

T.A.G. TREATMENT ACTION GROUP, INC.

FINANCIAL STATEMENTS

DECEMBER 31, 2021 AND 2020



LUTZ AND CARR

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
T.A.G. Treatment Action Group, Inc.

Opinion

We have audited the accompanying financial statements of T.A.G. Treatment Action Group, Inc. (a nonprofit organization), which comprise the statements of financial position as of December 31, 2021 and 2020, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of T.A.G. Treatment Action Group, Inc. as of December 31, 2021 and 2020, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of T.A.G. Treatment Action Group, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about T.A.G. Treatment Action Group, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of T.A.G. Treatment Action Group, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about T.A.G. Treatment Action Group Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Lotz + Carr, LLP

New York, New York
April 26, 2022

T.A.G. TREATMENT ACTION GROUP, INC.

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
Assets		
Cash and cash equivalents (Notes 1b and 9)	\$1,840,547	\$1,571,364
Contributions receivable (Notes 1c and 4)		
Without donor restrictions	465,437	487,183
With donor restrictions	881,013	1,978,188
Accounts receivable	-	1,252
Prepaid expenses and other current assets	72,381	50,247
Donated artwork (Notes 1d and 5)	455,939	470,239
Security deposit	50,402	72,463
Property and equipment, net of accumulated depreciation (Notes 1e and 6)	<u>10,477</u>	<u>18,477</u>
Total Assets	<u><u>\$3,776,196</u></u>	<u><u>\$4,649,413</u></u>
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 43,011	\$ 48,767
Loans payable (Note 10)	301,325	214,717
Deferred rent liability (Note 1f)	<u>11,755</u>	<u>18,613</u>
Total Liabilities	<u>356,091</u>	<u>282,097</u>
Commitment and Contingency (Notes 8 and 11)		
Net Assets		
Without donor restrictions	1,626,325	1,402,831
With donor restrictions (Note 3)	<u>1,793,780</u>	<u>2,964,485</u>
Total Net Assets	<u>3,420,105</u>	<u>4,367,316</u>
Total Liabilities and Net Assets	<u><u>\$3,776,196</u></u>	<u><u>\$4,649,413</u></u>

See notes to financial statements.

T.A.G. TREATMENT ACTION GROUP, INC.

STATEMENTS OF ACTIVITIES

YEARS ENDED DECEMBER 31, 2021 AND 2020

	2021			2020		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and Other Support						
Contributions	\$ 1,050,306	\$ 1,232,197	\$2,282,503	\$ 511,667	\$ 3,979,681	\$4,491,348
Loan forgiveness - Paycheck Protection Program (Note 10)	214,717	-	214,717	-	-	-
Fundraising benefit events	198,167	-	198,167	170,555	-	170,555
Donated artwork, goods and services (Note 5)	-	-	-	336	-	336
Art sales, net of cost of goods sold, \$17,300 (2021) and \$22,500 (2020)	2,100	-	2,100	1,700	-	1,700
Other income	16,090	-	16,090	25,978	-	25,978
Interest income	477	-	477	737	-	737
Net assets released from restrictions	2,402,902	(2,402,902)	-	2,142,148	(2,142,148)	-
Total Revenue and Other Support	3,884,759	(1,170,705)	2,714,054	2,853,121	1,837,533	4,690,654
Expenses						
Program Services						
HIV Program	1,243,883	-	1,243,883	964,172	-	964,172
Hepatitis C Virus Program	368,732	-	368,732	234,426	-	234,426
TB Program	1,224,100	-	1,224,100	1,277,362	-	1,277,362
U.S. and Global Health Policy	273,288	-	273,288	-	-	-
Total Program Services	3,110,003	-	3,110,003	2,475,960	-	2,475,960
Supporting Services						
Management and general	388,674	-	388,674	360,015	-	360,015
Fundraising	162,588	-	162,588	151,858	-	151,858
Total Supporting Services	551,262	-	551,262	511,873	-	511,873
Total Expenses	3,661,265	-	3,661,265	2,987,833	-	2,987,833
Increase (decrease) in net assets	223,494	(1,170,705)	(947,211)	(134,712)	1,837,533	1,702,821
Net assets, beginning of year	1,402,831	2,964,485	4,367,316	1,537,543	1,126,952	2,664,495
Net Assets, End of Year	\$ 1,626,325	\$ 1,793,780	\$3,420,105	\$ 1,402,831	\$ 2,964,485	\$4,367,316

See notes to financial statements.

T.A.G. TREATMENT ACTION GROUP, INC.

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2021

	Program Services				Supporting Services			Total Expenses	
	HIV Program	Hepatitis C Virus Program	TB Program	U.S. and Global Health Policy	Total	Management and General	Fundraising		Total
Salaries	\$ 394,330	\$ 173,266	\$ 584,028	\$ 136,909	\$1,288,533	\$ 237,506	\$ 73,438	\$310,944	\$1,599,477
Payroll taxes and employee benefits	143,929	60,470	180,902	44,040	429,341	63,004	20,702	83,706	513,047
Consultants	52,430	45,561	196,772	40,845	335,608	45,269	10,960	56,229	391,837
Grants	528,736	18,250	106,156	-	653,142	-	-	-	653,142
Conferences and meetings	4,983	6,026	16,347	763	28,119	-	-	-	28,119
Travel	7,574	1,862	798	6,012	16,246	623	197	820	17,066
Dues and subscriptions	28,414	2,231	6,347	2,288	39,280	613	56	669	39,949
Occupancy	40,562	20,898	51,834	26,328	139,622	24,600	8,557	33,157	172,779
Insurance	5,872	3,025	7,505	3,811	20,213	3,561	1,239	4,800	25,013
Office expenses	2,079	799	9,232	456	12,566	609	341	950	13,516
Information technology	7,189	3,514	10,379	2,031	23,113	4,877	1,088	5,965	29,078
Advertising	910	97	208	59	1,274	35	1,809	1,844	3,118
Telephone and internet	9,727	4,009	11,129	4,030	28,895	2,119	1,165	3,284	32,179
Postage	520	297	4,181	137	5,135	222	2,929	3,151	8,286
Printing and publications	8,545	25,400	26,084	1,206	61,235	-	930	930	62,165
Fundraising events	-	-	-	-	-	-	32,053	32,053	32,053
Bank charges	1,288	596	1,818	327	4,029	342	5,878	6,220	10,249
Depreciation	1,608	828	2,054	1,044	5,534	975	339	1,314	6,848
Miscellaneous expenses	5,187	1,603	8,326	3,002	18,118	4,319	907	5,226	23,344
Total Expenses	<u>\$1,243,883</u>	<u>\$ 368,732</u>	<u>\$1,224,100</u>	<u>\$ 273,288</u>	<u>\$3,110,003</u>	<u>\$ 388,674</u>	<u>\$ 162,588</u>	<u>\$551,262</u>	<u>\$3,661,265</u>

See notes to financial statements.

T.A.G. TREATMENT ACTION GROUP, INC.

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2020

	Program Services				Supporting Services			Total Expenses
	HIV Program	Hepatitis C Virus Program	TB Program	Total	Management and General	Fundraising	Total	
Salaries	\$368,278	\$ 125,828	\$ 623,924	\$1,118,030	\$ 220,794	\$ 73,538	\$294,332	\$1,412,362
Payroll taxes and employee benefits	124,164	37,595	196,580	358,339	61,366	21,619	82,985	441,324
Consultants	30,078	20,009	170,892	220,979	35,575	2,518	38,093	259,072
Grants	313,272	-	79,036	392,308	-	-	-	392,308
Conferences and meetings	10,619	783	12,257	23,659	15	-	15	23,674
Travel	7,628	631	41,131	49,390	1,128	260	1,388	50,778
Dues and subscriptions	14,316	4,992	7,752	27,060	219	-	219	27,279
Occupancy	56,740	26,116	75,071	157,927	29,342	7,321	36,663	194,590
Insurance	6,800	3,130	8,998	18,928	3,517	878	4,395	23,323
Office expenses	1,103	937	5,291	7,331	897	287	1,184	8,515
Information technology	6,891	2,476	11,922	21,289	1,360	1,624	2,984	24,273
Advertising	95	95	-	190	-	454	454	644
Telephone and internet	5,943	1,942	10,538	18,423	1,463	1,816	3,279	21,702
Postage	420	135	732	1,287	406	3,160	3,566	4,853
Printing and publications	13,271	7,920	27,201	48,392	150	4,042	4,192	52,584
Fundraising events	-	-	-	-	-	28,647	28,647	28,647
Bank charges	1,673	525	2,236	4,434	455	5,306	5,761	10,195
Depreciation	2,851	1,312	3,771	7,934	1,474	368	1,842	9,776
Miscellaneous expenses	30	-	30	60	1,854	20	1,874	1,934
Total Expenses	<u>\$964,172</u>	<u>\$ 234,426</u>	<u>\$1,277,362</u>	<u>\$2,475,960</u>	<u>\$ 360,015</u>	<u>\$ 151,858</u>	<u>\$511,873</u>	<u>\$2,987,833</u>

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See notes to financial statements.

T.A.G. TREATMENT ACTION GROUP, INC.

STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
Cash Flows From Operating Activities		
Increase (decrease) in net assets	\$ (947,211)	\$1,702,821
Adjustments to reconcile increase (decrease) in net assets to net cash used by operating activities:		
Depreciation	6,848	9,776
Loss on disposal of equipment	2,344	-
Loan forgiveness - Paycheck Protection Program	(214,717)	-
(Increase) decrease in:		
Contributions receivable	1,118,921	(1,968,390)
Accounts receivable	1,252	6,331
Prepaid expenses and other current assets	(22,134)	(13,039)
Donated artwork	14,300	22,500
Security deposit	22,061	-
Increase (decrease) in:		
Accounts payable and accrued expenses	(5,756)	10,164
Deferred rent	(6,858)	(14,749)
Net Cash Used By Operating Activities	<u>(30,950)</u>	<u>(244,586)</u>
Cash Flows From Investing Activities		
Acquisition of property and equipment	(1,192)	(9,673)
Cash Flows From Financing Activities		
Proceeds from loan payable	<u>301,325</u>	<u>214,717</u>
Increase (decrease) in cash and cash equivalents	269,183	(39,542)
Cash and cash equivalents, beginning of year	<u>1,571,364</u>	<u>1,610,906</u>
Cash and Cash Equivalents, End of Year	<u>\$1,840,547</u>	<u>\$1,571,364</u>

See notes to financial statements.

T.A.G. TREATMENT ACTION GROUP, INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2021 AND 2020****Note 1 - Organization and Summary of Significant Accounting Policies****a - Organization**

T.A.G. Treatment Action Group, Inc. ("TAG") is a not-for-profit organization incorporated under the laws of the state of New York. Founded in January 1992, TAG is an independent, activist, and community-based research and policy think tank committed to racial, gender, and LGBTQ+ equity; social justice; and liberation, fighting to end HIV, tuberculosis (TB), and hepatitis C virus (HCV). TAG catalyzes open collective action by affected communities, scientists, and policymakers to ensure that all people living with or impacted by HIV, TB, or HCV — especially communities of color and other marginalized communities experiencing inequities — receive life-saving prevention, diagnosis, treatment, care, and information. We are science-based activists working to expand and accelerate vital research and effective community engagement with research and policy institutions for an end to the HIV, TB, and HCV pandemics. The primary sources of revenue to TAG are contributions and grants.

b - Cash and Cash Equivalents

For purposes of the statement of cash flows, TAG considers all highly liquid debt instruments, with an initial maturity of three months or less, to be cash equivalents.

c - Contributions and Contributions Receivable

TAG recognizes contributions when cash, securities, or other assets; an unconditional promise to give; or a notification of a beneficial interest is received. Conditional promises to give, that is, those with a measurable performance or other barrier and a right of return, are not recognized until the conditions on which they depend have been met. TAG records fundraising benefit revenue equal to the fair value of the direct benefit to donors, and contribution income for the excess received when the event takes place.

Contributions that are restricted by the donor are reported as increases in net assets with donor restrictions. When the restriction expires that is, when stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported on the statement of activities as net assets released from restrictions.

TAG uses the allowance method to determine uncollectible contributions receivable. The allowance is based on prior years' experience and management's analysis of specific promises made.

T.A.G. TREATMENT ACTION GROUP, INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2021 AND 2020****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****c - Contributions and Contributions Receivable (continued)**

A portion of TAG's revenue is derived from cost-reimbursable federal grants, which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when TAG has incurred expenditures in compliance with specific grant provisions. Amounts received prior to incurring qualifying expenditures are reported as refundable advances in the statement of financial position. TAG received cost-reimbursable grants of \$69,411 and \$27,282 that have not been recognized at December 31, 2021 and 2020, respectively, because qualifying expenditures have not yet been incurred.

d - Donated Artwork

Artwork inventory consists of limited-edition art prints donated by highly regarded visual artists. Inventory is recorded and carried at fair value based upon the date which the donation was received. Donated art prints used in events are direct benefits to donors. The art prints are assessed each year for impairment.

e - Property and Equipment

Property and equipment are recorded at cost and are being depreciated using the straight-line method over the estimated useful lives of the assets. Items with a cost in excess of \$1,000 with estimated useful lives of more than one year are capitalized.

f - Deferred Rent

TAG records rent expense associated with its office lease on a straight-line basis over the life of the lease. The difference between the straight-line amount and the amount actually paid during the year is recorded as a liability and an increase or decrease in expense in the accompanying financial statements.

g - Financial Statement Presentation

The financial statements of TAG have been prepared in accordance with accounting principles generally accepted in the United States, which require TAG to report information regarding its financial position and activities according to the following net asset classifications:

Net Assets Without Donor Restrictions

Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of TAG. These net assets may be used at the discretion of TAG's management and Board of Directors.

Net Assets With Donor Restrictions

Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of TAG or the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

T.A.G. TREATMENT ACTION GROUP, INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2021 AND 2020****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****h - Functional Allocation of Expenses**

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The estimates of time and effort is used to allocate salaries, payroll taxes and benefits, insurance and occupancy.

i - Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

j - Tax Status

TAG is a not-for-profit organization exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and has been designated as an organization which is not a private foundation.

k - Subsequent Events

TAG has evaluated subsequent events through April 26, 2022, the date that the financial statements are considered available to be issued.

Note 2 - Information Regarding Liquidity and Availability

TAG operates with a balanced budget for each fiscal year based on the revenues expected to be available to fund anticipated expenses. A substantial portion of annual revenue is comprised of contribution revenue raised during the current year. TAG considers general expenditures to consist of all expenses related to its ongoing program activities, and the expenses related to general and administrative and fundraising activities undertaken to support those services.

TAG regularly monitors liquidity to meet its operating needs and other commitments and obligations and reassesses budget assumptions during a mid-year course correction. Management prepares regular cash flow projections to determine liquidity needs and has a policy to maintain liquid financial assets on an ongoing basis sufficient to cover 180 days of general expenditures.

T.A.G. TREATMENT ACTION GROUP, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2021 AND 2020

Note 2 - Information Regarding Liquidity and Availability (continued)

TAG's financial assets as of December 31, 2021 and 2020 and those available to meet cash needs for general expenditures within one year are summarized as follows:

	<u>2021</u>	<u>2020</u>
Financial Assets at Year End:		
Cash and cash equivalents	\$1,840,547	\$1,571,364
Contributions receivable	1,346,450	2,465,371
Accounts receivable	<u>-</u>	<u>1,252</u>
Total Financial Assets	3,186,997	4,037,987
Less: Amounts not Available to be Used within One Year:		
Net assets with donor restrictions, subject to expenditure for specific purposes	(1,793,780)	(2,964,485)
Plus: Net assets with donor restrictions expected to be met in less than one year	<u>1,548,606</u>	<u>1,734,872</u>
Financial Assets Available to Meet General Expenditures within One Year	<u>\$2,941,823</u>	<u>\$2,808,374</u>

Note 3 - Restrictions on Net Assets

Net assets with donor restrictions as of December 31, 2021 and 2020 are subject to expenditure for specified purposes as follows:

	<u>2021</u>	<u>2020</u>
HIV Program	\$ 556,360	\$ 724,172
Hepatitis C Virus Program	5,000	-
U.S. and Global Health Program	5,000	-
TB Program	<u>1,227,420</u>	<u>2,240,313</u>
Total Net Assets With Donor Restrictions	<u>\$1,793,780</u>	<u>\$2,964,485</u>

T.A.G. TREATMENT ACTION GROUP, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2021 AND 2020

Note 4 - Contributions Receivable

Contributions receivable as of December 31 are due as follows:

	<u>2021</u>	<u>2020</u>
Due in less than one year	\$1,346,450	\$1,628,419
Due in one to five years	<u>-</u>	<u>875,442</u>
	1,346,450	2,503,861
Less: Discount to present value	<u>-</u>	<u>(38,490)</u>
	<u>\$1,346,450</u>	<u>\$2,465,371</u>

Uncollectible contributions are expected to be insignificant and management has determined that no allowance is necessary at December 31, 2021 and 2020. Contributions receivable which are due after one year are discounted to net present value using a discount rate of 3% per annum.

At December 31, 2021, two organizations comprised approximately 87% of the total. At December 31, 2020, one organization comprised approximately 72% of the total.

Note 5 - Donated Artwork, Goods and Services

TAG received in kind donations of \$336 for the year ended December 31, 2020.

Note 6 - Property and Equipment

Property and equipment consist of the following:

	<u>Life</u>	<u>2021</u>	<u>2020</u>
Computers and equipment	5 years	\$68,747	\$73,910
Furniture and fixtures	5 years	<u>19,898</u>	<u>19,898</u>
		88,645	93,808
Less: Accumulated depreciation		<u>(78,168)</u>	<u>(75,331)</u>
		<u>\$10,477</u>	<u>\$18,477</u>

T.A.G. TREATMENT ACTION GROUP, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2021 AND 2020

Note 7 - Tax-Deferred Annuity Plan

TAG has a tax-deferred annuity plan, qualified under Section 403(b) of the Internal Revenue Code for all eligible employees who choose to participate. TAG does not contribute to the plan. Employees may make voluntary contributions to the plan up to the maximum amount allowed by Internal Revenue Code.

Note 8 - Commitment

TAG occupies office space in New York under a lease with an original expiration date of November 30, 2021. A lease amendment was executed with a new maturity date of June 30, 2029. Minimum annual obligations under this lease agreement are as follows:

<u>Year Ending December 31</u>	
2022	\$105,149
2023	107,777
2024	147,194
2025	150,874
2026	154,646
Thereafter, through June 30, 2029	404,081

Note 9 - Concentration of Credit Risk

TAG maintains its cash and cash equivalents balances in a financial institution located in New York, New York. The balances, at times, may exceed federally insured limits.

Note 10 - Loans Payable - Paycheck Protection Program

On April 9, 2020, TAG received a loan totaling \$214,717 under the Paycheck Protection Program ("PPP") administered by the U.S. Small Business Administration. The full amount of the loan was forgiven in June 2021 and, accordingly, recognized as loan forgiveness revenue for the year ended December 31, 2021.

On February 5, 2021, TAG received a second PPP loan totaling \$301,325. The full amount of the loan was forgiven in January 2022 and will be recognized as loan forgiveness revenue during the year ended December 31, 2022.

T.A.G. TREATMENT ACTION GROUP, INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2021 AND 2020****Note 11 - Risks and Uncertainties**

In March 2020, the United States declared the global pandemic novel coronavirus COVID-19 outbreak a national emergency. Due to the ongoing nature of the pandemic, TAG saw continued disruption to program activities, primarily travel and in-person meetings, at the direction of state and local governmental authorities to be in line with public health guidance from the U.S. Centers for Disease Control and Prevention (CDC) and the New York State and City health departments and in keeping with the best available scientific evidence. Management immediately began to assess the potential impact by implementing expense reductions, seeking support from major donors and grantors, transitioning to on-line programming and securing funding under the federal CARES Act.