sector Opportunities

- Build Partnerships
- Responsiveness to Emerging Needs
- Expansion of Educational Opportunities
- Change of Focus
- Technology Learnings
- Long-Term View
- Understanding Trauma
- Resilience
- Increased Impact

Sector Challenges

- **Lack of Person-to-Person Contact**
- **Finding New Approaches**
- **Maintaining Interest of Volunteers**
- **Relationship Building**

Sector Analysis: Education

Capacity to Serve

- The Education sector feels that the need is greater than its capacity to serve.
- Online learning has its limitations, including access barriers.
- Teacher retention is a concern.
- Scholarship availability will not meet demand.
- Focus has broadened to support basic needs of families.
- The social/emotional well-being of students is seen as paramount; stress reduction tools are necessary.
- Students need more than the virtual environments can offer.

Immediate Needs

The immediate Education sector needs are Student Assistance (basic needs, scholarships), Technology (for both nonprofits and students), General Operating Costs, and COVID-19 Safety Supplies (PPE, masks, sanitizer, etc.)

"The most difficult thing about the transition is that our educational philosophy is based on being highly individualized, project-based, and hands-on and you simply can't fully duplicate our program in a virtual environment"

Sector Opportunities

Thinking Outside Box

Stronger Parent Engagement

Expanded Reach

Hybrid Learning Models

New Partnerships

Transportation Barriers Reduced

Better Appreciation for Technology

Connecting on Youths' Level

Awareness of Online Opportunities

Sector Challenges

- Funding Resources
- Technology Barriers of Students
- Meeting Basic Needs of Students/Families
- Lack of Hands-On Learning
- COVID-19 Safety Protocols

Sector Analysis: Environment

Capacity to Serve

- The Environment sector has canceled education, research and monitoring programs, with most visitor-based organizations fully closed during the pandemic.
- Many services are not conducive to virtual programming given their experiential nature.
- Some organizations have already cut staff and anticipate additional workforce reductions.
- Parks and gardens have lost admission and event income.

Immediate Needs

The immediate Environment sector needs are Payroll Costs, Technology Upgrades, Conservation Funding, and COVID-19 Safety Supplies (PPE, masks, sanitizer, etc.)

"We offer an opportunity to de-stress and take in the beauty, tranquility and fresh air sorely needed at this time. We cannot offer that experience without minimal staff and volunteers."

Sector Opportunities

- Appreciation for Nature
- Decreased Pollution
- Awareness of Public Spaces
- Link to Mental Health
- Focus on Local Food Sources
- Virtual Education
- Increased Donor Contact
- Use of Technology
- Home Gardening on Rise

Sector Challenges

- **Funding Resources**
- **Outdated Technology**
- **Safety of Volunteers**
- **Decreased Educational Outreach**
- **Changing Government Guidelines**

Sector Analysis:
Food & Nutrition

Capacity to Serve

- The Food & Nutrition Sector is seeing a large increase in new client families due to unemployment.
- Some organizations report a doubling in the numbers served.
- The sector, which relies heavily on volunteers, has lost many due to health concerns.
- The food relief system has been working over-time since the pandemic's onset with limited volunteers.
- Organizations are having trouble keeping up with demand.

Immediate Needs

The immediate Food & Nutrition sector needs are Food, General Operating Costs, COVID-19 Safety Supplies (PPE, masks, sanitizer, etc.), and Delivery Fleet for distribution.

"With an increase from a 2.8% to just under 10% unemployment rate in Florida, we have nearly doubled the number of people in our care needing food relief."

Sector Opportunities

- Community Generosity
- Greater Awareness
- Pilot New Concepts
- Expanded Reach
- Focus on Healthy Bodies
- Emergency Planning
- Addition of Toiletries
- Family Gratitude & Connection
- Hygiene/ Cleaning Supplies

Sector Challenges

- Keeping Up with Food Demand Long-Term
- Decline in Retail Donations
- Shortage of Volunteers & Ensuring Their Safety
- Cost & Availability of Cleaning Supplies
- Storing Perishables

Sector Analysis: Health

Capacity to Serve

- Health Sector protocols have decreased capacity to serve (e.g., no walk-ins, one client at a time).
- Most organizations are seeing fewer patients.
- Referrals have slowed because doctor offices are closed or have reduced appointments.
- Telehealth transition has helped, but some clients are uncomfortable or unable to use technology.
- Many clients are not able to pay fees due to job and insurance loss.
- The need for mental health support has grown significantly, including for children.

Immediate Needs

The immediate Health sector needs are General Operating Costs, Medical Products, Technology (for both nonprofits and clients), and Mental Health Services.

"There are psychological issues for caregivers and for patients - this loss is real and hard for everyone - beyond the tremendous stress and expense."

Sector Opportunities

Empathy for Mental Illness

Increased Awareness of Health System

Reduced Transportation Barriers

Healthcare Literacy

New Partnerships

Medical Supply Changes

Telehealth Reimbursements

Expanded Reach

Efficiencies

Sector Challenges

- **Social Distancing in Direct Patient Care**
- **Rules Changing Daily**
- **Rising Costs and Lower Availability of PPE**
- **Loss of Revenues**
- **Technology Barriers of Clients**

Sector Analysis: Human Services

Capacity to Serve

- The Human Services sector relies on face-to-face interactions, so the shift to virtual has reduced its capacity to serve.
- Client needs have increased dramatically at a time when staffing has decreased.
- Most report that programs and services have been reduced or suspended.
- Telehealth has aided in connecting to clients.
- However, access to devices and internet are major barriers to reaching clients.
- This sector's biggest worry is the huge rise in demand for critical services (basic needs, foster care, addiction rehabilitation, mental health counseling, housing, etc.) without the capacity to deliver.

Immediate Needs

The immediate Human Services sector needs are Client Emergency Funds (rent, utilities, food), General Operating Costs, Technology (for both nonprofits and clients), and COVID-19 Safety Supplies (PPE, masks, sanitizer, etc.)

"COVID-19 alone has decreased our capacity to serve by increasing our client and community's need and decreasing availability of resources to meet those needs."

Sector Opportunities

- Reimagined Service Model
- Family Engagement
- Increased Community Awareness
- New, Stronger Partnerships
- Telehealth Services
- Closing Digital Divide
- Online Learning & Resources
- Thinking Outside Box
- Ability to Experiment

Sector Challenges

- Growing Needs and Number of Clients
- Technology Barriers of Clients
- Lack of Direct Client Contact
- Mental Health Crisis
- Funding Resources

Sector Analysis:
Youth Services

Capacity to Serve

- **Most in-person Youth Services programs are shut down, especially those sports-related, or they have been significantly reduced.**
- **There is increasing demand for some services as resources are declining.**
- **Organizations are looking for ways to help youth as well as their families.**
- **Technology is seen as a high priority to ensure equitable access to education and programs.**
- **Great concern was expressed for youth's lost socialization, isolation, family stress, education, missed meals, etc. and the capacity to adequately serve them.**

Immediate Needs

The immediate Youth Services sector needs are Family Emergency Resources (basic needs and services), Technology (for both nonprofits and students), Payroll Costs, and General Operating Costs.

"The social isolation and academic and life disruptions that youth are currently experiencing serve to dramatically exacerbate their life challenges, fears, and barriers."

Sector Opportunities

Stronger Community Bonds

Creative Thnking

Parent Partnerships

Technology Learnings

Health & Wellness Focus

Improved Communications

At-Risk Youth Connections

Deeper Impact

Community Conversations

Sector Challenges

- **Mental Health Crisis**

- **Widening Achievement Gap**

- **Technology Barriers of Students**

- **Reduced Earned Income & Contributions**

- **Youth's Need for Peer & Adult Contact**

Lessons Learned

Below is a sample from the 200+ responses to the question: *What have you learned during this crisis that you want to share with others?*

- *The situation changes rapidly, so it's best not to get too entrenched in one way of thinking or doing things.*

- *That we need to respect how fragile and vulnerable we all can be at any moment and yet, have gratitude for exactly where we are.*

- *We have become Zoom wizards!*

- *Communications, creativity, and collaborations are more vital than ever.*

- *It is important that we stay focused on mission and the role our organizations play in this patchwork of amazing services.*

- *We have learned to be creative and embrace technology. We have also learned how critical student access to a computer is.*

- *In a time such as this, when business as usual is not possible, we are forced to look at why we are in the business in the first place.*

- *How important it is for your organization's board and leadership team to be in sync, remaining calm and responsive to the needs of the clients we serve and our staff.*

- *The importance of financial reserves.*

- *We should examine everything we do. Perhaps the "reset" button has forced us to evaluate all aspects of how we operate.*

- *That technology can be our friend and enemy.*

- *Diversification of funding sources is imperative.*

- *To be nimble and to take risks in an effort to truly meet the needs in our community.*

- *To not be ashamed to ask for help when you truly need it.*

- *It is important that staff are included in creating crisis contingency plans and reopening strategies. They must participate and trust the process.*

- *Patience is key. Failure is okay. Not having all of the answers is not unreasonable.*

- *Thinking outside the box and finding creative ways to operate is more important now than ever before.*

- *Being able to utilize social media to strengthen the communication of your mission.*

- *We are capable of so much more than we might have imagined without the crisis.*

- *Partnerships are the key to survival for non-profits and we have to rise above our silos to serve the community in a more collaborative way.*

This report was developed in partnership with the following foundations. We will continually evaluate the needs of our communities. Due to the changing nature of this pandemic, we anticipate multiple phases and types of future responses over time.

MCF
MANATEE COMMUNITY FOUNDATION

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COMMUNITY FOUNDATION of Sarasota County

25 GULF COAST COMMUNITY FOUNDATION

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