

Pace Business Poll

Spring 2021



Report of Findings
September 15, 2021



Implemented by Pace Connect
Center for Student Enterprise
Lubin School of Business, Pace University
Co-sponsored by
Business Council of New York State
The Business Council of Westchester



PACE Pace Business Poll Report



Spring 2021

Created by Pace Connect, Pace University, Lubin School of Business

Poll Director, Kathryn Winsted, PhD

Poll Duration: 4/21/21 – 6/10/21

Executive Summary

A survey of business leaders from New York City, Westchester, and Long Island showed that most area businesses were able to stay open during the pandemic, though many were negatively impacted financially. Most of the leaders surveyed said that they implemented new procedures and went to remote work during the pandemic and most feel that they learned important lessons and emerged stronger than they were before the pandemic.

Lessons learned during this difficult time included the importance of being more flexible and open minded about implementing new procedures and ideas, improving technology, and taking advantage of the long-term possibility for remote work. Businesses also learned the importance of constructing emergency protocols to help them be better prepared for future extraordinary situations.

A total of 289 business leaders responded to the survey. Nearly half of the respondents were managers in businesses located in Westchester, 40% were from businesses in New York City boroughs (mostly Manhattan) and 10% were from Long Island. The top two industries represented in this survey were professional services/ consulting and not-for-profit. Other categories well represented included financial services, food and beverage, engineering/ construction, and services. More than half of participating businesses had 50 or less employees while 18% had more than 500 employees. Nearly half of the responding businesses had over \$5 million in annual revenue, while about a third had less than \$1 million

Nearly three-quarters of responding businesses said that they were not forced to close down in March 2020. Only 28% said that they had to shut down at some point during the pandemic. The majority of responding businesses who had to close for a period during COVID said they closed for less than 6 months. Less than 20% had to close for longer than six months.

Nearly 60% of all participating businesses said that they had been negatively affected financially due to the pandemic. However, nearly one in five indicated that their financial situation improved since the start of the pandemic. Of those businesses who were negatively affected by the pandemic financially, just over a quarter said that their revenue declined by more than 50%.

Just 39% of responding businesses said that they had to lay off or furlough employees due to the pandemic. 61% said that they kept their workforce the same or even increased it. Of those companies that laid off or furloughed employees, a little over half said all or most would be refilled. 19% said they would keep the positions empty for at least another year.

The most common changes made due to the pandemic were implementation of new procedures and having employees work from home, with 2/3 of respondents implementing these changes – often both of them. More than 40% of responding companies also worked on improving IT systems to support the new procedures and nearly a third added new products or services to meet different needs during the pandemic.

More than half of respondents said that they will keep the new procedures that were implemented during the pandemic and that they are planning to keep more employees working from home. 40% said that they will keep their improved IT systems and support. Nearly a third also said they would keep new products and services added during the pandemic.

Of those businesses that had more employees working from home during the pandemic, more than half plan to have all employees back working in person by the end of 2021, while about a quarter plan to continue to allow some employees to work remotely on a permanent basis. More than a third of those businesses that had staff work remotely brought them back in person already and nearly three-quarters plan to have those positions that they are bringing back on site returned by September. More than half of the responding businesses have already reinstated staff travel and event attendance or plan to have this reinstated by September.

Nearly one-quarter of the businesses responding said that they will require employees to be vaccinated to return to work on site. 37% said they will not require vaccinations. Others are still deciding. Nearly 80% of businesses responding said that the business is now well prepared for a possible pandemic in the future.

When asked to discuss what they have learned from the pandemic, 22% of businesses said that they have learned that remote work can be as productive as in person and that they are planning to continue having some employees work from home or in a hybrid setting. The second most common thing learned, with 18% mentioning it, was the importance of being agile and flexible. Additionally, 17% said that they learned from this pandemic the importance of being prepared for the unexpected. 10% mentioned that their business has become more innovative by having to think outside of the box which led to new procedures and ideas that ended up improving the business. Another lesson mentioned frequently was the importance of good employees and better recognition of the need for work/life balance.

65% of businesses said that their businesses will be stronger than before the pandemic. Many businesses used the pandemic to develop new and improved products or business skills to help them strive for the best after the pandemic. Only 13% believe that their businesses are weaker than before the pandemic.

60% of participating businesses received government assistance during the pandemic. 40% did not receive any form of government assistance. The top recovery need expressed by business leaders who responded is assistance in locating new employees with specific skills or experiences, with nearly a third of respondents citing this as a need. Second was financial assistance for cash flow, with nearly a quarter stating that this was a need.

When asked to discuss the advantages of running a business in or close to New York city, the three biggest advantages mentioned by business leaders were population density, accessibility of resources, and diversity and breadth of the talent pool. More than a quarter of respondents mentioned population density in New York City, while 20% mentioned the diversity of the city giving them a diverse set of clients and talent to hire. Others said that accessibility to resources and services was a great advantage because NYC has almost everything that you can need.

When asked about disadvantages, 41% said that the cost of running a business in the city was the biggest disadvantage. Taxes were the next biggest concern with nearly one in five saying that NYC taxes are too high. Excessive government regulation and long commutes were other items of common concern.

More than half of the businesses expressed that they are optimistic about the future of businesses in New York City and the surrounding areas over the next few years. Only a quarter are pessimistic about it and believe that businesses will struggle to recover. In general comments, many respondents shared their concerns about the future of businesses in NYC due to the struggle of recovery from the pandemic. Nearly a quarter mentioned that they think that there needs to be changes made in local government and that they are worried about what the economic future in NYC will look like without those changes. Many participants also discussed company improvements resulting from the challenge of the pandemic and said they were better prepared now to face future challenges.

The regulatory actions that participating businesses said had the most impact on them were the increased minimum wage (22%) and the expanded NYC paid sick leave mandate (21%). The majority of respondents said that labor law changes had minimal impact on their businesses.

When asked about how they were addressing climate change, 43% of respondents said that they had made no efforts related to climate change. Nearly a third of participants had made investments in buildings and equipment to improve energy efficiency and 19% made other efforts related to climate change like encouraging recycling, going paperless, and introducing energy efficient appliances.

Most leaders responding to the survey felt that their companies were well positioned for future emergencies and that they learned important lessons from the pandemic. Most are hopeful for the future.

Comparing New York City and Westchester, we see that a larger percentage of the businesses responding in Westchester were smaller with two-thirds of businesses surveyed having less than 50 employees. The Westchester businesses had generally shorter shutdowns during the pandemic than the New York City businesses and a larger percentage expected to return fully to working on site by the end of 2021. A larger percentage of New York City businesses expected to fully rehire employees who were furloughed or laid off and a much higher percentage of New York City businesses planned to require vaccination of their employees (30% in NYC vs. <20% in Westchester). In most other areas, there was little difference in the responses from New York City businesses and Westchester businesses.

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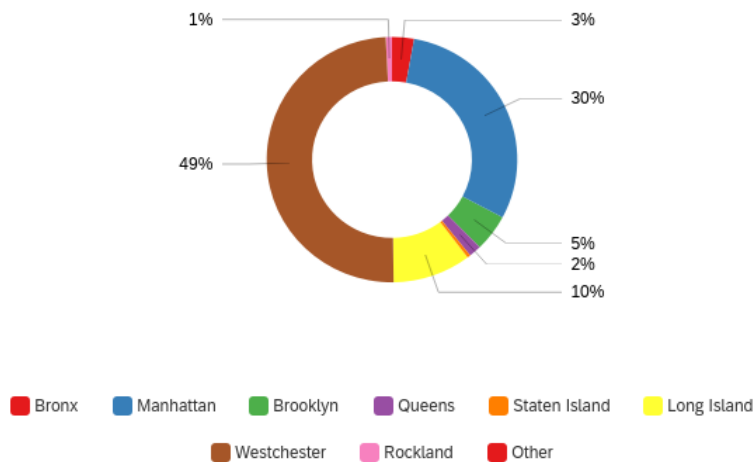
Poll Director, Kathryn Winsted, PhD

Data from Survey Responses

Data is summarized below for each individual question on the survey. Overall number of respondents was 289. Not all respondents answered every question number of answers varies for each question. For some questions, multiple responses can be given by each respondent. Answers to open-ended questions have been categorized and grouped for analysis. All answers to open-ended questions, including any text entered for “Other” are listed in the appendices.

Q2 - Please indicate the borough or region where your business is located (the location you are responding for)

Nearly half of the respondents to the survey were managers in businesses located in Westchester. 40% were from businesses in New York City boroughs (mostly Manhattan) and 10% were from Long Island.



Region	%	Count
Westchester	49%	122
Manhattan	30%	74
Long Island	10%	25
Brooklyn	5%	12
Bronx	3%	7
Queens	2%	4
Rockland	1%	2
Staten Island	0%	1
Other	0%	0
Total	100%	247

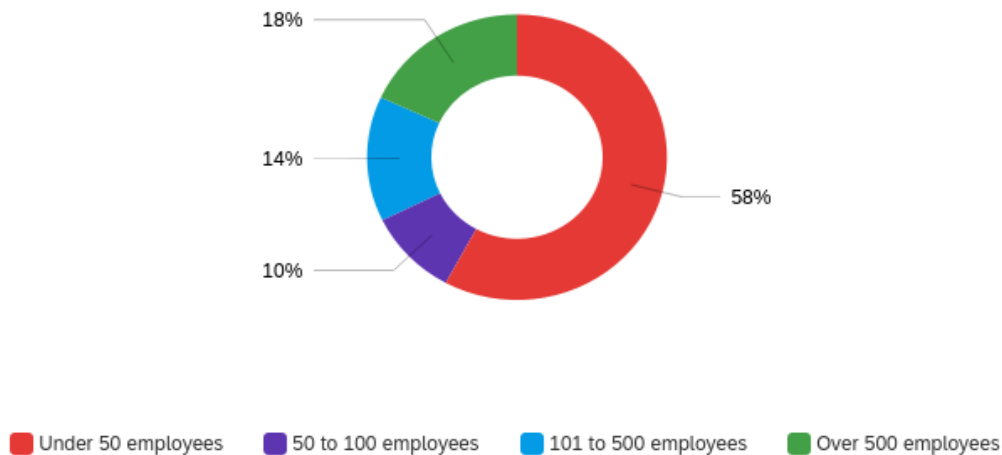
Q3 - Please indicate which industry your business is currently engaged in

The top two industries represented in this survey were professional services/ consulting and not-for-profit. Other categories well represented included financial services, food and beverage, engineering/ construction, and services. The table below was created using answers selected by respondents plus re-classification of answers provided under "Other".

Industry	%	Count
Prof Services/ Consulting	21%	52
Not-for-profit	17%	42
Financial	9%	24
Food and beverage	8%	19
Engineering/ Construction	8%	19
Service	7%	17
Health/ Human services	6%	14
Manufacturing	6%	14
Media/ Marketing	4%	9
Retail	3%	8
Education	3%	8
Wholesale and distribution	3%	7
Real Estate	3%	7
Entertainment/ Tourism	2%	5
Other	3%	8
Total	100%	253

Q4 - Please indicate the current size of your business

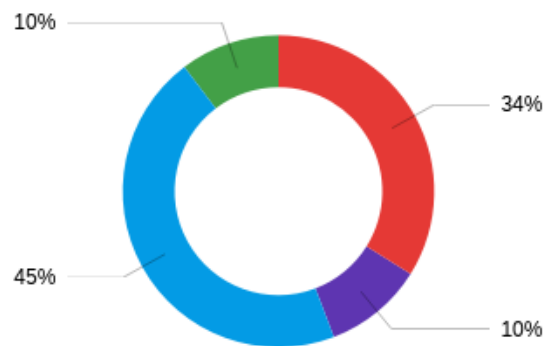
More than half of participating businesses had 50 or less employees. 18% of businesses had more than 500 employees.



Number of employees	%	Count
Under 50 employees	58%	147
50 to 100 employees	10%	25
101 to 500 employees	14%	36
Over 500 employees	18%	46
Total	100%	254

Q5 - Please indicate the total annual revenue range for your business

Nearly half of the responding businesses had over \$5 million in annual revenue, while about a third had less than \$1 million.

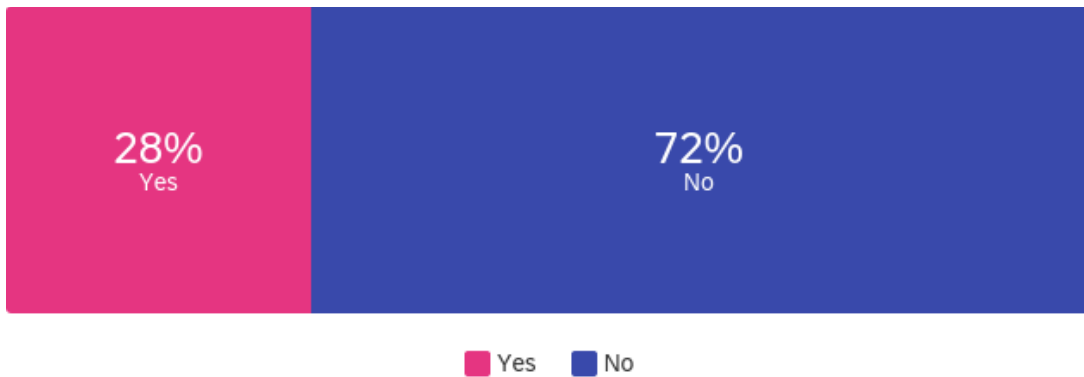


■ Less than \$1 million
 ■ \$2.5 - \$5 million
 ■ More than \$5 million
 ■ \$1.1 to 2.4 million

Total revenue	%	Count
Less than \$1 million	34%	82
\$1.1 to 2.4 million	10%	25
\$2.5 - \$5 million	10%	25
More than \$5 million	45%	110
Total	100%	242

Q6 - Was your New York business forced to close at some point since March 2020 due to the pandemic?

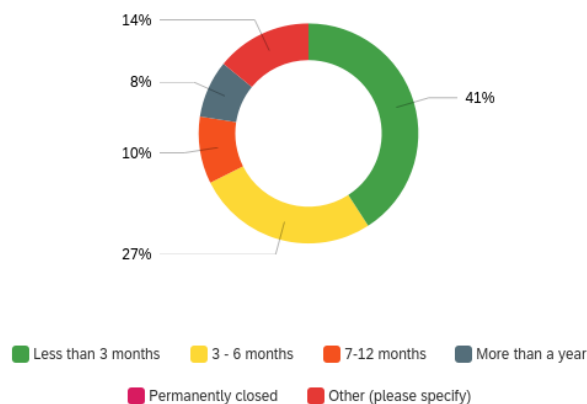
Nearly three-quarters of responding businesses said that they were not forced to close down in March 2020. Only 28% said that they had to shut down at some point during the pandemic.



Forced to close?	%	Count
Yes	28%	71
No	72%	183
Total	100%	254

Q7 - For how long did you stay closed?

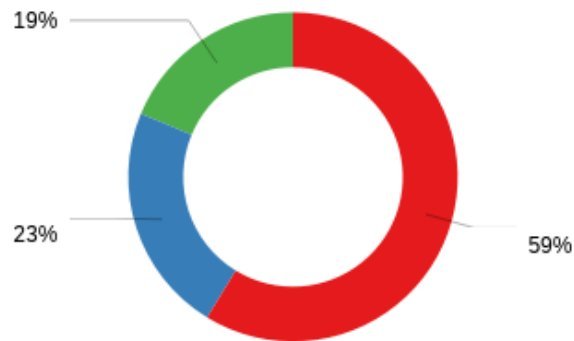
The majority of responding businesses who had to close for a period during COVID said they closed for less than 6 months. Less than 20% had to close for longer than six months. The most common response of businesses who responded "other" said that they shut down in-person operations but stayed open with virtual services.



For how long did you stay closed?	%	Count
Less than 3 months	44%	29
3 - 6 months	24%	19
7-12 months	11%	7
More than a year	8%	6
Permanently closed	0%	0
Other (please specify)	14%	10
Total	66	71

Q8 - Has your business been financially affected by the pandemic?

Nearly 60% of all participating businesses said that they had been negatively affected financially due to the pandemic. On the contrary, 19% of the participants indicated that their financial situation improved since the start of the pandemic last year.



■ Yes, our business has been negatively affected financially by the pandemic

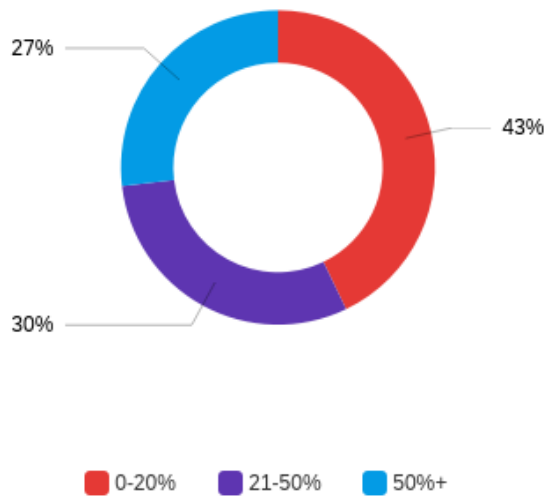
■ No, there has been no or almost no financial affect on our business from the pandemic

■ No, our financial situation has improved since the start of the pandemic

Financially affected?	%	Count
Yes, our business has been negatively affected financially by the pandemic	59%	138
No, there has been no or almost no financial effect on our business from the pandemic	23%	53
No, our financial situation has improved since the start of the pandemic	19%	44
Total	100%	235

Q9 - Approximately what percentage of revenue decline would you say you experienced over the last year due to COVID-19?

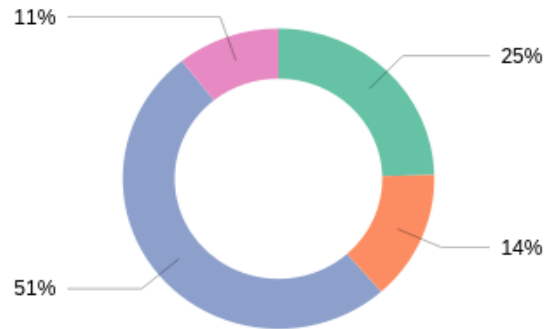
Of those businesses who were negatively affected by the pandemic financially, just over a quarter said that their revenue declined by more than 50%.



Revenue decline	%	Count
0-20%	43%	51
21-50%	30%	36
50%+	27%	32
Total	100%	119

Q10 - Were you forced to let employees go due to the pandemic?

Just 39% of responding businesses said that they had to lay off or furlough employees due to the pandemic. 61% said that they kept their workforce the same or even increased it.

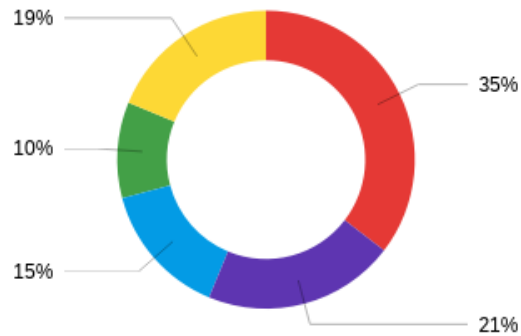


- Yes, we had to lay off employees
- Yes, we had to temporarily furlough employees
- No, we did not significantly change our workforce
- No, we increased our workforce

Let employees go	%	Count
Yes, we had to lay off employees	25%	60
Yes, we had to temporarily furlough employees	14%	34
No, we did not significantly change our workforce	51%	124
No, we increased our workforce	11%	26
Total	100%	244

Q11 - How many laid off or furloughed employee positions do you expect to refill or hire back as things open up? (within the next year)

Of those companies that laid off or furloughed employees, a little over half said all or most would be refilled. 19% said they would keep the positions empty for at least another year.



- all of them will be refilled
- most of them will be refilled
- about half of them will be refilled
- about 1/4 of them will be refilled
- all layoffs will be kept empty for at least another year

Refill positions	%	Count
all of them will be refilled	35%	34
most of them will be refilled	21%	20
about half of them will be refilled	15%	14
about 1/4 of them will be refilled	10%	10
all layoffs will be kept empty for at least another year	19%	18
Total	100%	96

Q12 - What changes have you implemented due to the pandemic? (check all that apply)

The most common changes made due to the pandemic were implementation of new procedures and having employees work from home, with 2/3 of respondents implementing these changes – often both of them. More than 40% of responding companies also worked on improving IT systems to support the new procedures and nearly a third added new products or services to meet different needs during the pandemic.

Changes	% of respondents	% of choices	Count
Implemented new procedures	68%	25%	159
More employees working from home	66%	25%	154
Improved IT systems and support	44%	16%	102
Added new products or services	30%	11%	71
Reduced office space	19%	7%	44
Reduced service or sales capacity	15%	6%	35
Added e-commerce or delivery options	15%	5%	34
Other (please specify)	12%	5%	29
Total		100%	628

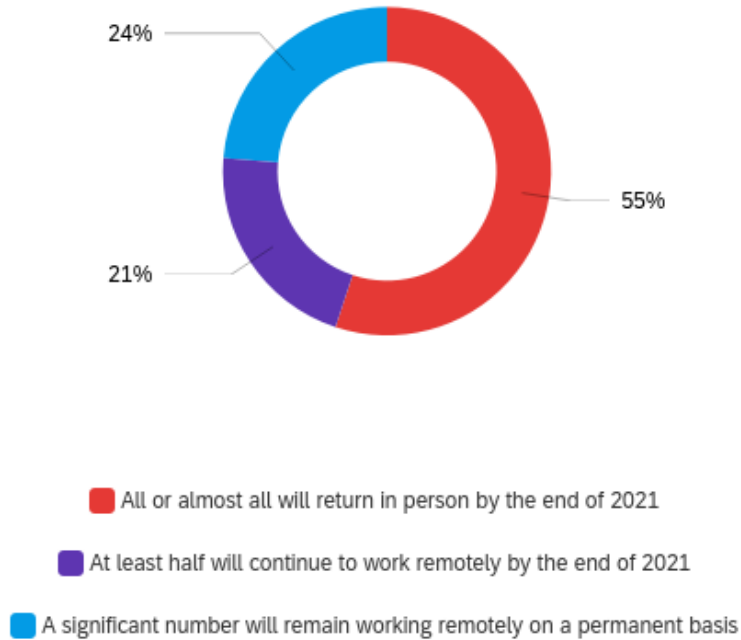
Q13 - Please indicate which of the changes you plan to keep after COVID is no longer an issue (check all that apply)

More than half of respondents said that they will keep the new procedures that were implemented during the pandemic and that they are planning to keep more employees working from home. 40% said that they will keep their improved IT systems and support. Nearly a third also said they would keep new products and services added during the pandemic.

Changes you will keep	% of respondents	% of choices	Count
New procedures that were implemented	59%	25%	128
More employees working from home	51%	22%	110
Improved IT systems and support	41%	18%	89
New products or services that were added	32%	14%	69
Reduced office or floor space	22%	10%	48
E-commerce or delivery options that were added	16%	7%	34
Reduced service or sales capacity	4%	2%	9
Other (please specify)	7%	4%	16
Total		100%	504

Q14 - Which best describes your current plans to have employees now working remotely return to work on site within the next year?

Of those businesses that had more employees working from home during the pandemic, more than half plan to have all employees back working in person by the end of 2021, while about a quarter plan to continue to allow some employees to work remotely on a permanent basis.



Return to site	%	Count
All or almost all will return in person by the end of 2021	55%	65
At least half will continue to work remotely by the end of 2021	21%	25
A significant number will remain working remotely on a permanent basis	24%	28
Total	100%	118

Q15 - When do you anticipate bringing most of your staff back to work on site?

More than a third of those businesses that had staff work remotely brought them back in person already and nearly three-quarters plan to have everyone back on site by September.

Timing for return to site	%	Count
Already returned	36%	66
Before the end of summer	16%	30
In September	21%	38
Late fall 2021	9%	17
Spring 2022	3%	6
Not at all or later in spring 2022	8%	15
Never switched to off-site	7%	13
Total	100%	185

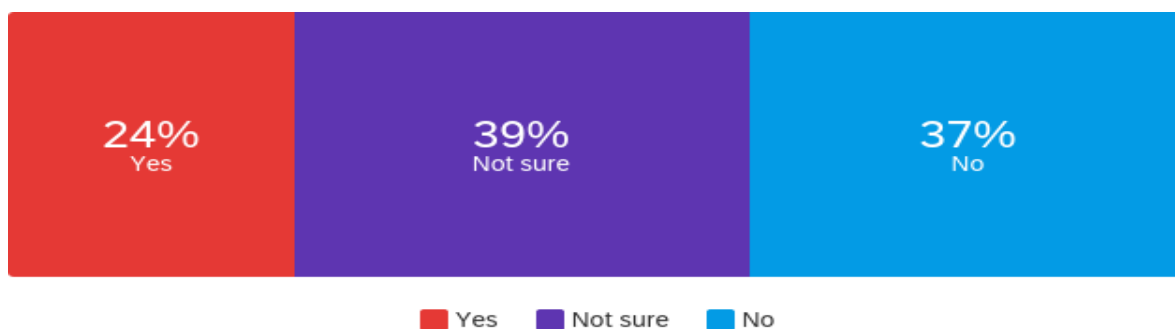
Q16 - When do you anticipate reinstating staff travel and events attendance?

More than half of the responding businesses have already reinstated staff travel and event attendance or plan to have this reinstated by September.

When reinstate travel	%	Count
Already returned	20%	31
Before the end of summer	20%	31
In September	18%	28
Late fall 2021	22%	35
Spring 2022	9%	14
Not at all or later in spring 2022	7%	11
Have allowed travel throughout	4%	7
Total	100%	157

Q17 - Will you require your staff to be vaccinated to return to work on site?

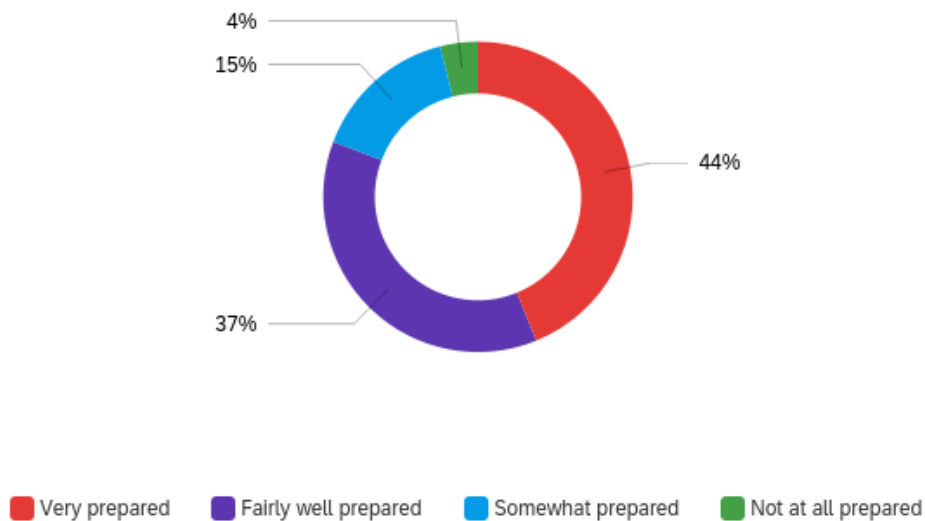
Nearly one-quarter of the businesses responding said that they will require employees to be vaccinated to return to work on site. 37% said they will not require vaccinations. Others are still deciding.



Require vaccination?	%	Count
Yes	24%	39
Not sure	39%	62
No	37%	60
Total	100%	161

Q18 - Do you feel your business is better prepared for a possible pandemic in the future?

Nearly 80% of businesses responding said that the business is now well prepared for a possible pandemic in the future. Only 4% responded that they were not at all prepared.



Better prepared	%	Count
Very prepared	44%	89
Fairly well prepared	37%	75
Somewhat prepared	15%	31
Not at all prepared	4%	8
Total	100%	203

Q19 - What did you learn from COVID-19 that may help your business in the future?

In this open-ended question, 22% of businesses said that they have learned from Covid-19 that remote work can be as productive as in person and that they are planning to continue having employees work from home or in a hybrid setting. The second most common thing learned, with 18% mentioning it, was the importance of

being agile and flexible. Additionally, 17% said that they learned from this pandemic the importance of being prepared for the unexpected. Whether they should have more cash flow for emergency situations or emergency protocols, most businesses have expressed that they weren't prepared enough. 10% mentioned that their business has become more innovative by having to think outside of the box which led to new procedures and ideas that ended up improving the business. Another lesson mentioned frequently was the importance of good employees and better recognition of the need for work/life balance.

Learned	%	Count
Remote Work	22%	44
Flexibility	18%	36
Preparation	17%	33
Technology/Innovation	10%	19
Employees/ Work-life balance	7%	14
Communication	7%	13
E-commerce	6%	13
Teamwork/Productivity	3%	6
Others	11%	21
Total	100%	199

Q20 - Once the pandemic is not an issue, do you feel your business will be stronger or weaker than it was before the pandemic?

65% of businesses said that their businesses will be stronger than before the pandemic. Many businesses used the pandemic to develop new and improved products or business skills to help them strive for the best after the pandemic. Only 13% believe that their businesses are weaker than before the pandemic.



Stronger or weaker	%	Count
Stronger than before	65%	137
No change	22%	46
Weaker than before	13%	27
Total	100%	210

**Q21 - Did you receive government assistance to help with pandemic difficulties?
(check any that apply)**

60% of participating businesses expressed that they received government assistance throughout the pandemic. 58% received federal funds and 9% received state funds. 40% did not receive any form of government assistance.

Government Assistance	% of respondents	% of choices	Count
Yes, received Federal funds	58%	54%	119
Yes, received State funds	9%	8%	18
No, did not receive any government assistance	40%	37%	82
Total		100%	219

Q22 - As your business continues to recover from the COVID pandemic, what type of assistance does your business most need?

The top recovery need for responding businesses is assistance in locating new employees with specific skills/experiences, with nearly a third of respondents citing this as a need. Second was financial assistance for cash flow, with nearly a quarter stating that this was a need. Many mentioned other needs including regulatory relief, financial assistance, access to more business opportunities, clarity on government regulations, and engagement with the community and the government. 14% stated that they didn't need any assistance.

Assistance Needed	%	Count
Assistance in locating new employees with specific skills/experience	32%	52
Financial assistance for cash flow	24%	39
Regulatory relief (please specify)	9%	15
Financial assistance for capital investment	7%	12
No assistance needed	14%	22
Other (please specify)	14%	22
Total	100%	162

Q23 - What do you consider to be the biggest advantages to having a business in or near New York City?

In this open-ended discussion, the top three biggest advantages mentioned were population density, diversity and breadth of the talent pool, and accessibility to resources. More than a quarter of respondents mentioned population density in New York City, while 20% mentioned the diversity of the city giving them a diverse set of clients and talent to hire. Others said that accessibility to resources and services was a great advantage because NYC has almost everything that you can need. 10% said they did not see any advantages.

NYC Advantages	% of respondents	% of choices	Count
Population density	26%	19%	44
Diversity/talent pool	20%	14%	34
Accessibility/ Resources	19%	14%	33
Location/proximity	17%	12%	29
None	10%	8%	18
Transportation	10%	7%	17
Opportunity	9%	7%	16
Affluence/Wealth	7%	5%	12
Popularity	6%	4%	10
Others	12%	9%	21
Total		100%	235

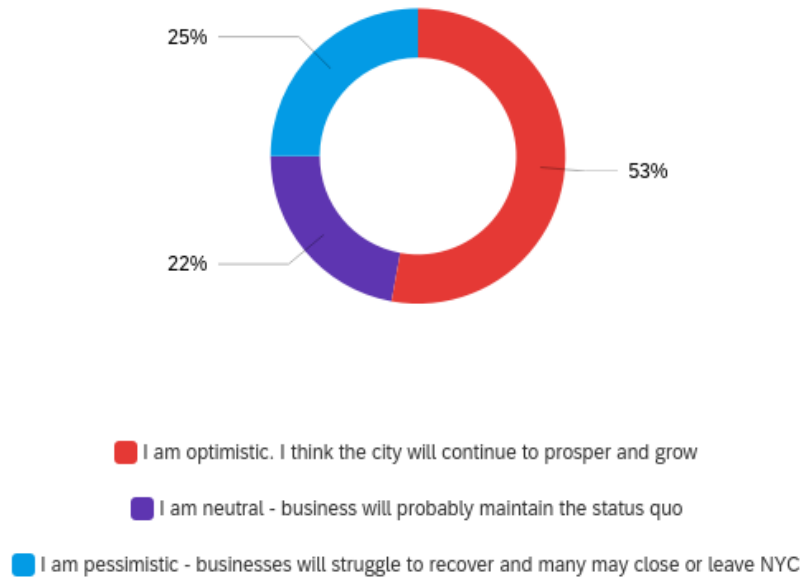
Q24 - What do you consider to be the biggest disadvantages to having a business in or near New York City?

For this open-ended question, the biggest disadvantage mentioned was the cost of running a business in the city. 41% said that the cost of running a business such as rent, cost of living and payroll was the biggest concern to them. Taxes are the next biggest concern with nearly one in five saying that NYC taxes are too high. Excessive government regulation and long commutes were other items of common concern.

NYC Disadvantages	% of respondents	% of choices	Count
Cost	41%	31%	71
Tax	19%	14%	32
Gov't Regulations	16%	12%	28
Transportation/ Commute	13%	10%	22
None	11%	8%	19
Competition	8%	6%	14
Employee safety	6%	4%	10
Congestion/ Crowds	5%	3%	8
Crime	3%	3%	6
Others	11%	8%	19
Total		100%	229

Q25 - Are you optimistic about the future of business in New York City and the surrounding area over the next few years?

More than half of the businesses expressed that they are optimistic about the future of businesses in New York City and the surrounding areas over the next few years. Only a quarter are pessimistic about it and believe that businesses will struggle to recover.



Optimistic about NYC future?	%	Count
I am optimistic. I think the city will continue to prosper and grow	53%	110
I am neutral - business will probably maintain the status quo	22%	46
I am pessimistic - businesses will struggle to recover and many may close or leave NYC	25%	52
Total	100%	208

Q26 - Do you have any other comments that you would like to share with us regarding your experience during the pandemic or your outlook for the future?

In this very general open-ended question, most participants, 35%, shared their concerns about the future of businesses in NYC due to the struggle of recovery from the pandemic. Nearly a quarter mentioned that they think that there needs to be changes made in local government and that they are worried about what the economic future in NYC will look like without those changes. Many participants also discussed company improvements resulting from the challenge of the pandemic and said they were better prepared now to face future challenges.

Other Comments	% of respondents	% of choices	Count
Concern about business future in NYC	35%	32%	19
Government change & concerns	24%	22%	13
Company improvement	19%	17%	10
Others	31%	29%	17
Total		100%	59

Q27 - We have just one question about regulatory impacts in New York. To what degree did recent labor law changes impose additional costs or compliance burdens on your business?

The regulatory actions that participating businesses said had the most impact on them were the increased minimum wage (22%) and the expanded NYC paid sick leave mandate (21%). The majority of respondents said that all of the labor law changes mentioned had minimal impact on their businesses.

Regulatory impacts	Minimal impact	Moderate impact	Major impact	Total
New NYS paid sick leave mandate	60%	26%	14%	160
NYS paid family leave	57%	29%	14%	162
Increased minimum wage	60%	18%	22%	171
Expanded NYC paid sick leave mandate	54%	25%	21%	63
Requirements for predictive scheduling	67%	15%	17%	52

Q28 - Just one last topic of interest. What measures has your company taken in the past two years in response to concerns over climate change? (check all that apply)

43% of respondents said that they had made no efforts related to climate change. Nearly a third of participants had made investments in buildings and equipment to improve energy efficiency. For the 19% that made other efforts related to climate change, they said they encouraged recycling, went paperless, and introduced energy efficient appliances.

Climate Change Efforts	% of respondents	% of choices	Count
No efforts related to climate change	43%	32%	82
Made investments in buildings and equipment to improve energy efficiency	31%	23%	59
Made changes in products and/or services we offer	19%	14%	37
Other efforts related to climate change (please specify)	19%	14%	37
Promoted use of mass transit, ride sharing or alternative transportation by employees	17%	12%	32
Made "offset" investments (e.g. purchase of carbon offsets)	6%	5%	12
Total		100%	259



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Appendix 1

Full responses to the open-ended questions

Below are individual answers to each of the open-ended questions on the survey.

Q19 - What did you learn from COVID-19 that may help your business in the future?

Having a malleable service structure really helps in adapting to changes like this. Also doing pro-bono and spec work pays off in the end.

To expect the unexpected.

Trust the science

Continue to stay agile and prepared for continuing difficult times

It is imperative to have a well thought out contingency plan in place!

the importance of increased communications with staff to maintain engagement

Be agile

As a client service business, we can, if necessary, be effective and successful with 100% of our work force working remotely

Adaptability

Keep all technology up to date to share/archive files with team

People can work productively from home at least part of the time without significant negative impact on the business. People value a better work/life balance

Expanded unemployment payments from the government has hurt us forever

Expect the unexpected.

Be quick to adapt to new forms of communication to keep business moving forward.

There needs to be a work life balance.

Working from home can be done in an efficient and effective way

Need to request retainers from all companies

That we can indeed do business without seeing each other in person

Be prepared

Have to make sure all e-commerce and systems are running efficiently

Working from home boosts many groups productivity

Stay nimble and invest in employees.

Move as much office staff as possible online

Build an Emergency Fund

We are capable of pivoting how we deliver education, some of which will be attractive to prospective students.

Virtual contact (zoom) useful tool, phone calls and in-person contact vital

When everyone was afraid to work, family stepped in to help!

We can benefit from telecommuting

Use more common sense, wisdom, & discernment

Tourism is so fragile

To be better prepared

Be prepared to work remotely!

It was time to rethink, reposition and rebrand

Our firm learned that a more remote work setting is possible. Future plans may include one day at home but in our field, employees are on site and that will not be replaced.

We moved many functions (e.g., banking) to online platforms out of necessity, but appreciated the greater efficiency

To have an open mind

Flexibility

Diversity in verticals we work in is key.

Many things we do can be done working remotely; travel will not resume to the previous levels.

That people can continue to work whether at home or on-site...but it requires patience and good wi-fi....

Allow people to have more flexibility to leave.

Prepare for the worst and hope for the best

So much can be done online although we miss getting the Board together and making presentations in person

Being flexible and always thinking 10 steps ahead

Flexibility is key. Stay connected to, and focused on, your strongest supporters. Be a leader to your staff!

Time off to reassess can help business

That meeting with Board members can be done on zoom and not necessarily in person.

That our services can virtually be conducted anywhere and have little to no interruption.

Make sure you have capital reserve to last at least 6 months

How to operate lean and mean - margins more important than sales

How inconsistent government guidelines and guidance is and how undependable they are. We'll figure it out ourselves next time.

It is possible, with great thought and faculty cooperation and hard work, to deliver dance virtually.

Be careful. Trust the science.

Sending the tax information via email made it much easier to get the taxes prepared before the phone conversation.

Different ways of communication (remote)

Better communication with our customers on an ongoing basis

Importance of contingency plans, we are a small business and vulnerable if something happens to me (owner)

E-commerce

There are many benefits to employee satisfaction and efficiencies working remotely. Less commuting time and lower cost of living.

How to make remote working work.

Remote work systems that we had been using regularly since 2017 functioned well.

The importance of being flexible from an IT, personnel and financial standpoint.

Flexibility

Patience and flexibility

Introduced a new sanitizer for equipment that kills spores.

The importance on having a digital business presence

The ability to quickly pivot to remote work environment and virtual services. We realize this will work instances as commonplace as inclement weather.

Virtual services work in Psychiatry.

That people work efficiently from home and that physical and mental health is so important.

A lot of work can get done over zoom

Ability to work remote if necessary

That being flexible and open to new opportunities is critical to success. Not being tied to the "old" way of doing things.

Remote working is effective

Importance of flexibility, creativity and steady leadership

Need to adapt quickly

Be more adaptable

Communication with existing clients is important regardless of their shopping patterns.

Should embrace virtual communication, as well as use regular meetings.

Clear internal and external communications is key to strong leadership

That we need to have better communication with our existing client base.

Increased productivity through enhanced technology

Communication with clients and employees is key to better engagement

That work can be done at home. We installed virtual equipment that we continue to use.

Crisis requires resiliency

Working as a team

That everything can be done virtually

Be nimble and quick.

Having a plan and infrastructure for unexpected events is critical so that operations can continue uninterrupted.

know that they couldn't go through this again

I learned what crisis management resources are available and how to access them.

How to work safely with clients. What kind of services we could offer that are not on site.

Maintain as much funding in reserve as possible

Technological advances have been tested and successfully completed

Remote services enable us to serve people throughout NYS. Prior to COVID, we concentrated on serving people no further north than Rockland and Westchester Counties

React quickly

Developing streams of income for economy proofing.

We can reach more and different people using virtual applications, but not for the long term

WFH does work. Some people were more productive at home.

There is a big difference between the people who will learn the new skills they need to flex during a pandemic and those who will not. I should only be trying to work with the first kind.

Backup plans

Improved cleaning procedures were implemented and social distancing is overall good idea.

Remote work is a possibility for some of our staff

Nothing is for sure!

How to pivot quickly to remote programming

How to run lean

Online programs and services can be very successful and will become a permanent component of our program offerings. Flexible work arrangement with some onsite and some at-home hours will be beneficial for staff going forward.

We became more proficient with many tech tools that will help us in project management in the future.

How to work with the majority of the workforce remote

Staff can be just as efficient working remote

Need to be flexible, new remote work policies and practices, telehealth and tele-therapy

Responsiveness is the key to success.

Keep more cash on hand. Learned how to adapt quickly.

People are a precious commodity

Note: we are coming back to the office one day a week to start. Hope to be at three days a week by end of fall. We've learned that we can do construction observation digitally in some cases

Continue to maintain the relationships with other small businesses, sharing resources and information

There is no "I" in TEAM. Pandemic created a tight knit group prepared for whatever the future holds.

Have a cloud

That employees can work remotely

Leaning in on the use of more technology

Better emergency preparedness

Better succession planning

Establishing pandemic-preparedness systems; becoming more agile in terms of addressing new and emerging issues; benefits of using remote communications devices (such as Zoom) to maintain workplace cohesion.

There is less resistance to change if your livelihood and life depends on doing so.

Try to be better prepared for unexpected events of any kind

We can work remotely and get the job done but it is tough on cohesion, organizational culture and trust.

Smaller office space to reduce overheads.

IT capabilities must be at the forefront of our capital investment

I need to make friends with my bankers - we received no PPE

Have a business plan set in case of another pandemic or issue

Importance of flexibility

The team is more resilient than they thought

How to prepare for another pandemic in the future

New communication

To design a company that can work remotely or in person

The office space is not necessary to do the work and grow the business and impact.

Stay small and agile.

We can quickly pull together a series of policies to remain open and continue to support customers

To be more prepared for this type of event in the future.

My business is services related. In the next pandemic I will go out of business immediately

Demand for beverages in metro area / working districts will be negatively affected.

Be flexible with clients and with offerings

to be safer as far as health and safety regulations

Keep more money liquid

Communication is key - always.

Miss human interaction

How loyal and hardworking their employees are

Hesitant on doing takeout at first, but realized takeout would increase sales

Online work is possible even though it is a struggle

Q23 - What do you consider to be the biggest advantages to having a business in or near New York City?

Access to diverse perspectives and talent + transportation infrastructure & variety of shoot locations for projects

Talent

Superior work force

Currently, not an advantage. Transportation and crime are negatives

The proximity to important and relevant events that can positively impact our business.

Access to Talent and proximity to business we do business with

Size of workforce

Great location for what we do

Proximity to financial center of the world and to clients

Population of potential customers

It's New York City - economic capital of the world

Strong leadership in NYS to deal with the pandemic decisively & contain it.

Convenience

None

Financial capital of the world.

High amount of opportunities.

The talent pool and transportation

Greater opportunities

The talent pool and ease of access for people in surrounding areas.

Number of potential clients

Business opportunities

Our market is here

Potential

Central location.

Close to meet with vendors

Access to large cluster of customers.

NYC is too far from us to say

MWBE certification is NYC advantage

The populations we attract based on our locations.

Access to resources

Availability of public transportation, large labor force

Hospital and healthcare system

Caliber of talent across industries. Attractive location for young employees

No advantages

market proximity

None

New York is the most important city in the world.

Access to university knowledge exports and corporate decisionmakers

Can't think of anything.

One of the world's greatest cities

Accessibility to clients, transport for employees, NYC Built environment.

The people. NYC always bounces back.

Amount of People

Labor pool is varied Walking on streets allows casual encounters

The access to major businesses and partners.

Access to a large amount of our client executives in one location

Access to clients and business

People love NYC

Talented resources

A large audience and therefore people who are suffering with memory loss or dementia

Access to high wealth individuals, philanthropic culture, skills and talent availability

Lots of people and businesses working together to improve conditions for each other

Our properties that we manage are in NYC primarily, so having that close proximity to those buildings is key.

The financial capital of the US and despite the tax increase large businesses are still there.

In Westchester most of the New York City workforce worked from home. This allowed them to shop locally

Affluent consumers who appreciate our product

Nothing other than being close to my customers.

The density of prospective clients in New York City

Access to pool of teaching artists and public transportation.

None. Does not affect

People

Close the transportation

Multiple airports for flights across the country

Easier to get skilled labor

Access to talent

Haven't figured that out yet.

Large pool of potential clients

Close to a large metropolis

Central location and easier access for travel.

Is accessible to our staff and the people we serve.

A very large pool of potential clients

Access to NYC

Number of hospitals close by

Anticipated infrastructure work

It's still the best city in the world.

Because I sell PPE and their is such high density in city I gained a lot of new clients because of my proximity

None

Market opportunities.

People are fearful and looking for Psychiatric Services. Either medication or supportive therapy.

Proximity to wealth

Very populated and many potential clients. Also, the cost of homes is higher than in other parts of the country.

None

Providing alternative/affordable housing to large population

Metro north close by

Ease of geography to NYC

The city has always been a big asset for visitors to Westchester which drives park use and awareness. Also, the proximity to NYC helps make Westchester a great place to live and invest in the County,

None

Location and proximity to LI, CT and upstate NY

Talent, funding

Good markets and density of customers

Large population greater need for my services

Client base

The world is accessible through NYC!

Access to customers

Unlimited clients

Most of our clients are located in NY City and it is an easy 35 min. train commute.

Being near to New York City and reduced rents/prices in Westchester

Access to a highly skilled talent pool.

A large diverse group of companies

There are none

Not sure

None

More clients in businesses

Major airports with direct flights. That's it. There's plenty of talent everywhere who can work remotely. Frankly, it seems that the NY area is still asleep where the rest of the country is up and innovating, safely.

There is no advantage. Other than the fact that there are more people and businesses to sell insurance products to. On the flip side of that, there is more traffic congestion meaning more time our staff wastes in traffic commuting. Also the cost of living is higher than other areas of the state/country.

Talent

The biggest advantage is the urban setting with public transportation and a diverse population.

Immediate access to NYC

More clients.

No advantage other than larger potential customer base

Size of the market

It is where the majority of our service population lives

Media center

Population density

Significant wealth in the area is good for fundraising

Workforce

Some businesses have money (though many still do not)

Our business can operate from anywhere

Access to services, transportation options that had always been a positive.

Easy access to all the work in NYC

Getting back to some sort of normal

Access to services

Affluent clientele

Access to highly trained musicians to serve on our teaching faculty is an important advantage for a music school like us.

Access to business clients in the city.

N/A

Location

Access to cultural and entertainment venues; diversity

People are moving out of the city to work and live-but has such unlimited resources and opportunities

None

Access to labor and opportunity density

High populations/larger potential customer base

Access to wealth

We are close to the action

NYC is a dynamic city, with great workforce, and the evolving city means there's always a need for our services

The diversity, good location for vegan snacks

Accessibility

Volume of clients and accessibility

Access to Talent

Best workforce

As a capital markets attorney, being based in NYC is a big draw for potential clients -- close to Wall Street, NYSE, Nasdaq, etc.

Talent pool.

Access to people

A great city, full of diverse talent.

Center of construction and related engineering.

Before COVID, NYC was the financial capital, we will need to assess how NYC recovers.

I am considering reducing my footprint here - friends of mine on Long island received 20K for sole proprietor - single employee businesses

Opportunity

Opportunity/media capital

Adjacency to client base

Lots of opportunities

A lot of opportunities, creative networking, more engaged

No advantage

It's a hub for activity, but NYC was not a viable or safe place to work since March 2020

Ability to get into the city via rail transit

Population

Fewer now than before. If NYC again becomes a desirable destination for travel, then that will improve.

Access to good food

Availability of talent

Central to our employees. Since the Foundation essentially supports the arts, NYC is a hub of artistic activity.

There are no advantages. Insurance premiums are ridiculous, and employees are out of touch with reality of what dedication it takes to keep a business running.

None

Huge population; efficient distribution to large number of people

New York City laws concerning energy and greenhouse gases

No advantages

Lots of business

NYC has a large population to serve.

Very vibrant city, people really want to be in New York

Proximity to clients, access to labor

The enduring vibrancy of the City; the can-do spirit; the failure to succumb to hardship.

Centrally located.

Amount of people in the location

Gives student an experience of what it would be like to be a part of NYC, find a lot of opportunities

Only open business in the area/campus

Location, more clients (bigger range for clients)

Q24 - What do you consider to be the biggest disadvantages to having a business in or near New York City?

Regulatory burden + mismanaged SBA

High cost of doing business and housing costs for employees.

Congestion

Transportation and crime

Finding talent

High Taxes

High spread of illness due to density of population

Cost; safety

Expense of office space and employees (our 2 largest expense items) and commute times/issues

Safety and security

Competitive

Getting hit first and hard with the pandemic- no chance to learn from other regions' experience

Crowded

Taxes, utilities cost, government mandates

Reliance on mass transit.

Traveling in and out of the city can take a lot of time.

None

Higher costs

Have to offer higher salaries to remain competitive for hiring, high costs of operation for offices

Expense of travel and taxes

Some people no longer want t live here

Politicians

Long commute.

N/a

Very expensive to operate in NYC.

Taxes

Costs of permits, insurance, travel, supplies and taxes

Expensive real estate

Cost of living

Expenses

Expense

When they allowed the riots and allowed them to break into businesses and just sit back and watch.

Taxes and regulation

None

Rent is so expensive in the city.

Costs

Very dense population in NYC

None

Markets are changing and by and large NYC is not its normal self. Many businesses have not returned to full capacity. Many businesses have closed. The health and safety of our staff is important and the level of crime, the homeless poses real concerns. Many are also not using mass transit for similar reasons posing major issues for in office.

Rent is for businesses is very high

Transportation

Insane tax and regulatory policies One party government

The expense of real estate and cost of living.

transportation in and out of the city

Travel, Parking, Traffic....the usual.

People left.

High taxes and rent prices

For us there really isn't one

Bureaucracy

lots of worthy causes competing for funds and talented employees, cost of living

Constant inspections and massive property tax bill

None

Present Safety concerns for our people traveling via mass transit.

Government regulations

High cost of living/doing business - the labor laws are ridiculous and should be adjusted for the reality.

Taxes, regulations, labor costs, traffic and infrastructure.

The cost of doing business in New York City and New York State. They have both gotten much more difficult to deal with.

Costs

None. Does not affect

Congestion

In our area it was like a ghost town many local businesses closed

Highest electric rates, high property taxes,

High taxes

Wages and real estate

taxes

High taxes

Rising costs, increasing regulatory burden and increasing crime rates.

Cost.

Higher costs for rent and labor costs.

Costs

Expenses especially rent

Government gridlock on funding

The projected slow recovery for the commercial market and slow return of tourism.

None

The political climate

Rent, staffing costs

The implementation of the Excelsior pass and the fear that the pandemic has created for so many.

Proximity to pandemic epicenter

The red tape and extreme guidelines that NY State imposes on just about everything.

None

Workforce can work anywhere

Pollution

Taxes

Competition for talent

Shared donors

Need for higher pricing

Cost of living

High costs/taxes

Cost of real estate

None

Cost of doing business

Cost of living for employees = cost of employees

Subjecting oneself to the mass-transit system.

None

None

Taxes and regulatory issues

None

Liabilities

City Restrictions

Cost of rent

Taxes, cost of doing business, greying suburbs, progressive policies.

Taxes and cost generally

The biggest disadvantage is the high cost of living.

Taxes

Expensive to operate - insurance, taxes.

No disadvantage

Taxes, cost of living

Traffic, Taxes on Commercial Real Estate, High Rent

Higher expenses

Taxes! The road system is in disrepair!

Commuter population

Lots of people who work in the city work/commute long hours, which makes it more difficult for them to volunteer

Cost of doing business.

It's a very expensive place for small businesses

No disadvantage

Very high cost of doing business in the tri-state area. Burdensome regulations and taxes.

Competing for people against NYC firms willing to pay higher wages

None- we are NYers!

Lower salaries in suburbs than NYC discourage workers from applying

Taxes

There are many competing services from private teacher studios and small for-profit schools.

Competition from other businesses.
Cost of office space and salaries
N/A
High taxes; high cost of living
Feel we were the epicenter of it all, will it ever return to normal where people feel safe?
None
Parking!
High rents
People think NYC is more important than and thus has better opportunities than Westchester
Expenses to do business are too high
Today- people's fear of riding mass transit because of pandemic.
Competition is high
Too crowded
Competition
Competition
Unaddressed inequality
Commuting issues -- for everyone except those who live in Manhattan, commuting to NYC requires a significant investment in terms of number of hours spent getting to and from the office. After 13+ months working from home, it may be hard to convince everyone that it is worthwhile to go back to the office.
High taxes. Increase in crime, lower quality of life, mass transit and unfriendly business environment. Moderate standard of living and quality of life, high cost of living.
Operating cost
Cost of living (therefore, higher salaries)
Expenses in all aspect, too high
The mayor and governor. Increase in crime
The cost of space/ employees
Commuting, costs
Costs
Costs
None
Working with different business processes outside of the city

Majority of the work they do is not in Long Island. Traveling

Rent.

Cost and expenses to do business

Cost

High taxes, high operating costs, poor political leadership

Taxes

It's lack of talent

Rent cost

The city government is reducing the ability to operate in the city, restrictive parking rules for commercial traffic, increased bike lanes, inspectors out of control.

Taxes

High cost of doing business

Building owners and managers are not enlightened. They think of clean energy and efficiency as a burden and not the benefit it is

No disadvantages

High prices

It's freaking expensive and bureaucratic

Taxes are really high. The regulation on business is too much.

Cost of operating

The fear early on of contagion; worries about the safety of public transportation; the insane bureaucracy.

Crime rate

Cost of doing business is very high

Competition

Competition

Q26 - Do you have any other comments that you would like to share with us regarding your experience during the pandemic or your outlook for the future?

Our business did pro-bono to 850+ businesses as part of a COVID-19 Relief Program and the common issues were inexperienced business owners (Margins at -1%, Promotions that cause a loss, improper groupings).

Local elections matter and we need better leaders and leadership in New York politics

The businesses that survived the pandemic should be more efficient, agile, and more prepared going forward, as this will not be our last pandemic.

The political climate in NYC and attendant quality of life and public safety issues have substantially worsened during the past 18 months and show no signs of improving. Taxes are also a significant (and increasingly burdensome) negative factor for businesses (and individuals) in NYC

Left leaning politician will drive productive people out of the state.

It was surreal- never thought I would experience something like it. Wish it had brought the country together more rather than exacerbated divisions

Government coordination was lacking

We learned how resilient we can be, which will certainly be helpful in the future.

I was told to stay open because we are essential, but yet no supplies were delivered. My shelves were empty and all I could do is fill prescriptions which I make pennies on. But CVS, Rite Aid and the rest of them got their deliveries. Not fair

Governance of NY & NYC needs to change

Stay focused

It's too bad wearing a mask and social distancing became a political hot button. I think people need to forget political posturing and try and do what's right for all persons.

It may take a while for the metropolitan area to bounce back. So many empty storefronts in the city, and many people moved out. Hopefully they will return, but businesses will likely not need as much office space. It appears as if some offices will shift from NYC to Westchester and Stamford area. That is good for this area and bad for the city

We are requiring either vaccination or PCR test every 72 hours.

We need people in both elected office and regulatory office to understand their impact on the cost and difficulty of doing business.

Businesses will probably prosper and grow but remote work will decrease opportunities for B to B.

God bless the staff.

There needs to be much done in NYC to many people not following protocol which is harmful for those around.

We are a different company than we were a year ago especially by improving our technologies which led to less overhead, stronger focused company, tough for employees in the beginning but turned struggles into strengths, more flexible with hiring employees from location far away for remote work

Never bet against New York!

While virtual meetings will diminish somewhat, they will not go away and they do create opportunities. efficiencies.

I have serious concerns about mandating the COVID shots prior to FDA approval. I do not feel that employers should mandate the vaccine for their employees until long term studies on humans are available.

Our outlook is great, because we conduct business the right way, in spite of the red tape. I'm pessimistic that business will return to NYC and if the government doesn't get their act together with taxes, red tape, regulations and rhetoric, business will continue to flee for more business-friendly states.

Despite the tremendous loss of life, we learned some important mgmt. lessons

Stock up on office supplies for future, more flexible and adaptable, no traffic

Can't undervalue in person collaboration, culture and camaraderie. Video provides great flexible options but in person is always better.

Outlook is very uncertain as to how companies will repopulate their offices and how the new hybrid working environment will impact on the office space market

Hopeful that we can learn from the mistakes of our responses to COVID.

The progressive agenda will drive business out of the NY region. Westchester County's lack of vision may drive growing companies away.

I believe things will eventually improve in NYC, but at the current trajectory, they will get far worse before that happens. Without a sense of security from crime and vandalism, the residents of our area will continue to flee for safer less expensive areas.

Lost contacts to black owned businesses, not enough support for small family owned businesses

NYS should have organized vaccinations better

We should see less government involvement! Closing businesses was unnecessary!

The high costs of operating in NYS will continue to drive people elsewhere.

I'm tired :-)

Staffing shortages are at a critical level in non-profit human services

I was forced to lay people off due to employee limits, but I did not initially bring everyone back. We are now back to full staff, which will only work if we maintain our current sales.

I am optimistic for the short term, not sure where the bottom will fall out-the shortages of building supplies and the price increases are making it really hard, coupled with all the regulations to regarding COVID and employees-

I am seeing business thriving and growing in other regions, i.e. KY, Ma, MO and FL

Inflation is a real deterrent to growing our business in the future. beware of east money and its ramifications.

Note: we furloughed initially and had a few cuts. But were able to bring all furloughs back and are now hiring

There has to be a greater effort in NYC for black owned businesses and reach out to them to be able to support them with what they need.

Owner of company passed away from COVID complications; family opted to close the company

The politicians are destroying New York.

We will work with a hybrid model starting in 2022. Until then, staff have the option to continue working from home if they need or prefer.

Legal and court actions need to be active to settle dispute faster in commercial matters.

Outlook is good for Southern States that have less of a tax burden on business and employees

Communities have changed in NYC, parking space for commuters.

If things were tough right before the pandemic, but there was hope! the pandemic squashed that hope. Lives for people at the tail end of their careers such as myself have been left out of the recovery. At 63 how do I start over? Retirement saving have been invested back into the business to restart before the pandemic, now there is no hope and no place to go. There needs to be dept. forgiveness for this section of the population. We are functional and talented, in good health, but I fear that a lifetime of hard work will disappear into the wake of the pandemic.

NYC is not pro-business

Afraid there is a lot of permanent structural damage to NYC and economy

It has taken a lot of effort to get through the pandemic

Appendix 2

Responses to text entry option when “Other” was selected

Below are responses to questions that allowed respondents to provide explanations for “Other” or for certain answers selected.

Q3 - Please indicate which industry your business is currently engaged in. Other (please specify)

Note: Some responses to this category were added to new or existing categories for this question. Only those that didn't fit into the new list of categories are included here.

Printing

Telecommunications

Energy distribution and service

Aerospace defense

Tech

Vineyard

Q7 - For how long did you stay closed? Other (please specify)

Moved to online

We worked remotely for the past 15 months

48 hours

We have had to close our studio since March 2020 and teach on Zoom and video

Business was limited.

Some portions of our agency closed for 2 weeks, Some for 4 months; some for 6 months.

Operation of non-essential construction on-site closed; office remained open

We closed our office for a period, but continued to service clients from home. The firm obtained authorization to stay open during the pandemic (although with reduced on-site staffing).

Operated remotely

Followed NYS mandate

Q12 - What changes have you implemented due to the pandemic? Other (please specify)

- Procedures related to COVID

- N/A (Founded in 2020)

- Discontinued services

- Rebranded

- Groups take place online, as well as board meetings and annual fundraiser

- General reorganization and reset

- None

- Workplace re-design

- Smaller work force, until business picks up

- None of above

- increased cleaning

- No changes

- Closed our showrooms for all of 2020

- No changes because of pandemic but business is down because of other reasons.

- Forced the renegotiation of most contracts

- Remote programming

- By appointment shopping/pick up

- Created temporary work from home policy

- Modified services provided to focus on pandemic related issues; set up systems to better enable employees to work from home.

- Reduction of hours

- Contemplating closing

- Safety protocols

- Pivoted to other related business opportunities

- Health and safety

- None

- Safety and health measures

- Health and safety protocols

- Safety/health changes

Q13 - Please indicate which of the changes you plan to keep after COVID is no longer an issue. Other (please specify)

- Procedures related to COVID
- N/A (Founded in 2020)
- No information available
- Smaller work force, until business picks up
- None of above-staying same
- We will continue to operate the same as we have for almost 40 years
- None
- None
- Changes only to business operations unrelated to pandemic.
- Construction cannot work from home
- Company permanently closing
- Work alone, no employees
- None
- Safety and health measures
- Health and safety protocols

Q22 - As your business continues to recover from the COVID pandemic, what type of assistance does your business most need? Regulatory relief (please specify)

- Reimbursement from Medicare for telehealth visits. Flexibility on requiring signed MD orders to bill for services.
- Elimination of COVID restrictions regarding touch
- NYS DOH Regulations are costly to comply with (i.e. weekly COVID testing of staff)
- DOH Mandates and the new Health Care hero law
- Repeal Heroes Act
- Lending Guidelines
- We need relief from deadlines which are not attainable due to reduced staff and supply chain interruptions.
- Our industry is overburdened with state and federal regulations that increase costs and do little to benefit the consumer.

Make new telehealth regulations for Medicare and Medicaid permanent

Too much government intervention.

Lowered taxes and less regulations

OSHA and DOB are handing out severe punitive fines that cripple small business

Q22 - As your business continues to recover from the COVID pandemic, what type of assistance does your business most need? Other (please specify)

Promotions

Project bound assistance

People returning to offices

No assistance, need more customers to spend money

No assistance needed

No assistance

No assistance

More work to work on

More outreach to small businesses more federal contracts, engaging them more

More clients

Marketing

Consumer confidence (company services other businesses)

Business loans

Will be reviewed during mid 2021

We need NYC public transit to be safe

We lost sales that don't seem likely to come back.

The 0.22 cents we get for filling a prescription just doesn't pay the bills

Not really sure

Need to attract more fundraising dollars and foundation grants

More flexibility paying back loans

Great concerns about crime, increasing regulatory burden and rising NYC prices post-pandemic.

Clients to begin advertising

Clarity on regulations for office occupancy from CDC and State/city

Better guidance from government

Access to more business opportunities

The Governor's State of Emergency precludes cold calling. The real estate market has never been so busy and this blanket prohibition makes no sense. Also, the incredibly slow pace of NYS releasing federal relief funds for tenants, and thereby landlords.

Q28 - Just one last topic of interest. What measures has your company taken in the past two years in response to concerns over climate change? Other efforts related to climate change (please specify)

Focus on ESG investments

Less printing

NA (Founded in 2020)

In house recycling, reduced electric consumption.

We care about the environment and are mindful of recycling and not using more resources than necessary

Encouraging remote working -- something we have done since 2017

Encourage recycling and minimize waste

We are getting Green Certified

Less paper due to Electronic Health Record, but I am against climate change legislation that micromanages and impacts the way business can conduct business.

Fully electronic documents

Partnered with groundwork HV

Less paper

Went paperless

Sustainable practices, Use of more eco-preferred materials

Implemented some internal green initiatives

Supported the use of standby generators at client locations.

Paper free

My office is paperless and has been remote since inception.

Continued awareness of being environmentally conscious

For our work, focus on higher efficiency projects

Looking to reduce labor needs thru products and service changes and equipment.

We bought a crusher to re purpose and reuse rock on the job site

Monitor our waste within the office

Providing pro bono legal services for certain companies working in the environmental and clean-energy sector.

Investment to reduce cleaning solvent use

We have been analyzing our carbon footprint since 2019 and will set ambitious targets to reduce them in the years to come.

Working on more sustainable type projects, company has no office so no carbon footprint

Environmentally conscientious

Look for clients who also are concerned/in line with climate change

Advocate for sustainable polices

Travel less and use sustainable materials in packaging

Our office were forced to be renovated in 2015 and all green energy and requirements were implemented at that time.

LED Lights

Energy efficient appliances

Studied alternatives but they have been too costly to implement.

Raised awareness

Appendix 3 Crosstabs by Location

Crosstabs by location – Pace Business Poll May 2021

Shut down

		Total	New York City	Westchester
Q7: Was your New York business forced to close at some point since March 2020 due to the pandemic?	Yes	29.0%	31.3%	27.0%
	No	71.0%	68.7%	73.0%

Industry

		Total	New York City	Westchester
Q3: Please indicate which industry your business is currently engaged in - Selected Choice	Engineering and construction	5.4%	6.1%	4.9%
	Food and beverage	7.7%	11.1%	4.9%
	Financial	9.5%	10.1%	9.0%
	Manufacturing	2.7%	3.0%	2.5%
	Retail	3.2%	2.0%	4.1%
	Service	5.0%	2.0%	7.4%
	Wholesale and distribution	2.3%	2.0%	2.5%
	Entertainment / Tourism	2.3%	4.0%	0.8%
	Health / Human services	6.3%	7.1%	5.7%
	Professional Services	17.6%	14.1%	20.5%
	Not-for-profit	14.5%	8.1%	19.7%
	Other (please specify)	23.5%	30.3%	18.0%

Size of Business

		Total	New York City	Westchester
Q4: Please indicate the current size of your business	Under 50 employees	56.1%	41.4%	68.0%
	50 to 100 employees	9.0%	9.1%	9.0%
	101 to 500 employees	14.5%	15.2%	13.9%
	Over 500 employees	20.4%	34.3%	9.0%

Revenue size

		Total	New York City	Westchester
Q5: Please indicate the total annual revenue range for your business	Less than \$1 million	30.8%	24.0%	36.4%
	\$1.1 to 2.4 million	10.7%	11.5%	10.2%
	\$2.5 - \$5 million	11.7%	5.2%	16.9%
	More than \$5 million	46.7%	59.4%	36.4%

Shut down

		Total	New York City	Westchester
Q7: Was your New York business forced to close at some point since March 2020 due to the pandemic?	Yes	29.0%	31.3%	27.0%
	No	71.0%	68.7%	73.0%

Time closed

		Total	New York City	Westchester
Q8: For how long did you stay closed? - Selected Choice	Less than 3 months	39.1%	25.8%	51.5%
	3 - 6 months	28.1%	25.8%	30.3%
	7-12 months	10.9%	12.9%	9.1%
	More than a year	7.8%	16.1%	0.0%
	Permanently closed	0.0%	0.0%	0.0%
	Other (please specify)	14.1%	19.4%	9.1%

Financial Impact

		Total	New York City	Westchester
Q15: Has your business been financially affected by the pandemic?	Yes, our business has been negatively affected financially by the pandemic	57.8%	59.1%	56.8%
	No, there has been no or almost no financial affect on our business from the pandemic	22.1%	22.6%	21.6%
	No, our financial situation has improved since the start of the pandemic	20.1%	18.3%	21.6%

Percent decline

		Total	New York City	Westchester
Q16: Approximately what percentage of revenue decline would you say you experienced over the last year due to COVID-19?	0-20%	42.2%	41.7%	42.6%
	21-50%	30.4%	25.0%	35.2%
	50%+	27.5%	33.3%	22.2%

Layoffs

		Total	New York City	Westchester
Q18: Were you forced to let employees go due to the pandemic?	Yes, we had to lay off employees	25.4%	24.0%	26.5%
	Yes, we had to temporarily furlough employees	14.6%	19.8%	10.3%
	No, we did not significantly change our workforce	47.9%	41.7%	53.0%
	No, we increased our workforce	12.2%	14.6%	10.3%

Hire Back

		Total	New York City	Westchester
Q21: How many laid off or furloughed employee positions do you expect to refill or hire back as things open up? (within the next year)	all of them will be refilled	34.1%	40.0%	27.9%
	most of them will be refilled	20.5%	20.0%	20.9%
	about half of them will be refilled	14.8%	13.3%	16.3%
	about 1/4 of them will be refilled	10.2%	8.9%	11.6%
	all layoffs will be kept empty for at least another year	20.5%	17.8%	23.3%

Changes made

	Total	New York City	Westchester	
Q9: What changes have you implemented due to the pandemic? (check all that apply) - Selected Choice	More employees working from home	62.4%	65.7%	59.8%
	Added e-commerce or delivery options	14.5%	14.1%	14.8%
	Reduced office space	18.1%	24.2%	13.1%
	Added new products or services	30.3%	28.3%	32.0%
	Implemented new procedures	64.7%	62.6%	66.4%
	Improved IT systems and support	44.3%	46.5%	42.6%
	Reduced service or sales capacity	13.1%	13.1%	13.1%
	Other (please specify)	9.5%	9.1%	9.8%

Changes keep

	Total	New York City	Westchester	
Q10: Please indicate which of the changes you plan to keep after COVID is no longer an issue (check all that apply) - Selected Choice	More employees working from home	46.6%	51.5%	42.6%
	E-commerce or delivery options that were added	15.4%	15.2%	15.6%
	Reduced office or floor space	21.7%	28.3%	16.4%
	New products or services that were added	29.0%	27.3%	30.3%
	New procedures that were implemented	53.4%	50.5%	55.7%
	Improved IT systems and support	38.5%	40.4%	36.9%
	Reduced service or sales capacity	2.7%	2.0%	3.3%
	Other (please specify)	6.3%	8.1%	4.9%

Return to work

		Total	New York City	Westchester
Q50: Which best describes your current plans to have employees now working remotely return to work on site within the next year?	All or almost all will return in person by the end of 2021	54.3%	44.0%	63.6%
	At least half will continue to work remotely by the end of 2021	21.0%	28.0%	14.5%
	A significant number will remain working remotely on a permanent basis	24.8%	28.0%	21.8%

Timing of return

		Total	New York City	Westchester
Q30: When do you anticipate bringing most of your staff back to work on site?	Already returned	36.4%	24.3%	45.3%
	Before the end of summer	15.8%	18.6%	13.7%
	In September	21.2%	30.0%	14.7%
	Late fall 2021	9.1%	12.9%	6.3%
	Spring 2022	2.4%	1.4%	3.2%
	Not at all or later in spring 2022	8.5%	11.4%	6.3%
	Never switched to off-site	6.7%	1.4%	10.5%

Travel and events

		Total	New York City	Westchester
Q31: When do you anticipate reinstating staff travel and events attendance?	Already returned	21.0%	22.0%	20.4%
	Before the end of summer	17.5%	10.0%	21.5%
	In September	18.9%	28.0%	14.0%
	Late fall 2021	22.4%	18.0%	24.7%
	Spring 2022	8.4%	12.0%	6.5%
	Not at all or later in spring 2022	8.4%	8.0%	8.6%
	Have allowed travel throughout	3.5%	2.0%	4.3%

Vaccination

		Total	New York City	Westchester
Q32: Will you require your staff to be vaccinated to return to work on site?	Yes	23.3%	30.2%	19.4%
	Not sure	37.7%	39.6%	36.6%
	No	39.0%	30.2%	44.1%

Preparation

		Total	New York City	Westchester
Q22: Do you feel your business is better prepared for a possible pandemic in the future?	Very prepared	45.2%	48.7%	42.6%
	Fairly well prepared	36.7%	34.2%	38.6%
	Somewhat prepared	14.7%	11.8%	16.8%
	Not at all prepared	3.4%	5.3%	2.0%

Stronger or weaker

		Total	New York City	Westchester
Q24: Once the pandemic is not an issue, do you feel your business will be stronger or weaker than it was before the pandemic?	Stronger than before	69.8%	70.4%	69.3%
	No change	17.6%	13.6%	20.8%
	Weaker than before	12.6%	16.0%	9.9%

Government Aid

		Total	New York City	Westchester
Q25: Did you receive government assistance to help with pandemic difficulties? (check any that apply)	Yes, received Federal funds	46.2%	42.4%	49.2%
	Yes, received State funds	8.1%	7.1%	9.0%
	No, did not receive any government assistance	32.6%	34.3%	31.1%

Assistance needed

		Total	New York City	Westchester
Q51: As your business continues to recover from the COVID pandemic, what type of assistance does your business most need? - Selected Choice	Financial assistance for cash flow	13.6%	13.1%	13.9%
	Financial assistance for capital investment	4.5%	4.0%	4.9%
	Assistance in locating new employees with specific skills/experience	22.6%	20.2%	24.6%
	Regulatory relief (please specify)	6.8%	5.1%	8.2%
	Other (please specify)	17.2%	20.2%	14.8%

Optimism

		Total	New York City	Westchester
Q26: Are you optimistic about the future of business in New York City and the surrounding area over the next few years?	I am optimistic. I think the city will continue to prosper and grow	44.3%	46.5%	42.6%
	I am neutral - business will probably maintain the status quo	17.6%	16.2%	18.9%
	I am pessimistic - businesses will struggle to recover and many may close or leave NYC	19.9%	18.2%	21.3%

Regulation impact

	Total	New York City	Westchester	
<p>We have just one question about regulatory impacts in New York. To what degree did recent labor law changes impose additional costs or compliance burdens on your business</p>	Minimal impact (New NYS paid sick leave mandate)	38.5%	35.4%	41.0%
	Moderate impact (New NYS paid sick leave mandate)	17.6%	16.2%	18.9%
	Major impact (New NYS paid sick leave mandate)	9.5%	10.1%	9.0%
	Minimal impact (NYS paid family leave)	36.7%	34.3%	38.5%
	Moderate impact (NYS paid family leave)	19.9%	18.2%	21.3%
	Major impact (NYS paid family leave)	10.0%	11.1%	9.0%
	Minimal impact (Increased minimum wage)	41.2%	40.4%	41.8%
	Moderate impact (Increased minimum wage)	13.6%	13.1%	13.9%
	Major impact (Increased minimum wage)	15.4%	13.1%	17.2%
	Minimal impact (Expanded NYC paid sick leave mandate)	15.4%	34.3%	0.0%
	Moderate impact (Expanded NYC paid sick leave mandate)	7.2%	16.2%	0.0%
	Major impact (Expanded NYC paid sick leave mandate)	5.9%	13.1%	0.0%
	Minimal impact (Requirements for predictive scheduling)	15.8%	35.4%	0.0%
	Moderate impact (Requirements for predictive scheduling)	3.6%	8.1%	0.0%
	Major impact (Requirements for predictive scheduling)	4.1%	9.1%	0.0%

Climate change

	Total	New York City	Westchester	
<p>Q52: Just one last topic of interest. What measures has your company taken in the past two years in response to concerns over climate change? (check all that apply) - Selected Choice</p>	Made changes in products and/or services we offer	16.3%	20.2%	13.1%
	Made investments in buildings and equipment to improve energy efficiency	24.9%	32.3%	18.9%
	Promoted use of mass transit, ride sharing or alternative transportation by employees	14.5%	21.2%	9.0%
	Made "offset" investments (e.g. purchase of carbon offsets)	5.4%	9.1%	2.5%
	Other efforts related to climate change (please specify)	14.9%	13.1%	16.4%
	No efforts related to climate change	30.3%	22.2%	36.9%

Appendix 3 Crosstabs by Size of Business

Q4: Please indicate the current size of your business

	Total	Under 50 employees	50 to 100 employees	101 to 500 employees	Over 500 employees
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Q5: Please indicate the total annual revenue range for your business	Less than \$1 million	33.7%	58.0%	8.3%	0.0%	0.0%
	\$1.1 to 2.4 million	10.3%	15.9%	8.3%	0.0%	2.2%
	\$2.5 - \$5 million	10.7%	13.8%	4.2%	8.3%	6.7%
	More than \$5 million	45.3%	12.3%	79.2%	91.7%	91.1%

Q7: Was your New York business forced to close at some point since March 2020 due to the pandemic?	Yes	27.8%	32.0%	24.0%	22.2%	21.3%
	No	72.2%	68.0%	76.0%	77.8%	78.7%

Q8: For how long did you stay closed? - Selected Choice	Less than 3 months	40.8%	42.6%	33.3%	62.5%	20.0%
	3 - 6 months	26.8%	29.8%	33.3%	12.5%	20.0%
	7-12 months	9.9%	6.4%	16.7%	0.0%	30.0%
	More than a year	8.5%	10.6%	0.0%	0.0%	10.0%
	Permanently closed	0.0%	0.0%	0.0%	0.0%	0.0%
	Other (please specify)	14.1%	10.6%	16.7%	25.0%	20.0%

Q15: Has your business been financially affected by the pandemic?	Yes, our business has been negatively affected financially by the pandemic	58.5%	59.0%	70.8%	51.5%	55.0%
	No, there has been no or almost no financial affect on our business from the pandemic	22.5%	25.9%	16.7%	21.2%	15.0%
	No, our financial situation has improved since the start of the pandemic	19.1%	15.1%	12.5%	27.3%	30.0%

Q16: Approximately what percentage of revenue decline would you say you experienced over the last year due to COVID-19?	0-20%	42.9%	28.9%	62.5%	50.0%	92.3%
	21-50%	30.3%	34.2%	18.8%	42.9%	7.7%
	50%+	26.9%	36.8%	18.8%	7.1%	0.0%

Q18: Were you forced to let employees go due to the pandemic?	Yes, we had to lay off employees	24.5%	24.0%	25.0%	26.7%	24.4%
	Yes, we had to temporarily furlough employees	13.9%	8.9%	25.0%	16.7%	22.2%
	No, we did not significantly change our workforce	51.0%	60.3%	41.7%	30.0%	40.0%
	No, we increased our workforce	10.6%	6.8%	8.3%	26.7%	13.3%

Q21: How many laid off or furloughed employee positions do you expect to refill or hire back as things open up? (within the next year)	all of them will be refilled	35.4%	34.7%	36.4%	35.7%	36.4%
	most of them will be refilled	20.8%	8.2%	45.5%	28.6%	31.8%
	about half of them will be refilled	14.6%	20.4%	9.1%	7.1%	9.1%
	about 1/4 of them will be refilled	10.4%	8.2%	0.0%	28.6%	9.1%
	all layoffs will be kept empty for at least another year	18.8%	28.6%	9.1%	0.0%	13.6%

Q50: Which best describes your current plans to have employees now working remotely return to work on site within the next year?	All or almost all will return in person by the end of 2021	55.1%	64.8%	50.0%	42.1%	48.4%
	At least half will continue to work remotely by the end of 2021	21.2%	13.0%	35.7%	26.3%	25.8%
	A significant number will remain working remotely on a permanent basis	23.7%	22.2%	14.3%	31.6%	25.8%

Q30: When do you anticipate bringing most of your staff back to work on site?	Already returned	36.0%	41.3%	26.3%	41.7%	20.6%
	Before the end of summer	16.1%	18.3%	15.8%	8.3%	14.7%
	In September	20.4%	9.2%	21.1%	25.0%	52.9%
	Late fall 2021	9.1%	7.3%	15.8%	16.7%	5.9%
	Spring 2022	3.2%	4.6%	5.3%	0.0%	0.0%
	Not at all or later in spring 2022	8.1%	8.3%	10.5%	8.3%	5.9%
	Never switched to off-site	7.0%	11.0%	5.3%	0.0%	0.0%

Q32: Will you require your staff to be vaccinated to return to work on site?	Yes	24.7%	32.0%	13.3%	10.0%	16.7%
	Not sure	38.3%	34.0%	20.0%	50.0%	53.3%
	No	37.0%	34.0%	66.7%	40.0%	30.0%

Q22: Do you feel your business is better prepared for a possible pandemic in the future?	Very prepared	44.1%	37.1%	45.0%	57.7%	58.8%
	Fairly well prepared	36.8%	41.1%	40.0%	26.9%	26.5%
	Somewhat prepared	15.2%	16.1%	10.0%	15.4%	14.7%
	Not at all prepared	3.9%	5.6%	5.0%	0.0%	0.0%

Q24: Once the pandemic is not an issue, do you feel your business will be stronger or weaker than it was before the pandemic?	Stronger than before	65.4%	61.4%	50.0%	70.4%	85.7%
	No change	21.8%	24.4%	31.8%	14.8%	11.4%
	Weaker than before	12.8%	14.2%	18.2%	14.8%	2.9%

Q26: Are you optimistic about the future of business in New York City and the surrounding area over the next few years?	I am optimistic. I think the city will continue to prosper and grow	52.6%	50.4%	54.5%	44.4%	65.7%
	I am neutral - business will probably maintain the status quo	22.5%	23.2%	18.2%	33.3%	14.3%
	I am pessimistic - businesses will struggle to recover and many may close or leave NYC	24.9%	26.4%	27.3%	22.2%	20.0%