



# Return to Work Initiative Employer Survey Report of Results

February 2021



USTOMORROW



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## Survey Background

In fall 2020, the Texas Association of Business (TAB), the Texas Economic Development Council (TEDC), and USTomorrow announced the Return to Work Initiative, a joint project to assess the status of businesses across the state of Texas, to understand the impacts of the COVID-19 pandemic on local industry and workforce, and to introduce a new conversation on the future of work in Texas.

The TAB and TEDC networks were augmented by local, regional, and statewide Chambers of Commerce, Alliance for Securing and Strengthening the Economy in Texas (ASSET), Texas Chamber of Commerce Executives (TCCE), Texas Society of Human Resource Management (SHRM), and the Better Business Bureau (BBB). The survey was hosted on the Polco online civic engagement platform and designed and analyzed by the National Research Center.

507 responses were collected from July 17, 2020 through October 30, 2020. Because this was a non-probability sample, the credibility interval is considered to be  $\pm 8.8$  percentage points.

It should be noted that the survey was hosted 4 months after the pandemic started so these data are a better representation of businesses who survived the original impacts of the pandemic.

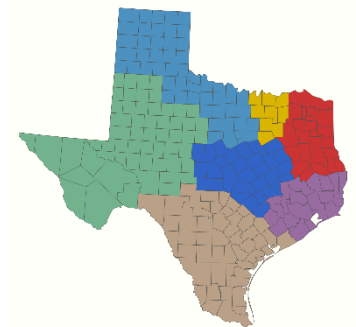
Businesses owners closing their doors prior to July would have been less likely to receive invitations or participate in the survey. Only 1% of the sample reported a complete and permanent shut down.

The dataset of survey responses was analyzed using the Statistical Package for the Social Sciences (SPSS). The businesses characteristics of respondents was compared to that for all businesses in Texas as described in the 2017 Community Businesses Patterns produced by the U.S. Census Bureau and were weighted (statistically adjusted) to provide a more representative sample of business respondents. For more information on the study methods, see *Appendix A. Survey Methods*.

Some questions on the survey included “don’t know” or “not applicable” response options. The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix B: Frequency of Responses to All Questions*. However, these responses have been removed from the analyses presented in the body of the report. In other words, the figures in the body of the report display the responses from respondents who had an opinion.

For several of the questions on the survey, respondents provided an answer in their own words. These responses are shown in *Appendix C: Verbatim Responses to Open-Ended Questions*.

Breakdowns of survey results by the 7 TAB regions, including regional highlights and differentials, can be found in *Appendix D: Survey Results by TAB Region*.



# Key Findings

## **Many Texas businesses were not prepared for the pandemic and were concerned about their sustainability.**

- Only 30% of businesses reported being very prepared to meet the needs of changing industry due to COVID-19.
- Only one-half of Texas businesses surveyed reported they can sustain more than a year in a partial economic shut-down and only one-third reported they could sustain more than 6 months.
- One in ten companies reported they are not sustainable at present.

## **A decline in 2020 revenues is expected for most businesses across the state.**

- About 9 in 10 businesses were expecting reduced revenues in 2020. About 4 in 10 were anticipating a serious shortage.
- About 40% of the companies surveyed reported major or moderate supply chain issues.
- For those businesses conducting foreign trade, about 60% reported the pandemic was having a serious or moderate impact on their ability to conduct business with trade partners.

## **Revenue loss has and will continue to impact Texas' workforce.**

- About 4 in 10 of the businesses surveyed reported that not having funds to pay employees was a major or moderate problem.
- About one in four business owners/managers reported that they had laid off staff to manage costs and about 18% more are considering staff lay-offs.
- One-third of businesses reported cutting back hours, with 14% more considering it.
- One-quarter of businesses reported that they had suspended bonuses and about 20% more are considering the strategy to balance revenue loss.

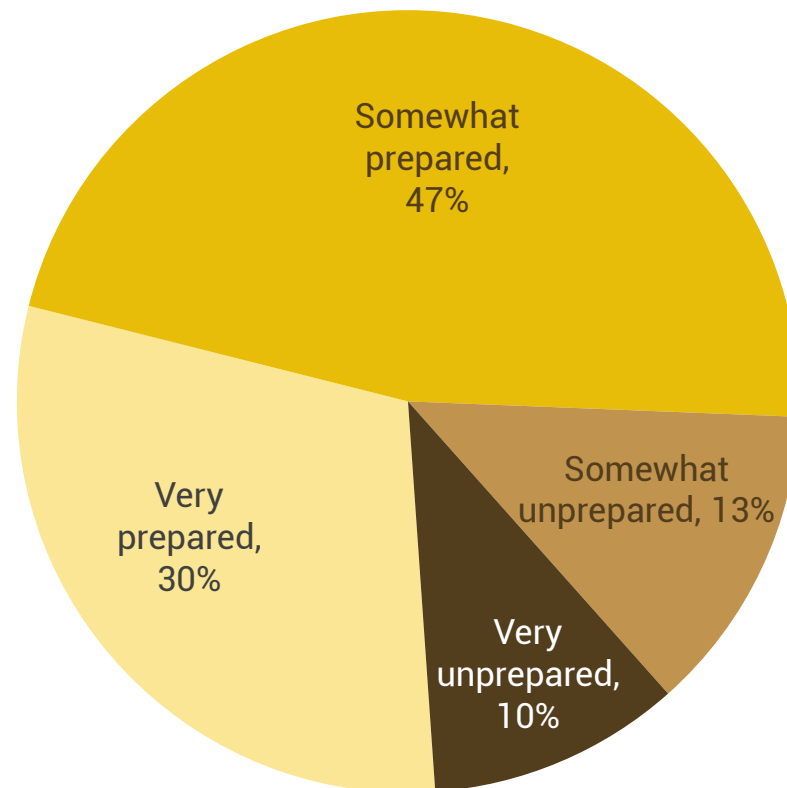
## **Companies are redefining the way they do business to adjust to the challenges posed by the pandemic.**

- While most businesses have suffered as a result of COVID-19, about 6% of the businesses participating in this survey reported positive outcomes from the pandemic. They experienced increased revenues and have or plan to increase staffing.
- About 6 in 10 businesses reported engaging more with social media to promote their business and 4 in 10 have moved to doing more business online.
- Remote work increased for many businesses with about 35% allowing remote work pre-COVID-19 and 60% post-COVID-19. Also, companies are now allowing larger proportions of their employees to work remotely than pre-pandemic. However, about 6 in 10 businesses do not anticipate this trend to be permanent.
- Increased collaboration with local governments, chambers and other local businesses also were an important strategy used by more than 4 in 10 businesses.

## Texas Business Preparedness

While about 3 in 10 businesses reported feeling very to meet the needs of changing industry, nearly 1 in 4 (23%) felt somewhat or very **un**prepared. About one-half reported being "somewhat prepared".

*How prepared do you think your business is to meet the needs of changing industry as a result of COVID-19 and similar challenges that may occur in the future?*



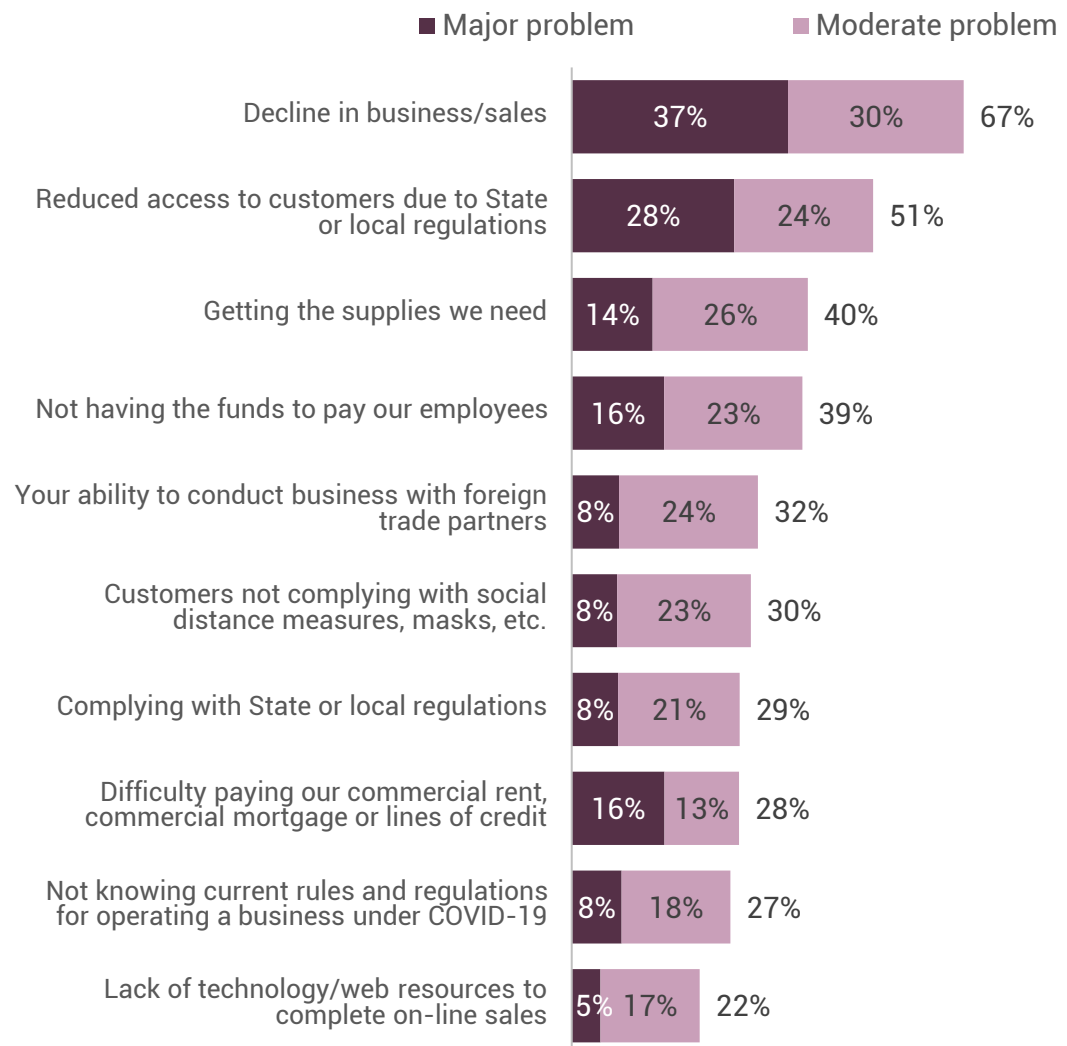
## Impact of Pandemic on Businesses

For two-thirds of the businesses surveyed, a decline in business or sales as a result of the COVID-19 pandemic was identified as a major or moderate problem. About half said that reduced access to customers due to State or local regulations was a major or moderate problem.

For a significant proportion of businesses, between 30% and 40%, getting needed supplies, not having funds to pay employees, inability to conduct business with foreign trade partners or having customers who do not comply with social distance and mask precautions was a major or moderate problem.

Between 22% and 29% reported that complying with regulations related to COVID-19, not knowing all the current regulations, difficulties paying commercial rent or mortgage, or a lack of technology or web resources to complete online sales was a major or moderate problem.

*How much of a problem, if at all, are the following issues for your business as a result of the COVID-19 pandemic?*

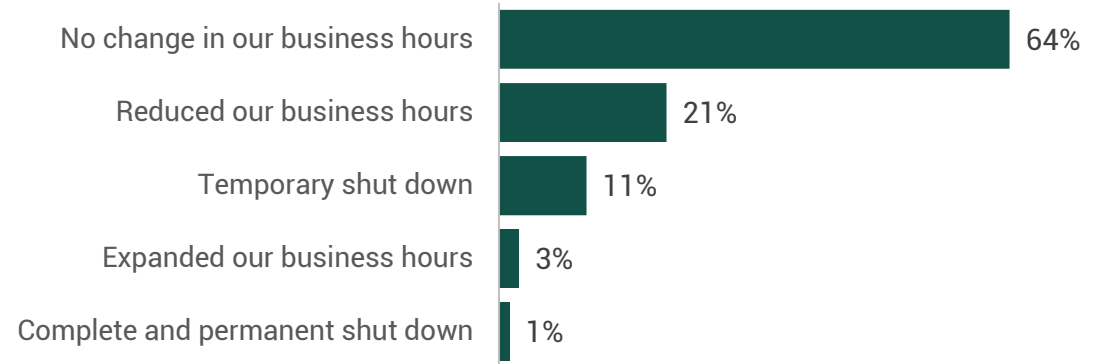


## Impact of Pandemic on Business Hours and Staffing Levels

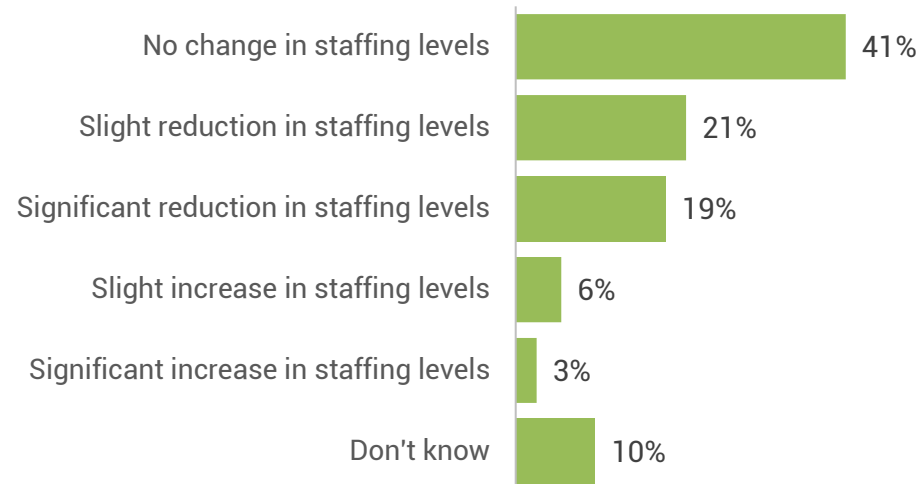
About two-thirds of businesses had not changed their regular business hours due to the pandemic, but 21% had reduced hours and 12% had temporarily or permanently shut down.

About 4 in 10 had not made and did not anticipate having to change their staffing levels; about 2 in 10 had already or anticipated a slight reduction and an additional 2 in 10 had already or anticipated a significant reduction in staffing levels. However, about 1 in 10 had already or anticipated **increasing** staffing levels.

*Have you changed your regular business hours due to the pandemic?*



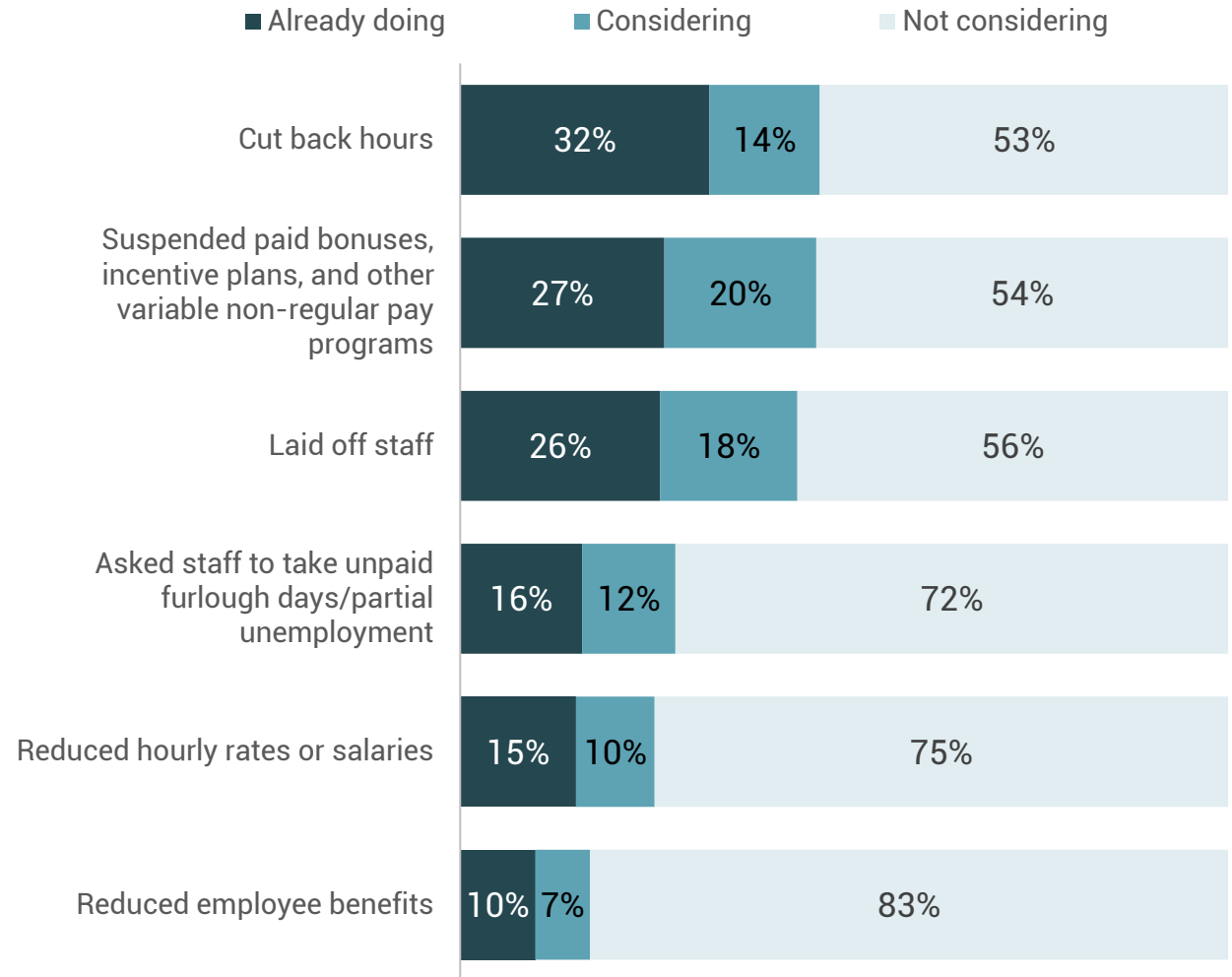
*How has, or how do you anticipate, COVID-19 will impact your current or future staffing levels?*



## Strategies to Minimize Impact of COVID-19 on Business

Surveyed businesses were asked whether they had implemented or were considering implementing several specific strategies to minimize the impact of COVID-19 on their business. The most common strategies, employed or considered were cutting back hours, suspending paid bonuses and other non-regular pay programs, or laying off staff.

*Which of the following strategies, if any, are you using or have you used to minimize the impact of COVID-19 on your business?*



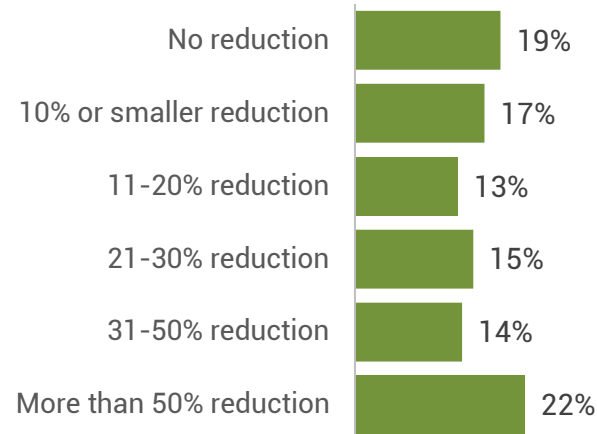


## Financial Impact of the Pandemic

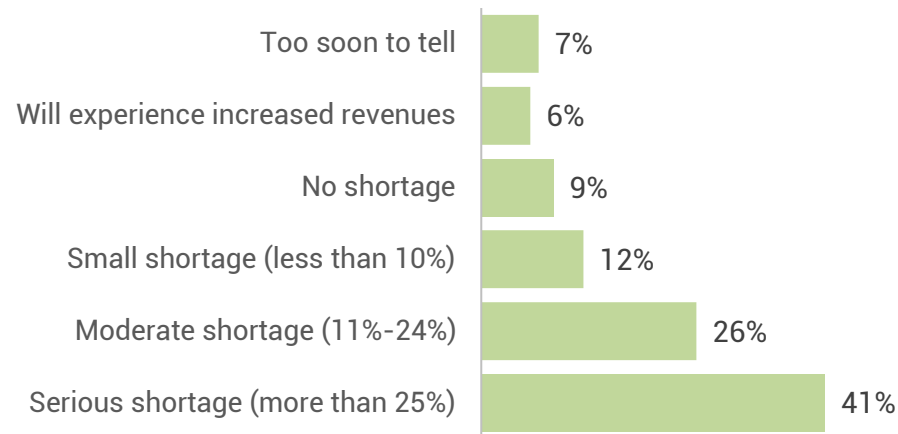
About 8 in 10 businesses described having experienced at least small reductions in sales due to the emergence of COVID-19. About 2 in 10 had experienced reductions in sales of more than 50%.

About 15% of businesses reported no impact or even an increase in revenues due to COVID-19. However, 4 in 10 businesses said they were anticipating a serious shortage in 2020 revenue compared to their original budget projections.

*Excluding the seasonal changes in sales that you may typically experience, to what extent, if at all, have you experienced reductions in sales due to the emergence of COVID-19?*



*Because of COVID-19, most businesses are expecting lower revenues than they projected at the outset of the year. How do you think your actual 2020 revenue will compare to your original budget projections?*

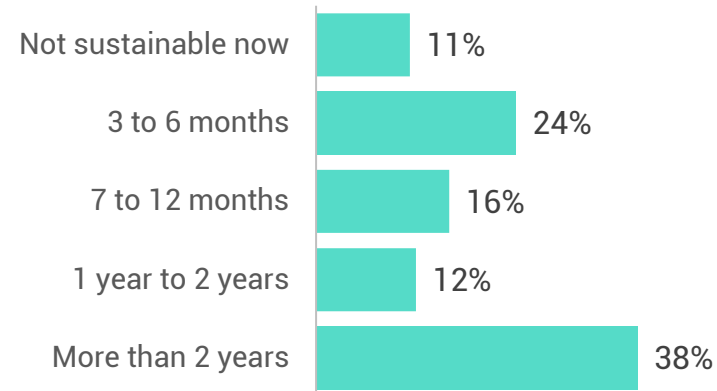


## How Long Can Sustain During Pandemic

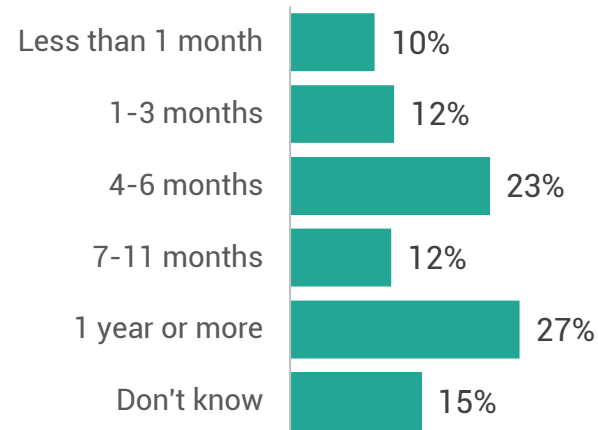
About half of surveyed businesses felt they could sustain their business in the current partial shutdown at least 1 year, but 1 in 10 said they were not even currently sustaining, and another 24% thought they could only make it another 3 to 6 months.

Most businesses expected they would be able to return to pre-COVID-levels in less than a year, but 27% thought it would take a year or more.

*How long do you estimate you will be able to sustain your business with the current partial shutdown?*



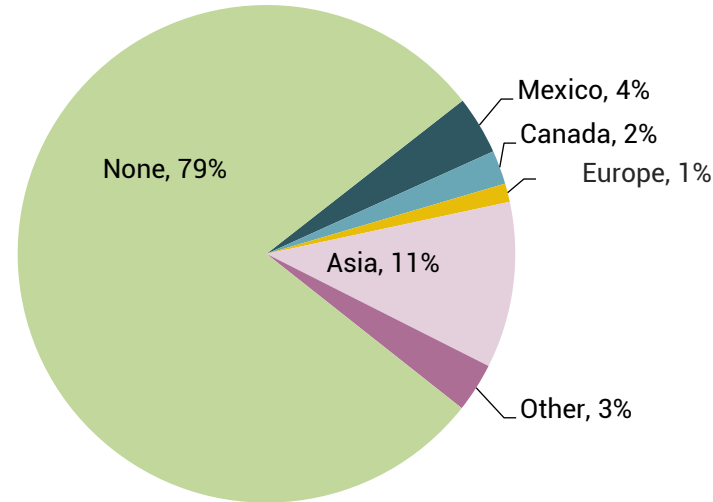
*Following a reduction in COVID-19 cases and government regulations, how quickly do you think it will take for your business to return to pre-COVID-19 levels?*



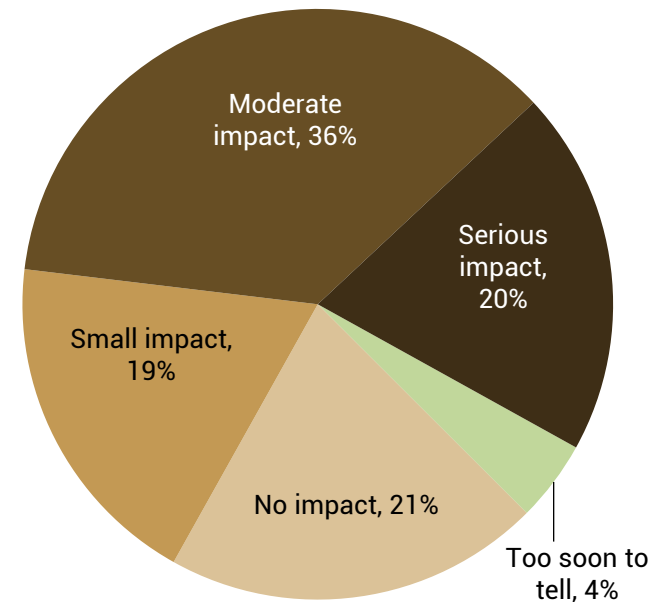
## Impact of Pandemic on Foreign Trade

About 2 in 10 businesses indicated that they conduct business with foreign trade partners. For those business, over half (56%) said the pandemic has had a moderate or serious impact on their ability to do business with these foreign trade partners.

*Please indicate if you conduct business with foreign trade partners from any of the following countries.*



*If you DO conduct trade with countries outside of the United States: What impact has Covid-19 had on your company's ability to conduct business with foreign trade partners?*

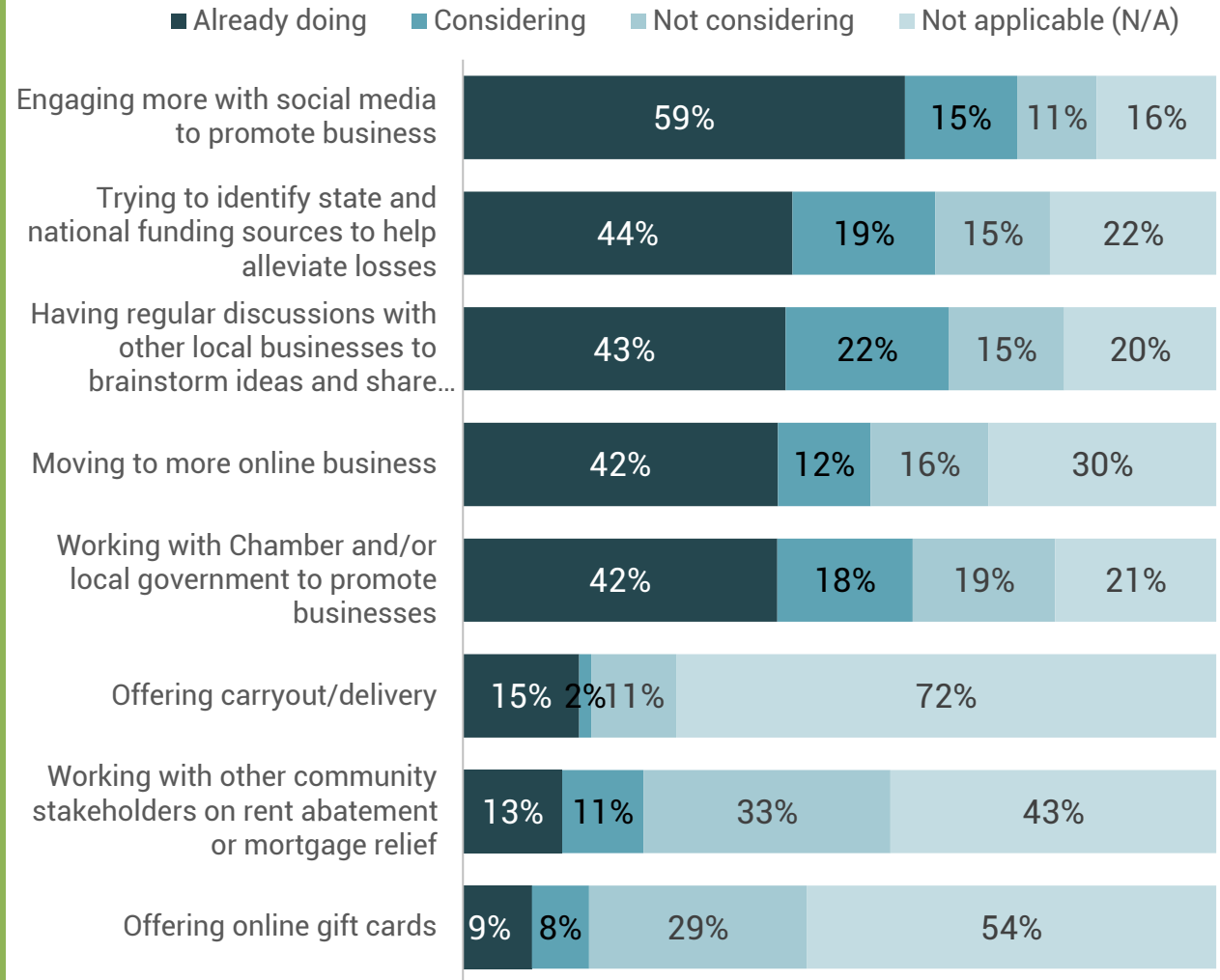


## Strategies to Minimize Impact of COVID-19 on Revenues

About half of businesses surveyed (53%, see Table 42 in *Appendix B: Frequency of Responses to All Questions*) said they were offering services or doing business in new or creative ways than before COVID-19.

When asked about specific new methods that businesses are pursuing to minimize the impact of the pandemic on their revenue, about 6 in 10 businesses said they were engaging more with social media to promote their business. Other common ways businesses were trying to alleviate the loss of revenue was searching for state and national funding sources, working with the Chamber or local government to promote their business, brainstorming ideas with other local businesses and moving to more online business.

*A number of businesses are trying new methods to minimize the impact of COVID-19 on their revenues. Please rate to what extent your business is pursuing these activities.*

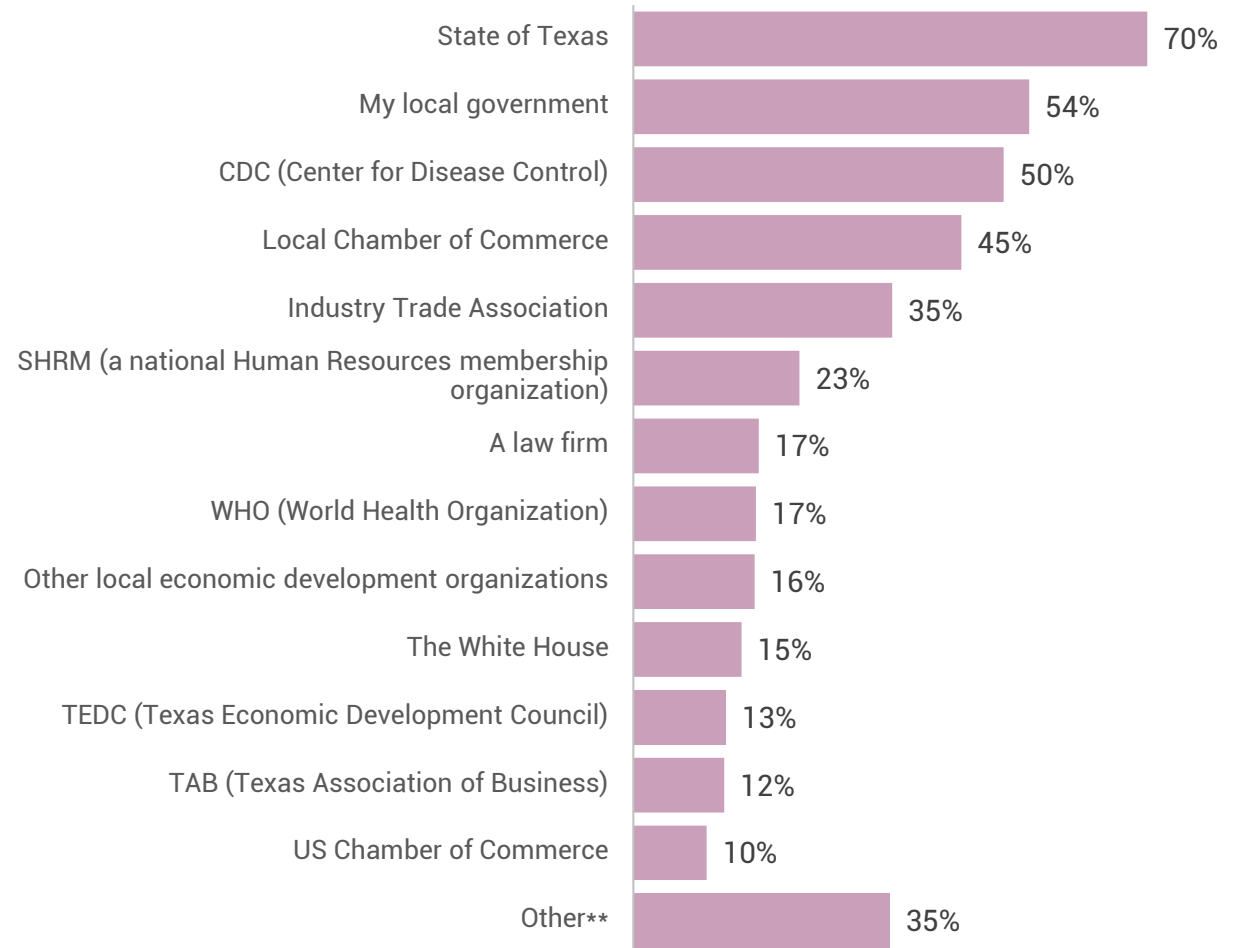


## Information Sources for Business Resources for COVID-19 Recovery

About one-quarter of surveyed businesses (see Table 45 in *Appendix B: Frequency of Responses to All Questions*) felt they were only slightly informed or not at all informed about federal, state and local government resources that could help their business mitigate the impact of COVID-19.

When asked what sources of information they used to obtain information on business resources for COVID-19 recovery, the most common responses were the State of Texas and local governments. Other frequently used sources were the Center for Disease Control and Prevention and local Chambers of Commerce.

*Where do you go to get information on business resources for COVID-19 recovery?\**



\* Percents add to more than 100% as respondents could give more than one response.

\*\* See the other responses in *Appendix C: Verbatim Responses to Open-Ended Questions*



## Strategies to Minimize Impact of COVID-19 on Employees

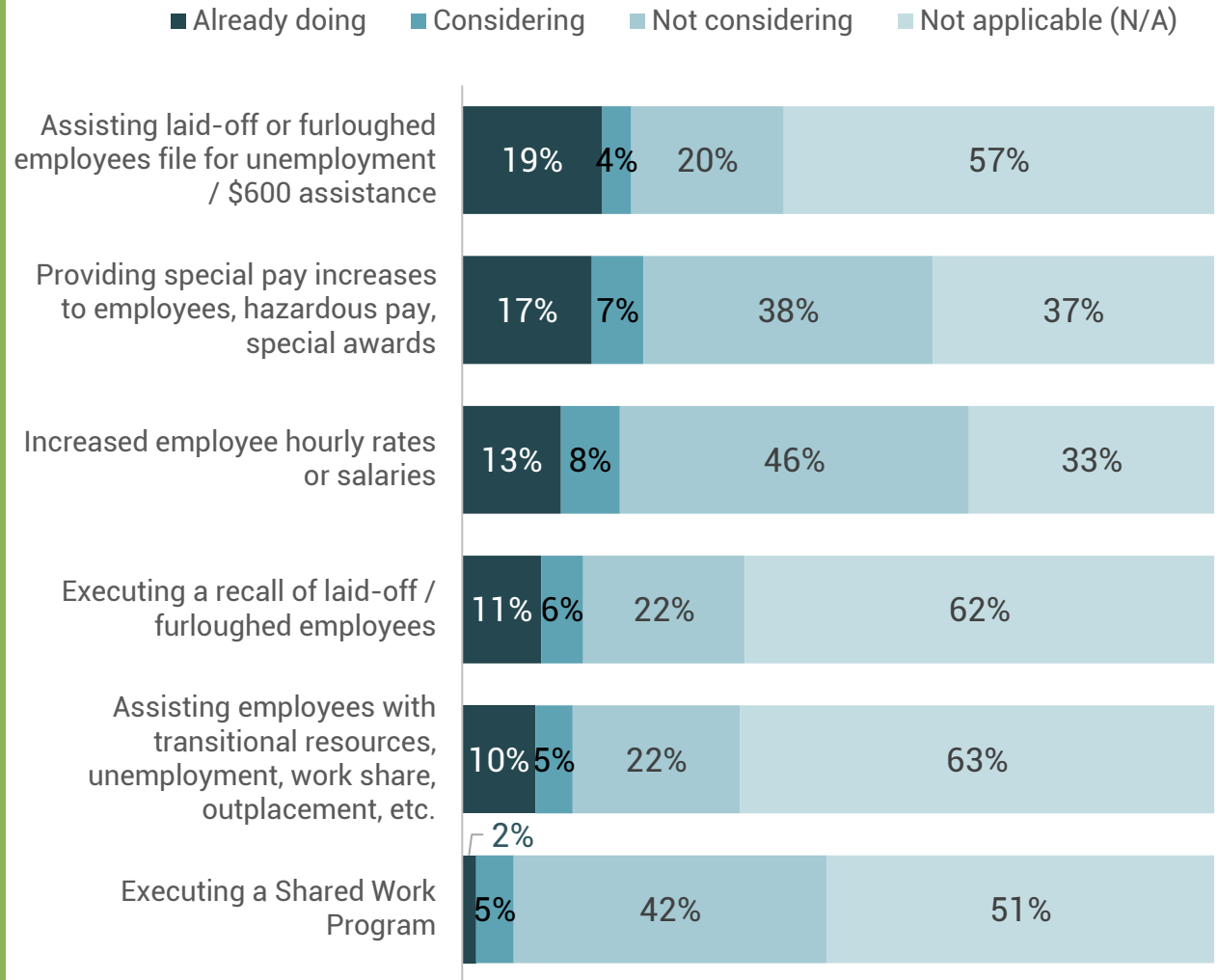
Nearly 2 in 10 businesses surveyed said they were assisting their laid-off or furloughed employees file for unemployment. About 2 in 10 were providing special pay increases or awards to employees. Over 1 in 10 (13%) had increased employee hourly rates or salaries, and an additional 8% were considering doing so.

About 1 in 10 business had already executed a recall of laid-off/furloughed employees, and 6% were considering doing so.

About 1 in 10 had assisted employees with some kind of transitional resources.

Only 2% had executive a Shared Work Program.

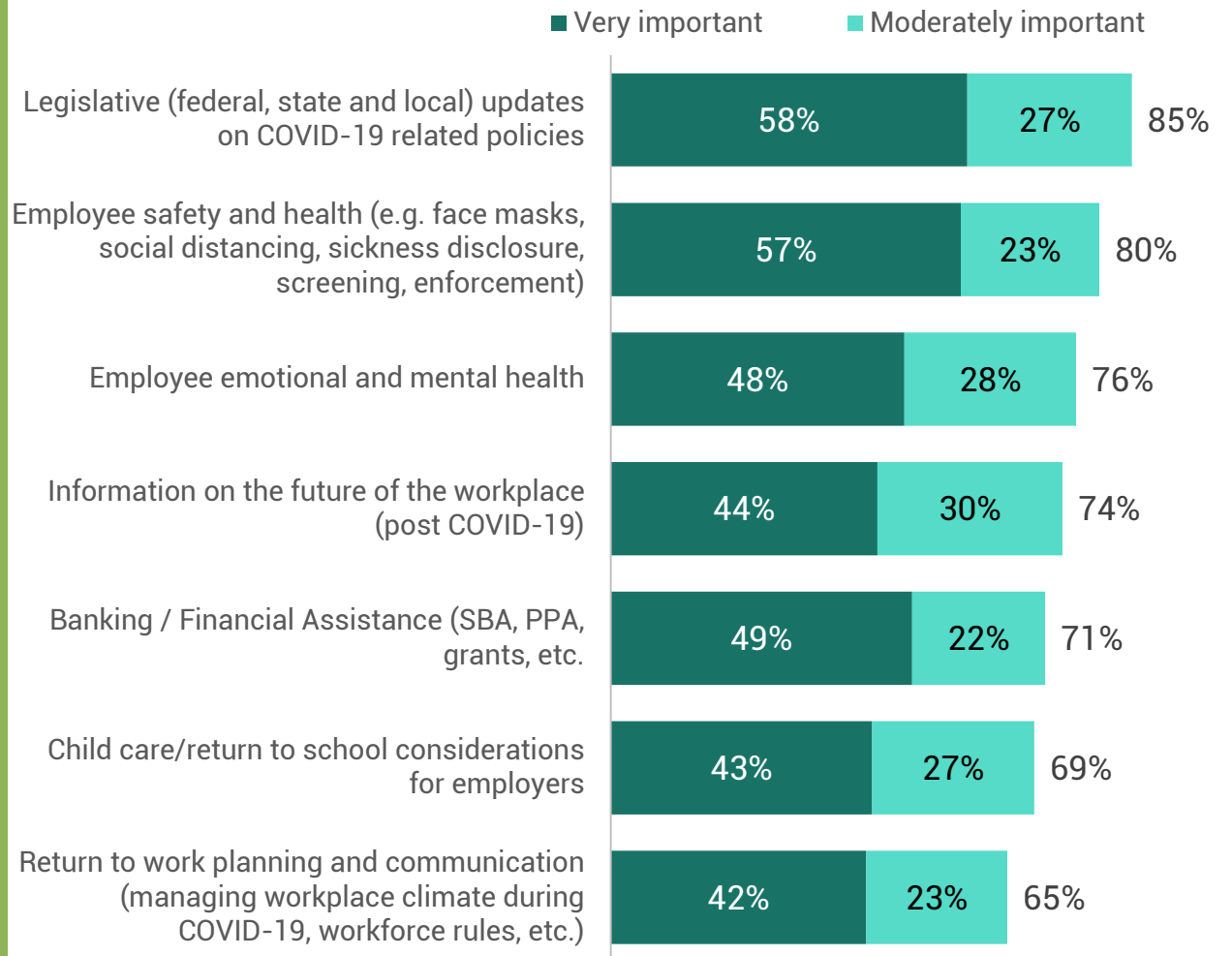
*Which of the following strategies, if any, are you using to minimize the impact of COVID-19 on your employees?*



## Importance of Resources to Help Workforce COVID-19 Recovery

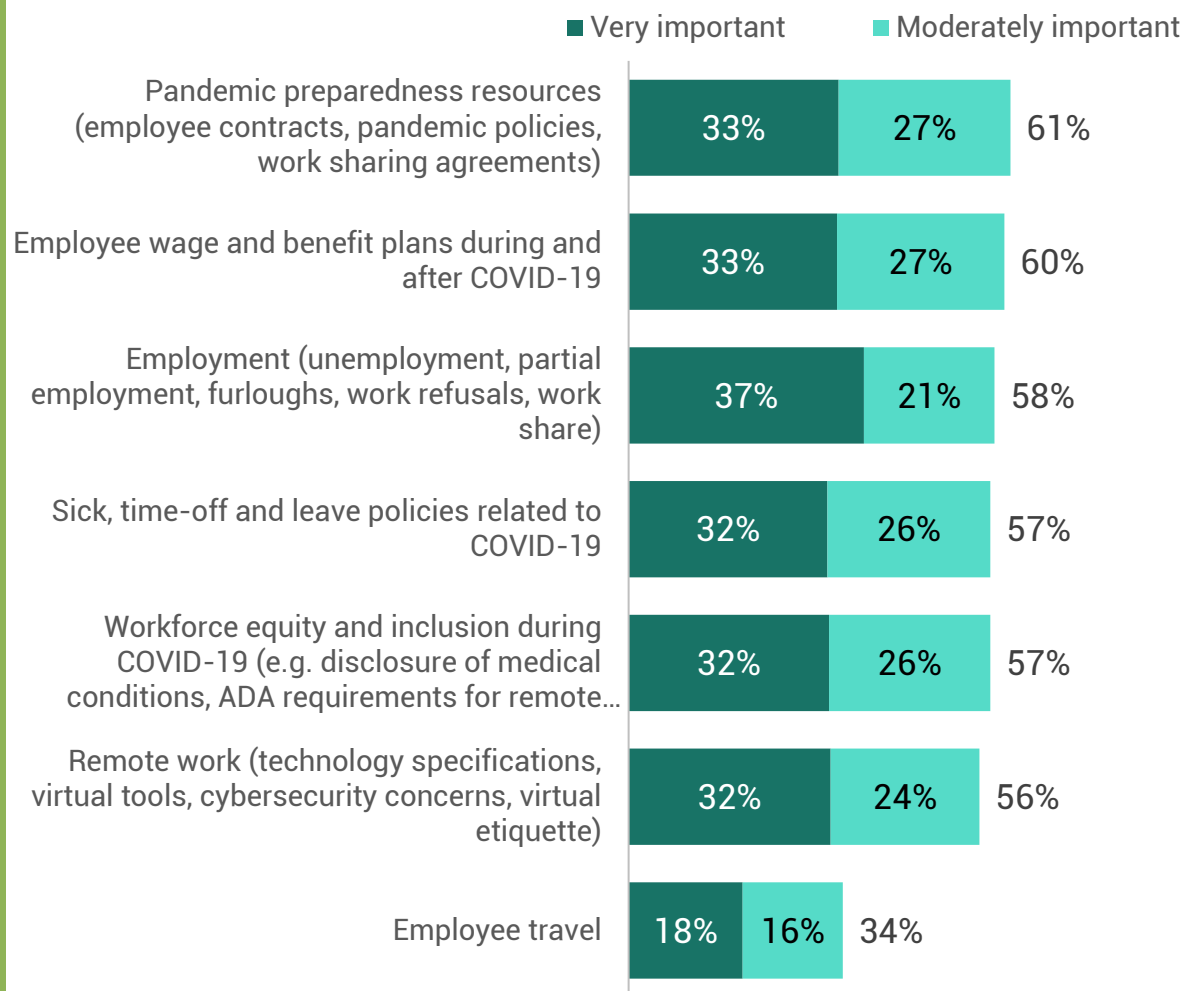
When asked how important they felt various resources would be in developing their workforce COVID-19 recovery efforts, nearly all of the potential resources were considered at least moderately important by a majority of respondents (see the chart on this page and the next). The resources shown on this page are the ones that two-thirds or more of respondents considered moderately or very important. Of prime importance was receiving legislative updates on COVID-19 policies, followed by resources for employee safety & health, and employee emotional & mental health.

*Please indicate how important resources on the following topic areas would be in developing your WORKFORCE COVID-19 recovery efforts? These resources would provide sample policies and information on best practices for the topic area.*



## Importance of Resources to Help Workforce COVID-19 Recovery (continued)

*Please indicate how important resources on the following topic areas would be in developing your WORKFORCE COVID-19 recovery efforts? These resources would provide sample policies and information on best practices for the topic area.*

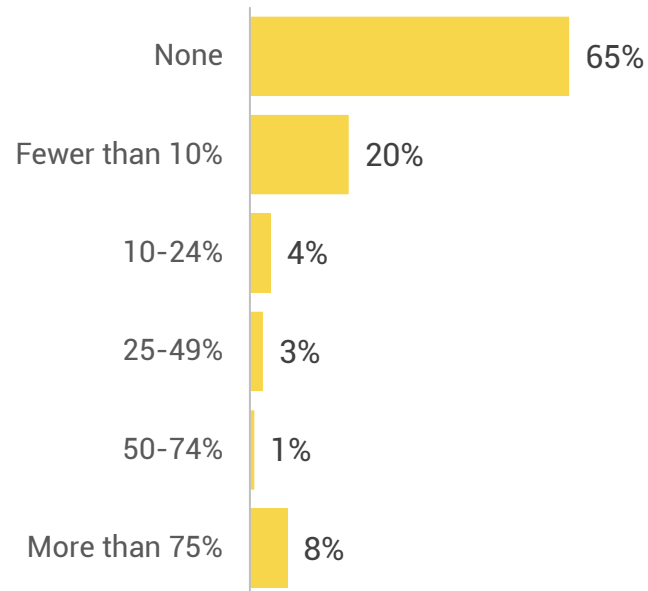




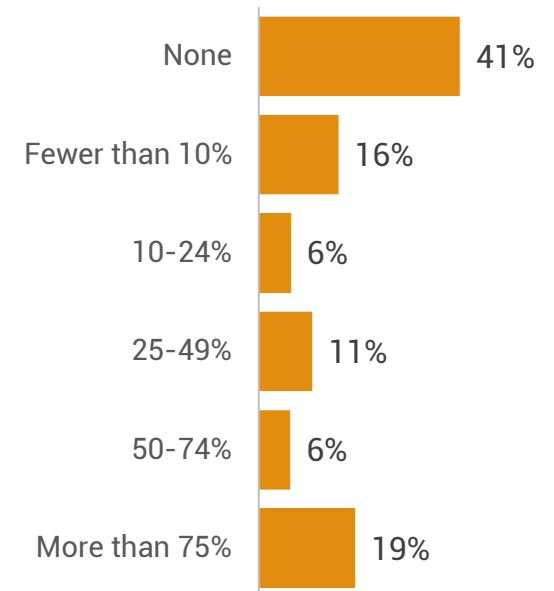
## Remote Work

About one-third of businesses had any employees who regularly worked from home prior to COVID-19, but about 6 in 10 had at least some employees working from home at the time they were surveyed.

*What best describes the percentage of your employees who worked from home regularly prior to COVID-19?*



*About what percentage of your employees are working from home now?*

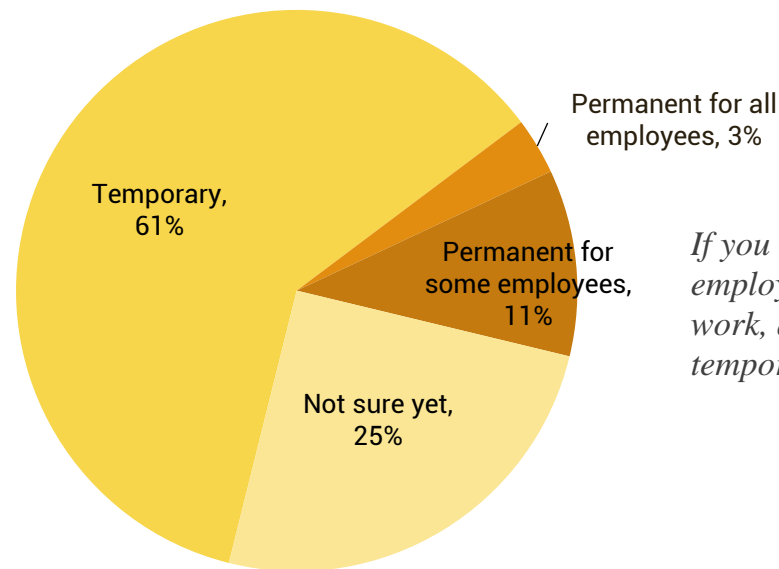
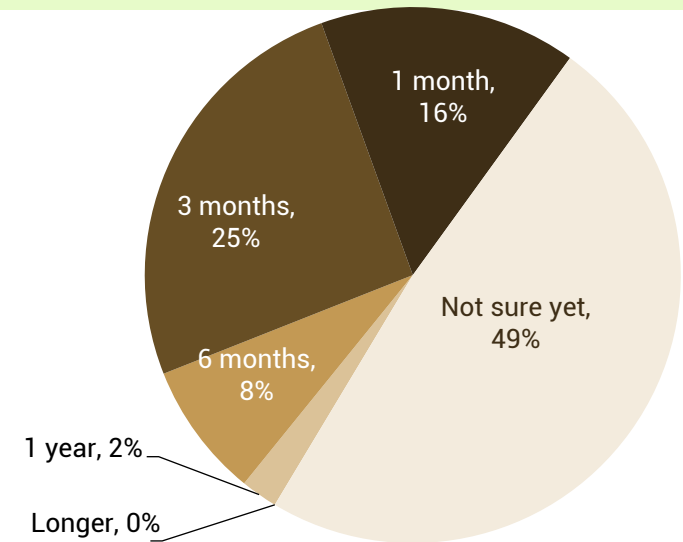


## Time Frame for Remote Work

Nearly half of businesses expected to have their employees return to the physical workplace within 6 months or less, but many (49%) were not sure when they would have employees return to the workplace.

About 6 in 10 businesses expected having employees work from home be a temporary situation. However, 3% thought it would be permanent for all employees, and an additional 11% that it would be permanent for some employees. At the time of the survey, 25% were not sure yet whether the work at home situation would be temporary or permanent.

*What is the target time frame to have your employees return to the **PHYSICAL** workplace (i.e., not work from home)?*



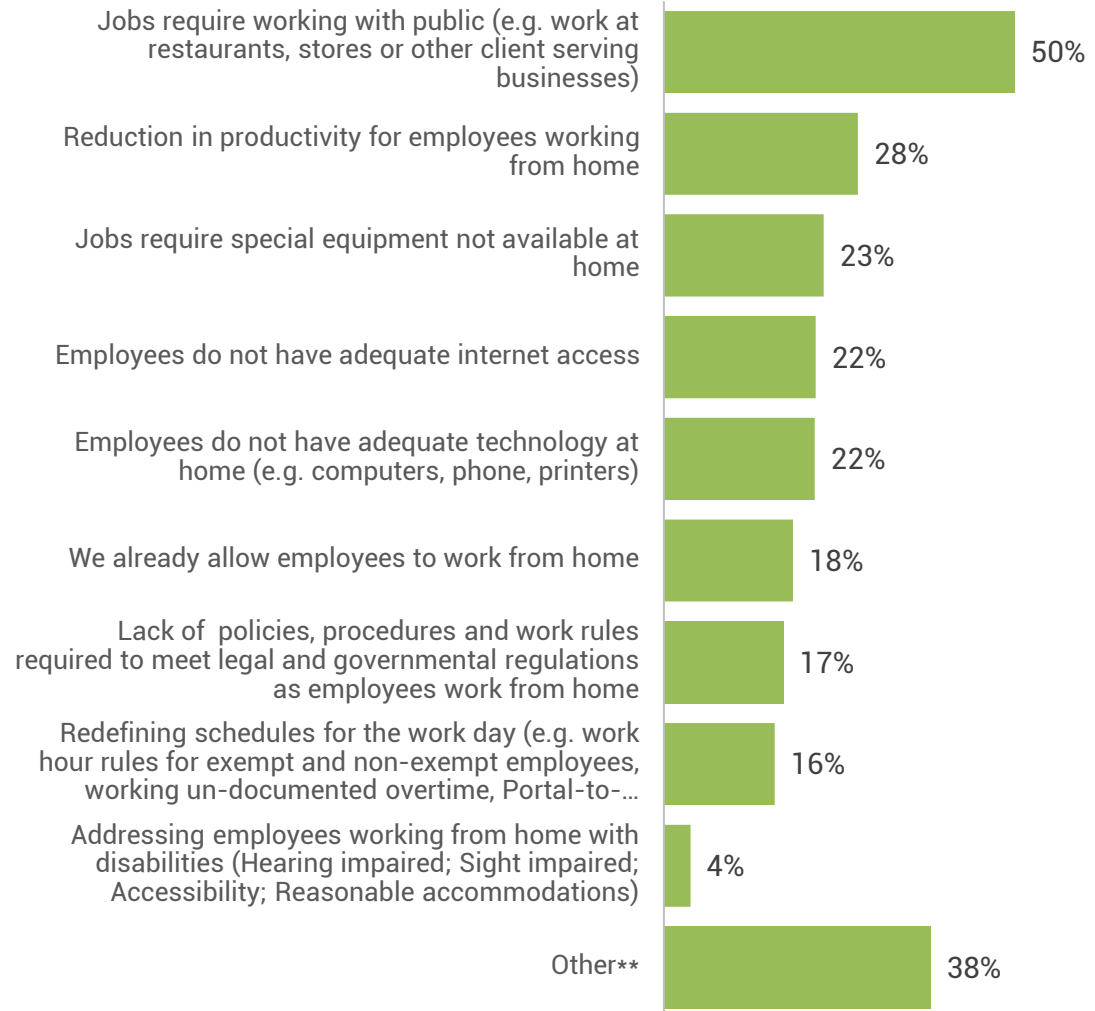
*If you have allowed employees to do remote work, are these changes temporary or permanent?*



## Challenges with Employees Working from Home

For 50% of employers, a big challenge to having employees work at home was that their jobs require working with the public. About 3 in 10 were concerned about a reduction in productivity for employees working from home. Two in 10 cited the employees' lack of special equipment or adequate technology at home.

*What are your biggest challenges as an owner or business manager for employees to work from home?\**



\* Percents add to more than 100% as respondents could give more than one response.

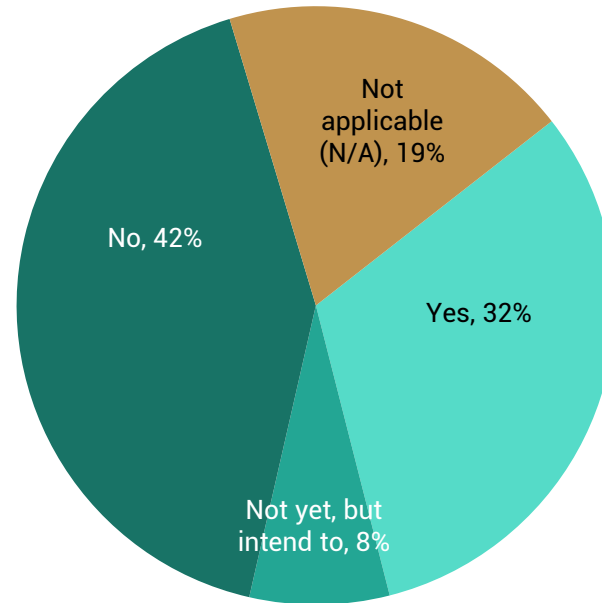
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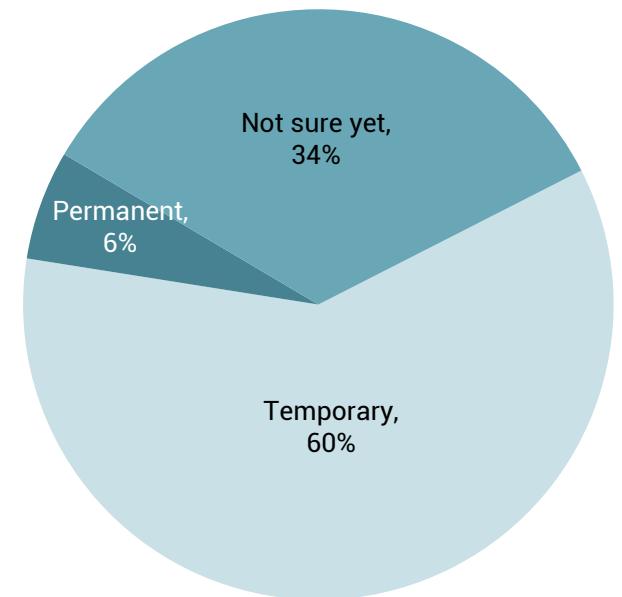
## Changes to Sick, Paid Time-Off or Leave Policies

About a third of businesses had made changes to sick, paid time-off or leave policies to help employees at risk of COVID-19 to self-isolate or quarantine. Most of those who had made changes said the changes were temporary, while most others were not yet sure.

*Have you changed any sick, paid time-off or leave policies to help employees at risk for COVID-19 to self-isolate or quarantine?*



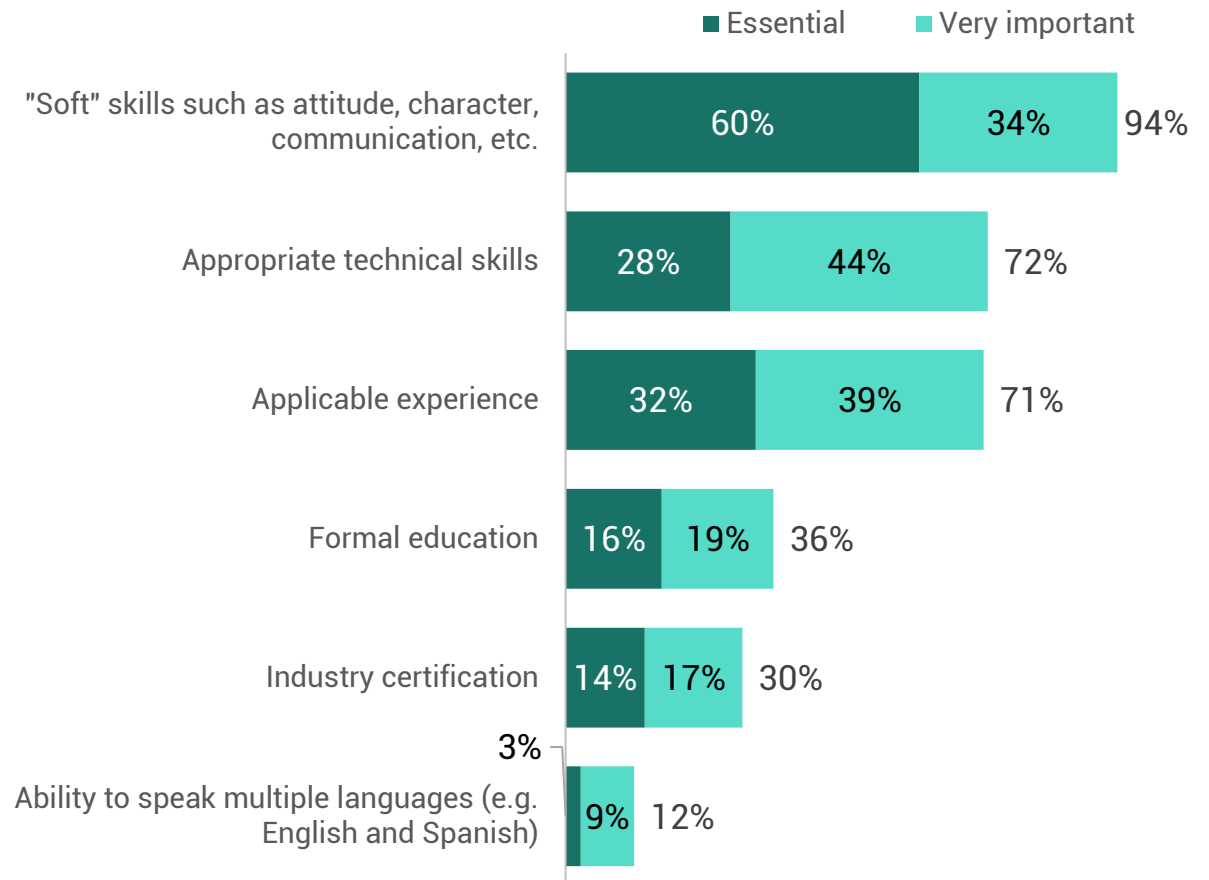
*If you have made changes to your sick, paid time-off or leave policies, are these changes temporary or permanent?*



## Importance of Employment Applicant Qualifications

When asked how important various applicant qualifications were in hiring new employees, “soft” skills, technical skills and applicable experience were more important to most employees than were formal education or industry certifications.

*When considering hiring new employees, how important are the following applicant qualifications?*

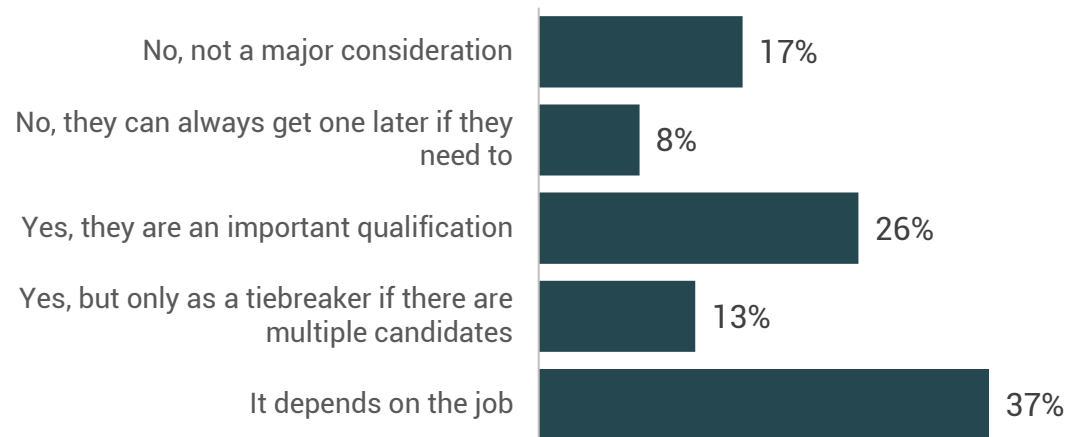


## Industry Recognized Certifications

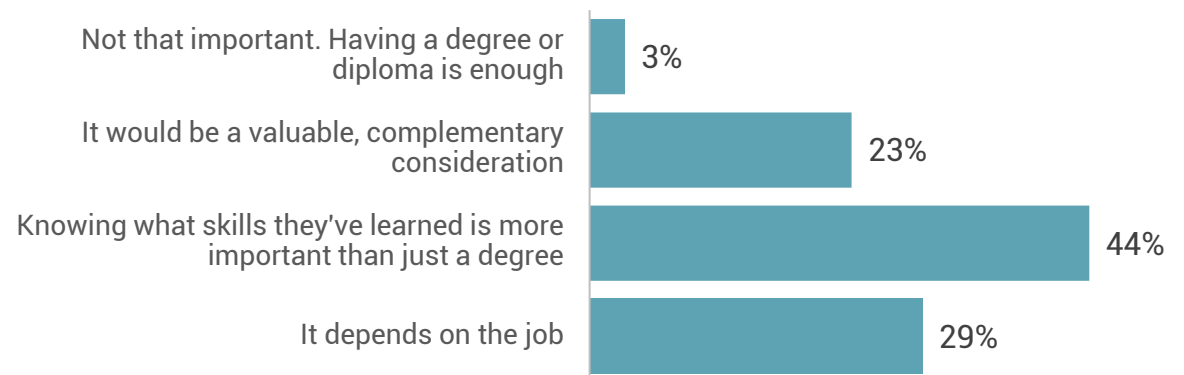
When asked if they thought industry recognized certifications enhanced the hiring prospects of potential workers, about one-quarter felt they were an important qualification, while another one-quarter reported they were not a major consideration or that candidates could get one later if needed. For about 1 in 10 businesses, such a certificate might be considered as a tie-breaker if there were multiple candidates. About 4 in 10 said it would depend on the job.

About two-thirds of businesses felt a skills-based resume is valuable, while about 3 in 10 said it would depend on the job.

*Do you believe industry recognized certifications enhance the hiring prospects of potential workers?*



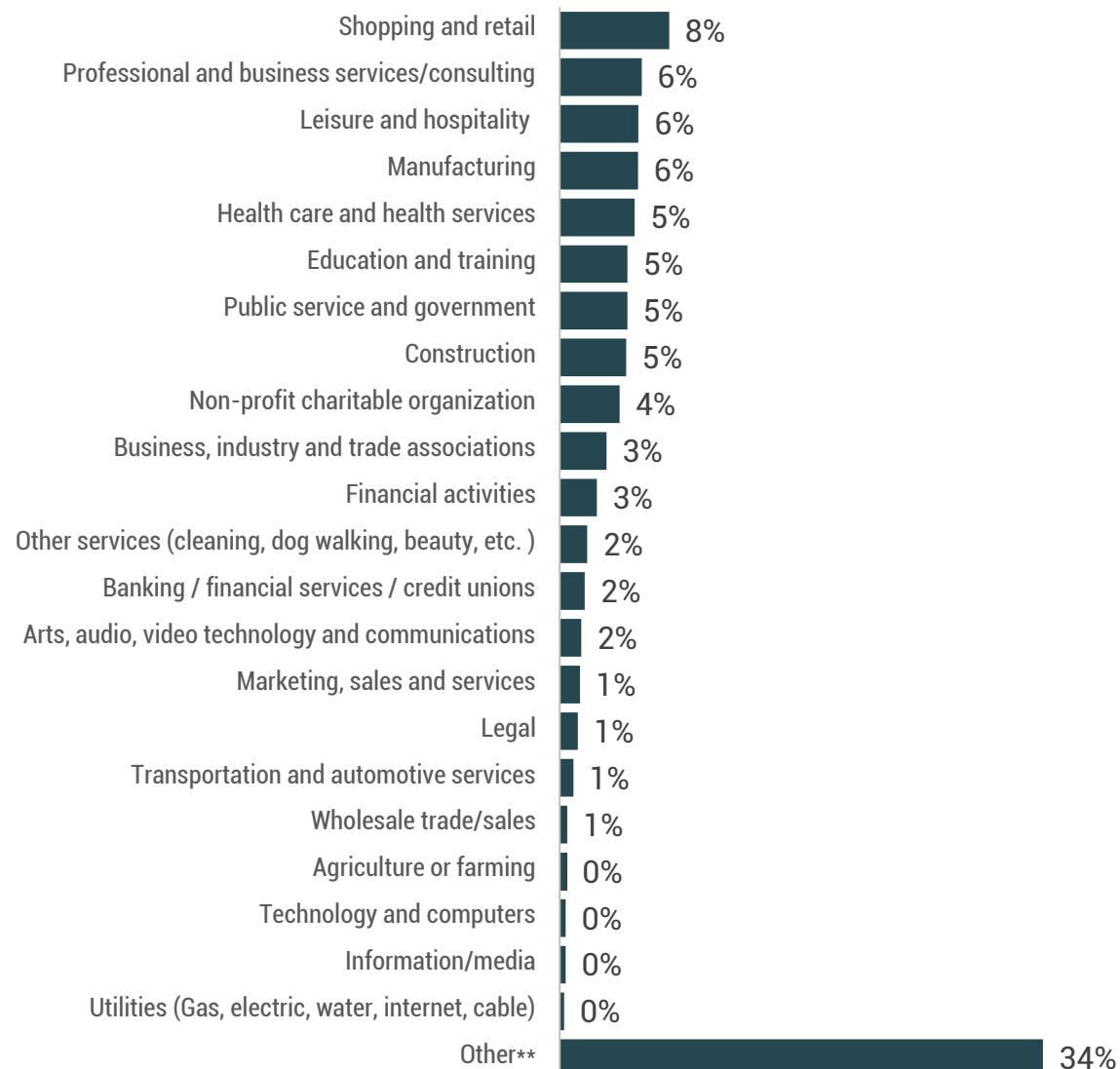
*Do you believe a skills-based resume will be valuable to you now and in the future to assess qualifications of a job applicant?*



## Profile of Surveyed Businesses

The figures on the following pages display the profile of the surveyed businesses. It should be noted that these are based on the weighted responses. (See Table 1 on page 29 for the variables that were used to weight the responses, and to compared the unweighted and weighted responses to those questions.)

*Which one of the following industries best describes the nature of your business? (Please select the one that comes closest.)*

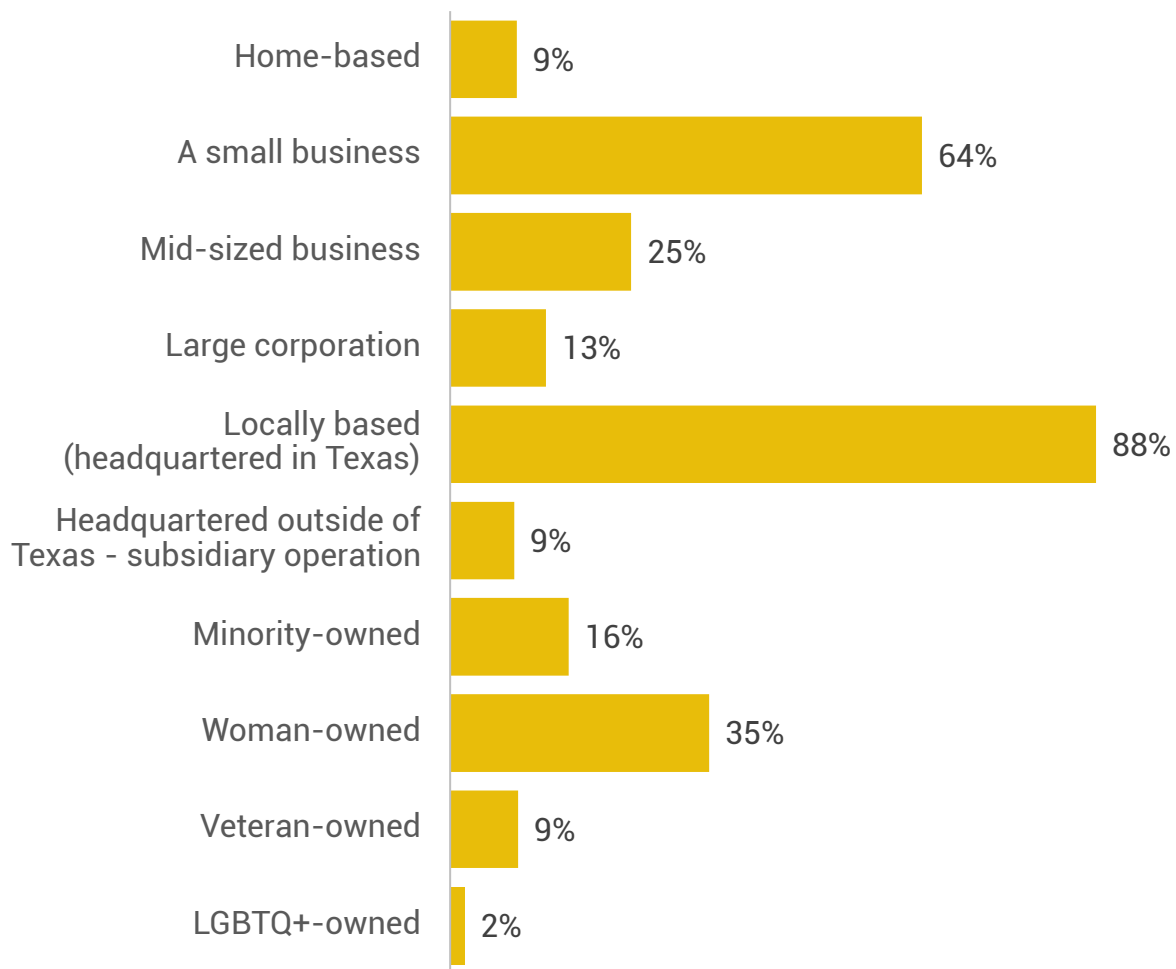


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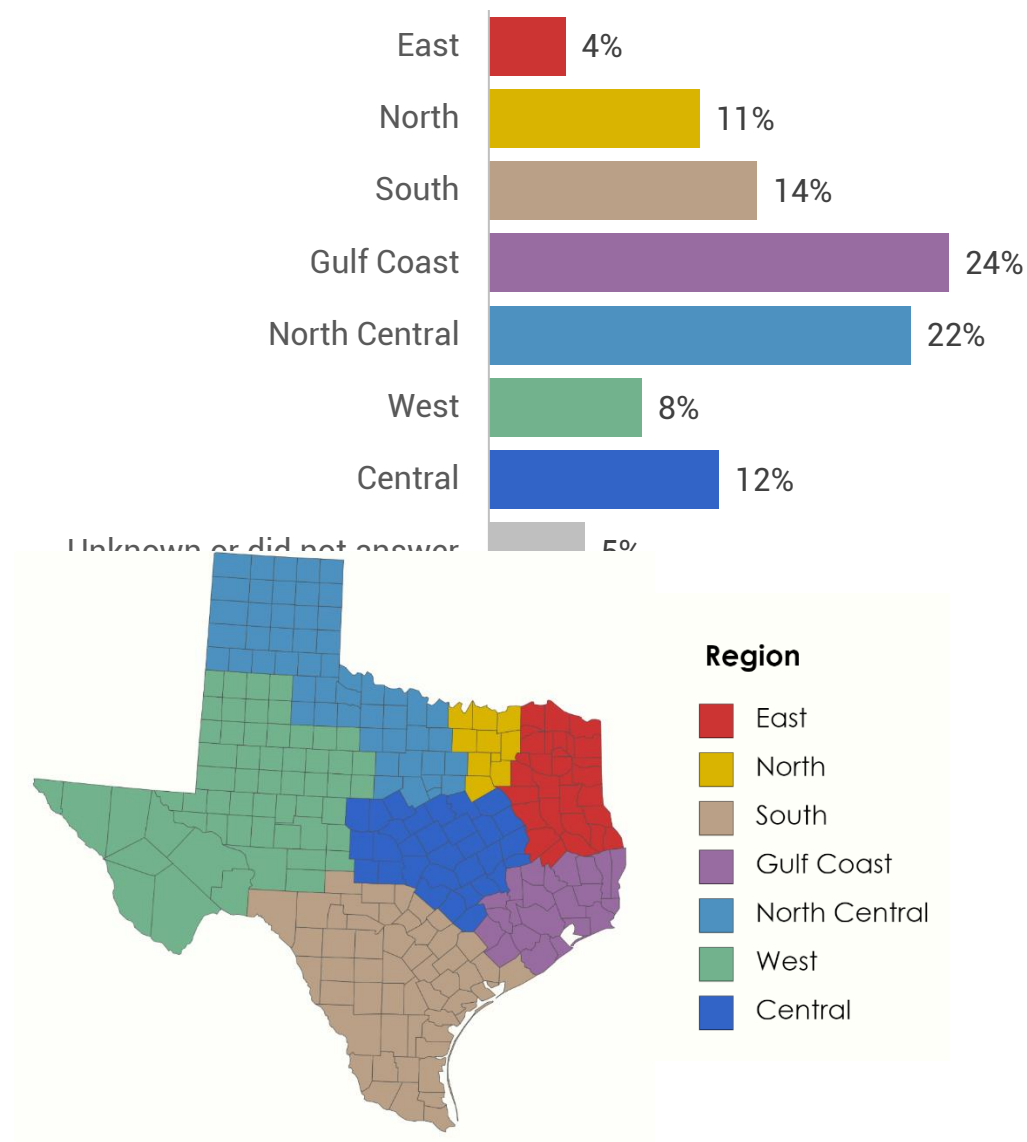
*Please select the options that most closely reflect your business*  
*Percent choosing each*





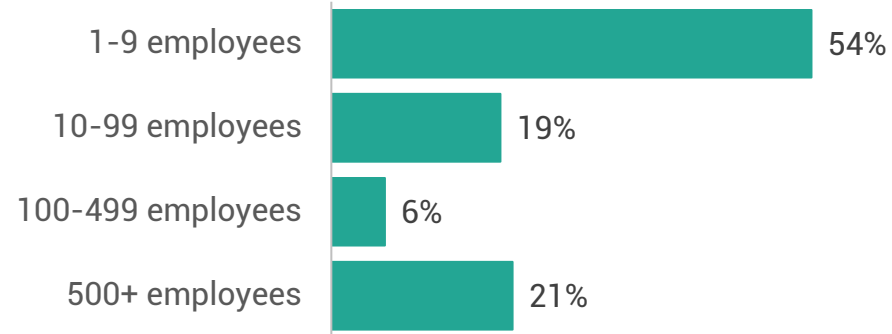
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*TAB Region of Texas in which business is (primarily) located*

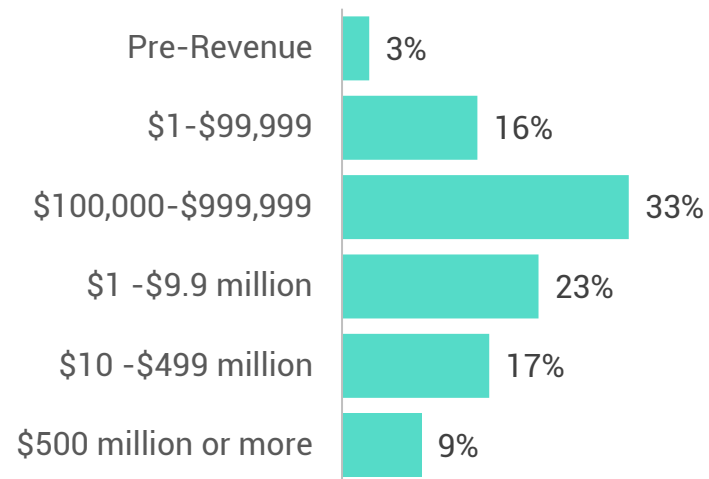


## Profile of Surveyed Businesses

*Including you, about how many employees worked at your worksite(s) BEFORE COVID-19. (Please include employment for worksites in this state.)*



*What was your approximate sales revenue from 2019? (Please round to nearest thousand – i.e \$50,000; \$100,000)*



## Appendix A. Survey Methods

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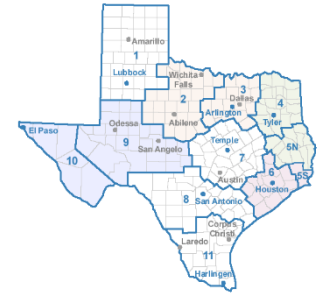
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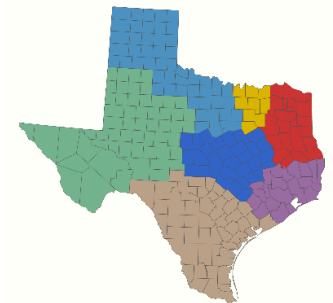
described in the 2017 Community Businesses Patterns produced by the U.S. Census Bureau and were weighted (statistically adjusted) to provide a more representative sample of business respondents. The figure to the right shows the areas in which the weighted analysis was applied.



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**Table 1: Weighting Table**

Characteristic	All TX Businesses*	Unweighted	Weighted
Less than 10 employees	56.3%	36.3%	54.3%
10-99 employees	18.5%	37.1%	19.1%
100-499 employees	5.1%	17.3%	6.1%
500 or more employees	20.1%	9.2%	20.5%
Leisure and hospitality	5.4%	3.8%	5.6%
Shopping and retail	7.7%	3.6%	7.8%
Arts, audio, video, communications; education; health services; other services (e.g., cleaning, dogwalking, beauty)	13.1%	9.5%	13.6%
Agriculture, manufacturing, construction, transportation & automotive services, utilities, wholesale trade/sales	12.3%	19.7%	12.6%
Professional and business services; financial activities; marketing, sales and services; technology & computers, real estate	17.8%	19.7%	17.1%
Other, don't know, nonprofit, public sector	43.7%	43.7%	43.3%
Leisure and hospitality	5.4%	3.8%	5.6%
Shopping and retail	7.7%	3.6%	7.8%
Area 1	2.7%	43.7%	2.6%
Area 2	5.5%	11.3%	5.7%
Area 3	30.0%	3.3%	30.1%
Area 4	3.9%	20.2%	3.9%
Area 5	2.8%	2.7%	2.8%
Area 6	22.4%	0.2%	22.5%
Area 7	12.5%	21.9%	12.4%
Area 8	9.6%	17.9%	9.5%
Area 9	5.0%	17.1%	5.0%
Area 10	0.6%	0.8%	0.6%
Area 11	4.9%	1.3%	4.9%

## Appendix B: Frequency of Responses to All Questions

The full set of responses to each survey question from respondents to the Return to Work Initiative Employer Survey are displayed in the tables in this appendix. Some of the survey questions included a “don’t know” response option. The analyses in the body of the report were for respondents who had an opinion as eliminating “don’t know” responses allows for easier comparison between evaluative responses. For questions that included a don’t know response, two sets of tables are provided in this appendix; the first with the “don’t know” responses excluded, to show the proportion of respondents with an opinion giving a response; and the second with the “don’t know” responses included, to allow examination of the magnitude of unfamiliarity with certain items. These tables show the *weighted* percent and *weighted* number of respondents (see Table 1 in the *Appendix A. Survey Methods* for the weighting variables). Several questions were included where respondents could provide an answer or an “other response” in their own words. These responses can be found in *Appendix C: Verbatim Responses to Open-Ended Questions*.

**Table 2: Question #1 with don't know responses**

How prepared do you think your business is to meet the needs of changing industry as a result of COVID-19 and similar challenges that may occur in the future?	Percent	Number
Very prepared	29%	N=144
Somewhat prepared	45%	N=224
Somewhat unprepared	12%	N=61
Very unprepared	10%	N=50
Don't know	3%	N=15
TOTAL	100%	N=495

**Table 3: Question #1 without don't know responses**

How prepared do you think your business is to meet the needs of changing industry as a result of COVID-19 and similar challenges that may occur in the future?	Percent	Number
Very prepared	30%	N=144
Somewhat prepared	47%	N=224
Somewhat unprepared	13%	N=61
Very unprepared	10%	N=50
TOTAL	100%	N=480

**Table 4: Question #2 with not applicable responses**

<b>How much of a problem, if at all, are the following issues for your business as a result of the COVID-19 pandemic?</b>	<b>Major problem</b>		<b>Moderate problem</b>		<b>Minor problem</b>		<b>Not a problem</b>		<b>Not applicable (N/A)</b>		<b>Total</b>	
Decline in business/sales	36%	N=183	29%	N=149	18%	N=93	15%	N=74	2%	N=8	100%	N=507
Not having the funds to pay our employees	15%	N=74	22%	N=111	17%	N=86	40%	N=202	7%	N=33	100%	N=507
Difficulty paying our commercial rent, commercial mortgage or lines of credit	14%	N=73	12%	N=58	19%	N=98	46%	N=233	9%	N=44	100%	N=507
Reduced access to customers due to State or local regulations	26%	N=133	22%	N=114	20%	N=100	27%	N=135	5%	N=24	100%	N=506
Complying with State or local regulations	8%	N=39	20%	N=102	21%	N=106	49%	N=248	3%	N=13	100%	N=507
Not knowing current rules and regulations for operating a business under COVID-19	8%	N=42	18%	N=91	22%	N=113	49%	N=249	2%	N=9	100%	N=504
Customers not complying with social distance measures, masks, etc.	7%	N=37	21%	N=108	24%	N=121	41%	N=210	6%	N=31	100%	N=507
Getting the supplies we need	13%	N=68	26%	N=130	33%	N=168	25%	N=127	3%	N=15	100%	N=507
Your ability to conduct business with foreign trade partners	2%	N=11	6%	N=32	8%	N=42	10%	N=51	73%	N=367	100%	N=504
Lack of technology/web resources to complete on-line sales	4%	N=18	12%	N=63	12%	N=63	45%	N=228	27%	N=135	100%	N=506

**Table 5: Question #2 without not applicable responses**

<b>How much of a problem, if at all, are the following issues for your business as a result of the COVID-19 pandemic?</b>	<b>Major problem</b>		<b>Moderate problem</b>		<b>Minor problem</b>		<b>Not a problem</b>		<b>Total</b>	
Decline in business/sales	37%	N=183	30%	N=149	19%	N=93	15%	N=74	100%	N=499
Not having the funds to pay our employees	16%	N=74	23%	N=111	18%	N=86	43%	N=202	100%	N=474
Difficulty paying our commercial rent, commercial mortgage or lines of credit	16%	N=73	13%	N=58	21%	N=98	50%	N=233	100%	N=463
Reduced access to customers due to State or local regulations	28%	N=133	24%	N=114	21%	N=100	28%	N=135	100%	N=482
Complying with State or local regulations	8%	N=39	21%	N=102	21%	N=106	50%	N=248	100%	N=494
Not knowing current rules and regulations for operating a business under COVID-19	8%	N=42	18%	N=91	23%	N=113	50%	N=249	100%	N=495
Customers not complying with social distance measures, masks, etc.	8%	N=37	23%	N=108	25%	N=121	44%	N=210	100%	N=476
Getting the supplies we need	14%	N=68	26%	N=130	34%	N=168	26%	N=127	100%	N=492
Your ability to conduct business with foreign trade partners	8%	N=11	24%	N=32	31%	N=42	37%	N=51	100%	N=137
Lack of technology/web resources to complete on-line sales	5%	N=18	17%	N=63	17%	N=63	61%	N=228	100%	N=371

**Table 6: Question #3 with not applicable responses**

<b>How much of a problem, if at all, are the following issues for managing your workforce as a result of the COVID-19 pandemic?</b>	<b>Major problem</b>		<b>Moderate problem</b>		<b>Minor problem</b>		<b>Not a problem</b>		<b>Not applicable (N/A)</b>		<b>Total</b>	
Concern about the well-being of our employees due to the possibility of being exposed to COVID-19 on the job	34%	N=171	27%	N=135	27%	N=137	9%	N=48	3%	N=14	100%	N=505
Concern about the liability of our employees due to the possibility of being exposed to COVID-19 on the job	29%	N=149	23%	N=119	30%	N=150	14%	N=68	4%	N=20	100%	N=506
Concerns about employees infecting the workplace	29%	N=145	28%	N=140	26%	N=132	14%	N=71	4%	N=18	100%	N=506
Training employees on workforce hazards imposed by COVID-19	8%	N=40	22%	N=112	27%	N=134	38%	N=191	5%	N=27	100%	N=505
Lack of technology for employees to work from home	10%	N=52	10%	N=50	18%	N=94	36%	N=184	25%	N=127	100%	N=506
Transitioning employees to remote work	9%	N=47	11%	N=57	20%	N=100	29%	N=146	31%	N=155	100%	N=506
Difficulty in getting employees to come back to work	15%	N=76	15%	N=77	21%	N=108	33%	N=165	16%	N=80	100%	N=506
Government regulations and mandates related to business operations OSHA, WARN Act	9%	N=44	18%	N=89	20%	N=101	42%	N=210	12%	N=60	100%	N=505
Compliance with emergency workplace rules and expanded mandatory benefits	9%	N=45	19%	N=95	24%	N=123	37%	N=187	11%	N=54	100%	N=504



<b>How much of a problem, if at all, are the following issues for managing your workforce as a result of the COVID-19 pandemic?</b>	<b>Major problem</b>		<b>Moderate problem</b>		<b>Minor problem</b>		<b>Not a problem</b>		<b>Not applicable (N/A)</b>		<b>Total</b>	
Lack of human resource policies to manage needs posed by pandemic	7%	N=35	19%	N=99	22%	N=111	41%	N=206	11%	N=55	100%	N=506
Absenteeism of employees due to illness	13%	N=68	17%	N=84	21%	N=106	39%	N=199	10%	N=48	100%	N=505
Daycare/child care/return to school challenges for our employees	26%	N=127	25%	N=124	19%	N=92	16%	N=81	15%	N=73	100%	N=497
Ability of employees to pay rent/mortgages on reduced income	16%	N=79	18%	N=90	23%	N=118	30%	N=153	13%	N=66	100%	N=506
The emotional and mental health of our employees	21%	N=108	33%	N=168	29%	N=146	14%	N=70	3%	N=14	100%	N=506
Employee travel	9%	N=47	14%	N=71	18%	N=90	27%	N=137	32%	N=161	100%	N=506

**Table 7: Question #3 without not applicable responses**

<b>How much of a problem, if at all, are the following issues for managing your workforce as a result of the COVID-19 pandemic?</b>	<b>Major problem</b>		<b>Moderate problem</b>		<b>Minor problem</b>		<b>Not a problem</b>		<b>Total</b>	
Concern about the well-being of our employees due to the possibility of being exposed to COVID-19 on the job	35%	N=171	28%	N=135	28%	N=137	10%	N=48	100%	N=491
Concern about the liability of our employees due to the possibility of being exposed to COVID-19 on the job	31%	N=149	24%	N=119	31%	N=150	14%	N=68	100%	N=486
Concerns about employees infecting the workplace	30%	N=145	29%	N=140	27%	N=132	15%	N=71	100%	N=488
Training employees on workforce hazards imposed by COVID-19	8%	N=40	23%	N=112	28%	N=134	40%	N=191	100%	N=478
Lack of technology for employees to work from home	14%	N=52	13%	N=50	25%	N=94	49%	N=184	100%	N=379
Transitioning employees to remote work	13%	N=47	16%	N=57	29%	N=100	42%	N=146	100%	N=351
Difficulty in getting employees to come back to work	18%	N=76	18%	N=77	25%	N=108	39%	N=165	100%	N=426
Government regulations and mandates related to business operations OSHA, WARN Act	10%	N=44	20%	N=89	23%	N=101	47%	N=210	100%	N=445
Compliance with emergency workplace rules and expanded mandatory benefits	10%	N=45	21%	N=95	27%	N=123	42%	N=187	100%	N=450
Lack of human resource policies to manage needs posed by pandemic	8%	N=35	22%	N=99	25%	N=111	46%	N=206	100%	N=451
Absenteeism of employees due to illness	15%	N=68	18%	N=84	23%	N=106	44%	N=199	100%	N=457
Daycare/child care/return to school challenges for our employees	30%	N=127	29%	N=124	22%	N=92	19%	N=81	100%	N=424
Ability of employees to pay rent/mortgages on reduced income	18%	N=79	20%	N=90	27%	N=118	35%	N=153	100%	N=440
The emotional and mental health of our employees	22%	N=108	34%	N=168	30%	N=146	14%	N=70	100%	N=492
Employee travel	14%	N=47	21%	N=71	26%	N=90	40%	N=137	100%	N=344

**Table 8: Question #5**

<b>Have you changed your regular business hours due to the pandemic?</b>	<b>Percent</b>	<b>Number</b>
Complete and permanent shut down	1%	N=6
Temporary shut down	11%	N=55
Reduced our business hours	21%	N=105
Expanded our business hours	3%	N=13
No change in our business hours	64%	N=322
TOTAL	100%	N=501

**Table 9: Question #6 with don't know responses**

<b>How has, or how do you anticipate, COVID-19 will impact your current or future staffing levels?</b>	<b>Percent</b>	<b>Number</b>
Significant reduction in staffing levels	19%	N=94
Slight reduction in staffing levels	21%	N=107
No change in staffing levels	41%	N=207
Slight increase in staffing levels	6%	N=29
Significant increase in staffing levels	3%	N=13
Don't know	10%	N=50
TOTAL	100%	N=500

**Table 10: Question #6 without don't know responses**

<b>How has, or how do you anticipate, COVID-19 will impact your current or future staffing levels?</b>	<b>Percent</b>	<b>Number</b>
Significant reduction in staffing levels	21%	N=94
Slight reduction in staffing levels	24%	N=107
No change in staffing levels	46%	N=207
Slight increase in staffing levels	6%	N=29
Significant increase in staffing levels	3%	N=13
TOTAL	100%	N=450

**Table 11: Question #7 with not applicable responses**

Which of the following strategies, if any, are you using or have you used to minimize the impact of COVID-19 on your business?	Already doing		Considering		Not considering		Not applicable (N/A)		Total	
Laid off staff	22%	N=111	15%	N=76	48%	N=238	15%	N=72	100%	N=497
Cut back hours	30%	N=150	13%	N=66	49%	N=245	7%	N=35	100%	N=497
Reduced hourly rates or salaries	14%	N=67	9%	N=46	67%	N=334	10%	N=49	100%	N=497
Suspended paid bonuses, incentive plans, and other variable non-regular pay programs	21%	N=106	16%	N=79	43%	N=213	20%	N=100	100%	N=498
Asked staff to take unpaid furlough days/partial unemployment	13%	N=64	10%	N=49	58%	N=288	20%	N=98	100%	N=498
Reduced employee benefits	7%	N=35	5%	N=26	61%	N=302	27%	N=136	100%	N=499

**Table 12: Question #7 without not applicable responses**

Which of the following strategies, if any, are you using or have you used to minimize the impact of COVID-19 on your business?	Already doing		Considering		Not considering		Total	
Laid off staff	26%	N=111	18%	N=76	56%	N=238	100%	N=425
Cut back hours	32%	N=150	14%	N=66	53%	N=245	100%	N=461
Reduced hourly rates or salaries	15%	N=67	10%	N=46	75%	N=334	100%	N=448
Suspended paid bonuses, incentive plans, and other variable non-regular pay programs	27%	N=106	20%	N=79	54%	N=213	100%	N=397
Asked staff to take unpaid furlough days/partial unemployment	16%	N=64	12%	N=49	72%	N=288	100%	N=400
Reduced employee benefits	10%	N=35	7%	N=26	83%	N=302	100%	N=363

**Table 13: Question #8 with don't know responses**

<b>How long do you estimate you will be able to sustain your business with the current partial shutdown?</b>	<b>Percent</b>	<b>Number</b>
Less than 3 months	8%	N=41
3 to 6 months	17%	N=87
7 to 12 months	12%	N=58
1 year to 2 years	9%	N=43
More than 2 years	28%	N=139
Don't know	26%	N=131
TOTAL	100%	N=499

**Table 14: Question #8 without don't know responses**

<b>How long do you estimate you will be able to sustain your business with the current partial shutdown?</b>	<b>Percent</b>	<b>Number</b>
Less than 3 months	11%	N=41
3 to 6 months	24%	N=87
7 to 12 months	16%	N=58
1 year to 2 years	12%	N=43
More than 2 years	38%	N=139
TOTAL	100%	N=368

**Table 15: Question #9**

<b>Excluding the seasonal changes in sales that you may typically experience, to what extent, if at all, have you experienced reductions in sales due to the emergence of COVID-19?</b>	<b>Percent</b>	<b>Number</b>
No reduction	19%	N=93
10% or smaller reduction	17%	N=83
11-20% reduction	13%	N=66
21-30% reduction	15%	N=75
31-50% reduction	14%	N=68
More than 50% reduction	22%	N=108
<b>TOTAL</b>	<b>100%</b>	<b>N=493</b>

**Table 16: Question #10**

<b>Because of COVID-19, most businesses are expecting lower revenues than they projected at the outset of the year. How do you think your actual 2020 revenue will compare to your original budget projections?</b>	<b>Percent</b>	<b>Number</b>
Serious shortage (more than 25%)	41%	N=205
Moderate shortage (11%-24%)	26%	N=128
Small shortage (less than 10%)	12%	N=61
No shortage	9%	N=43
Will experience increased revenues	6%	N=29
Too soon to tell	7%	N=34
<b>TOTAL</b>	<b>100%</b>	<b>N=499</b>

**Table 17: Question #11**

<b>Please indicate if you conduct business with foreign trade partners from any of the following countries.</b>	<b>Percent</b>	<b>Number</b>
Mexico	18%	N=19
Canada	10%	N=11
Europe	5%	N=6
Asia	51%	N=54
South America	0%	N=0
Other	15%	N=16
TOTAL	100%	N=107

**Table 18: Question #13 with not applicable responses**

<b>If you DO conduct trade with countries outside of the United States: What impact has Covid-19 had on your company's ability to conduct business with foreign trade partners?</b>	<b>Percent</b>	<b>Number</b>
Serious impact	6%	N=20
Moderate impact	11%	N=35
Small impact	6%	N=18
No impact	6%	N=20
Too soon to tell	1%	N=4
Not applicable (N/A)	69%	N=221
TOTAL	100%	N=319

**Table 19: Question #13 without not applicable responses**

<b>If you DO conduct trade with countries outside of the United States: What impact has Covid-19 had on your company's ability to conduct business with foreign trade partners?</b>	<b>Percent</b>	<b>Number</b>
Serious impact	20%	N=20
Moderate impact	36%	N=35
Small impact	19%	N=18
No impact	21%	N=20
Too soon to tell	4%	N=4
TOTAL	100%	N=98

**Table 20: Question #14 with don't know responses**

<b>Following a reduction in COVID-19 cases and government regulations, how quickly do you think it will take for your business to return to pre-COVID-19 levels?</b>	<b>Percent</b>	<b>Number</b>
Less than 1 month	10%	N=49
1-3 months	12%	N=60
4-6 months	23%	N=115
7-11 months	12%	N=58
1 year or more	27%	N=133
Don't know	15%	N=76
TOTAL	100%	N=491



**Table 21: Question #14 without don't know responses**

<b>Following a reduction in COVID-19 cases and government regulations, how quickly do you think it will take for your business to return to pre-COVID-19 levels?</b>	<b>Percent</b>	<b>Number</b>
Less than 1 month	12%	N=49
1-3 months	14%	N=60
4-6 months	28%	N=115
7-11 months	14%	N=58
1 year or more	32%	N=133
TOTAL	100%	N=415

**Table 22: Question #15**

<b>What best describes the percentage of your employees who worked from home regularly prior to COVID-19?</b>	<b>Percent</b>	<b>Number</b>
None	65%	N=319
Fewer than 10%	20%	N=99
10-24%	4%	N=21
25-49%	3%	N=13
50-74%	1%	N=4
More than 75%	8%	N=37
TOTAL	100%	N=494

**Table 23: Question #16**

About what percentage of your employees are working from home now?	Percent	Number
None	41%	N=200
Fewer than 10%	16%	N=79
10-24%	6%	N=32
25-49%	11%	N=53
50-74%	6%	N=31
More than 75%	19%	N=96
TOTAL	100%	N=492

**Table 24: Question #17**

What are your biggest challenges as an owner or business manager for employees to work from home?*	Percent	Number
*Percents add to more than 100% as respondents could check more than one response		
Jobs require working with public (e.g. work at restaurants, stores or other client serving businesses)	50%	N=224
Employees do not have adequate technology at home (e.g. computers, phone, printers)	22%	N=96
Employees do not have adequate internet access	22%	N=97
Jobs require special equipment not available at home	23%	N=102
Reduction in productivity for employees working from home	28%	N=124
Lack of policies, procedures and work rules required to meet legal and governmental regulations as employees work from home	17%	N=76
We already allow employees to work from home	18%	N=82
Addressing employees working from home with disabilities (Hearing impaired; Sight impaired; Accessibility; Reasonable accommodations)	4%	N=17
Redefining schedules for the work day (e.g. work hour rules for exempt and non-exempt employees, working un-documented overtime, Portal-to-Portal Act, etc.)	16%	N=71
Other	38%	N=170
TOTAL*	100%	N=447

**Table 25: Question #19 without not applicable responses**

What is the target time frame to have your employees return to the PHYSICAL workplace (i.e., not work from home)?	Percent	Number
1 month	16%	N=42
3 months	25%	N=68
6 months	8%	N=22
1 year	2%	N=6
Longer	0%	N=0
Not sure yet	49%	N=131
TOTAL	100%	N=269

**Table 26: Question #19 with not applicable responses**

What is the target time frame to have your employees return to the PHYSICAL workplace (i.e., not work from home)?	Percent	Number
1 month	9%	N=42
3 months	14%	N=68
6 months	5%	N=22
1 year	1%	N=6
Longer	0%	N=0
Not sure yet	27%	N=131
Not applicable (N/A)	44%	N=215
TOTAL	100%	N=483

**Table 27: Question #19 without not applicable responses**

<b>What is the target time frame to have your employees return to the PHYSICAL workplace (i.e., not work from home)?</b>	<b>Percent</b>	<b>Number</b>
1 month	16%	N=42
3 months	25%	N=68
6 months	8%	N=22
1 year	2%	N=6
Longer	0%	N=0
Not sure yet	49%	N=131
TOTAL	100%	N=269

**Table 28: Question #20 with not applicable responses**

<b>If you have allowed employees to do remote work, are these changes temporary or permanent?</b>	<b>Percent</b>	<b>Number</b>
Temporary	39%	N=188
Permanent for all employees	2%	N=10
Permanent for some employees	7%	N=33
Not sure yet	16%	N=78
Not applicable (N/A)	36%	N=171
TOTAL	100%	N=481

**Table 29: Question #20 without not applicable responses**

<b>If you have allowed employees to do remote work, are these changes temporary or permanent?</b>	<b>Percent</b>	<b>Number</b>
Temporary	61%	N=188
Permanent for all employees	3%	N=10
Permanent for some employees	11%	N=33
Not sure yet	25%	N=78
TOTAL	100%	N=310

**Table 30: Question #21 with not applicable responses**

<b>Have you changed any sick, paid time-off or leave policies to help employees at risk for COVID-19 to self-isolate or quarantine?</b>	<b>Percent</b>	<b>Number</b>
Yes	32%	N=157
Not yet, but intend to	8%	N=37
No	42%	N=207
Not applicable (N/A)	19%	N=95
<b>TOTAL</b>	<b>100%</b>	<b>N=496</b>

**Table 31: Question #21 without not applicable responses**

<b>Have you changed any sick, paid time-off or leave policies to help employees at risk for COVID-19 to self-isolate or quarantine?</b>	<b>Percent</b>	<b>Number</b>
Yes	39%	N=157
Not yet, but intend to	9%	N=37
No	52%	N=207
<b>TOTAL</b>	<b>100%</b>	<b>N=401</b>

**Table 32: Question #22 with not applicable responses**

<b>If you have made changes to your sick, paid time-off or leave policies, are these changes temporary or permanent?</b>	<b>Percent</b>	<b>Number</b>
Temporary	27%	N=125
Permanent	3%	N=12
Not sure yet	16%	N=71
Not applicable (N/A)	54%	N=249
<b>TOTAL</b>	<b>100%</b>	<b>N=456</b>

**Table 33: Question #22 without not applicable responses**

<b>If you have made changes to your sick, paid time-off or leave policies, are these changes temporary or permanent?</b>	<b>Percent</b>	<b>Number</b>
Temporary	60%	N=125
Permanent	6%	N=12
Not sure yet	34%	N=71
<b>TOTAL</b>	<b>100%</b>	<b>N=208</b>

**Table 34: Question #23 with not applicable responses**

<b>Which of the following strategies, if any, are you using to minimize the impact of COVID-19 on your employees?</b>	<b>Already doing</b>		<b>Considering</b>		<b>Not considering</b>		<b>Not applicable (N/A)</b>		<b>Total</b>	
Assisting laid-off or furloughed employees file for unemployment / \$600 assistance	19%	N=89	4%	N=18	20%	N=97	57%	N=273	100%	N=476
Assisting employees with transitional resources, unemployment, work share, outplacement, etc.	10%	N=46	5%	N=23	22%	N=105	63%	N=296	100%	N=469
Executing a recall of laid-off / furloughed employees	11%	N=50	6%	N=26	22%	N=102	62%	N=296	100%	N=475
Increased employee hourly rates or salaries	13%	N=62	8%	N=37	46%	N=221	33%	N=155	100%	N=475
Executing a Shared Work Program	2%	N=9	5%	N=24	42%	N=198	51%	N=244	100%	N=474
Providing special pay increases to employees, hazardous pay, special awards	17%	N=82	7%	N=33	38%	N=183	37%	N=178	100%	N=476

**Table 35: Question #23 without not applicable responses**

<b>Which of the following strategies, if any, are you using to minimize the impact of COVID-19 on your employees?</b>	<b>Already doing</b>		<b>Considering</b>		<b>Not considering</b>		<b>Total</b>	
Assisting laid-off or furloughed employees file for unemployment / \$600 assistance	44%	N=89	9%	N=18	47%	N=97	100%	N=204
Assisting employees with transitional resources, unemployment, work share, outplacement, etc.	26%	N=46	13%	N=23	60%	N=105	100%	N=173
Executing a recall of laid-off / furloughed employees	28%	N=50	15%	N=26	57%	N=102	100%	N=178
Increased employee hourly rates or salaries	19%	N=62	12%	N=37	69%	N=221	100%	N=320
Executing a Shared Work Program	4%	N=9	10%	N=24	86%	N=198	100%	N=230
Providing special pay increases to employees, hazardous pay, special awards	28%	N=82	11%	N=33	61%	N=183	100%	N=298

**Table 36: Question #24**

<b>When considering hiring new employees, how important are the following applicant qualifications?</b>	<b>Essential</b>		<b>Very important</b>		<b>Moderately important</b>		<b>Slightly important</b>		<b>Not important</b>		<b>Total</b>	
Formal education	16%	N=79	19%	N=92	37%	N=176	12%	N=57	16%	N=77	100%	N=481
Applicable experience	32%	N=156	39%	N=188	17%	N=82	9%	N=42	3%	N=13	100%	N=481
Appropriate technical skills	28%	N=136	44%	N=211	18%	N=86	7%	N=35	3%	N=13	100%	N=481
"Soft" skills such as attitude, character, communication, etc.	60%	N=292	34%	N=163	5%	N=23	1%	N=2	0%	N=2	100%	N=483
Industry certification	14%	N=65	17%	N=80	23%	N=110	19%	N=91	28%	N=135	100%	N=483
Ability to speak multiple languages (e.g. English and Spanish)	3%	N=12	9%	N=44	18%	N=88	34%	N=160	36%	N=173	100%	N=477

**Table 37: Question #25**

<b>Do you believe industry recognized certifications enhance the hiring prospects of potential workers?</b>	<b>Percent</b>	<b>Number</b>
No, not a major consideration	17%	N=80
No, they can always get one later if they need to	8%	N=40
Yes, they are an important qualification	26%	N=126
Yes, but only as a tiebreaker if there are multiple candidates	13%	N=62
It depends on the job	37%	N=178
TOTAL	100%	N=486

**Table 38: Question #26 with don't know responses**

<b>Do you believe a skills-based resume will be valuable to you now and in the future to assess qualifications of a job applicant?</b>	<b>Percent</b>	<b>Number</b>
Not that important. Having a degree or diploma is enough	3%	N=14
It would be a valuable, complementary consideration	22%	N=105
Knowing what skills they've learned is more important than just a degree	41%	N=201
It depends on the job	28%	N=134
Don't know	7%	N=32
TOTAL	100%	N=486

**Table 39: Question #26 without don't know responses**

<b>Do you believe a skills-based resume will be valuable to you now and in the future to assess qualifications of a job applicant?</b>	<b>Percent</b>	<b>Number</b>
Not that important. Having a degree or diploma is enough	3%	N=14
It would be a valuable, complementary consideration	23%	N=105
Knowing what skills they've learned is more important than just a degree	44%	N=201
It depends on the job	29%	N=134
TOTAL	100%	N=455



**Table 40: Question #27 with not applicable responses**

<b>Which of the following strategies, if any, are you using to minimize the impact of COVID-19 on your employees?</b>	<b>Already doing</b>		<b>Considering</b>		<b>Not considering</b>		<b>Not applicable (N/A)</b>		<b>Total</b>	
Moving to more online business	42%	N=204	12%	N=60	16%	N=77	30%	N=148	100%	N=489
Offering online gift cards	9%	N=44	8%	N=37	29%	N=140	54%	N=264	100%	N=486
Offering carryout/delivery	15%	N=75	2%	N=8	11%	N=55	72%	N=350	100%	N=488
Engaging more with social media to promote business	59%	N=286	15%	N=72	11%	N=51	16%	N=77	100%	N=487
Working with Chamber and/or local government to promote businesses	42%	N=204	18%	N=88	19%	N=93	21%	N=104	100%	N=488
Working with other community stakeholders on rent abatement or mortgage relief	13%	N=64	11%	N=52	33%	N=160	43%	N=210	100%	N=486
Having regular discussions with other local businesses to brainstorm ideas and share experiences	43%	N=209	22%	N=105	15%	N=75	20%	N=99	100%	N=488
Trying to identify state and national funding sources to help alleviate losses	44%	N=214	19%	N=92	15%	N=74	22%	N=108	100%	N=488

**Table 41: Question #27 without not applicable responses**

<b>A number of businesses are trying new methods to minimize the impact of COVID-19 on their revenues. Please rate to what extent your business is pursuing these activities.</b>	<b>Already doing</b>		<b>Considering</b>		<b>Not considering</b>		<b>Total</b>	
Moving to more online business	60%	N=204	18%	N=60	22%	N=77	100%	N=341
Offering online gift cards	20%	N=44	17%	N=37	63%	N=140	100%	N=222
Offering carryout/delivery	54%	N=75	6%	N=8	40%	N=55	100%	N=138
Engaging more with social media to promote business	70%	N=286	18%	N=72	13%	N=51	100%	N=409
Working with Chamber and/or local government to promote businesses	53%	N=204	23%	N=88	24%	N=93	100%	N=384
Working with other community stakeholders on rent abatement or mortgage relief	23%	N=64	19%	N=52	58%	N=160	100%	N=276
Having regular discussions with other local businesses to brainstorm ideas and share experiences	54%	N=209	27%	N=105	19%	N=75	100%	N=389
Trying to identify state and national funding sources to help alleviate losses	56%	N=214	24%	N=92	20%	N=74	100%	N=380

**Table 42: Question #28**

<b>Are you offering services/doing business in any new or creative ways than before COVID-19?</b>	<b>Percent</b>	<b>Number</b>
Yes	53%	N=260
No	47%	N=232
TOTAL	100%	N=491

**Table 43: Question #30**

<b>Where do you go to get information on business resources for COVID-19 recovery?*</b> <b>*Percents add to more than 100% as respondents could check more than one response</b>	<b>Percent</b>	<b>Number</b>
Local Chamber of Commerce	45%	N=218
TAB (Texas Association of Business)	12%	N=60
TEDC (Texas Economic Development Council)	13%	N=62
My local government	54%	N=263
Other local economic development organizations (e.g. Urban Renewal Agency, Downtown Development Agency, Business Improvement District, Main Street Program, etc.)	16%	N=81
State of Texas	70%	N=342
US Chamber of Commerce	10%	N=49
CDC (Center for Disease Control)	50%	N=246
WHO (World Health Organization)	17%	N=81
The White House	15%	N=72
A law firm	17%	N=83
SHRM (a national Human Resources membership organization)	23%	N=110
Industry Trade Association	35%	N=172
Other	35%	N=170
<b>TOTAL*</b>	<b>100%</b>	<b>N=489</b>

**Table 44: Question #32 with don't know responses**

<b>How informed are you about federal, state, and local government resources that could help your business mitigate the impact of COVID-19?</b>	<b>Percent</b>	<b>Number</b>
Not at all informed	4%	N=21
Slightly informed	21%	N=103
Somewhat informed	35%	N=173
Very informed	39%	N=194
Don't know	1%	N=6
<b>TOTAL</b>	<b>100%</b>	<b>N=498</b>

**Table 45: Question #32 without don't know responses**

<b>How informed are you about federal, state, and local government resources that could help your business mitigate the impact of COVID-19?</b>	<b>Percent</b>	<b>Number</b>
Not at all informed	4%	N=21
Slightly informed	21%	N=103
Somewhat informed	35%	N=173
Very informed	39%	N=194
<b>TOTAL</b>	<b>100%</b>	<b>N=492</b>

**Table 46: Question #33 with don't know responses**

Please indicate how important resources on the following topic areas would be in developing your WORKFORCE COVID-19 recovery efforts? These resources would provide sample policies and information on best practices for the topic area.	Very important		Moderately important		Slightly important		Not at all important		Don't know		Total	
Employment (unemployment, partial employment, furloughs, work refusals, work share)	35%	N=172	19%	N=95	22%	N=107	17%	N=86	7%	N=34	100%	N=494
Return to work planning and communication (managing workplace climate during COVID-19, workforce rules, etc.)	40%	N=196	22%	N=108	17%	N=85	16%	N=79	5%	N=24	100%	N=493
Sick, time-off and leave policies related to COVID-19	30%	N=148	25%	N=121	19%	N=94	21%	N=106	5%	N=25	100%	N=494
Employee safety and health (e.g. face masks, social distancing, sickness disclosure, screening, enforcement)	56%	N=279	22%	N=110	13%	N=65	7%	N=33	1%	N=7	100%	N=494
Employee wage and benefit plans during and after COVID-19	31%	N=155	25%	N=124	20%	N=99	18%	N=90	5%	N=26	100%	N=494
Remote work (technology specifications, virtual tools, cybersecurity concerns, virtual etiquette)	28%	N=138	21%	N=102	16%	N=81	22%	N=111	12%	N=61	100%	N=494
Workforce equity and inclusion during COVID-19 (e.g. disclosure of medical conditions, ADA requirements for remote work, etc.)	29%	N=143	23%	N=115	20%	N=99	19%	N=92	9%	N=45	100%	N=494

Please indicate how important resources on the following topic areas would be in developing your WORKFORCE COVID-19 recovery efforts? These resources would provide sample policies and information on best practices for the topic area.												
	Very important		Moderately important		Slightly important		Not at all important		Don't know		Total	
Pandemic preparedness resources (employee contracts, pandemic policies, work sharing agreements)	31%	N=154	25%	N=126	22%	N=107	15%	N=75	6%	N=32	100%	N=494
Employee travel	14%	N=70	12%	N=61	19%	N=95	32%	N=160	22%	N=107	100%	N=494
Employee emotional and mental health	47%	N=234	28%	N=136	16%	N=81	7%	N=35	2%	N=9	100%	N=494
Child care/return to school considerations for employers	39%	N=194	24%	N=120	12%	N=58	16%	N=81	8%	N=41	100%	N=494
Information on the future of the workplace (post COVID-19)	42%	N=206	29%	N=143	16%	N=79	9%	N=44	4%	N=20	100%	N=492
Legislative (federal, state and local) updates on COVID-19 related policies	57%	N=280	26%	N=129	9%	N=47	5%	N=24	3%	N=15	100%	N=494
Banking / Financial Assistance (SBA, PPA, grants, etc.	47%	N=234	21%	N=103	11%	N=53	17%	N=84	4%	N=20	100%	N=494

**Table 47: Question #33 without don't know responses**

Please indicate how important resources on the following topic areas would be in developing your WORKFORCE COVID-19 recovery efforts? These resources would provide sample policies and information on best practices for the topic area.										
	Very important		Moderately important		Slightly important		Not at all important		Total	
Employment (unemployment, partial employment, furloughs, work refusals, work share)	37%	N=172	21%	N=95	23%	N=107	19%	N=86	100%	N=460
Return to work planning and communication (managing workplace climate during COVID-19, workforce rules, etc.)	42%	N=196	23%	N=108	18%	N=85	17%	N=79	100%	N=469
Sick, time-off and leave policies related to COVID-19	32%	N=148	26%	N=121	20%	N=94	23%	N=106	100%	N=469
Employee safety and health (e.g. face masks, social distancing, sickness disclosure, screening, enforcement)	57%	N=279	23%	N=110	13%	N=65	7%	N=33	100%	N=487
Employee wage and benefit plans during and after COVID-19	33%	N=155	27%	N=124	21%	N=99	19%	N=90	100%	N=468
Remote work (technology specifications, virtual tools, cybersecurity concerns, virtual etiquette)	32%	N=138	24%	N=102	19%	N=81	26%	N=111	100%	N=432
Workforce equity and inclusion during COVID-19 (e.g. disclosure of medical conditions, ADA requirements for remote work, etc.)	32%	N=143	26%	N=115	22%	N=99	21%	N=92	100%	N=449
Pandemic preparedness resources (employee contracts, pandemic policies, work sharing agreements)	33%	N=154	27%	N=126	23%	N=107	16%	N=75	100%	N=462
Employee travel	18%	N=70	16%	N=61	25%	N=95	41%	N=160	100%	N=387
Employee emotional and mental health	48%	N=234	28%	N=136	17%	N=81	7%	N=35	100%	N=486

Please indicate how important resources on the following topic areas would be in developing your WORKFORCE COVID-19 recovery efforts? These resources would provide sample policies and information on best practices for the topic area.	Very important		Moderately important		Slightly important		Not at all important		Total	
Child care/return to school considerations for employers	43%	N=194	27%	N=120	13%	N=58	18%	N=81	100%	N=453
Information on the future of the workplace (post COVID-19)	44%	N=206	30%	N=143	17%	N=79	9%	N=44	100%	N=472
Legislative (federal, state and local) updates on COVID-19 related policies	58%	N=280	27%	N=129	10%	N=47	5%	N=24	100%	N=480
Banking / Financial Assistance (SBA, PPA, grants, etc.	49%	N=234	22%	N=103	11%	N=53	18%	N=84	100%	N=474



**Table 48: Question #34**

<b>Which one of the following industries best describes the nature of your business? (Please select the one that comes closest.)</b>	<b>Percent</b>	<b>Number</b>
Agriculture or farming	0%	N=2
Arts, audio, video technology and communications	2%	N=8
Banking / financial services / credit unions	2%	N=9
Business, industry and trade associations	3%	N=17
Construction	5%	N=23
Education and training	5%	N=24
Financial activities	3%	N=13
Health care and health services	5%	N=26
Information/media	0%	N=2
Legal	1%	N=6
Leisure and hospitality (travel, lodging, restaurants, bars, entertainment)	6%	N=28
Manufacturing	6%	N=28
Marketing, sales and services	1%	N=7
Non-profit charitable organization	4%	N=21
Other services (cleaning, dog walking, beauty, etc. )	2%	N=10
Professional and business services/consulting	6%	N=29
Public service and government	5%	N=24
Shopping and retail	8%	N=39
Technology and computers	0%	N=2
Transportation and automotive services	1%	N=5
Utilities (Gas, electric, water, internet, cable)	0%	N=2
Wholesale trade/sales	1%	N=3
Other	34%	N=170
<b>TOTAL</b>	<b>100%</b>	<b>N=497</b>

**Table 49: Question #34 (collapsed)**

Which one of the following industries best describes the nature of your business? (Collapsed)	Percent	Number
Leisure and hospitality	6%	N=28
Shopping and retail	8%	N=39
Arts, audio, video, communications; education; health services; other services (e.g., cleaning, dogwalking, beauty)	14%	N=68
Agriculture, manufacturing, construction, transportation & automotive services, utilities, wholesale trade/sales	13%	N=63
Professional and business services; financial activities; marketing, sales and services; technology & computers, real es	17%	N=85
Other, don't know, nonprofit, public sector	43%	N=215
TOTAL	100%	N=497

**Table 50: Question #36**

Please select the options that most closely reflect your business	Yes		No		Total	
Home-based	9%	N=44	91%	N=437	100%	N=481
A small business	64%	N=315	36%	N=177	100%	N=492
Mid-sized business	25%	N=116	75%	N=357	100%	N=473
Large corporation	13%	N=61	87%	N=411	100%	N=472
Locally based (headquartered in Texas)	88%	N=422	12%	N=60	100%	N=482
Headquartered outside of Texas - subsidiary operation	9%	N=41	91%	N=430	100%	N=471
Minority-owned	16%	N=76	84%	N=399	100%	N=475
Woman-owned	35%	N=169	65%	N=312	100%	N=480
Veteran-owned	9%	N=44	91%	N=433	100%	N=477
LGBTQ+-owned	2%	N=9	98%	N=463	100%	N=473

**Table 51: Question #37**

<b>Including you, about how many employees worked at your worksite(s) BEFORE COVID-19. (Please include employment for worksites in this state.)</b>	<b>Percent</b>	<b>Number</b>
1-9 employees	54%	N=270
10-99 employees	19%	N=95
100-499 employees	6%	N=30
500+ employees	21%	N=102
TOTAL	100%	N=498

**Table 52: Question #38**

<b>What was your approximate sales revenue from 2019? (Please round to nearest thousand – i.e \$50,000; \$100,000)</b>	<b>Percent</b>	<b>Number</b>
Pre-Revenue	3%	N=15
\$1-\$99,999	16%	N=73
\$100,000-\$999,999	33%	N=155
\$1 -\$9.9 million	23%	N=106
\$10 -\$499 million	17%	N=80
\$500 million or more	9%	N=43
TOTAL	100%	N=473

**Table 53: TAB Region without unknowns**

<b>Region of Texas in which Business is Located (based on zip code, see figure in <i>Appendix D: Survey Results by TAB Region</i>)</b>	<b>Percent</b>	<b>Number</b>
North Central	24%	N=113
West	9%	N=41
South	14%	N=69
Gulf Coast	25%	N=121
East	4%	N=19
North	11%	N=54
Central	13%	N=63
TOTAL	100%	N=480

**Table 54: TAB Region with unknowns**

<b>Region of Texas in which Business is Located (based on zip code, see figure in <i>Appendix D: Survey Results by TAB Region</i>)</b>	<b>Percent</b>	<b>Number</b>
North Central	22%	N=113
West	8%	N=41
South	14%	N=69
Gulf Coast	24%	N=121
East	4%	N=19
North	11%	N=54
Central	12%	N=63
Unknown or did not answer	5%	N=27
TOTAL	100%	N=507

## Appendix C: Verbatim Responses to Open-Ended Questions

Following are verbatim responses to open-ended questions on the survey. Because these responses were written by survey participants, they are presented here in verbatim form, including any typographical, grammar or other mistakes. Within each question the responses are in alphabetical order.

### **Please indicate if you conduct business with foreign trade partners from any of the following countries. – Other responses**

- Army from overseas
- Australia
- Australia, Mexico
- Australia, Mexico
- Caribbean Islands,
- Germany - but in reality we are global
- India
- India
- India
- Israel
- Israel
- Jamaica
- Jamaica
- Japan
- Japan
- Mexico, Canada, Europe
- Middle East
- Middle East
- Middle East

### **What are your biggest challenges as an owner or business manager for employees to work from home? – Other responses**

- Actually, we have been quite successful in working from home at our corporate office
- Almost all of our employees are at home because we have the ability for them to be at home. The multiple responsibilities of work, kids, spouse at home, older parents, sick family...basically, our biggest challenge is that we want our people to be able to work but also do everything else they are needed for so the flexibility in this almost makes people feel like they work more...
- Balancing home schooling during work hours.

- Challenges include continued team building, onboarding and training new staff effectively.
- Childcare
- Childcare, still having to pay lease for space I cannot use.
- Collaboration, disengagement,
- Communication issues
- Commuting. Employees who use public transportation are afraid to ride the bus, train, Uber, etc...Child Care and Open Schools - Many Day Cares going broke, and schools are closed. Its not reasonable to force employees to choose between a job and their kids, so making work-from-home possible is critical.
- Company does not allow work from home
- Competing with virtual learning commitments
- Coworkers juggling work and childcare
- Disconnect with teammates - human interaction - there's only so much digital/virtual meetings can do
- Employee Mental Health and impaired or limited level of technical knowledge and application prior to COVID-19
- Employee Mental Health and impaired or limited level of technical knowledge and application prior to COVID-19
- Employees balancing family adjustments with remote work.
- Employees with children or dependent family members where they are the primary caregiver
- engagement
- Ensuring all employees are continuing the same level of performance/productivity as in the office.
- ergonomically comfortable desk and chair to work at
- Fairness to other employees who may prefer to work from home; those with children and impact on remote school and job absenteeism
- For the 20% of my workforce that works from home, their biggest obstacles have to do with consistent internet and phone access.
- How productive employees are? Communicating with the staff.
- Keeping employees engaged and they are doing a remarkable job!
- Lack of cohesion and communication between employees
- Lack of in office communication
- Lack of oversight, low morale, the work is depressing. The government is killing the event business and it's hard to know that we are safe, but we get punished and shut down when we are doing everything right. The media and the government need to quit promoting fear and let us earn a living.
- Manufacturing- have to have employees to run the plant
- Manufacturing requires workers on-site
- Many distractions, children and other family members wanting/needing care and attention.
- Mental health issues and child care issues.

**Are you offering services/doing business in any new or creative ways than before COVID-19? If yes, please describe:**

- A new online subscription service is now being offered, This was not an available alternative before the pandemic.
- A significant portion of the business has gone from being in-person to remote.
- Added a food concept alongside our tea business
- Added a food concept alongside our tea business
- Added new classes
- Adding essential services
- All telehealth. Considering ways to meet patients outside
- Am trying to pivot to providing online services but need help funding updating my technology/equipment.
- Associates working from home with company provided equipment
- At its height (May-June) I increased the hours of our Technology Intern who championed our social-media outreach/info clearinghouse efforts. As of July he is back to normal hours
- broadened our ability to assist the customer virtually
- By Appointment only and beefing up our online access.
- call ahead, curbside services and delivery. Getting a website up and running which we are still in the infancy and not ready to go live yet.
- Call-center agents working from home
- Career speakers, career mentors, workplace skills and financial literacy on-line, virtual fundraisers
- completely shifted to online therapy
- Conducting our courses on-line, attending on-line recruiting events, more on-line learning, virtual meetings, etc.
- Contactless donations and receipts. We are not picking up donations. We are not using fitting room. No longer have customers sign their receipts. Our clinic and food pantry does everything by appt or video conference. Our client services is trying to do most thru conference.
- contactless payments, concierge level of service,
- Creating online videos for training and work. Doing biz dev in markets without COVID cases to try and secure more revenue.
- curb side
- curb side pick up
- curbside
- curbside
- Curbside
- Curbside
- curbside
- Curbside assistance.
- Curbside delivery
- Curbside delivery/pickup, No contact delivery
- curbside pick up and participation in a virtual festival

- Curbside pickup
- curbside service
- CURBSIDE SERVICE
- curbside service
- Custom building acrylic barriers for schools and businesses but finding acrylic suppliers nonexistent.
- Custom building acrylic barriers for schools and businesses but finding acrylic suppliers nonexistent.
- Cut rates we charge by 30% or more.
- Definitely using more virtual approaches to the business.
- Definitely using more virtual approaches to the business.
- digital signatures, more electronic communications
- discounts given for classes
- Disinfectant Services
- diversifying
- Do not want to describe
- doing dance classes online
- Drive up pick up, telehealth visits when possible.
- Educating businesses to Cares Act Funds
- Electronic database for maintenance, start up, etc. for equipment currently down, and anticipated to be reployed
- Electronically signing more documents
- email and internet
- Enhanced online processes and customer delivery
- Entire ad campaigns and budgets were scrapped, re-imagined.
- Exclusively Telehealth sessions
- family meal packs and pre-packaged ingredients for guests to cook at home.
- Finding new partnerships and outreach opportunities.
- Finding ways to keep people safe, social distancing.
- Focus groups and client meetings are now 100% online - zoom or teams
- Focusing on expanding our marketing towards outdoor activities
- frontline childcare, out of school time homework help
- Have been using video meeting apps to meet with clients and staff instead of face to face.
- having to be flexible in finding ways to see clients and meet their needs
- Home delivery, virtual test drives of vehicles
- Home test drives, Home delivery. Pick up and Drop off service for maintenance/repair shop



- Hybrid online/in-person delivery of services
- Implementing curbside pick up areas for participating stores. It is not used much but is available.
- Increasing the amount of IRS representation work due to upcoming inability of taxpayers to pay taxes owed.
- initial interactions are by phone - in-office visits are by appointment only, with temperature checks and COVID questionnaire.
- Live Online Mysteries
- Local delivery or drop offs. Virtual collaboration with customers
- Looking for alternative ways to manage product flow.
- Lots of online applications
- lots of webinar connections
- Making hand sanitizer stands
- Meetings and training are virtual.
- Meetings and training are virtual.
- Meetings are no longer face to face, but via group sessions (Microsoft Teams, GoTo Meeting, etc.)
- More "on demand" online calls.
- More Indoor Air quality products
- More offsite delivery of services
- More on line marketing and showing property in a different way.
- More on line presence. Virtual meetings and presentations. Re-branding services and marketing angles.
- more on line sales promotion
- More online communications, meetings, and training
- more online interaction
- more online interaction
- More online meetings - Zoom
- More online tours or facetime tours
- more online webinars, virtual meetings with customers
- more phone and online solutions
- more virtual experiences
- More virtual meetings, data collection
- More virtual tours of our offerings.
- More virtual tours of our offerings.
- Most services are done virtually.
- Most services are done virtually.
- Moved numerous clients to remote document transfer and have done a LOT of Parking Lot Appointments,

- moved to online platform
- Moved to W@H model
- Moving from classroom training to virtual training
- Much more phone and email campaigns for sales.
- Much of our work is now done by zoom.
- Music lesson business - now all lessons and summer camp online
- My private school is now doing classes online, against our mission.

**What are your biggest concerns for your business and employees about COVID-19? (For example: Legal, Workplace, Employees, Government Mandates/Regulations, Employee Medical-Mental Health, Operations/Facilities, Financial, Remote Work)**

- 1)Emotional and mental health - Small company and have already had 1 employee die from Covid 19; 2) Childcare/School
- 2nd shutdown
- 30 year event business ..... Trying to just "hang on" paying employees and rent until a covid vaccine so people can be together in groups again for events. Main issue is surviving for the next months.
- 30 year event business ..... Trying to just "hang on" paying employees and rent until a covid vaccine so people can be together in groups again for events. Main issue is surviving for the next months.
- Ability to continue at the pace with a reduced workforce and a busy season.
- Ability to hold events, lack of visitors to local hotels, impact on small business members
- Ability to pay employees/expenses and access to supplies
- Ability to return to normal working conditions at an acceptable rate
- Ability to show property safely
- Ability to travel - our company has frozen all travel
- Absenteeism and precautionary absenteeism from COVID illness and exposures.
- Absenteeism due to employee illness or contact with someone who is ill.
- Access to healthcare for low income employees and their relatives
- Actually getting work so that we may return to work
- Affect on economy which affects our clients.
- affect on local economy
- all of the above
- all of the above
- another wave of cases that will shut down businesses and keep people at home that will impact our business
- As a global employer, difficulty getting employees into countries with COVID that we currently work

- As covid related costs go up it is harder to pay rent or set aside money from improvements. We expect to have more therapists with draw this fall due to lack of child care and pressures of home schooling. I also have fewer resources and referrals to offer clients in crisis.
- As long as there is one infected person left when restrictions ease this cycle will duplicate. Have the most at risk wear masks and distance and let the young and less at risk return to normal life including school, if the teachers are concerned build them a glass room.
- Being able to continue to keep our employees on our payroll due to lost sales.
- Being able to find and purchase supplies to keep the workplace clean and healthy for employees and customers.
- being able to fulfill our mission and provide services to our members, and the effect that will have on our financials
- Being able to reopen without fear of having to shut down again.
- Being locked into a lease where I cannot use/have challenges paying.
- Being shut down due to major COVID outbreak
- Biggest concern is getting the work back in our company these other issues can resolve themselves if the work will come back like it was
- Biggest concern is the continuing over reaction to this virus. I am afraid fear will cause local and state govt's to encourage or mandate another shutdown
- Bringing the workplace back together post COVID
- Business continuity, Financial
- Business demand
- business slow down; staff tiring of caution and becoming careless
- Change in demand as businesses continue to be financially impacted.
- Changing government mandates/regulations--including conflicting information; financial stress
- Child care, schools, financial stability with reduced hours
- Childcare/School Reopening and Availability of Workforce
- Closing down again: financial
- Coming back to workwork
- Coming back to workwork
- Community spread, Public School, Travel restrictions, Foreign worker visas
- Compliance with protective measures that reduce the spread of the virus.
- Compliance with protective measures that reduce the spread of the virus.
- Concerns for the clients we serve
- Concerns that we KNOW the current rules in place and accommodating public participation requirements & concerns.
- Confidentiality/Contact Tracing, safety working in an enclosed space, liability/legal and financial
- Contact tracking when either an employee or client is tested + to COVID-19.
- Continued decline in business and revenue resulting from ongoing issues related to COVID.
- Continued Revenue (Lack of)

- Continuing difficulty getting employees to work.
- Covid-19 has Not Adversely affected our Business Financially.
- COVID spreading when employee returns to work even after being infected and staying home, COVID impact during fall/Winter, Business sales volume, Customer and B2B compliance with Government Mandates/Regulations.
- Customers flaunting mask requirements
- Customers, Employees, Sales, Legal,
- Decline in customer base and unable to source inventory
- Delivering on our product & promise (ability to engage in fitness, health & wellbeing) while ensuring safety of all, i.e., wearing masks WHILE WORKING OUT -- that's the hardest "sell"!
- Department of Labor's lack of knowledge regarding the employment laws
- Department of Labor's lack of knowledge regarding the employment laws
- Economic outlook 12 months +; employee mental health; constantly changing requirements
- Employee / customer safety, long term cultural and productivity challenges from a remote workforce
- Employee and clients health and well being
- Employee and Community Mental Health, Stress, and Hopless
- Employee and student safety
- Employee Health
- employee health and financial
- Employee health, lack of formal health/government guidance on removing infection risk in the workplace, employee mental health (around uncertainty related to return to work information),
- Employee health; Recruiting of contract staff for onsite work
- Employee illness/exposure
- Employee medica/mental health
- Employee Medical - Mental Health, Foreign travel / regulations
- Employee Medical - Mental Health, Foreign travel / regulations
- Employee medical and mental health
- Employee Medical Expenses, Mental Health, Childcare, School Availability
- Employee Medical Health
- Employee Medical Health - we have 6 employees. If one gets COVID or the office is exposed, the hit on operations would be immense.
- Employee Medical, Employee Medical-Mental Health, Financial, Second wave of infections
- Employee medical/mental health, workplace, remote work, financial
- Employee Medical-Mental Health
- Employee Medical-Mental Health

- Employee Medical-Mental Health
- employee medical-mental health
- Employee Medical-Mental Health
- Employee Medical-Mental Health, Financial
- Employee Medical-Mental Health, Legal, Operations/Facilities
- Employee Medical-Mental Health, Legal, Operations/Facilities
- Employee Medical-Mental Health, Operations/Facilities,
- Employee Medical-Mental Health, and remote work--tracking productivity of hourly paid employees
- employee medical-metal health
- employee mental health
- Employee mental health
- Employee mental health
- Employee mental health
- Employee mental health and exposure to the virus
- Employee mental health, the safety of my employees as they serve our clients.
- Employee mental health, the safety of my employees as they serve our clients.
- Employee Mental Health, Uncertainty financially of income and expenses
- Employee mental health; client compliance
- Employee Safety and operations.
- Employee stress and health
- Employee Welfare
- Employee Wellbeing while working remotely. Ensuring they do not have a spirit of fear related to the virus
- Employee: Returning to Work, Mental Health, Technology: Purchase additional equipment due to prolonged work from home rules
- Employee medical-mental health
- Employees
- Employees
- Employees and Family health
- Employees and making sure I have enough staff to open. We have been lucky so far, but if an outbreak occurs in one of my stores, then I would have to close and that scares me.
- Employees Health and mental health, Operations
- Employees Health and mental health, Operations
- Employee's health/Workplace - some are taking this seriously and others are not. You go into one location and everyone is being very cautious of social distancing and wearing masks and in others, it is like business as usual.

- Employee's health/Workplace - some are taking this seriously and others are not. You go into one location and everyone is being very cautious of social distancing and wearing masks and in others, it is like business as usual.
- Employees mental health concerns, employees refusal to return to workplace despite safe measures being taken and huge private offices with very few staff, boss that won't allow staff to continue work from home unless mandates by government, concerns with legal ramifications and lack of HR guidance/laws to help employers right now manage employees.
- Employees willingness to work
- Employees willingness to work
- Employees, Financial, Employee Mental Health (specifically essential employees anxiety about returning to work in the field)
- Employees, Financial, Employee Mental Health (specifically essential employees anxiety about returning to work in the field)
- Employees, Government Mandates/Regulations
- Employees, Government Mandates/Regulations, Financial
- EMPLOYEES, MANDATES & REGULATIONS, OPERATIONS/FACILITIES
- Employer liability and risk of infection.
- exposure
- Extra Unemployment funds reward our entry level employees to stay home instead of returning to work!!!
- Facilities-unable to conduct business as usual in small, close-quartered office (therapy)
- Fear
- Fear of a second wave
- fear that media puts in place
- filling employee vacancies
- Financial
- Financial
- Financial
- Financial
- Financial
- Financial
- financial
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- Financial
- Financial
- financial
- financial

- Financial
- Financial
- FINANCIAL
- Financial
- Financial
- Financial
- Financial
- Financial
- Financial
- Financial
- Financial
- Financial (lack of customers-business slowdown), workplace (ensuring our employees stay well)
- Financial (staying solvent and paying employees), keeping up with changing government rules
- Financial and Employee Health
- financial concerns
- financial concerns - decline in revenues
- Financial impact due to loss of sales
- Financial impacts to our independent school due to dropped enrollment; financial reserves for Church operations; decline in giving records significantly impacts operating budget
- Financial markets experiencing another drastic downturn will hamper my business.
- Financial resources - clients not paying bills on time leading to cash flow issues
- Financial strain
- financial, you have to be trusted to come back into someone's home.
- Financial, Absenteeism, Employee Health and Safety
- financial, as customers have lost employment
- Financial, Employee Medical-Mental
- financial, employees mental health and engagement
- Financial, Employees, Government Mandates/Regulations, Operations/Facilities
- Financial, Employees, Remote Work
- Financial, Government mandates and regulations
- Financial, loss of revenue to maintain a high level of activity.
- Financial, Medical
- Financial, Medical

- Financial, physical & mental health (I am only employee)
- Financially not able to make as much money without completely changing everything.
- Financials and getting people to overcome their fears and return
- Finding Employs
- for us its financial and ability to get to material- as we do construction work adn majority of work is done outside not indoors. teh 2x4 have practically doubled in price so the bill at the end of the day is higher and many cant afford to fix then.
- Funding to pivot business to online services due to old technology.
- Future income. Many potential clients ask for proposals for work. Not many are authorizing us to begin working.
- General Health
- Getting and keeping customers, marketing for a virtual service now, and liability of people getting exposed and sick and not covered with insurance.
- Getting businesses back open
- Getting our patrons to have enough confidence in our precautions to come back to our theater (planetarium). Besides that, I worry about "Virus Deniers" and how they will react to our policy of having everyone wear masks in the lobby.
- getting sick at work
- getting sick at work
- Global Economy returning to normal
- Gov ( State and Federal) are not on board with fighting the virus. Fix this and the business issues will fix themselves. For YEARS government has thrown mandates at us. Not we have a REAL problem and Gov is shy on telling everyone to do the few things that will make a difference. Government didn't cause the virus, but lack of timely government leadership has made it much worse for business and our employees.
- Gov. Mandates
- Government (anyone elected) and media overreaction leading to the cure being worse than the disease. Nobody wants to work, and businesses are paying the price for being understaffed. Ironically, lack of customers has not been my problem as much as is a lack of staff to serve them.
- Government interference with labor markets, paying people not to work, creating wage inflation
- Government interfering with a problem that is over-exaggerated
- Government lifting the no-travel orders and customer willingness to travel
- Government mandates
- Government mandates
- Government mandates
- Government Mandates
- Government mandates
- Government mandates
- Government mandates and citizen scare tactics to limit the economy.



- Government Mandates or Regulations
- Government mandates that are capricious and pandering to public opinion
- Government Mandates/Regulations
- Government Mandates/Regulations
- government mandates/regulations
- Government Mandates/Regulations
- Government Mandates/Regulations
- Government Mandates/Regulations
- Government Mandates/regulations
- Government mandates/regulations
- Government Mandates/Regulations and ability to attract new customers.
- Government Mandates/Regulations and ability to attract new customers.
- Government Mandates/Regulations,
- Government Mandates/Regulations, Mental Health of Employees, Remote Work
- Government overreach and mandates. over the top regulations that make people feel good but do nothing related to preventing the spread. By far biggest fear is another unwarranted shutdown. We would not survive.
- Government restricting consumers which has a direct affect on small businesses.
- government shut down
- Government-mandated business closures; Government-mandated health requirements, eg, testing, masks.
- Government's causing FEAR in the market place. The virus is going to run it's course, can't be stopped only delayed. If our government shuts down commerce again, I believe we will be thrown into a major depression which will prove to be far more harmful than dealing with the virus. The precautions people should take, have been very well communicated. Our politicians need to stop trying to be the parent. The public are adults and should be taking care of themselves. That is, in fact, the only way the USA was created to work.
- Govt mandates
- Govt mandates and closures
- Govt mandates, financial
- Govt mandates, financial
- Having a job for them.
- Having enough business to stay in business and keep everyone employed
- Having enough employees willing to return to work
- Having the necessary PPE and supplies available as well as the number of staff needed to provide patient care
- Health and remote work.
- Health and Safety while also maintaining income to keep employees paid

- Health first, financial second, and of course politicizing issue.
- Health mental and otherwise
- Health of myself, staff and clients
- Health of our associates and loss of sales
- high-risk employee health, economic depression affecting our customers, who lease space from us, and therefore our business
- How long customers will stay away; the uncertainty and unpredictability of it all
- HR Compliance
- I am a Sole proprietor. My biggest concern is the decrease in my business (to nearly Zero!) and resultant decrease in income and ability to serve people.
- I have a staffing company. People are not working because they can stay home and make more off assistance than working
- I hope we will not be liable for employees becoming infected while at work. We are trying to keep going but the government has not made it easy about liability issues. We performed all the projects that were given to us and we kept looking for work throughout. Major companies pulled back their work due to liability concerns, as well as the unknown.
- I work in education. Until the state gets the virus under control are not bring students together at the same rate (5 in a class vs 16) which is eliminating all profits. we're basically working for free.
- Illness due to COVID-19
- Im afraid to hire staff and then be shut down or reduced occupancy
- Impact of COVID on transportation industry
- Inability of our customers to operate their business which in turn causes impact to our revenues since we are a service company.
- Inability of our customers to operate their business which in turn causes impact to our revenues since we are a service company.
- Inability to conduct business due to distancing issues
- Inability to run an effective essential manufacturing operations with the high level of absenteeism due to medical and mental health issues for our employees effected by Covid 19
- Inadequate and incompetent Covid-19 testing. Results take 12 days - ridiculous.
- Income, expenses of extra supplies and ongoing, operations, employee health
- Infecting other employees
- Infecting other employees
- Just doing our best to keep everyone safe, healthy and productive. Keeping clients confident that we can handle whatever comes our way.
- Keeping business open and maintaining LOCAL CONTROL!
- Keeping employees and staff safe. Being able to handle customers.
- Keeping employees busy.
- Keeping my business open without work coming in, which is what happened. Keeping the employees paid enough to not go into so much debt.
- Keeping operations open in the event of a positive test.

- Keeping our employees safe and in a Covid free environment
- keeping our employees safe from exposure from clients and each other
- Keeping the business going to keep employees' jobs
- Keeping up with mandates, employees being afraid of the virus, being sued by someone if Corona gets into our workplace
- Lack of daycare or in-school students for employee. Having to quarantine each time a person is exposed to a positive case.
- Lack of demand for products
- Lack of employees available in the work force.
- Lack of government leadership
- lack of monetary donations to continue our mission and safety of employees in repair/rehab program, PPE supplies
- Lack of orders from customers
- Lack of PPE
- Lack of Sales due to the pandemic and oil crash
- Large Number of Employees contracting Virus, and corresponding lack of productivity.
- Large Number of Employees contracting Virus, and corresponding lack of productivity.
- Legal
- LEGAL , GOVERNMENT MANDATES/REGULATIONS (VAGUE DEFINITIONS)
- Legal areas, the Employees And clients health
- Legal confusion, employee physical and mental health, employees getting sick and then infecting clients.
- Legal confusion, employee physical and mental health, employees getting sick and then infecting clients.
- legal covid liability - employment and 3rd party
- Legal landscape, employees willing to work, competing with unemployment benefits
- Legal requirements if employees do not want to return to in person work but contracts mandate we return. Best way to support employees wanting to work remote with the potential to lose contracts this lose employment for staff. Just making a statement for our agency regarding safety concerns, but balancing client and employee needs.
- Legal requirements, possible later lawsuits, employee's mental health and therefore burnout, regulations I am not aware of, how to get hourly employees to be able to work from home and accountable to their job .
- Legal risk from customer to customer exposure
- Legal, Employee mental Health, Access to PPE
- Legal, Gov't mandates & regs
- Legal, Medical-Mental issues
- Legal, Remote Work
- Legal, Workplace, Employee Medical/Mental Health, Financial
- Legal; Employee medical-mental health; Financial

- legalities and liability of employees getting sick. We are a small family business if one is affected we are all affected.
- Liabilities as the employer for workplace.
- Liability
- Liability risk, exposure, supplies
- Liability, lack of knowledge, Employee Medical - Mental Health, getting a plan put together incase of exposure because of so many different situations, lack of technology to work from home.
- Long-term financial impact, mental health, employee compliance with policies, client compliance with policies
- Losing our constitutional rights
- loss of business
- Loss of clients/revenue
- Loss of company revenue due to impact on customers
- Loss of funding for non-profits
- Loss of referrals as physician offices limit patients.
- Mainly on whether or not we can keep them due to declining membership dues and events that generate revenue. We are a "networking" organization and with no ability to network, it makes our job very difficult.
- Maintaining a good attitude and keeping employees from overly stressing about the situation while maintaining the appropriate level of preparedness.
- Maintaining routine business
- Maintaining social distancing at our manufacturing pipeline facilities to ensure the highest safety - we are proud of our employees' compliance and strive to maintain this. Sometimes it feels like the New COVID-19 regulations are a moving target.
- Making sure employees do wear mask when they cannot social distance. Having an outbreak at one of our offices.
- Managing safety precautions while continuing to work
- Mandates and Regulations
- Mandates/Regulations
- Manufacturing - unable to fully social distance; lack of ability to test; unknown factors of the virus;
- Medical Health and insurance
- Mental Health
- Mental Health
- Mental health
- Mental health and financial
- Mental health and if the state is shut down again.
- Mental health engagement by employees even though our resources are rich and deep.
- Mental Health is my biggest concern and of course their physical health.

- Mental health of employees and business continuation.
- Mental Health of staff, health of staff, financial impacts
- Mental health, child care, general support.
- MENTAL HEalth, ECONOmics
- Mental Health, Financial
- mental health; client relationships
- My biggest concern is the inability of the outside sales force to make calls at this time
- My worry isn't Covid transmission to me, my employees, or my customers. My worry is the possible closing of retail business. I follow the guidelines set forth by state/county in my business. My business does not get crowds numbering more than 10 people, most times we see one or two people at a time. Folks have been courteous and keeping distance, many wearing masks and some do not. I have masks available for folks and give them one, that cost falls to my business. Free hand sanitizer i have out for customer use, also comes out of my business pocket. The fear of being fined for not policing my customers is a problem and should not fall to my business. I feel at risk with some folks who do not want to wear a mask. Risk of a public stir and backlash that could harm my business. This risk should not fall to small business owners who are trying to run their shops and provide for their families. My other concern is if we are forced to close our doors. Again, I do not get swarmed with customers in my business. I am able to operate contact free. I can use disposable gloves, masks, hand sanitizer, utilize curbside service, free delivery, and internet sales. However in April when we were asked to shut down, my businesses revenue dropped to barely covering bills. We need to keep our physical business open. We cannot survive another complete shut down with the massive numbers of competitive companies on the internet or surrounding cities. In April we were made to shut down when other stores in my franchise remained open in Garland, Richardson, Mesquite, and Dallas, all with in Dallas County and under the business shut down ordinances. This put my store at an extreme disadvantage and my customers sought open locations they could walk into. I have spent the last 3 months building my business back up to where its profitable again. Small business isn't the problem spreading Covid. People were allowed to protest in mass groups, however business is being blamed for the current spread. Please DO NOT close small businesses again, especially when it is so greatly unfair. If all of Dallas County is expected to follow a shut down, then I expect to not be the ONLY location of my franchise to be shut down. CBD is essential to people, regardless of the opinion of one Dallas County Judge. My customers find us to be greatly essential, especially in a time of stress and unknowing. I will continue to do my part to prevent the spread of Covid, but please don't let it be at the cost of my business that supports my family. If my business gets shut down and doesn't pull through, the state will have yet another unemployed worker drawing unemployment.

**Where do you go to get information on business resources for COVID-19 recovery? – Other responses**

**Which one of the following industries best describes the nature of your business? (Please select the one that comes closest.) – Other responses**

- Accountant
- All sources, anything we can find that is reputable and helpful
- ASA - American Staffing Association
- Association of Builders & Contractors, OSHA
- Association of Legal Administrators

- Banker-Happy State Bank
- BATF
- BBB
- BBB
- Better Business Bureau
- Business journals, weekly updates,
- CMS, State Regulatory Board
- CNN
- CNN
- Corporate office
- County officials
- Definitely not the white house
- "Dept of Treasury
- OSHA "
- Entrepreneurs' Organization
- Entrepreneurs' Organization (EO)
- ETC
- Fellow business owners, franchisor
- Following Texas Medical Center data
- Franchisor
- franchisor
- Google and news because I donâ€™t know what the most accurate place to get the best information for my industry.
- Google and news because I donâ€™t know what the most accurate place to get the best information for my industry.
- IFA webinars
- Insperity
- internet
- Internet, radio, television
- James Beard Foundation, Small business Majority and Next Gen ACE
- James Beard Foundation, Small business Majority and Next Gen ACE
- Leading doctors in the field of public health from various Academic Institutions
- Local Health Department
- Local news
- MIT Sloan, The Conference Board, Gallup

- My bank and my self
- My banks, SBA
- My company
- My insurance organizations have been helpful.
- National Retail Federation
- "Networking with other HR clerks in the same line of business.
- "
- News
- NFIB
- NFIB
- NFIB
- NO
- North Texas Commission, ACCE, TCCE, County Government
- Oil & Gas Industry Specific literature & research
- Our CPA and banker keep us abreast of important COVID changes
- Our franchise HQ
- Our suppliers in other countries
- Paylocity
- Payroll Provider, AICPA
- PPP loan
- PPP loan
- professional colleagues
- Public accounting firm
- Realtor association
- Salvation Army Headquarters in the US
- SBA
- SBA
- SBA
- SBA
- SBA
- SBA
- SBA (Small Business Admin), Non-Profit peer networks and consultants
- SBDC

- SBDC
- State and national associations
- Staying up with current events
- TEA
- TEA
- Texas Department of Emergency Management
- Texas Dept of Health and Human Services
- Texas Higher Education Coordinating Board, SHRM, CUPA,
- Texas Realtors
- Texas Restaurant Assoc; STPGA
- Texas Workforce Commission
- Texas Workforce Commission
- the Advocate newspaper
- TML, Researching online.
- Tri-Net our benefit service company
- U.S. Congressman and State Rep. Our State Senator is freaking useless!!!
- Various Medical websites.
- Various websites
- Vistage
- WBEA
- Workforce Solutions
- Workforce Solutions

**Which one of the following industries best describes the nature of your business? (Please select the one that comes closest.) – Other responses**

- Apartment Complex
- apartment owner/manager
- Architecture and Design
- Beverage Distribution
- BPO
- Child Care - Early Childhood Education
- Child care center
- Church and Christian School
- Commercial Finance



- commercial real estate
- Commercial real estate
- commercial real estate and property management
- "Consulting
- "
- dance studio
- Dog care
- Economic Development
- Economic Development Corporation
- Electric motor and transformer installation and repair.
- Energy
- Energy Industry - Minerals
- Energy Industry - Oil & Gas
- Energy, Oil and Gas
- Engineering
- Engineering/design firm
- "Entertainment/Training
- Indoor gun range and training center"
- Environmental Services
- Environmental Services--Commercial, Industrial and Residential trash & recycling collection and disposal.
- Escape room
- Event planning
- exercise studio
- Health club & fitness center
- Highway, bridge, quarry materials
- Hospitality (hotels) and Mfg/Marketing/Sales of PTAC A/C's
- HVAC
- Independent Motorcycle repair and service shop
- Insurance
- Insurance broker
- local chamber of commerce
- Marine lubricant blending and sales to ships
- Mental Health Counseling, specifically in schools

- moving and storage company
- Multi- Family Housing
- Multi- Family Housing
- Non profit and an association attached
- Oil & Gas
- oil & gas
- Oil & Gas...this is a Texas Survey and you don't even have this listed as an option?
- Oil and Gas Service Provider
- Oil field production chemicals & services
- Pack / Ship Center
- Pharmacy
- Polymer
- Professional sport franchise
- Property Management/Property Rental
- Public Port Authority
- Real Estate
- Real Estate
- Real Estate - Apartments
- Real Estate and Property Management
- Real estate development
- Real Estate development, retail rentals, new home development and sales, land development and sales, commercial development and management.
- Real Estate investment and development
- Real estate sales and management
- Realestate and property management
- Residential HVAC
- Residential real estate sales and property management
- SECURITY & FIRE ALARM SERVICES
- Services, HVAC, plumbing, pest control, lawn
- Sign language, captioning, consulting, remote video, company videos
- signs, awards, promotional products and apparel
- Staffing
- Staffing

- Staffing
- Staffing
- Staffing Agency
- Staffing and Executive Recruiting
- Staffing and Recruiting Firm
- Staffing Company
- steel pipe for oilfield applications
- Temporary Staffing
- Temporary Staffing
- We are a home and Commercial Cleaning service and also added mobile detailing.
- wedding and event industry
- Winery and Tasting Rooms
- Workers' Compensation
- Yoga fitness and wellness center

## Appendix D: Survey Results by TAB Region



## Regional Highlights and Differentials

While the sample sizes for the seven different regions make it difficult to interpret differences between areas, a number of trends emerged from this baseline assessment. Differences were considered of interest if the region's number varied by more than 15 percentage points from the state average. (The response from the East region were left out of this discussion because their numbers were too small to reliably interpret trends and also showed the greatest anomalies when compared to the state as a whole.)

### COVID-19 Impacts on Sales, Revenues and Business Operations

The following trends emerged in the survey results:

- Business owners and managers in the West region were less likely to report significant declines in sales due to the pandemic. They also estimated less significant 2020 revenue shortfalls, being more prepared to meet the needs of changing industry as a result of COVID-19 and the ability to stay in business longer during pandemic conditions.
- South region businesses also expected less significant losses to their annual revenue due to the pandemic.
- Businesses operating in North Central and Gulf Coast regions reported the biggest losses in sales and revenue. North Central businesses also indicated they were less likely to sustain in the current economic conditions when compared to state averages.

### COVID-19 Impacts on Staffing and Employee Management

Impacts on staffing and workforce management challenges also varied by region:

- Businesses in the North Central and the Gulf Coast estimated more long term negative impacts to their staffing levels than other businesses across the state. Gulf Coast owners and operators reported more staff layoffs and wage/benefit interventions than their state counterparts.
- West region business owners and operators reported more workforce related issues than other managers across the state in the areas of:
  - Training employees on workforce hazards imposed by COVID-19
  - Lack of technology for employees to work from home.

### COVID-19 Responses from Businesses

- When asked how informed business owners and operators were about federal, state, and local government resources that could help businesses mitigate the impact of COVID-19, West region business owners and managers were more likely than other businesses across the state to say “not at all informed”.
- In terms of adaptation, businesses from the North Central and North regions tended to more frequently report the adoption of innovative interventions and higher levels of collaboration with their chambers. Respondents from the South and West reported lower levels of collaboration.

**Table 55: Question #1 without don't know responses**

<b>How prepared do you think your business is to meet the needs of changing industry as a result of COVID-19 and similar challenges that may occur in the future?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Very prepared	25%	34%	28%	28%	53%	33%	27%	30%
Somewhat prepared	50%	54%	47%	44%	32%	55%	41%	47%
Somewhat unprepared	4%	5%	22%	20%	3%	7%	20%	13%
Very unprepared	21%	7%	3%	8%	12%	6%	12%	10%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 56: Question #2 without not applicable responses**

<b>How much of a problem, if at all, are the following issues for your business as a result of the COVID-19 pandemic? Percent major or moderate problem</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Decline in business/sales	66%	64%	64%	68%	47%	76%	59%	66%
Not having the funds to pay our employees	41%	32%	40%	40%	18%	40%	30%	37%
Difficulty paying our commercial rent, commercial mortgage or lines of credit	32%	28%	32%	20%	1%	26%	33%	26%
Reduced access to customers due to State or local regulations	52%	42%	41%	54%	47%	54%	40%	49%
Complying with State or local regulations	27%	35%	15%	32%	37%	26%	30%	28%
Not knowing current rules and regulations for operating a business under COVID-19	28%	27%	20%	32%	26%	25%	26%	27%
Customers not complying with social distance measures, masks, etc.	36%	26%	22%	23%	39%	37%	19%	29%
Getting the supplies we need	46%	43%	44%	28%	21%	39%	37%	39%
Your ability to conduct business with foreign trade partners	10%	6%	19%	17%	6%	9%	6%	12%
Lack of technology/web resources to complete on-line sales	15%	24%	8%	30%	13%	8%	11%	17%

**Table 57: Question #3 without not applicable responses**

<b>How much of a problem, if at all, are the following issues for managing your workforce as a result of the COVID-19 pandemic?</b>								
<b>Percent major or moderate problem</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Concern about the well-being of our employees due to the possibility of being exposed to COVID-19 on the job	66%	50%	63%	69%	32%	50%	56%	61%
Concern about the liability of our employees due to the possibility of being exposed to COVID-19 on the job	62%	44%	53%	51%	44%	54%	49%	53%
Concerns about employees infecting the workplace	52%	48%	57%	74%	44%	45%	45%	57%
Training employees on workforce hazards imposed by COVID-19	25%	55%	19%	43%	18%	30%	21%	30%
Lack of technology for employees to work from home	24%	43%	14%	23%	23%	12%	20%	21%
Transitioning employees to remote work	23%	28%	18%	27%	20%	15%	23%	22%
Difficulty in getting employees to come back to work	33%	40%	23%	35%	14%	31%	21%	31%
Government regulations and mandates related to business operations OSHA, WARN Act	28%	38%	22%	29%	17%	36%	21%	27%
Compliance with emergency workplace rules and expanded mandatory benefits	28%	40%	30%	23%	46%	31%	22%	28%
Lack of human resource policies to manage needs posed by pandemic	36%	24%	24%	27%	15%	22%	29%	27%
Absenteeism of employees due to illness	26%	37%	31%	34%	28%	32%	22%	31%
Daycare/child care/return to school challenges for our employees	46%	51%	43%	62%	49%	52%	42%	51%
Ability of employees to pay rent/mortgages on reduced income	41%	28%	30%	34%	22%	40%	34%	34%
The emotional and mental health of our employees	47%	49%	50%	64%	39%	61%	56%	55%
Employee travel	19%	32%	25%	30%	36%	25%	17%	25%

**Table 58: Question #5**

<b>Have you changed your regular business hours due to the pandemic?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Complete and permanent shut down	0%	2%	5%	0%	0%	0%	2%	1%
Temporary shut down	18%	3%	5%	7%	15%	17%	12%	11%
Reduced our business hours	24%	8%	28%	17%	3%	22%	27%	21%
Expanded our business hours	3%	0%	1%	2%	3%	5%	3%	3%
No change in our business hours	55%	86%	62%	74%	78%	55%	56%	64%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 59: Question #6 with don't know responses**

<b>How has, or how do you anticipate, COVID-19 will impact your current or future staffing levels?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Significant reduction in staffing levels	20%	4%	8%	30%	12%	26%	15%	19%
Slight reduction in staffing levels	30%	7%	17%	21%	19%	12%	27%	21%
No change in staffing levels	34%	74%	50%	32%	30%	50%	47%	41%
Slight increase in staffing levels	4%	2%	17%	4%	0%	1%	2%	6%
Significant increase in staffing levels	5%	10%	0%	2%	0%	0%	1%	3%
Don't know	7%	3%	8%	12%	39%	11%	9%	10%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



**Table 60: Question #7 with not applicable responses**

<b>Which of the following strategies, if any, are you using or have you used to minimize the impact of COVID-19 on your business?</b> <b>Percent "Already doing"</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Laid off staff	25%	8%	10%	44%	9%	21%	8%	22%
Cut back hours	34%	22%	24%	36%	15%	32%	30%	30%
Reduced hourly rates or salaries	16%	6%	3%	18%	0%	25%	13%	14%
Suspended paid bonuses, incentive plans, and other variable non-regular pay programs	18%	11%	10%	34%	0%	28%	20%	21%
Asked staff to take unpaid furlough days/partial unemployment	7%	6%	4%	26%	3%	15%	13%	13%
Reduced employee benefits	4%	3%	6%	10%	0%	11%	8%	7%

**Table 61: Question #7 with not applicable responses**

<b>Which of the following strategies, if any, are you using or have you used to minimize the impact of COVID-19 on your business?</b> <b>Percent "Considering"</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Laid off staff	21%	1%	6%	21%	15%	5%	18%	15%
Cut back hours	16%	2%	20%	8%	3%	25%	12%	13%
Reduced hourly rates or salaries	7%	1%	11%	11%	22%	14%	7%	9%
Suspended paid bonuses, incentive plans, and other variable non-regular pay programs	16%	6%	20%	17%	18%	12%	16%	16%
Asked staff to take unpaid furlough days/partial unemployment	7%	2%	12%	15%	12%	14%	4%	10%
Reduced employee benefits	3%	1%	5%	6%	15%	7%	4%	5%

**Table 62: Question #8 with don't know responses**

<b>How long do you estimate you will be able to sustain your business with the current partial shutdown?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Less than 3 months	15%	3%	6%	2%	3%	17%	9%	8%
3 to 6 months	22%	9%	15%	22%	12%	11%	20%	17%
7 to 12 months	14%	5%	9%	13%	3%	15%	13%	12%
1 year to 2 years	5%	3%	13%	6%	14%	11%	15%	9%
More than 2 years	18%	49%	34%	25%	31%	27%	26%	28%
Don't know	26%	31%	22%	32%	36%	19%	18%	26%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 63: Question #9**

<b>Excluding the seasonal changes in sales that you may typically experience, to what extent, if at all, have you experienced reductions in sales due to the emergence of COVID-19?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
No reduction	16%	33%	15%	16%	48%	11%	23%	19%
10% or smaller reduction	5%	47%	22%	20%	5%	14%	11%	17%
11-20% reduction	14%	3%	17%	11%	18%	14%	16%	13%
21-30% reduction	21%	2%	22%	11%	15%	23%	8%	15%
31-50% reduction	10%	9%	12%	18%	14%	19%	15%	14%
More than 50% reduction	34%	6%	11%	24%	0%	20%	28%	22%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 64: Question #10**

<b>Because of COVID-19, most businesses are expecting lower revenues than they projected at the outset of the year. How do you think your actual 2020 revenue will compare to your original budget projections?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Serious shortage (more than 25%)	49%	21%	26%	54%	15%	48%	41%	41%
Moderate shortage (11%-24%)	26%	22%	39%	16%	17%	30%	21%	26%
Small shortage (less than 10%)	10%	9%	15%	12%	12%	14%	20%	12%
No shortage	9%	23%	6%	8%	11%	8%	2%	9%
Will experience increased revenues	2%	19%	7%	1%	34%	0%	6%	6%
Too soon to tell	3%	5%	8%	9%	11%	0%	10%	7%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 65: Question #11**

<b>Please indicate if you conduct business with foreign trade partners from any of the following countries.</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Mexico	11%	45%	22%	2%	100%	0%	2%	18%
Canada	84%	1%	4%	2%	0%	0%	33%	10%
Europe	0%	7%	3%	4%	0%	24%	5%	5%
Asia	2%	2%	69%	84%	0%	41%	45%	51%
South America	0%	0%	0%	0%	0%	0%	0%	0%
Other	3%	45%	2%	7%	0%	35%	14%	15%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 66: Question #13 with not applicable responses**

<b>If you DO conduct trade with countries outside of the United States: What impact has Covid-19 had on your company's ability to conduct business with foreign trade partners?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Serious impact	0%	0%	17%	10%	0%	7%	7%	6%
Moderate impact	0%	21%	12%	23%	0%	0%	0%	11%
Small impact	2%	3%	2%	15%	0%	8%	2%	6%
No impact	5%	1%	8%	3%	35%	3%	5%	6%
Too soon to tell	0%	0%	5%	1%	0%	0%	4%	1%
Not applicable (N/A)	93%	75%	57%	49%	65%	82%	82%	69%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 67: Question #14 with don't know responses**

<b>Following a reduction in COVID-19 cases and government regulations, how quickly do you think it will take for your business to return to pre-COVID-19 levels?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Less than 1 month	7%	9%	6%	9%	43%	6%	15%	10%
1-3 months	5%	29%	19%	9%	4%	10%	18%	12%
4-6 months	20%	12%	14%	35%	20%	17%	24%	23%
7-11 months	12%	5%	16%	8%	16%	27%	6%	12%
1 year or more	37%	42%	24%	19%	4%	35%	21%	27%
Don't know	19%	4%	20%	20%	14%	5%	15%	15%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 68: Question #15**

<b>What best describes the percentage of your employees who worked from home regularly prior to COVID-19?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
None	75%	86%	74%	47%	74%	58%	71%	65%
Fewer than 10%	16%	5%	13%	33%	9%	23%	17%	20%
10-24%	0%	3%	5%	6%	6%	1%	3%	4%
25-49%	2%	0%	2%	3%	0%	11%	0%	3%
50-74%	0%	2%	2%	0%	0%	2%	1%	1%
More than 75%	7%	4%	4%	12%	11%	5%	8%	8%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 69: Question #16**

<b>About what percentage of your employees are working from home now?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
None	60%	64%	61%	7%	58%	29%	47%	41%
Fewer than 10%	18%	6%	14%	18%	6%	21%	13%	16%
10-24%	5%	1%	6%	10%	6%	8%	5%	6%
25-49%	5%	4%	4%	24%	15%	17%	2%	11%
50-74%	0%	18%	2%	8%	4%	9%	6%	6%
More than 75%	12%	7%	13%	33%	11%	15%	27%	19%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 70: Question #17**

<b>What are your biggest challenges as an owner or business manager for employees to work from home?*</b> <b>*Percents add to more than 100% as respondents could check more than one response</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Jobs require working with public (e.g. work at restaurants, stores or other client serving businesses)	68%	44%	47%	36%	24%	53%	63%	50%
Employees do not have adequate technology at home (e.g. computers, phone, printers)	17%	11%	16%	29%	23%	25%	20%	22%
Employees do not have adequate internet access	12%	6%	12%	35%	30%	23%	24%	22%
Jobs require special equipment not available at home	20%	18%	34%	25%	36%	12%	21%	23%
Reduction in productivity for employees working from home	10%	13%	30%	49%	29%	28%	23%	28%
Lack of policies, procedures and work rules required to meet legal and governmental regulations as employees work from home	10%	10%	13%	30%	17%	19%	11%	17%
We already allow employees to work from home	18%	26%	14%	22%	19%	7%	15%	18%
Addressing employees working from home with disabilities (Hearing impaired; Sight impaired; Accessibility; Reasonable accommodations)	2%	2%	0%	12%	0%	0%	1%	4%
Redefining schedules for the work day (e.g. work hour rules for exempt and non-exempt employees, working un-documented overtime, Portal-to-Portal Act, etc.)	5%	7%	7%	32%	19%	21%	12%	16%
Other	30%	60%	47%	41%	12%	34%	37%	38%
TOTAL*	100%	100%	100%	100%	100%	100%	100%	100%

**Table 71: Question #19 without not applicable responses**

<b>What is the target time frame to have your employees return to the PHYSICAL workplace (i.e., not work from home)?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
1 month	14%	3%	10%	15%	10%	35%	6%	16%
3 months	40%	13%	14%	27%	90%	15%	19%	25%
6 months	3%	9%	10%	6%	0%	14%	12%	8%
1 year	4%	2%	0%	0%	0%	7%	5%	2%
Longer	0%	0%	0%	0%	0%	0%	0%	0%
Not sure yet	38%	73%	66%	52%	0%	28%	58%	49%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 72: Question #20 without not applicable responses**

<b>If you have allowed employees to do remote work, are these changes temporary or permanent?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Temporary	48%	71%	60%	68%	94%	63%	47%	61%
Permanent for all employees	9%	3%	3%	1%	0%	5%	4%	3%
Permanent for some employees	6%	1%	13%	12%	0%	11%	9%	11%
Not sure yet	38%	25%	24%	18%	6%	21%	40%	25%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 73: Question #21 with not applicable responses**

<b>Have you changed any sick, paid time-off or leave policies to help employees at risk for COVID-19 to self-isolate or quarantine?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Yes	22%	27%	38%	43%	43%	26%	23%	32%
Not yet, but intend to	13%	3%	7%	5%	12%	6%	8%	8%
No	32%	65%	32%	51%	31%	57%	31%	42%
Not applicable (N/A)	33%	5%	23%	2%	14%	12%	38%	19%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 74: Question #22 without not applicable responses**

<b>If you have made changes to your sick, paid time-off or leave policies, are these changes temporary or permanent?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Temporary	44%	69%	67%	74%	28%	62%	49%	60%
Permanent	15%	12%	5%	1%	0%	0%	8%	6%
Not sure yet	42%	19%	28%	25%	72%	38%	43%	34%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%



**Table 75: Question #23 with not applicable responses**

<b>Which of the following strategies, if any, are you using to minimize the impact of COVID-19 on your employees? Percent "Already doing"</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Assisting laid-off or furloughed employees file for unemployment / \$600 assistance	16%	6%	11%	32%	12%	16%	14%	19%
Assisting employees with transitional resources, unemployment, work share, outplacement, etc.	6%	5%	2%	21%	3%	7%	6%	10%
Executing a recall of laid-off / furloughed employees	8%	4%	4%	20%	3%	13%	7%	11%
Increased employee hourly rates or salaries	8%	4%	9%	22%	40%	1%	13%	13%
Executing a Shared Work Program	0%	1%	3%	4%	0%	0%	4%	2%
Providing special pay increases to employees, hazardous pay, special awards	12%	10%	12%	29%	28%	6%	18%	17%

**Table 76: Question #23 with not applicable responses**

<b>Which of the following strategies, if any, are you using to minimize the impact of COVID-19 on your employees? Percent "Considering"</b>	<b>North Central I</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central I</b>	<b>Overall I</b>
Assisting laid-off or furloughed employees file for unemployment / \$600 assistance	5%	1%	4%	3%	15%	1%	3%	4%
Assisting employees with transitional resources, unemployment, work share, outplacement, etc.	8%	1%	6%	2%	15%	1%	5%	5%
Executing a recall of laid-off / furloughed employees	8%	0%	7%	3%	5%	3%	10%	6%
Increased employee hourly rates or salaries	12%	2%	4%	2%	5%	25%	7%	8%
Executing a Shared Work Program	0%	0%	2%	14%	3%	7%	4%	5%
Providing special pay increases to employees, hazardous pay, special awards	11%	2%	4%	5%	0%	11%	8%	7%

**Table 77: Question #24**

<b>When considering hiring new employees, how important are the following applicant qualifications? Percent Essential or Very important</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Formal education	35%	19%	32%	49%	35%	19%	44%	36%
Applicable experience	70%	73%	61%	73%	62%	87%	75%	71%
Appropriate technical skills	58%	58%	69%	92%	56%	89%	69%	72%
"Soft" skills such as attitude, character, communication, etc.	95%	97%	90%	93%	97%	95%	96%	94%
Industry certification	37%	40%	14%	32%	7%	20%	42%	30%
Ability to speak multiple languages (e.g. English and Spanish)	7%	2%	26%	13%	12%	5%	13%	12%

**Table 78: Question #25**

<b>Do you believe industry recognized certifications enhance the hiring prospects of potential workers?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
No, not a major consideration	19%	44%	23%	5%	3%	17%	12%	17%
No, they can always get one later if they need to	14%	5%	8%	2%	12%	10%	8%	8%
Yes, they are an important qualification	25%	21%	25%	23%	21%	30%	37%	26%
Yes, but only as a tiebreaker if there are multiple candidates	14%	20%	13%	17%	0%	5%	8%	13%
It depends on the job	29%	11%	30%	53%	64%	37%	35%	37%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 79: Question #26 with don't know responses**

<b>Do you believe a skills-based resume will be valuable to you now and in the future to assess qualifications of a job applicant?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Not that important. Having a degree or diploma is enough	7%	2%	2%	3%	0%	0%	0%	3%
It would be a valuable, complementary consideration	19%	25%	29%	16%	23%	22%	27%	22%
Knowing what skills they've learned is more important than just a degree	44%	29%	45%	41%	45%	52%	37%	41%
It depends on the job	27%	22%	23%	32%	32%	17%	30%	28%
Don't know	2%	21%	1%	8%	0%	8%	6%	7%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 80: Question #27 with not applicable responses**

<b>A number of businesses are trying new methods to minimize the impact of COVID-19 on their revenues. Please rate to what extent your business is pursuing these activities. Percent "Already doing"</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Moving to more online business	46%	32%	42%	37%	39%	35%	51%	42%
Offering online gift cards	16%	1%	7%	4%	3%	16%	10%	9%
Offering carryout/delivery	30%	6%	17%	4%	6%	22%	12%	15%
Engaging more with social media to promote business	68%	38%	52%	58%	67%	70%	47%	59%
Working with Chamber and/or local government to promote businesses	61%	34%	22%	38%	45%	57%	28%	42%
Working with other community stakeholders on rent abatement or mortgage relief	16%	25%	8%	7%	12%	19%	11%	13%
Having regular discussions with other local businesses to brainstorm ideas and share experiences	48%	28%	29%	51%	49%	44%	39%	43%
Trying to identify state and national funding sources to help alleviate losses	54%	27%	39%	48%	23%	45%	39%	44%

**Table 81: Question #27 with not applicable responses**

<b>A number of businesses are trying new methods to minimize the impact of COVID-19 on their revenues. Please rate to what extent your business is pursuing these activities.</b> <b>Percent "Considering"</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Moving to more online business	19%	4%	12%	10%	3%	18%	10%	12%
Offering online gift cards	18%	3%	4%	1%	3%	10%	10%	8%
Offering carryout/delivery	4%	0%	2%	1%	0%	0%	1%	2%
Engaging more with social media to promote business	14%	19%	18%	9%	23%	11%	29%	15%
Working with Chamber and/or local government to promote businesses	13%	40%	30%	12%	7%	18%	16%	18%
Working with other community stakeholders on rent abatement or mortgage relief	9%	2%	16%	7%	9%	14%	20%	11%
Having regular discussions with other local businesses to brainstorm ideas and share experiences	21%	8%	29%	19%	9%	33%	23%	22%
Trying to identify state and national funding sources to help alleviate losses	21%	19%	18%	12%	18%	29%	23%	19%

**Table 82: Question #28**

<b>Are you offering services/doing business in any new or creative ways than before COVID-19?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Yes	62%	13%	51%	50%	29%	65%	65%	53%
No	38%	87%	49%	50%	71%	35%	35%	47%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 83: Question #30**

<b>Where do you go to get information on business resources for COVID-19 recovery?*</b> <b>*Percents add to more than 100% as respondents could check more than one response</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Local Chamber of Commerce	68%	38%	50%	20%	49%	59%	42%	45%
TAB (Texas Association of Business)	9%	24%	10%	5%	37%	24%	9%	12%
TEDC (Texas Economic Development Council)	11%	20%	10%	9%	25%	11%	11%	13%
My local government	56%	68%	60%	48%	31%	58%	54%	54%
Other local economic development organizations (e.g. Urban Renewal Agency, Downtown Development Agency, Business Improvement District, Main Street Program, etc.)	21%	33%	17%	14%	0%	6%	11%	16%
State of Texas	69%	67%	55%	84%	47%	79%	60%	70%
US Chamber of Commerce	10%	1%	7%	5%	25%	22%	9%	10%
CDC (Center for Disease Control)	49%	26%	36%	69%	33%	54%	41%	50%
WHO (World Health Organization)	21%	3%	11%	19%	0%	13%	18%	17%
The White House	11%	6%	9%	27%	33%	17%	2%	15%
A law firm	6%	2%	6%	39%	42%	9%	5%	17%
SHRM (a national Human Resources membership organization)	6%	19%	11%	46%	25%	16%	13%	23%
Industry Trade Association	32%	43%	33%	39%	15%	35%	39%	35%
Other	25%	58%	42%	40%	10%	33%	31%	35%
TOTAL*	100%	100%	100%	100%	100%	100%	100%	100%

**Table 84: Question #32 with don't know responses**

<b>How informed are you about federal, state, and local government resources that could help your business mitigate the impact of COVID-19?</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Not at all informed	3%	20%	3%	2%	3%	0%	7%	4%
Slightly informed	32%	8%	32%	16%	0%	13%	20%	21%
Somewhat informed	29%	38%	36%	26%	20%	50%	51%	35%
Very informed	33%	34%	29%	57%	77%	37%	20%	39%
Don't know	3%	0%	0%	0%	0%	0%	2%	1%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 85: Question #33 without don't know responses**

<b>Please indicate how important resources on the following topic areas would be in developing your WORKFORCE COVID-19 recovery efforts? These resources would provide sample policies and information on best practices for the topic area.</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Employment (unemployment, partial employment, furloughs, work refusals, work share)	49%	33%	51%	71%	83%	44%	45%	54%
Return to work planning and communication (managing workplace climate during COVID-19, workforce rules, etc.)	48%	51%	48%	82%	83%	55%	65%	62%
Sick, time-off and leave policies related to COVID-19	48%	51%	58%	66%	33%	45%	51%	55%
Employee safety and health (e.g. face masks, social distancing, sickness disclosure, screening, enforcement)	80%	55%	77%	89%	54%	83%	79%	79%
Employee wage and benefit plans during and after COVID-19	56%	45%	53%	70%	37%	51%	50%	57%
Remote work (technology specifications, virtual tools, cybersecurity concerns, virtual etiquette)	26%	33%	42%	72%	38%	53%	60%	49%
Workforce equity and inclusion during COVID-19 (e.g. disclosure of medical conditions, ADA requirements for remote work, etc.)	35%	56%	39%	75%	29%	53%	55%	53%
Pandemic preparedness resources (employee contracts, pandemic policies, work sharing agreements)	41%	50%	46%	81%	44%	58%	57%	57%
Employee travel	12%	30%	22%	40%	32%	36%	22%	28%
Employee emotional and mental health	68%	71%	69%	82%	86%	84%	71%	75%
Child care/return to school considerations for employers	46%	67%	48%	80%	86%	74%	60%	64%
Information on the future of the workplace (post COVID-19)	67%	42%	65%	81%	86%	78%	71%	71%
Legislative (federal, state and local) updates on COVID-19 related policies	83%	58%	78%	92%	86%	89%	80%	83%
Banking / Financial Assistance (SBA, PPA, grants, etc.)	80%	41%	67%	63%	55%	77%	75%	68%



**Table 86: Question #34**

<b>Which one of the following industries best describes the nature of your business? (Please select the one that comes closest.)</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Agriculture or farming	0%	0%	0%	0%	3%	0%	3%	0%
Arts, audio, video technology and communications	3%	1%	2%	0%	0%	0%	4%	2%
Banking / financial services / credit unions	0%	2%	4%	0%	3%	3%	4%	2%
Business, industry and trade associations	2%	2%	3%	2%	21%	10%	0%	3%
Construction	5%	2%	7%	6%	3%	3%	2%	5%
Education and training	9%	1%	0%	7%	5%	0%	5%	5%
Financial activities	6%	2%	6%	0%	0%	0%	2%	3%
Health care and health services	8%	0%	3%	0%	0%	0%	20%	5%
Information/media	2%	0%	0%	0%	0%	0%	0%	0%
Legal	0%	1%	2%	0%	0%	7%	1%	1%
Leisure and hospitality (travel, lodging, restaurants, bars, entertainment)	10%	5%	1%	3%	0%	2%	12%	6%
Manufacturing	0%	1%	9%	11%	0%	2%	5%	6%
Marketing, sales and services	0%	0%	4%	1%	0%	5%	1%	1%
Non-profit charitable organization	2%	0%	2%	9%	12%	4%	2%	4%
Other services (cleaning, dog walking, beauty, etc. )	5%	0%	0%	0%	0%	6%	1%	2%
Professional and business services/consulting	2%	2%	6%	13%	14%	1%	4%	6%
Public service and government	1%	20%	0%	6%	0%	6%	5%	5%
Shopping and retail	15%	2%	6%	0%	28%	17%	0%	8%
Technology and computers	2%	0%	0%	0%	0%	0%	0%	0%
Transportation and automotive services	2%	0%	2%	0%	0%	1%	1%	1%
Utilities (Gas, electric, water, internet, cable)	0%	0%	0%	1%	0%	0%	0%	0%
Wholesale trade/sales	0%	0%	3%	0%	0%	0%	0%	1%
Other	25%	58%	41%	40%	10%	32%	29%	34%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 87: Question #34 (collapsed)**

Which one of the following industries best describes the nature of your business? (Collapsed)	North Central	West	South	Gulf Coast	East	North	Central	Overall
Leisure and hospitality	10%	5%	1%	3%	0%	2%	12%	6%
Shopping and retail	15%	2%	6%	0%	28%	17%	0%	8%
Arts, audio, video, communications; education; health services; other services (e.g., cleaning, dogwalking, beauty)	25%	3%	5%	7%	5%	6%	29%	14%
Agriculture, manufacturing, construction, transportation & automotive services, utilities, wholesale trade/sales	8%	3%	22%	18%	6%	6%	11%	13%
Professional and business services; financial activities; marketing, sales and services; technology & computers, real es	14%	9%	24%	17%	38%	27%	13%	17%
Other, don't know, nonprofit, public sector	28%	79%	42%	55%	22%	42%	35%	43%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

**Table 88: Question #36**

Please select the options that most closely reflect your business Percent selecting each (answering "yes")	North Central	West	South	Gulf Coast	East	North	Central	Overall
Home-based	17%	2%	11%	4%	11%	1%	16%	9%
A small business	87%	39%	78%	47%	43%	68%	76%	64%
Mid-sized business	12%	44%	16%	28%	32%	32%	16%	25%
Large corporation	9%	15%	11%	18%	28%	1%	8%	13%
Locally based (headquartered in Texas)	93%	93%	88%	83%	68%	90%	92%	88%
Headquartered outside of Texas - subsidiary operation	3%	4%	15%	13%	3%	7%	3%	9%
Minority-owned	25%	25%	21%	11%	0%	0%	18%	16%
Woman-owned	51%	25%	42%	26%	18%	31%	43%	35%
Veteran-owned	9%	19%	16%	4%	11%	2%	13%	9%
LGBTQ+-owned	4%	0%	5%	0%	0%	0%	4%	2%

**Table 89: Question #37**

<b>Including you, about how many employees worked at your worksite(s) BEFORE COVID-19. (Please include employment for worksites in this state.)</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
1-9 employees	74%	70%	69%	23%	44%	58%	67%	54%
10-99 employees	15%	6%	17%	24%	19%	26%	18%	19%
100-499 employees	3%	4%	5%	10%	9%	1%	1%	6%
500+ employees	8%	20%	8%	42%	28%	15%	14%	21%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 90: Question #38**

<b>What was your approximate sales revenue from 2019? (Please round to nearest thousand – i.e \$50,000; \$100,000)</b>	<b>North Central</b>	<b>West</b>	<b>South</b>	<b>Gulf Coast</b>	<b>East</b>	<b>North</b>	<b>Central</b>	<b>Overall</b>
Pre-Revenue	2%	3%	5%	6%	0%	1%	1%	3%
\$1-\$99,999	22%	23%	11%	6%	25%	2%	35%	16%
\$100,000-\$999,999	53%	11%	49%	9%	30%	38%	40%	33%
\$1 -\$9.9 million	17%	30%	19%	27%	9%	40%	15%	23%
\$10 -\$499 million	6%	27%	9%	32%	6%	19%	7%	17%
\$500 million or more	0%	6%	6%	21%	29%	0%	2%	9%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>