CT NONPROFITS & COVID-19:

A Pulse Survey on Organizational Impacts and Needs

The Alliance
Voice of Community Nonprofits

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NEW CANAAN COMMUNITY FOUNDATION

The COMMUNITY Foundation *for* Greater New Haven

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About the Pulse Survey and This Report

In late June 2020, the CT Community Nonprofit Alliance, Fio Partners, the New Canaan Community Foundation, and the Community Foundation for Greater New Haven partnered on a pulse survey to glean the current state of nonprofits in Connecticut.

Over the course of two weeks (June 18 – July 2, 2020), more than 250 organizations provided valuable insights into common COVID-19 challenges and highlighted the pandemic's varying impacts on both small and large agencies.

This report captures the pulse survey findings, which were processed by Fio Partners, LLC. A presentation summarizing key findings and implications (video and PDF) can be accessed at **www.fiopartners.com**.

Reflections from the CT Community Nonprofit Alliance

The Alliance is the statewide association of community nonprofits. Our mission is two-fold: to advance public policy for community nonprofits and support capacity building through our varying programs and services.

As an organization whose mission is to ensure that nonprofits are being supported, it was difficult to see the following survey results showing how many nonprofits are struggling during COVID-19. But it also validated that the priorities we have been advocating for in Hartford and Washington are what Connecticut's nonprofits need.

The survey findings have underscored how government funds, including large federal programs like the Paycheck Protection Program, have been critical to keep nonprofits afloat during the pandemic. But as those funding sources run dry, it will be more important than ever for nonprofits to continue to advocate for more state and federal support.

The survey also highlighted that many nonprofits are already seeing an increase in the demand for their services and expect a greater need as society continues to deal with COVID-19. These demands will only be exacerbated as benefits for individuals, such as increased unemployment payments, expire. It is clearly more important than ever to have a robust network of community nonprofits in Connecticut ready and able to serve all who are in need.

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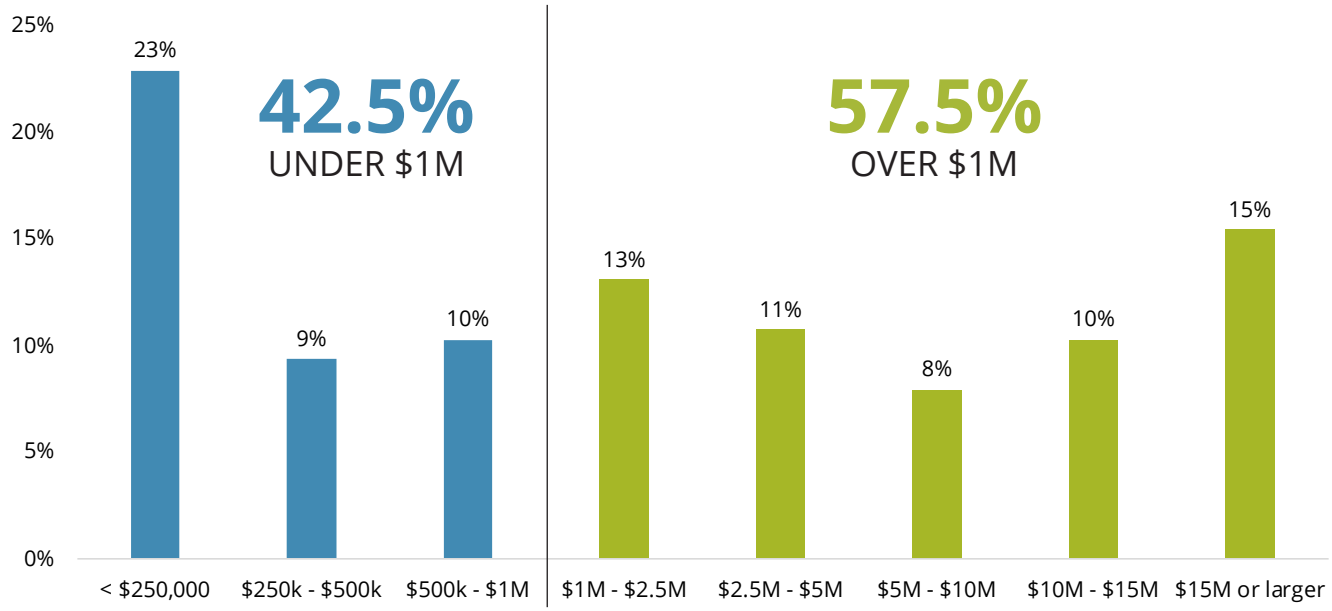
Overview of Pulse Survey Participants

258 **RESPONDENTS** from across CT represented a range of subsectors, counties, budgets and staff sizes.

OPERATING BUDGET

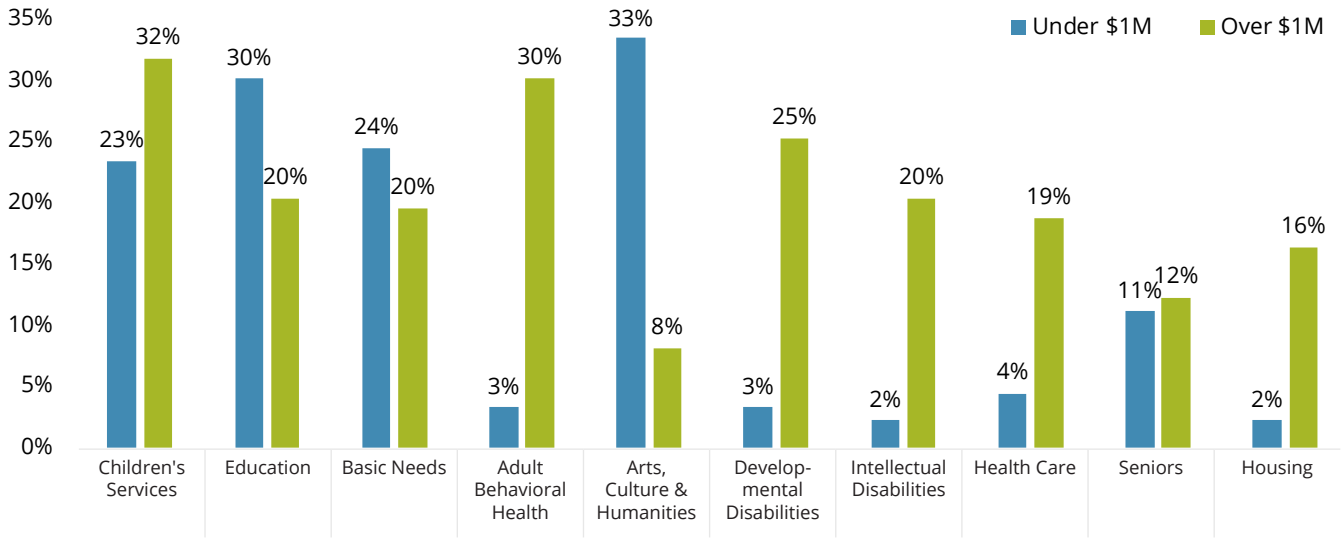


SERVICE AREA(S)

SUBSECTORS REPRESENTED

Top 10 **Subsectors** Represented Overall

1. Children's services
2. Education
3. Basic needs
4. Adult behavioral health
5. Arts, culture, & humanities
6. Developmental disabilities
7. Intellectual disabilities
8. Health care
9. Seniors
10. Housing

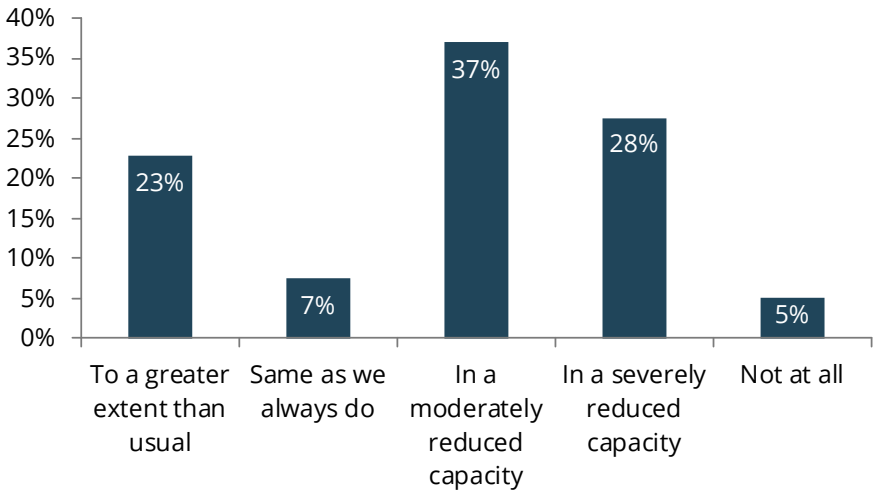


UNDER $1M		
1	Arts, culture & humanities	33.3%
2	Education	30.0%
3	Basic needs	24.4%
4	Children's services	23.3%
5	Seniors	11.1%
	Environment	7.8%
	Public benefit	6.7%
	Religion	5.6%
	Health care	4.4%
	Adult behavioral health	3.3%
	Developmental disabilities	3.3%
	Criminal justice	2.2%
	Housing	2.2%
	Intellectual disabilities	2.2%
	International	2.2%
	Animal welfare	1.1%
	Higher education	0.0%

OVER $1M		
1	Children's services	31.7%
2	Adult behavioral health	30.1%
3	Developmental disabilities	25.2%
4	Education	20.3%
5	Intellectual disabilities	20.3%
6	Basic needs	19.5%
7	Health care	18.7%
8	Housing	16.3%
9	Seniors	12.2%
	Public benefit	8.9%
	Arts, culture & humanities	8.1%
	Criminal justice	6.5%
	Environment	2.4%
	Higher education	1.6%
	International	1.6%
	Religion	1.6%
	Animal welfare	0.0%

Pulse Survey Findings

Q1. To what extent are you currently delivering your normal programs and/or services during the COVID-19 Pandemic?



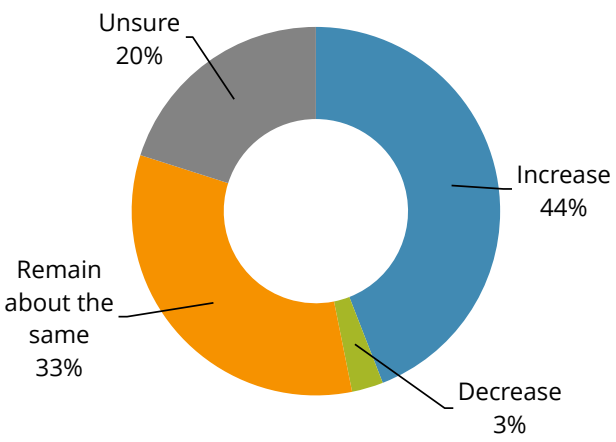
Organizations with budgets under $1M were **more than twice as likely** to experience a **severe or total reduction** in service delivery (48% vs 21%).

- 65% of respondents reported delivering services in a moderately or severely reduced capacity.
- On the other hand, 23% increased their delivery and 7% held steady.
- The 5% of organizations that suspended services altogether were largely small nonprofits (91%) providing arts and culture (73%) and educational (36%) services.

Q2. How has your service delivery changed since the onset of the pandemic? In what ways has your work shifted?

- For organizations of all sizes, the most frequently mentioned program change was to move online. This included telehealth services, programs that could be viewed at home, board and staff meetings, and inter-staff communication. 58% of those with budgets over $1M mentioned these changes compared to 47% of those with budgets under $1M.
- 10% of organizations indicated that they shifted some staff to respond to basic needs.
- 19% of large organizations mentioned employees working from home, versus only 5.6% of small agencies.
- Steps to undertake infection control included cleaning and disinfecting, investments in PPE, eliminating visitors, and eliminating or reducing the number of volunteers.
- A common coping strategy was to shift the location of contact, for example, using curbside pickup, home delivery, or outdoor spaces.
- Only a few organizations mentioned pursuing opportunities in the crisis. A few larger organizations added COVID-based programs, testing, or respite, developed a DEI or racial equity focus, pursued an earned revenue effort, or found new partners. Three smaller agencies also said they found new partners.

Q3. Once government benefits for individuals taper off at the end of July, do you believe that your service demand will...



- Very few agencies believe their service demand will decrease (3%). Most believe demand will increase (44%) or remain about the same (33%).
- Smaller agencies are generally more unsure about their future service demand (25% vs 17%).
- Larger organizations are more likely to anticipate an increase in demand (53% vs 34%).
- Providers of basic needs, children's services, adult behaviorial health, education, housing, health care (non-hospital), and senior services were the most likely to anticipate increases.

Q4. As the state potentially lifts its temporary emergency declarations, how will your service delivery be affected? (e.g. allowance for telehealth, etc.)

- About 30% anticipate that restart/reopening will be slow — gradual return to the office, a gradual return to program activity, etc. (36% small agencies and 25% large agencies).
- 13.4% indicated safety concerns related to reopening (PPE, etc.).
- Among small agencies, 11% indicated that they may need to pivot their services in part or in whole, and 15% noted continued need or reliance on technology to support program operations.

For large agencies, nearly 40% of comments pertained to increased need for or use of **technology, particularly telehealth**, to support operations.

POLICY INSIGHT FROM THE ALLIANCE

The authorization to provide telehealth services in Connecticut's Medicaid program came in March, the day before the state largely closed. Providers had to design systems overnight and make tremendous, often unplanned investments in infrastructure.

That said, **telehealth is yielding promising results** that suggest continuing to use these systems will lead to increased service delivery, efficiency, and effectiveness. Telehealth services hold the possibility of long-term savings while reaching more people, during and beyond the current pandemic.

The Legislature passed Public Act 20-20 during the July 2020 Special Legislative Session, which:

- Continues to pay for telehealth at the same rate as in-person visits, allowing service delivery from any setting.
- Allows telephonic/audio-only sessions to ensure access for people without video conferencing.
- Allows the use of any HIPAA-compliant platform, enabling providers to use platforms that clients are comfortable using.

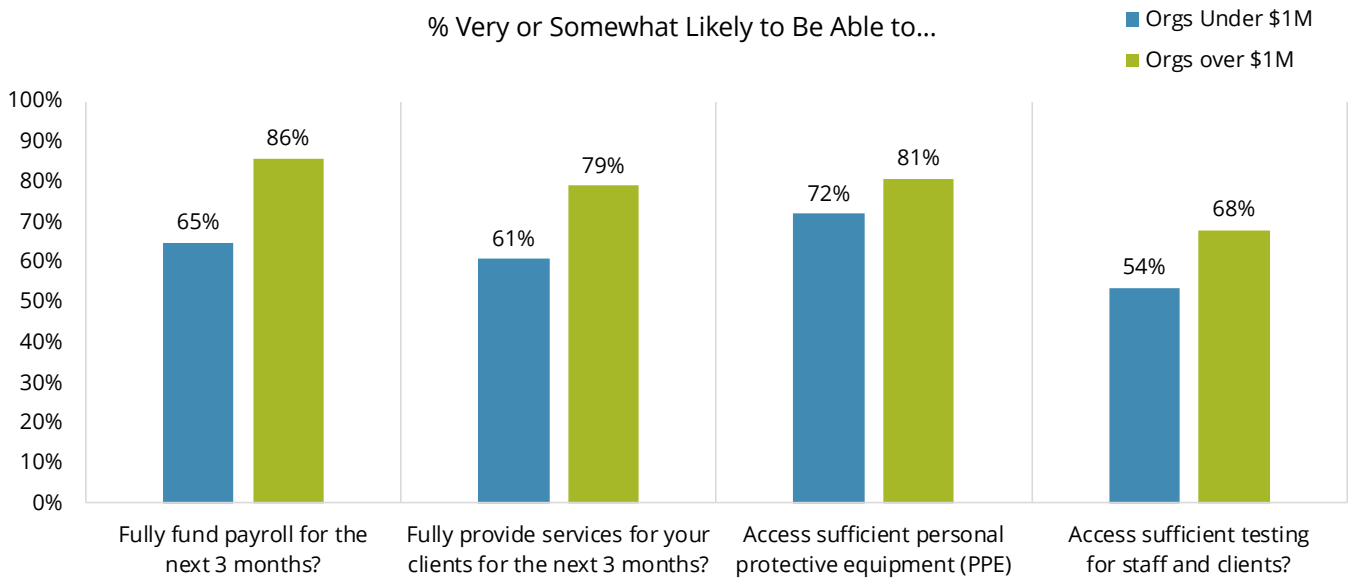
The next step is to ensure that these policies extend into the future and that nonprofits are supported as they move toward full operations.

Q5. Compared to before COVID-19, how likely is it that your nonprofit will be able to...

	OVERALL		ORGS UNDER $1M		ORGS OVER $1M	
	Very or Somewhat **Likely**	Somewhat or Very **Unlikely**	Very or Somewhat **Likely**	Somewhat or Very **Unlikely**	Very or Somewhat **Likely**	Somewhat or Very **Unlikely**
fully fund **payroll** for the next month?	84.6%	12.6%	77.0%	17.2%	90.9%	8.3%
fully fund **payroll** for the next 3 months?	76.1%	21.4%	64.7%	29.4%	85.7%	14.3%
fully provide **services** for your clients for the next month?	72.8%	25.2%	62.5%	34.1%	80.8%	17.5%
fully provide **services** for your clients for the next 3 months?	70.3%	27.6%	60.7%	36.0%	79.0%	19.3%
access sufficient personal protective equipment (**PPE**) for staff and program participants?	76.2%	22.2%	71.9%	24.7%	80.7%	18.5%
access sufficient testing for staff and clients?	60.8%	36.3%	53.5%	41.9%	67.8%	30.5%

Results total less than 100% due to respondents that indicated they did not have full knowledge of the organization's budget and finances.

- Overall, about one in five nonprofits (21%) believe that they are somewhat or very unlikely to be able to fully fund payroll for the next 3 months, and more than one in four (28%) similarly worry about being able to fully provide services over the next 3 months.
- About three quarters (76%) believe they will be able to access sufficient PPE for staff and program participants, but fewer believe they will be able to access sufficient testing (61%).
- Larger organizations are much more optimistic than smaller agencies that they will be able to fund payroll and provide services over the next three months. They are also more confident that they will be able to access sufficient PPE and testing for staff and clients.



Q6. Since the onset of COVID-19, which of these financial issues have you had to manage and to what extent?

		% NOTED AS MODERATE OR MAJOR ISSUE		
ISSUE		**OVERALL**	**UNDER $1M**	**OVER $1M**
Loss of Earned Revenue	Loss of fee-for-service revenues due to program/event cancellations	**52.4%**	54.4%	51.6%
	Loss of fee-for-service revenues due to drop in utilization of services	**46.2%**	41.6%	51.6%
	Reductions in State grants	15.6%	24.4%	10.0%
Increased Expenses	Incurring additional expenses for hazard pay	21.5%	4.5%	35%
	Incurring additional COVID-related expenses (inc. PPE, cleaning supplies, materials, etc.)	**57.8%**	45.6%	69.7%
Delays or Declines in Philanthropy	Delayed philanthropic grant processing for a program/general operating support	39.0%	41.6%	35%
	Loss of revenue due to an inability to hold planned fundraising activities	**67.1%**	72.5%	65.6%
	Decline in donations from individual donors	**47.2%**	54.5%	41.7%
Consequence	Having to furlough employees	17.4%	17.0%	16.8%
	Having to lay off employees	13.1%	14.5%	13.2%
	Inability to pay rent or mortgage	6.8%	10.11%	5.0%

Other financial concerns mentioned in the question comments include:

- Looming state budget cuts in 2020-2021.
- Cash to sustain operations once PPP ends.
- Salary / hours reductions and layoffs "down the road."

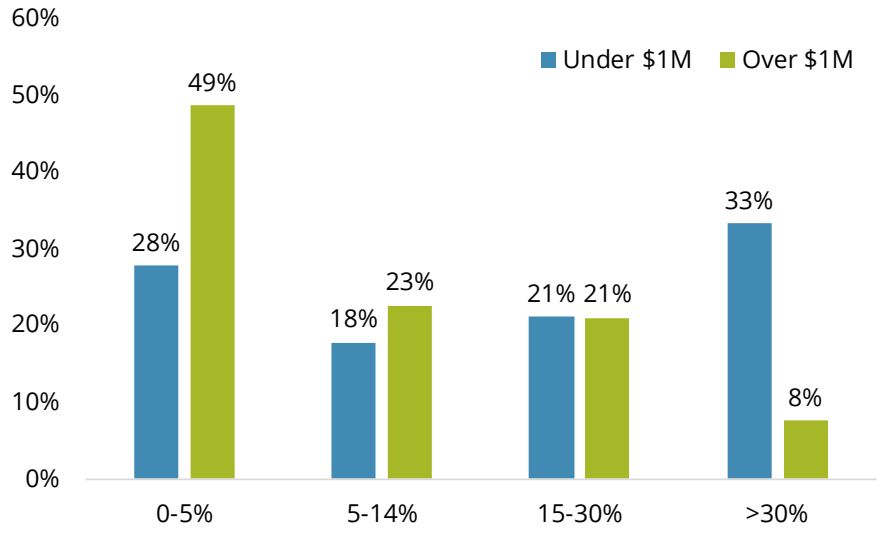
- Four of the top five issues (bolded above) are revenue based.
- Overall, about half of respondents (49%) noted loss of fee-for-service revenues as a moderate or major issue, with larger organizations feeling greater impact from declines in service utilization. Smaller agencies were more impacted by reductions in state grants (24% vs 10%).
- Larger agencies were almost 8 times more likely to note hazard pay (35%) as moderate or major issue than small agencies (5%). They also bowed under a greater volume of COVID-related expenses like PPE (70% vs. 46%).
- A full two-thirds of organizations experienced a loss of revenue due to the inability to hold planned fundraising activities. Almost half (47%) saw a decline in donations from individual donors, and over a third (39%) are experiencing delays in philanthropic grantmaking. Smaller organizations are slightly more impacted in each of these areas, but especially in individual donations (55%).
- 17% of respondents noted furloughs and 13% noted layoffs as a moderate or major issue.

Q7. Estimating the financial impact of COVID-19 on your organization:

Small nonprofits were **more than 4 times as likely** to experience financial **losses in excess of 30%** of their operating budget (33% vs 8%).

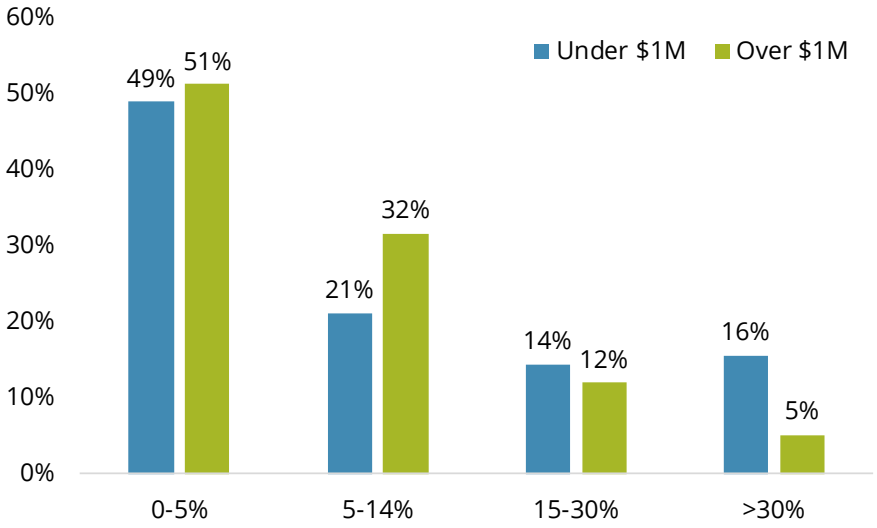
They were also more than **three times as likely** to have COVID-related **expenses exceed 30%** of their operating budget (16% vs 5%).

Financial Losses as a Percentage of Operating Budget



- Overall, 18% of organizations experienced no financial losses due to COVID-19.
- Almost half of large agencies (49%) were able to keep their losses under 5%, but only about a quarter of small agencies (28%) were able to do the same.
- About 20% of nonprofits experienced losses in the range of 5-14%, and another 20% estimated losses in the range of 15-30%.

Incurred / Increased **Related Expenses** as a % of Operating Budget



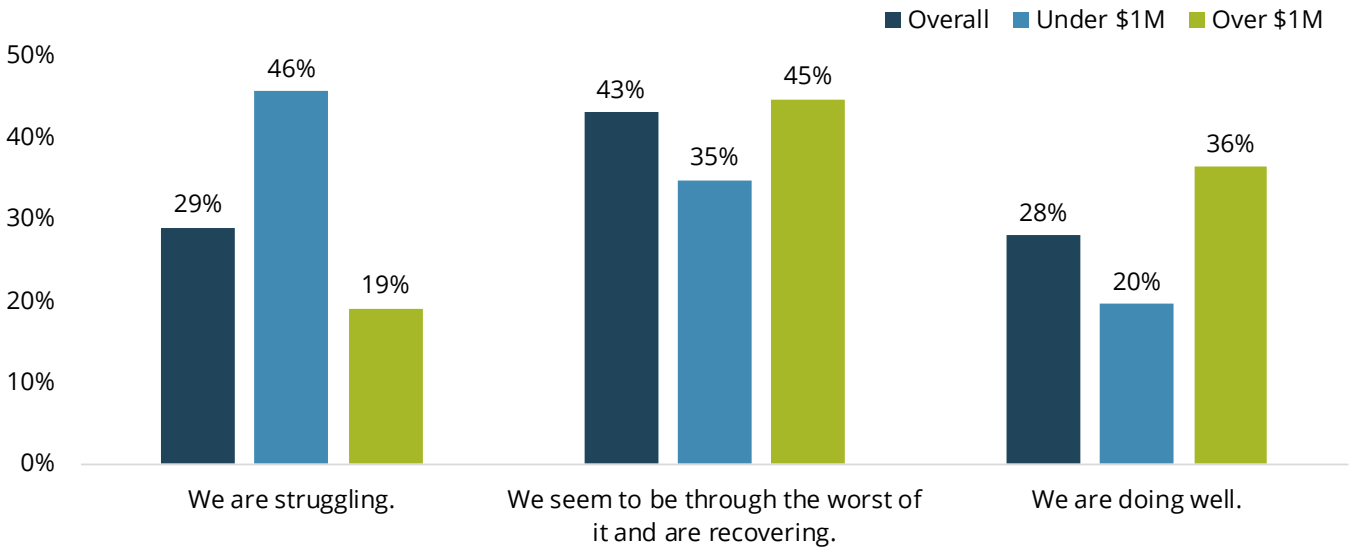
- About 10% of organizations incurred no additional expenses due to the pandemic, and another 40% were able to keep additional expenses under 5%.
- Large agencies were more able to keep their COVID-related expenses between 5-14% of their operating budget (32% vs 21%).
- About 12% of organizations saw COVID-related expenses consume about 15-30% of their operating budget.

Q8. With respect to Payroll Protection Program (PPP) funds, which of the below best describes your organization's situation?

	OVERALL	UNDER $1M	OVER $1M
We applied for and received PPP funding.	63.3%	61.8%	69.5%
We were not eligible to apply for PPP funding.	21.2%	29.2%	14.4%
We applied for but did not receive PPP funding.	1.2%	0.0%	0.9%
We were eligible but chose not to apply for PPP funding.	10.2%	9.0%	8.5%
We received funding but will have to return at least some of it.	4.1%	0.0%	6.8%

- About 60% of small agencies and 70% of large agencies applied for and received PPP funding.
- 10% of agencies were eligible for PPP but chose not to apply. Only one organization reported applying for but not receiving funding.
- Small agencies were twice as likely to be ineligible to apply (29% vs 14%).
- Only 6.8% of agencies (all over $1M) anticipate needing to return at least some of their PPP funding.

Q9. Overall, which statement best speaks to your organization's current situation?



- About 46% of small organizations report that they are struggling, which is more than twice the percentage of large agencies (19%).
- In fact, 36% of large agencies report that they are doing well, versus about 20% of small agencies.
- About 35% of small agencies and 45% of large organizations feel they are "through the worst of it and are recovering."

Q10. What are the critical needs that those you serve are coming to you for right now? How have their needs changed over the past three months?

IDENTIFIED CRITICAL NEED	OVERALL	UNDER $1M	OVER $1M
Basic Needs, emphasis on food insecurity	**22.0%**	**24.4%**	**28.3%**
Mental Health Supports	**19.5%**	**14.6%**	**30.0%**
Employment Supports	**15.4%**	**14.6%**	**21.6%**
Housing	**10.2%**	**2.4%**	**19.2%**
Childcare	6.9%	8.5%	8.3%
Access to the Internet/Information	6.1%	8.5%	6.7%
Education/Home Schooling Challenges	5.3%	8.5%	5.0%
Access to Medical Services	4.9%	8.5%	4.2%
Access to PPE	3.3%	2.4%	5.0%
Increase in Domestic Violence	2.8%	0.0%	5.8%
Increased Operational/ Administrative Costs	1.6%	4.9%	0.0%
Transportation	2.0%	3.7%	1.7%

- With the exception of housing, large and small organizations were fairly aligned in their assessment of the critical needs of those they serve. Overall, basic needs with an emphasis on food security (22%), mental health supports (20%), and employment supports (15%) were the top three critical needs identified.
- Housing was identified as a critical need by nearly one-fifth (19%) of larger organizations but only by 2% of smaller agencies.
- There were shared concerns regarding child care, access to internet / information, and education / distance learning challenges.
- Approximately 6% of large agencies expressed concern about the rise in domestic violence, including child abuse and sexual abuse, due to stay-at-home orders and isolation.
- About 5% of smaller organizations anticipated a potentially unsustainable increase in operational / administrative costs due to reopening compliance and restrictions.
- Access to PPE, medical services, and transportation also were noted as challenges by several respondents.

Q11. Are there particular populations that you serve that you fear may be overlooked or underserved during this crisis? (e.g., in regards to services, funding, or public policy)

FOR ORGANIZATIONS UNDER $1M:

- Nearly 20% of the comments provided indicated concern for **youth** as a population that may have unmet needs during this crisis. Concerns include academic support and learning loss, a lack of childcare providers, mental health issues, and increases in abuse and neglect.
- The **elderly** population was a concern for 14% of respondents, with fears expressed that this group is not receiving needed care.
- **Low-income families** were identified as a population of concern for 12% of respondents. This group is seen as underserved during typical times, and fear was expressed that the COVID-19 crisis is exacerbating this reality.
- **Undocumented communities** were mentioned by about 10% of respondents, with an emphasis on the exclusion of this group from federal and many nonprofit relief efforts.
- Residents with **internet connectivity issues** were mentioned by 8% of respondents.

Q11. (continued) Are there particular populations that you serve that you fear may be overlooked or underserved during this crisis? (e.g., in regards to services, funding, or public policy)

FOR ORGANIZATIONS OVER $1M:

- The group most mentioned (13%) in terms of being overlooked or underserved was the **undocumented**, particularly given the exclusion of this group from federal relief funding.
- About 12% of respondents mentioned **persons with disabilities**, both physical and intellectual, as the most at-risk for being overlooked.
- **Low-income populations** were of particular concern to 10% of respondents, as this population intersects with many of the others mentioned.
- The **homeless** and unsheltered were mentioned by 8% of respondents as being particularly vulnerable and underserved.
- The **elderly**, particularly those who are living alone or with family caregivers, were mentioned as a vulnerable population by 7.5% of respondents.
- The same number (7.5%) expressed concern for those individuals and families who suffer from issues with **mental illness**.
- **Populations of color** were identified by 6% of organizations as being vulnerable to neglect by COVID-19 responses.
- **Other groups** for whom large organizations voiced concern included youth (4%), those experiencing social isolation (4%) and families who need childcare (3%).

TOP POPULATION NEEDS IDENTIFIED
(Overall)

Basic Needs, emphasis on food insecurity

Mental Health Supports

Employment Supports

Housing

OVERLOOKED OR UNDERSERVED POPULATIONS

Comments from small nonprofits focused on:

Youth

Elderly

Low-income Households

Undocumented Residents

Households without Internet

Comments from large nonprofits focused on:

Undocumented Residents

Persons with Disabilities

Low-income Households

Homeless

Elderly

Q12. What are the pressing challenges your organization faces during this extraordinary time?

	OVERALL	UNDER $1M	OVER $1M
Reopening concerns (e.g., safety, accessing supplies, etc.)	**76.0%**	74.7%	79.5%
Financial	**63.9%**	71.4%	62.3%
Addressing issues pertaining to race and racism (board/staff diversification, equity, anti-racism work)	**36.1%**	28.6%	41.0%
Technology (e.g. to support remote staff)	34.9%	24.2%	**43.4%**
Accessing PPE	31.5%	23.1%	**41.0%**
Staffing	31.5%	20.9%	**40.2%**
Accessing testing	22.7%	13.2%	**30.3%**
Board engagement	21.9%	**26.4%**	16.4%

- Overall, respondents' top challenge was reopening concerns (76%), followed by financial challenges (64%), and then addressing issues pertaining to race and racism (36%).
- Larger organizations placed a greater emphasis on addressing issues pertaining to race and racism (41% vs 29%).
- Larger organizations were roughly twice as concerned as smaller agencies about technology to support remote staff (43%), accessing PPE (41%), staffing challenges (40%), and testing (30%).
- Board engagement was the least overall concern, with smaller agencies voicing greater concern (26% vs 16%).

Q13. As a CEO/ED, what is the biggest leadership challenge you are facing right now?

FOR ORGANIZATIONS UNDER $1M:

- The largest challenges reported by CEOs/EDs of small agencies were related to **finances** (21%), specifically loss of funding or cancellation of fundraisers. There was also concern regarding foundations shifting their funding resources to responding to COVID-19, impacting "non-essential" programs.
- **Delivery of services** was the second most reported challenge (16%), specifically as it relates to determining how much adaptation to invest in and how to maintain client interest.
- Maintaining board, volunteer and stakeholder **engagement** was voiced as a challenge by 10% of small agencies.
- Ensuring the **safety** of clients and staff was reported by 9% of organizations.
- **Maintaining motivation**, from championing new ways of looking at things to Zoom fatigue, was reported by 9% of organizations.
- **Communication**, such as checking in with staff and keeping everyone informed, was reported by 6% of organizations.
- 6% of small agencies raised challenges pertaining to **racial equity and anti-racism work**, specifically around fostering discourse, support, learning, and action.
- **Other** items (2%) included: meeting contractual obligations, reopening, and uncertainty around the future.

Q13. (continued) As a CEO/ED, what is the biggest leadership challenge you are facing right now?

FOR ORGANIZATIONS OVER $1M:

The top three challenges reported by large organizations were **staffing** (39%), **finances** (33%) and **safety** (23%).

1. Large organizations reported the need for more staff or having to reduce staff, especially as they look into the future. Staff burnout and morale was a concern as well.
2. Financial challenges included diminished revenue generation, cancelled fundraisers, the State's own financial woes and the trickle-down effect on organizations, holdbacks from the State, and funding support for the anticipated resurgence of the virus in the fall.
3. Safety concerns included keeping staff and clients safe, maintaining physical plant, and planning for the need to purchase PPE equipment in the future without financial assistance.

- **Managing change** was reported as a challenge by 13% of large agencies, specifically, keeping up with the rapidly changing environment, setting strategic direction, and supporting staff around all of the change.
- Challenges around **DEI and anti-racism work** were reported by 13% of large agencies. Comments focused on becoming an anti-racist organization, responding to the community, promoting inclusivity, and supporting staff.
- 12% of comments focused on **reopening** as a challenge and 8% on **future service delivery**. Reopening issues included, getting staff back to work, adapting services once they reopen, the need for new policies, and planning to reopen without understanding the financial landscape. Similarly, challenges pertaining to service delivery included logistics or tactical implementation, demand outweighing capacity, and meeting contractual obligations.
- **Other** items reported by 2% of large agencies included communication and leading remotely.

TOP LEADERSHIP CHALLENGES

FOR SMALL AGENCY LEADERS

Finances (21%)
- Loss of funding or cancellation of fundraisers
- Foundations shifting their resources, impacting "non-essential" programs

Delivery of services (16%)
- How much adaptation to invest in
- Maintaining client interest

Maintaining board, volunteer and stakeholder **engagement** (10%)

FOR LARGE AGENCY LEADERS

Staffing (39%)
- Staffing levels
- Staff burnout and morale

Finances (33%)
- Revenue loss, cancelled fundraisers
- Trickle-down effect of State's finances
- Funding support for the anticipated resurgence of the virus in the fall

Safety (23%)
- Keeping staff and clients safe
- Managing physical plant
- Self-funding purchase of PPE

Q14. Which activities are you likely to undertake within the next 3-6 months?

ACTIVITIES	OVERALL	UNDER $1M	OVER $1M
New/Adapted program development	**91.3%**	91.9%	90.8%
Risk management assessment and planning for reopening	89.3%	83.7%	**94.0%**
Program policy and procedure development	**87.2%**	89.2%	85.4%
Diversity, Equity, and Inclusion (DEI) initiatives	85.7%	72.4%	**95.7%**
Strategic planning	**85.5%**	84.7%	84.5%
Racial Equity / Justice initiatives	82.1%	71.8%	89.6%
Business planning (pursuing earned revenue opportunities)	80.2%	78.3%	79.6%
Scenario planning	78.9%	75.9%	80.0%
Advocacy	77.3%	68.2%	82.6%
Strategic alliance preparation and/or implementation	76.7%	76.5%	75.2%
DEI / Racial equity assessment	76.4%	67.5%	83.2%
Team facilitation and supports	75.0%	61.4%	84.6%
Professional development	71.3%	64.4%	75.0%
Board training and coaching	71.2%	75.6%	66.1%
Succession planning	57.5%	63.9%	53.1%
Executive coaching	38.3%	29.1%	44.3%
Executive search	19.5%	22.0%	16.8%

- Over the next 3-6 months, activities pertaining to the pandemic (new/adapted program development, risk management and reopening, program policies and procedures) capture the top 3. Rounding out the top 5 are activities pertaining to DEI and strategic planning.
- Other interesting insights: About 80% of respondents are considering or pursuing earned revenue opportunities and about three quarters will be preparing for or implementing a strategic alliance. More than 70% also will be looking to provide development opportunities for their staff and board.

About **1 out of every 5** participating organizations is currently or will be conducting an **executive search** over the next 3-6 months.

- When asked which desired activities would require grant funding in order to pursue (see chart below), DEI assessments (20%) and initiatives (20%), and racial equity/justice initiatives (18%) comprised the top 3 requests, followed by professional development (16%) and executive coaching (12%).

Top activities that respondents would like to undertake but *require external funding to support*:	OVERALL
Diversity, Equity, and Inclusion (DEI) initiatives	**20.37%**
DEI / Racial equity assessment	**20.19%**
Racial Equity / Justice initiatives	**17.92%**
Professional development	16.20%
Executive coaching	11.68%
Business planning (for earned revenue opportunities)	11.11%
Strategic planning	10.80%
Board training and coaching	10.73%

Q15. What are your training or professional development needs within the next 3-6 months?

OVERALL	UNDER $1M	OVER $1M
Diversity, Equity & Inclusion (DEI)	Social media	Diversity, Equity & Inclusion (DEI)
Managing remote / virtual teams	Re-engaging your client base	Racial equity / justice
Racial equity / justice	Strategic alliances	Managing remote / virtual teams
Re-engaging your client base	Grant writing	Cultural sensitivity
Social media	Diversity, Equity & Inclusion (DEI)	Re-engaging your client base
Cultural sensitivity	Pivoting your strategic plan	Encouraging innovation
Strategic alliances	Managing remote / virtual teams	Unconscious bias
Pivoting your strategic plan	Creating a strategic plan	Change management
Encouraging innovation	Racial equity / justice	Strategic alliances
Grant writing	Board governance	Social media

- Large and small organizations alike want to deepen their learning around DEI and racial justice.
- Re-engaging one's client base and using social media also make the top ten for both groups, as well as managing and motivating remote teams and learning more about strategic alliances.
- Participating small agencies were uniquely interested in training on grant writing, pivoting their strategic plans, and board governance.
- Larger organization would like to dig into cultural sensitivity and unconscious bias, as well as change management and encouraging innovation.

Q16. Which back-office or professional services are you likely to need over the next year?

Top 7 Professional Service Needs (Overall)

1. Marketing and design
2. Website development
3. Fundraising platform
4. IT
5. CPA / Bookkeeping
6. HR / Payroll
7. Facilities maintenance

- Marketing, design, and website development were the top needs across small and large organizations.
- The remaining services varied slightly in terms of rank but were consistently present in the top seven services needed.

Q17. Is there anything else that you'd like to share with us about your organization's needs and how we can support you as you navigate this extraordinary time?

Reopening Concerns

- Smaller organizations need PPE supplies, guidelines for public events, and guidance on how to engage volunteers.
- Larger organizations shared staffing challenges, including hiring and protecting worker safety.

Funding Concerns

- Leaders' concerns extend to and could deepen in FY 2020-2021.
- Smaller agencies need additional funding for specific programs or initiatives.
- Larger agencies are concerned about the risk of lower public and private funding.

REQUESTED SUPPORTS

- **Advocacy to sustain state funding.**
- **Increased flexibility from funders on using grant money.**

About the Pulse Survey Partners

CTNONPROFITALLIANCE.ORG

THE CONNECTICUT COMMUNITY NONPROFIT ALLIANCE represents hundreds of nonprofit organizations across all categories, from Health and Human Service programs to Arts and Culture. We share the passion and purpose behind each and every one of our member's missions and channel that purpose into a powerful, unified voice.

We lead from a position of strength, representing organizations while presenting a united front before the Connecticut Legislature, state agencies, other advocacy organizations, the public, and the media. As a collective voice, we develop strategies and public policies that make it possible for nonprofits to thrive.

FIOPARTNERS.COM

FIO PARTNERS helps leaders make better decisions. We believe that each of our clients is in the process of evolving, and that our role is to add value to their discourse. Based in Connecticut and Rhode Island, we work exclusively with foundations, nonprofits, social enterprises, and government entities—and have supported more than 500 since 2007.

Fio Partners leads customized and information-rich processes that spark curiosity and promote shared understanding and direction. Our services include strategic and business planning, strategic alliances and corporate restructuring, organizational development, evaluation and research, and leadership and management training.

NEWCANAANCF.ORG

NEW CANAAN COMMUNITY FOUNDATION serves as New Canaan's local partner for advice, leadership, and facilitation of charitable giving. Since 1977, the Foundation has invested in high-impact local organizations and has helped donors achieve their philanthropic goals. Our vision is a New Canaan that comes together to address individual and local challenges, enriching the lives of all community members.

The Foundation strives to attain successful and impactful outcomes in the key areas of arts, culture and community resources, health, human services, seniors and special needs, and youth and education.

CFGNH.ORG

THE COMMUNITY FOUNDATION *FOR* GREATER NEW HAVEN strives to inspire, support, inform, listen to, and collaborate with the people and organizations of Greater New Haven to build an ever more connected, inclusive, equitable and philanthropic community.

For more than three generations, thousands of donors have built our community endowment by establishing permanent funds or making gifts to existing funds that distribute grants to a broad variety of issues and organizations, ensuring that programs and causes that matter most to them will be supported today and forever.