

Gulf Coast Community Foundation
REGIONAL SCAN 2019–20

OUR DIRECTION

What is the Gulf Coast Regional Scan?

Gulf Coast Community Foundation sets an ambitious agenda for its regional philanthropic work by identifying critical trends and priorities and then developing transformative initiatives to address them. We refer to this priority-setting process as our “regional scan.” Gulf Coast commissions a regional scan about every two years. First we research and analyze data for a view of long-term and emerging trends, and then we enhance that picture with the perspectives of a variety of community leaders. This helps Gulf Coast prioritize issues and mobilize the resources and community partners to address them.

For the past decade, our regional scans have provided Gulf Coast with a roadmap to direct our community investments through both responsive grantmaking and proactive regional initiatives. Previous scans have drawn attention to the need for economic innovation, evaluated workforce development gaps, and illuminated the issues of poverty, hunger, inequity, and civic health. This tool has not only helped to articulate Gulf Coast’s priorities and guide our funding decisions, but also provided community partners, government leaders, and philanthropists with intelligence to inform their planning, work, and giving.

The community leaders interviewed for our latest scan characterized Gulf Coast Community Foundation as a change agent, thought leader, key partner, convener, provoker, communicator, educator, collaborator, and, finally, a funder. These perceptions match Gulf Coast’s operating model and the strategic goals we have set for our foundation and for our region.

FOUR BUSINESS MODELS OF COMMUNITY FOUNDATIONS

LEADERSHIP	GRANT FOCUSED
Community convener Community catalyst	Unrestricted funds Field-of-interest funds
DONOR FOCUSED	FISCAL AGENT
Donor advised funds Donor-designated funding	Short-term pass-through funds Scholarship and fundraising funds

Experts in the community foundation field have identified four basic business models employed by community foundations. Organizations can be primarily donor-driven, grant-focused, fiscal agents for other nonprofits, or community leaders. Gulf Coast Community Foundation works across each of these dimensions, but we are focused on regional leadership and acting as a bold and proactive catalyst for change. Articulating regional priorities through this scan and engaging and encouraging community partners to address them is one way we work within this model.

OUR PRIORITIES

What trends and issues are impacting the region?

As part of our scan, Gulf Coast reached out to community leaders across the region. We asked what the most pressing challenges are today and will be in the near future. We asked what opportunities exist and what actions need to be taken. And we asked if the region was prepared to take those actions. This is what we heard.

Regional trends are presented below in order of how frequently community leaders raised specific issues. This informal review suggests relative importance, but does not necessarily indicate the urgency, scale, scope, or impact of priorities. Gulf Coast is committed to action across the range of issues facing our region, and we are ready to lead, partner, and invest in innovative ideas and solutions.

Workforce housing

The availability and affordability of housing options was the most frequently mentioned issue facing the Gulf Coast today. More than 40 percent of households in Sarasota County pay 30 percent or more of their monthly income for housing.¹ Entry-level essential workers such as firefighters, nurses, and teachers pay up to 65 percent of monthly income in rent.² Housing is directly connected to transportation costs, challenges retaining essential workers, and limited opportunities for young and diverse residents. Addressing the housing imbalance requires regional leadership, innovative market solutions, and education and communications initiatives to reframe the problem and dispel myths surrounding housing.

Mental health

Increased visibility and a growing awareness of the role of mental health challenges as a barrier to opportunity are drawing attention to this critical priority. Nearly 16 percent of Sarasota County adults report being diagnosed with a depressive disorder.³ Among Sarasota County youth age 12–18, the rate of hospitalization for self-inflicted injuries has trended above the state average rate since 2014.⁴ For those who can afford it, quality care is available. However, for at-risk and underserved populations, barriers to care include cost, access, transportation, and stigma. Regional partnership and investment is needed to identify and close gaps in mental health support systems and to backfill lagging funding for treatment programs and services.

Quality education

Sarasota County public schools perform above state and national averages, but closing achievement gaps and improving educational outcomes for all students is critical. For example, while nearly 90 percent of high school students graduate, just 70 percent of students with learning disabilities or exceptional needs finish on time.⁵ In 2018, 80 percent of white eighth-grade students in Sarasota County tested above grade level in mathematics, while just 40 percent of African American students did.⁶ Early learning and overall readiness outcomes could also be improved, as 56 percent of pupils entering kindergarten test ready to learn and 33 percent of the 2017 graduating Sarasota County high school class tested as college-ready on ACT math, English, reading, and science exams.⁷ Continuing to leverage and coordinate across the region's higher-education institutions supports other regional priorities, including retaining skilled graduates and workforce development. While financial resources are generally adequate, regional partnership and leadership is needed to sustain innovative initiatives and foster creative approaches to learning.

Economic diversification

Shifting the region's economic base away from traditional service, consumer, and tourist-based sectors and toward creative and innovative industries continues to be a long-term priority. Diversification is critical to develop a more resilient economic base that can weather downturns and respond to new

market opportunities. It is also vital to providing high-wage, high-benefit jobs that support opportunity for all workers. Average annual wages in Sarasota County's top five industries fall below the United Way's ALICE household survival budget, and many jobs pay average salaries near the poverty level. These industries account for nearly 60 percent of job opportunities in the region.⁸

Workforce readiness

A recurring priority is the region's ability to recruit, train, and retain skilled workers to fill talent gaps and meet the needs of businesses. Diversifying the economy and providing high-wage, high-benefit jobs requires responsive and agile workforce-training programs. By 2025, nearly 60 percent of jobs in Sarasota County will require at least an associate degree or vocational training, and one in 10 new jobs will require an advanced degree.⁹ The education and skills required to fill current job vacancies in Sarasota and Manatee counties do not support the high-wage, high-skill jobs the region is seeking to attract. Two-thirds of job openings today do not require certification or specialized training, but rather just a high-school diploma or no educational experience. Continuing to invest in programs and partnerships that train workers for the future and provide career pathways is critical.

Youth engagement

Of new residents relocating to Sarasota County in the past year, the median age was 54.¹⁰ The Gulf Coast region offers unique places to live, learn, enjoy, and work. But the places and spaces that make our region attractive to older generations are not necessarily the same for young professionals and working families. The region invests in high school and college graduates only to see many move away to find affordable housing, jobs, and different lifestyles. Leveraging successful partnerships that provide opportunities for internships, create entrepreneurial pathways, and support young professional organizations can help address this familiar issue, but leadership is needed to change fundamental issues such as housing, jobs, and community placemaking.

Transportation and mobility

Finding transportation should be easy, but it is increasingly becoming a barrier to accessing quality jobs, housing, healthcare, and other services and a regional disadvantage to attracting businesses and visitors. Traffic congestion costs commuters \$312 million annually in the Sarasota-Bradenton area, and regional transportation agencies have identified nearly \$2.5 billion in needed road and transit improvements over the next 25 years.¹¹ Supportive programs such as connected vehicle technology, micro mobility, active transportation, and transit-oriented development can address transportation needs, but these solutions require regional leadership.

Climate change and extreme weather

Extreme weather and high-impact storm events are likely to worsen in the coming decades as the impacts of a changing climate are increasingly apparent.¹² Beach erosion and tidal flooding are already visible threats, and much of the region's housing stock, destinations, and critical infrastructure are at risk from extreme weather events that are increasing in intensity and frequency. Leadership on this priority is needed most in order to mitigate risks, harden infrastructure, develop action plans, and implement studies already completed.

Environmental quality

The conservation lands, state parks, beaches, and wetlands of the region are economic drivers and perform essential functions. Rivers, wetlands, and estuaries naturally filter water and air. Open space and habitat support ecosystems that reduce pests, suppress natural diseases, and manage invasive species. These systems have an economic value—and a cost when they are out of balance. Red tides are estimated to cause more than \$20 million in tourism-related losses in Florida each year.¹³ Support for economic impact studies, mitigation efforts, and preventive programs can help improve environmental quality and enhance and steward unique natural assets.

Criminal justice and social rehabilitation

The criminal justice system and the complex network of associated public, private, and civic services and programs are not always aligned with rehabilitation. Sentencing guidelines, legal costs, program limitations, funding constraints, or disconnects between service providers sometimes create a vicious cycle for individuals and families. The region can better identify local gaps, expand successful programs already being deployed here, and support additional reform and systematic change at the federal and state level.

Public and private leadership

A common perception among community leaders is a lack of consistent leadership and implementation from elected officials. Participation rates during elections are improving, though just 9 percent of residents reported attending a public meeting.¹⁴ Partnerships that draw new voices into decision processes and develop the next generation of leaders are critical.

Senior care

Four of every 10 residents will be over age 65 in 2030.¹⁵ Many seniors face issues of social isolation, vulnerability to natural disasters, retirement and financial insecurity, transportation barriers, and basic mental health and healthcare needs. The funding, organizations, and service networks for aging residents may not be as robust as in other social service areas, and the region may not be ready to meet future needs. Partnerships and investment in programs that connect services across networks and that connect volunteers and donors to senior-care initiatives can help the region prepare.

Civic engagement

While 26 percent of Sarasota residents report volunteering time and energy to community service, this is just half the rate of the top mid-sized urban areas in the country.¹⁶ Volunteerism is an indicator of how well residents are connected and invested in our region and how well organizations are communicating needs and interacting with supporters. Religious and school activities are the most common community-service activities. Faith-based and professional organizations in the region provide opportunities for partnership.

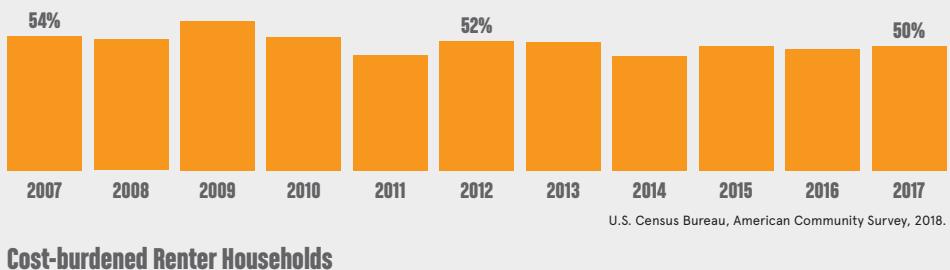
DATA SPOTLIGHT: REGIONAL PRIORITY TRENDS

Key indicators tell us how we're doing and how much room for progress remains on regional priorities.

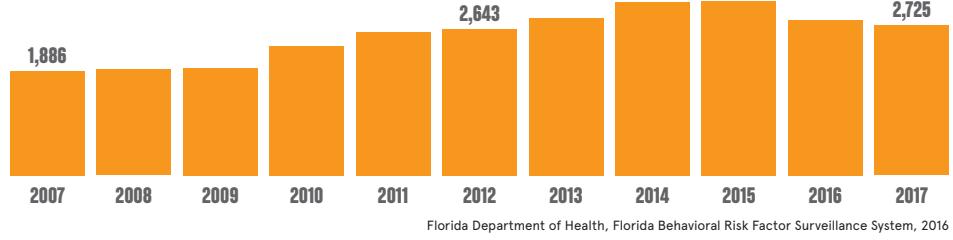
1/2
OF HOUSEHOLDS PAY
30%
OR MORE OF INCOME IN
RENTAL COSTS

Workforce housing

Affordable rental housing continues to be out of reach for many. Half of households pay 30 percent or more of income in rental costs. Rental housing is critical for essential workers, students, and working families to be able to both live and work in the region.



U.S. Census Bureau, American Community Survey, 2018.

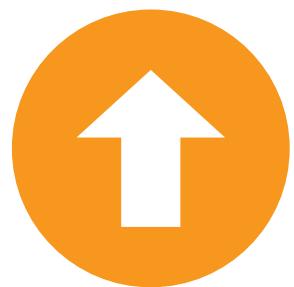


Florida Department of Health, Florida Behavioral Risk Factor Surveillance System, 2016

Hospitalizations for Mental Disorders

Mental health

A growing number of residents are seeking treatment for mental health issues. Sarasota County's hospitalization rate has increased in recent years, though it is still below the state average. Suicide rates, self-reported mental health issues, and caseloads are also rising.



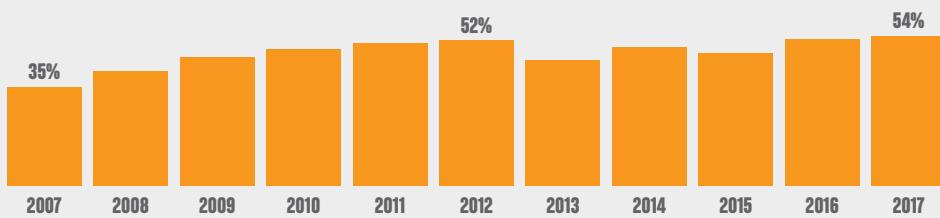
MENTAL HEALTH
ISSUES ARE ON THE
RISE

DATA SPOTLIGHT: REGIONAL PRIORITY TRENDS (CONTINUED)



Quality education

Opportunity starts at a young age and learning is directly linked to family environments, nutrition, mental health, recreation, and other key factors. The percent of students in Sarasota County Schools qualifying for free and reduced-price lunches continues to increase as housing, transportation, childcare, and work-related costs stretch family incomes.



Florida Department of Education, Florida Public Schools, 2018

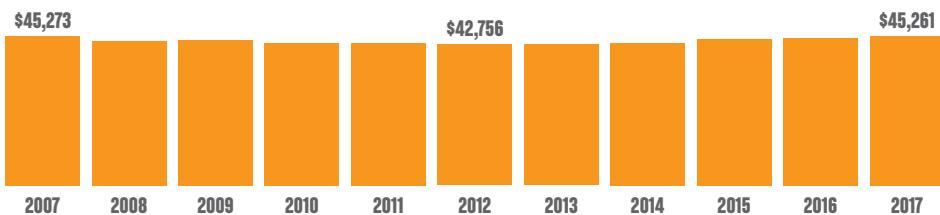
Percent of Students Qualifying for Free and Reduced Lunch Program



CREATES BETTER JOB OPPORTUNITIES

Economic Diversification

As our economy shifts toward innovative industries, more and more quality jobs can be created. These jobs tend to offer higher wages and provide critical benefits, including retirement, childcare, and paid family leave. Average wages have remained stagnant and are only now catching up to levels of a decade before.



U.S. Bureau of Labor Statistics, Quarterly Census of Wages and Employment, 2018

Average Annual Pay, Adjusted for Inflation

OUR PROGRESS

How are key regional indicators changing?

Gulf Coast's first regional scan was completed in 2009, drawing on data from 2007 and earlier. The following key-indicator comparisons track Sarasota County's progress on significant issues over a decade and also compare the latest data for our county with the state and nation.

INDICATOR	2007 SARASOTA	2007- 2017 ↑↓	2017 SARASOTA	2017 FLORIDA	2017 USA
Quality education – Percent of kindergarteners meeting state readiness standards	n/a		56%	53%	n/a
Quality education – Percent of students meeting readiness standards in Grade 8 mathematics (and science)	69% (n/a)	↑	75% (56%)	46% (48%)	n/a (n/a)
Workforce readiness – Percent of high school graduates continuing postsecondary education	61%	↓	59%	60%	69.8%
Workforce readiness – Percent of workforce with a bachelor's degree or higher	29%	↑	33%	33%	37%
Economic diversification – Percent of current occupations requiring a bachelor's degree or higher	9%	↑	11%	13%	30.8%
Economic diversification – Average earnings per job in 2017 inflation-adjusted dollars	\$45,273	↔	\$45,261	\$48,455	\$55,390
Workforce housing – Percent of renters paying 30% or more of income in rental costs	53.8%	↓	51.3%	56.4%	49.5%
Transportation – Percent of workers commuting to work by car as single occupant (and mean travel time to work)	79.1% (21.6 mins)	↑	84.2% (24.1 mins)	79.4% (27.8 mins)	76.4% (26.9 mins)
Civic engagement – Percent of residents volunteering time in their community	24%	↑	26%	23%	30%
Youth engagement – Percent of middle and high school students participating in community-based extracurricular activities	16%	↓	12.1%	10.3%	n/a
Youth opportunity – Median age of new residents moving from another state in past year	34.1	↑	54.4	37.9	28.7
Mental health – Hospitalizations for mental health diagnosis, rate per 100,000	541	↑	763	975	717
Criminal Offenses – Number of violent and non-violent index offenses	9,348	↓	4,958	612,374	n/a
Homelessness – Point-in-time census of homeless adults in Sarasota County (and homeless schoolchildren)	388 (851)	↑	877 (794)	32,109 (76,211)	n/a (n/a)
Poverty – Percent of households with children under 18 living in poverty	9.7%	↓	9.4%	16.3%	15%
Senior care – Percent of elderly residents living in poverty	5.9%	↑	7.0%	10.2%	9.3%
Environmental quality – Total acres of seagrass coverage in Sarasota Bay	2,995	↑	3,639	n/a	n/a
Environmental quality – Percent of land area under conservation	28%	↑	30%	27.4%	12%

OUR FUTURE

How is the Gulf Coast region changing?

Sarasota County is expected to welcome more than 68,000 new residents by 2030—the equivalent of adding the entire population of North Port today. In 2030, four in 10 residents will be 65 years of age or older, and two in 10 residents will be of minority race or ethnicity.

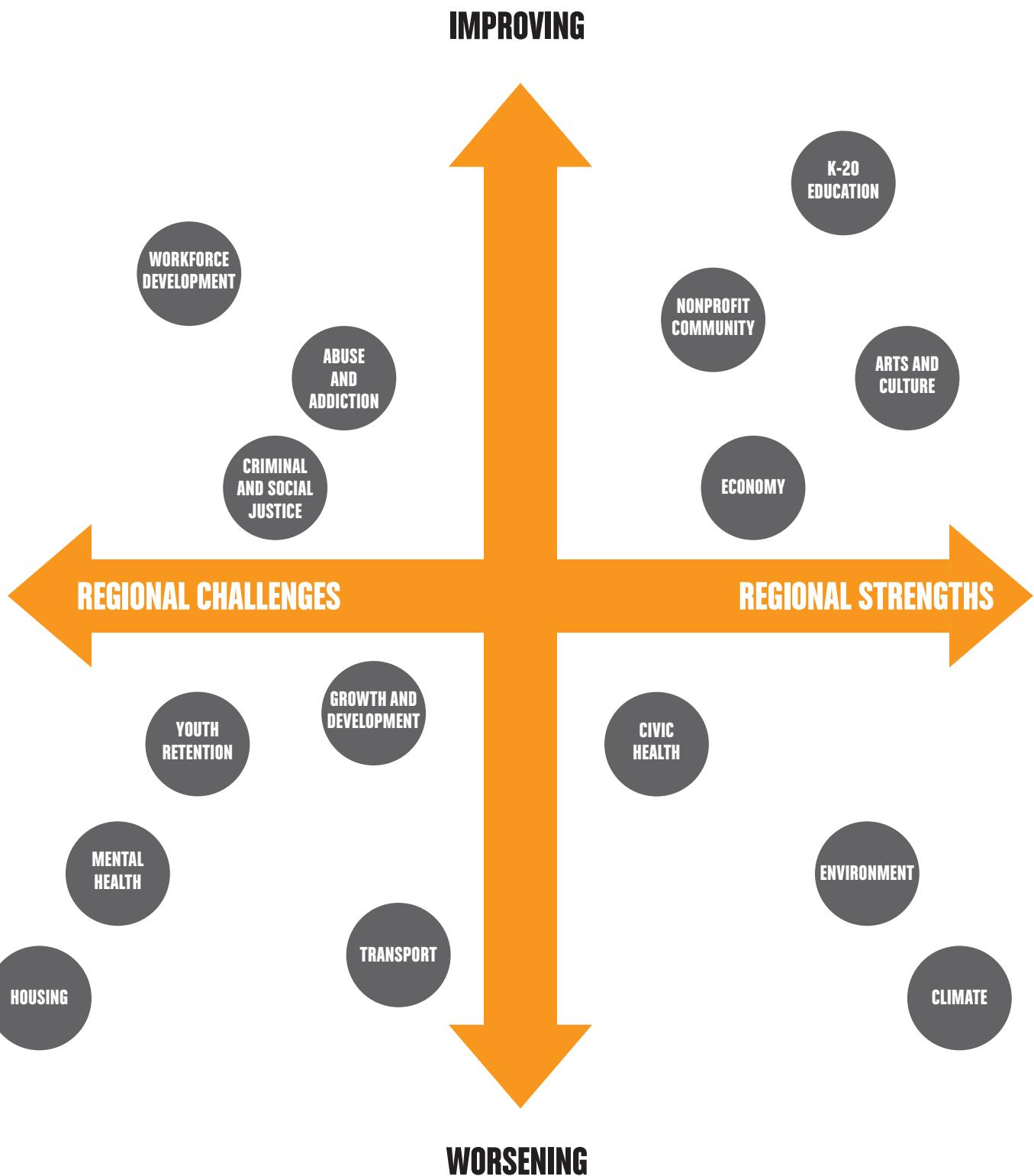
An estimated 2,000 housing units will be built each year over the next decade to house new residents. By 2040, nearly two-thirds of all homeowners age 25-44 will be paying 30 percent or more of their income in housing costs.

The Florida Chamber Foundation estimates that Sarasota County must create more than 25,000 net new jobs between now and 2030 just to maintain current employment levels. To diversify the economy, even more job expansion is required.

Sarasota County is anticipated to become increasingly segmented in the future. By 2040, the proportion of households earning over \$75,000 is expected to grow from 29 percent to 53 percent. The region's more vulnerable households—those earning \$45,000 or less—are projected to decline but will still represent nearly a quarter of all households in the county.

By 2060, sea level in Sarasota County is projected to rise as much 10 to 24 inches, putting much of the housing stock, water supply, infrastructure, beaches, and community assets at risk of catastrophic damage from extreme weather events.

These and other future trends will impact our region. In the globally connected economy, the Gulf Coast must continue to compete with places in Florida and across the world to attract new residents, create high-wage jobs, retain visitors, and strengthen our reputation as a cultural and creative destination.



The Gulf Coast region's competitiveness and attractiveness are based on our core assets, including arts and culture, civic life, quality communities, and recreational opportunities. The regional priorities identified in this scan reflect both regional strengths and challenges. These issues are changing over time. Some regional challenges are improving based on regional action and partnership, while other regional strengths are eroding and need attention and leadership.

What does the future of the Gulf Coast hold?

Gulf Coast Community Foundation is constantly looking ahead to identify new priorities, address emerging issues, deploy new solutions, and explore bold new approaches. Our world today is full of uncertainties, risks, and potential disruptors that could profoundly impact the Gulf Coast region. We stand ready to meet these challenges and to help our communities and partners prepare.

Industries are transforming rapidly with technology and automation. So much so that half of all jobs in the future likely do not exist today. The nature of work is changing and shifting how and where people work. It is possible that the majority of the future workforce may be involved in “gig” work and the sharing economy, upending business and education models.

Big data is expanding exponentially. Access to predictive analytics and integrated data may entirely reshape how health and human services are delivered and needs are met. Our cars are smarter and our devices are more connected, but our mobility demands are growing just as quickly.

Our regional population is growing older, more diverse, and more unequal. The climate is changing and the risk of extreme weather is rising. These trends and disruptors represent significant risks to the health, competitiveness, and prosperity of the communities in our region.

Are we prepared for these futures? Are we ready to address these risks and meet these uncertainties? When asked if the Gulf Coast region is prepared for the future, community leaders overwhelmingly said “no—but we should be.”

What if the lack of industry diversification and growing economic inequality increases the threat of an even greater Great Recession?

What if the growing costs of housing and traffic congestion make it nearly impossible for essential services workers to fill critical jobs?

What if a changing natural environment means red tide is here to stay and climate change brings extreme weather, beach erosion, and loss of key infrastructure?

What if the globalization of talent and changing nature of work means that our students, workers, and businesses are unprepared and unequipped for jobs of the future?

What if the coming retirement of the Baby Boom generation overwhelms our health care, mental health, and social services systems and leaves critical knowledge gaps in businesses and organizations?

What does it mean to be prepared for an uncertain future?

It means being able to bounce back from the next recession because our economy is diversified. It means being able to quickly adapt programs and services to meet sudden challenges, like the rise of the opioid epidemic, or to meet rapidly growing needs such as workforce housing.

It means being able to anticipate the future mobility, financial, and social needs of our oldest and youngest residents and to provide flexible responses. It means protecting our most vulnerable residents so that a missed payment does not mean homelessness, or that families do not have to choose between childcare and food, or that transportation or access isn't a barrier to receiving help, reunifying families, or entering rehabilitation.

It means hardening our infrastructure against rising tides and shifting toward sustainable resource models. It means conserving our natural places and protecting our beaches and wetlands against natural threats, such as red tide, invasive species, and beach erosion.

It means enhancing the strengths and the unique cultural, social, creative, and civic assets of the region to continue to be competitive in the ever-expanding global market. And it means continuing to innovate in our classrooms and in our workforce training, so that students and jobseekers are equipped with skills relevant to the economy of tomorrow.

What actions will it take to become a resilient region? It will take community, civic, and business partners working together to **Lead, Partner, and Invest**.

OUR ACTIONS

What critical actions are needed?

Our regional scan process drives Gulf Coast Community Foundation's strategic initiatives and informs our responsive grantmaking. Gulf Coast will act on opportunities to lead, partner, and invest across the region's priorities.

Gulf Coast will focus our community investments in programs, providers, and partners in these critical action areas. We look to our community, business, public, and civic partners to imagine new solutions, explore bold ideas, innovate novel approaches, and collaborate with new partners to make progress on regional priorities.

LEAD

- ▶ Encourage long-term visioning and strategic planning
- ▶ Foster innovative approaches and creative solutions
- ▶ Provide branding, communications, information, and education
- ▶ Fund research and advocacy to understand and redefine issues

PARTNER

- ▶ Engage business and community leaders
- ▶ Incentivize collaboration, cooperation, and consolidation
- ▶ Connect services across providers, clients, and needs
- ▶ Share information, data, and approaches across issues

INVEST

- ▶ Scale successful programs to expand impact
- ▶ Bridge programmatic gaps
- ▶ Leverage investments and match funds
- ▶ Focus on implementation and performance

OUR PROGRESS

Why are these actions needed?

Over the nearly 25-year track record of Gulf Coast Community Foundation's philanthropy and the past decade of regional scans, many of the same broad issues have topped the list of our shared priorities. While our regional priorities remain similar, our approach is changing. We need action and implementation to become a more resilient region.

Over the past years, the Gulf Coast has sought to diversify the regional economy to counterbalance our reliance on services and tourism. We've seen our talented graduates and young residents depart for opportunities elsewhere. We've witnessed the continued expansion of various nonprofit service providers, foundations, and programs outpace the growth in collaborative initiatives. We've heard over and over from industry that our students aren't always ready and that a trained workforce isn't available. We've known that our housing, transport, and hard infrastructure isn't future ready. And we continue to work to better leverage the region's creative, cultural, and coastal assets.

Previous regional scans have led directly to new initiatives, partnerships, and opportunities. Examples of success stories and recent initiatives include:

The Legacy Trail – Enhancing our Unique Places

By providing leadership and support to the Friends of the Legacy Trail, Gulf Coast staff assisted behind-the-scenes to build support for the extension that will positively impact the lives of many thousands of citizens, connect the southern portions of the county to the north, and establish a signature amenity for generations to come.

Financial Sustainability Initiative – Reducing Economic Inequality

Gulf Coast partnered with United Way Suncoast and Capital Good Fund to create a brand new approach to financial literacy. The Financial Sustainability Initiative was launched to improve the likelihood that struggling families emerge from poverty and become financially self-sufficient. The program has positively impacted clients' financial stability through increased savings, use of bank services, and improved credit scores.

BIG—Bright Ideas on the Gulf Coast – Diversifying the Economy

BIG was Gulf Coast Community Foundation's entrepreneurial support initiative to connect new and aspiring businesses with the resources to help them get to their next step. Through BIG, Gulf Coast supported significant efforts aimed at diversifying our regional economy, including the UF Innovation Station, promoting the region's Blue Economy, and launching the Gulf Coast Innovation Challenge.

Adult Homelessness – Taking Care of Our Own

Sarasota reached a watershed in its approach to adult homelessness in 2017. Gulf Coast Community Foundation worked with the City of Sarasota, Sarasota County, and Suncoast Partnership to End Homelessness to implement recommendations and try new policy approaches. Gulf Coast played a critical leadership and catalytic funding role in making improvements and decreasing the number of individuals experiencing homelessness.

CareerEdge – Building a 21st Century Workforce

Our region saw unemployment rise above 13 percent during the Great Recession. In response, a group of funders including Gulf Coast Community Foundation and John S. and James L. Knight Foundation seeded a new approach to workforce development. CareerEdge Funders Collaborative, now housed within the Greater Sarasota Chamber of Commerce, focuses on regional industries poised for growth and utilizes labor-market analyses to identify regional skills gaps and target efforts.

BUILDING RESILIENCE

How can we transform the Gulf Coast?

The unique creative, cultural, coastal, and community assets that make the Gulf Coast region attractive and competitive are increasingly at risk. Our transitioning economy, expanding housing needs, growing congestion, changing climate, increasing cost of living, and looming debt and financial insecurity vulnerabilities could significantly erode the quality of life and community fabric we enjoy today.

Let's imagine the future of our region.

Will it be a future by default, in which we continue to react to growth and development pressures and reflexively respond to boom and bust cycles in the service economy?

Or will ours be a future by design, one in which we anticipate the housing and mobility needs of all residents and plan for building destinations and developing communities of choice?

Will it be a future with expanding inequalities between our wealthiest and poorest residents and with **growing school achievement gaps** among students of different backgrounds? Will it be a future with **geographic and jurisdictional divides that continue to hamper** regional solutions?

Or will ours be a future in which those gaps are closed and pathways to prosperity are more readily available to all?

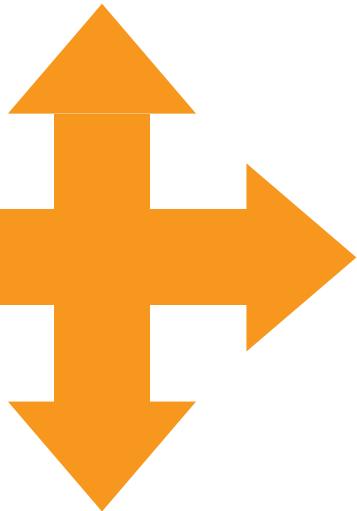
Will it be a future in which our beaches, destinations, and infrastructure are at risk from extreme weather? Will it be a future in which **our elderly, working poor, disadvantaged, and most vulnerable populations are at risk** of falling through cracks in criminal justice, healthcare, and public assistance systems?

Or will ours be a future in which the Gulf Coast is a more resilient region?

Our vision is a future where we work together with donors and partners to lead nimble approaches to regional priorities and develop agile solutions to close gaps, reduce inequities, and mitigate risks. We invite you to join us.

(Endnotes)

- ¹ U.S. Census Bureau, American Community Survey, 2017.
- ² University of Florida, Shimberg Center for Housing Studies, Wage and Rent Comparison by Industry, 2017.
- ³ Florida Department of Health, Division of Public Health Statistics & Performance Management. Florida Behavioral Risk Factor Surveillance System, 2016.
- ⁴ Florida Agency for Health Care Administration. Non-fatal hospitalizations for self-inflicted injuries ages 12-18, 2017.
- ⁵ Florida Department of Education, Cohort Graduation Rate Using Federal Guidelines, 2017-18.
- ⁶ Florida Department of Education, Florida Standards Assessments, 2017-2018.
- ⁷ Florida Department of Education, Fall 2018 Florida Kindergarten Readiness Screener District Results, 2018. Florida Department of Education, ACT Results for Graduating Class by District, 2017.
- ⁸ United Way of Florida, ALICE Project, 2019 and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2018.
- ⁹ Florida Department of Economic Opportunity, Labor Market Statistics Information, Employment Projections, 2018-2026.
- ¹⁰ U.S. Census Bureau, American Community Survey, 2017.
- ¹¹ Texas A&M Transportation Institute, Urban Mobility Scorecard, 2015.
- ¹² Southwest Florida Regional Planning Council, Sea Level Rise in Sarasota County Vulnerability Assessment, 2017.
- ¹³ University of Florida, Institute for Food and Agricultural Sciences, Understanding the 2017-2018 Florida Red Tide, 2018.
- ¹⁴ Corporation for National and Community Service, Volunteering in America, 2012 survey, 2018.
- ¹⁵ University of Florida, Bureau of Business and Economic Research, Projections of Florida Population by County, 2020-2045, 2018.
- ¹⁶ Corporation for National and Community Service, Volunteering in America, 2018.



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COMMUNITY FOUNDATION**

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