



# Business Resiliency Toolkit

Los Angeles County Services and Resources  
To Help Businesses Plan For COVID-19 Recovery

Presented by:

Los Angeles County Department of Workforce Development,  
Aging and Community Services (WDACS)





## **A Note from Our Director, Otto Solorzano:**

Here at WDACS, our Department is committed to elevating L.A. County's workforce by assisting employers with business needs in order to be successful and sustainable. By empowering and supporting businesses, the workforce is enhanced and employees within businesses are supported as well.

Through this pandemic and into recovery, L.A. County remains committed to assisting impacted businesses and employers.

We have partnered with other L.A. County departments and community stakeholders to provide vital resources and recommendations for long-term planning.

This toolkit provides the information you need, including available L.A. County resources, to develop a long-term plan to get back to business.

# RESOURCES TO KNOW

Here is a list of the various Los Angeles County agencies and stakeholders (and their acronyms.) These organizations can assist in providing resources to make your business resilient. For additional information, please refer to Page 16 of this guide.



Workforce Development  
Aging & Community Services

**WDACS**

**BSR**

Business Service  
Representative (WDACS)



Department of  
Consumer & Business Affairs

**DCBA**

**SBDC**

Small Business  
Development Centers



Department of Public Health

**DPH**

**AJCC**

America's Job Centers  
of California



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# PREFACE

## What Is Business Resiliency?



Business Resiliency encompasses protecting your business, employers, customers, and assets from threats. This practice should be part of your everyday business management planning and preparation. If your business is faced with unexpected events, that preparation can minimize the negative impact and maximize the speed of recovery.

It is critical for any business to be able to adapt rapidly and respond to opportunities, regulations, and risks in order to maintain reliable, continuous business operations.

# Economic Recovery Starts Here:



## BUSINESS REVIEW

Understand your business overview, industry, and sector to find related resources to help adapt to the “new normal” of business.

## WHAT TYPE OF BUSINESS DO YOU OPERATE?



RESTAURANT



CONSTRUCTION



RETAIL



COSMETIC



FILM & MEDIA

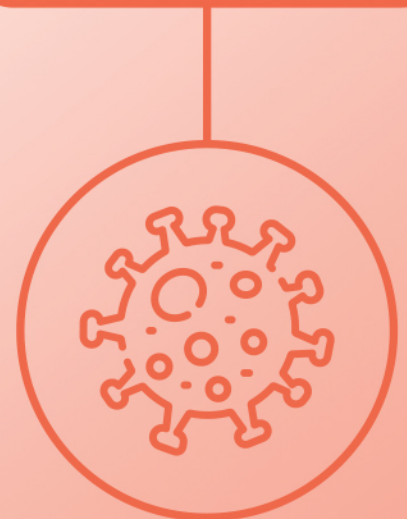


HEALTH & WELLNESS

## COVID-19 IMPACT

Many companies were forced to close their doors and discontinue business because services provided were not deemed as “essential.”

## IS YOUR BUSINESS ESSENTIAL?



Review and understand the comprehensive view of your business to prepare for application process when applying for resources such as:

- YEARLY REVENUE
- NUMBER OF EMPLOYEES
- FINANCIAL STABILITY

Research your **L.A. County Supervisorial District (SD)** to help you understand if your business can benefit from district-specific resources.

- IDENTIFY YOUR SD AREA
- RESEARCH BUSINESS SUPPORT IN YOUR AREA

## Consider:

**CHANGING YOUR BUSINESS SERVICES BASED ON REDEFINED DEMAND TO BECOME “ESSENTIAL.” CONTACT A BSR AT WDACS TO HELP DETERMINE WHAT PERMITS MAY BE NEEDED FOR EXPANDING SERVICES.**

## Sell Masks or Protective Gear

### EXAMPLE:

If you are a clothing store, consider offering products that will help your customers comply with government mandates.

## Sell Grocery or Produce

### EXAMPLE:

If you are a restaurant, catering company, or coffee shop, consider adding a small grocery market component to your location where you can sell select groceries which are considered essential. **Contact DPH** for more info on food services.



# Health & Safety

Update your Health & Safety Protocols to comply with new COVID regulations and policies.

## A FEW TIPS TO CREATE A SAFE WORKSPACE:

### SIGNAGE

*Hang posters and flyers in your office to educate employees and customers on new protocols.*



### SAFETY

*Provide PPE and hand-sanitizing gel at building entryways.*



### SOCIAL DISTANCE

*Place social distancing signs and 6 ft. floor marks in your building to help navigate traffic in your building.*



## GET COVID-19 INFORMATION FROM THE L.A. COUNTY DEPARTMENT OF PUBLIC HEALTH

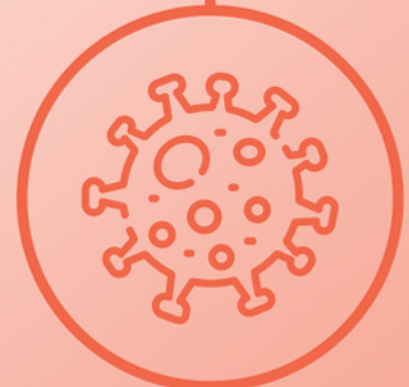
LADPH provides information on new health and safety protocols to guide businesses.



Review CDC guidelines for businesses to help prepare your workplace for new health protocols.



DPH approved a PPE List of Vendors for your workplace. Place items needed upon entry etc.





# Ensure:

YOUR SERVICES CAN BE OFFERED VIRTUALLY IN CASE YOU ARE REQUIRED TO OPERATE REMOTELY VIA DIGITAL PLATFORMS.

## Teleworking:

- Utilize virtual meeting/training platforms (Zoom, Microsoft Teams, etc.)
- Gather current email/contact list to create a digital customer database
- Use customer email list to inform clients about your business (send updates, sell products online, set up deliveries, etc.)

## Website:

- Make sure you have an online presence to let customers know you're in business. Get a website and social media.
- **Already have a website?** Make sure your website is active and updated with the ability to sell products/services online.

## FOLLOW FOR ADDITIONAL RELEVANT INFORMATION:

### DISASTER HELP CENTER



/LACHELPCENTER



@LACHELPCENTER



@LACHELPCENTER



### L.A. COUNTY DCBA



/LACOUNTYDCBA



@LACOUNTYDCBA



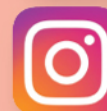
@LACOUNTYDCBA



### WDACS/LACBIZDEV



/LACBIZDEV



@LACBIZDEV



@LACBIZDEV



# CHECKLIST



## INITIAL STEPS TO UNDERSTAND YOUR BUSINESS OVERVIEW, INDUSTRY, AND SECTOR TO FIND RELATED RESOURCES AND ADAPT IN THE FUTURE.

- Review and understand the comprehensive view of your business, such as yearly revenue, number of employees, and financial stability, to prepare for the application process when applying for resources.
- Determine your L.A. County Supervisorial District (SD) to help to understand if you can benefit from district-specific resources. After your SD is identified, research business support in your respective areas.
- Find available resources based on your business type, size, and yearly revenue through DCBA, DHC, or the L.A. County Development Authority. (e.g. L.A. COVID Fund provides grants to micro-entrepreneurs, small businesses, and 501(c)(3) non-profits based on certain criteria.) See also the COVID Business Grant List.

## UNDERSTAND IMPORTANT IMPLICATIONS IN RESPONSE TO NEW COVID-19 REGULATIONS AND POLICIES.

- Stay updated on the latest County of LA Department of Public Health information, safety protocols, and business re-opening tools.
- Understand CDC Interim Guidance for Businesses and Employers Responding to Coronavirus Disease and U.S. Department of Labor OSHA Guidance on Preparing Workplaces for COVID-19.
- Critical info for small businesses: check the Los Angeles Economic Development Corporation's Community Connector for crucial updates and information for businesses and individuals financially recovering from COVID-19.
- Sign up for social media alerts to remain updated on the latest information and available resources (e.g. new grants, webinars, etc.)



# Getting Back to Business

Here are some resources provided by L.A. County to help you get back to business now that you have identified focus areas and how to solve them.



## STAFFING/ RECRUITING

In order to get back to business, you may need to hire new staff and/or retrain current staff to operate under new regulations post-COVID.

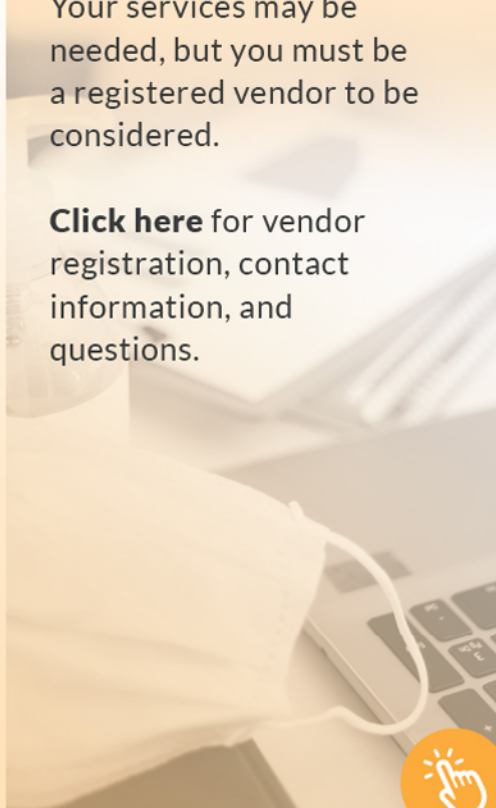
**Contact** a BSR for assistance.



## BECOME A COUNTY VENDOR

There are many opportunities to do business with L.A. County as a contracted vendor. Your services may be needed, but you must be a registered vendor to be considered.

**Click here** for vendor registration, contact information, and questions.

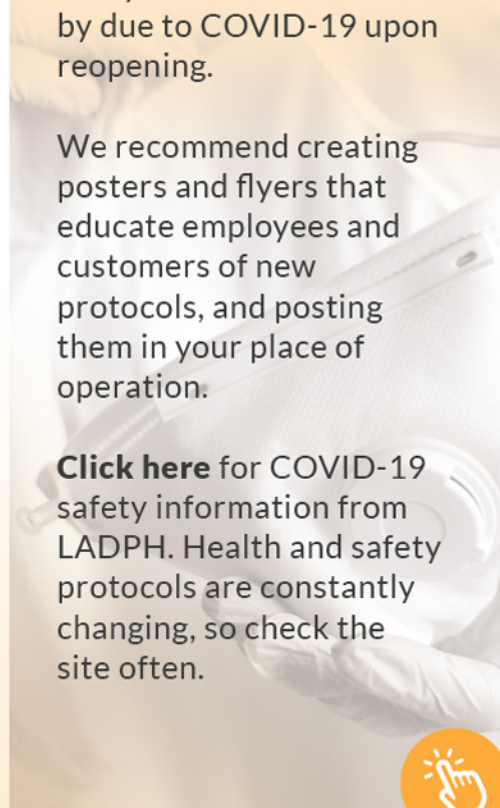


## UPDATE HEALTH & SAFETY PROTOCOLS

There are new health and safety protocols that every business must abide by due to COVID-19 upon reopening.

We recommend creating posters and flyers that educate employees and customers of new protocols, and posting them in your place of operation.

**Click here** for COVID-19 safety information from LADPH. Health and safety protocols are constantly changing, so check the site often.



# Re-envision:

YOUR BUSINESS PLAN AND OPERATING MODEL TO PROVIDE ESSENTIAL SERVICES AND/OR PRODUCTS TO AVOID POSSIBLE BUSINESS INTERRUPTION IN THE FUTURE.



Conduct a business needs assessment with the America's Job Centers of California (AJCC) to identify your staffing needs and access available resources that might help with staffing/recruitment, training and development, and support services for your employees.



Consult with the Los Angeles County Department of Consumer and Business Affairs (DCBA) Small Business Concierge which helps prospective business owners to successfully open small businesses.



Contact your local Small Business Development Center (SBDC) for no-cost business consulting and low-cost business training to learn how you can pivot your services to avoid future business interruptions and closures.



## HERE ARE EMPLOYEE RETENTION SERVICES OFFERED BY THE AGENCIES ABOVE TO HELP AVOID LAYOFFS AND AID WITH DOWNSIZING:

Confidential consulting to develop an action plan to access local capital, remain in the county, and prevent layoffs of employees and ultimately business closure.

Convenient on-site services reducing the impact of potential layoffs and the stress among your remaining workers.

# CHECKLIST



## RE-ENVISION YOUR BUSINESS PLAN AND OPERATING MODEL.

- Conduct a business needs assessment with the AJCC to identify your staffing needs and access available resources that might help with recruiting, training and development, and supportive services for your employees.
- Consult with the Los Angeles County DCBA Small Business Concierge, which helps prospective business owners to successfully open small businesses.
- Consult with your local SBDC for no-cost business consulting and low-cost business training. Determine if your product(s) and/or service(s) can be repurposed to provide essential goods and services. Determine if you can partner with other businesses to enhance your operating model, capacity, and capabilities.
- Research business loans.
- Redesign storefronts (if applicable.)
- Discover available employee retention resources to help avoid layoffs or aid with downsizing (Layoff Aversion and Rapid Response.)



# Prepare Your Business for the Future Workforce



Ensure a virtual operating plan is in place for the future.



RETAIL



HEALTHCARE



BEAUTY



RESTAURANTS



WELLNESS



SPECIALTY

## Re-envision:

APPLY FOR THE DCBA CERTIFICATION BUSINESS PROGRAM TO CAPITALIZE ON BUSINESS OPPORTUNITIES IN GOVERNMENT AND PRIVATE-SECTOR PROCUREMENT PROGRAMS, INCLUDING:



LOCAL SMALL BUSINESS ENTERPRISE

SOCIAL ENTERPRISE

WOMEN'S BUSINESS ENTERPRISE

DISABLED VETERANS' BUSINESS ENTERPRISE

COMMUNITY BUSINESS ENTERPRISE

DISABLED BUSINESS ENTERPRISE

# Invest: IN VIRTUAL TOOLS AND EQUIPMENT THAT ENHANCE TECHNICAL CAPABILITIES.

## Technology

### PURCHASE:

Mobile Point of Sale (POS) devices, mobile phones, laptops, hotspots, etc.

## Meeting Tools

### SET UP:

Zoom, Skype, Microsoft Teams, etc.

## ESTABLISH AND IDENTIFY FUTURE FUNDING NEEDS:



# CHECKLIST



## CREATE SHORT-TERM (LESS THAN 6 MONTHS) BUSINESS GOALS AND PLANS.

- Develop an operating plan that allows you to maintain business operations for the future (support indoor/outdoor/virtual services, support telework/remote work, secure PPE vendors to ensure employee safety.)
- Identify and invest in digital tools and technology to support new virtual operational plans.
- Maintain updated business records to help with applications for business resources (e.g. business records to help with future grant applications.)
- Plan your future workforce needs and determine resources that can help with future recruiting and training for new and current employees (e.g. job analysis, recruiting services, and workforce development programs such as on-the-job training and incumbent worker training.)

## CREATE NEAR-TERM (6-12 MONTHS) BUSINESS GOALS AND PLANS.

- Forecast revenue projections.
- Create a debt repayment plan.
- Determine available mediation services.
- Research labor market information relevant to your industry.
- Determine financial stability and opportunities to secure funding (e.g. grants and loans) to support operational needs.

## CREATE LONG-TERM (12+ MONTHS) BUSINESS GOALS AND PLANS.

- Determine revenue and operating targets (e.g. increase revenue by 5% and decrease expenses by 10%.)
- Become a registered county vendor to increase visibility of your business' capabilities, expand partnership opportunities, and obtain funding for future projects.
- Apply for DCBA certification programs to capitalize on business opportunities in government and private-sector procurement programs.





# Identified Business Needs During COVID-19



Here is a list of Los Angeles County departments & stakeholders that can assist in providing resources to make your business resilient:



## Department of Consumer & Business Affairs (DCBA)

DCBA serves consumers, businesses, and communities through education, advocacy, and complaint resolution. DCBA also certifies small businesses and connects them with government contracting opportunities.



## Small Business Development Centers (SBDC)

The LA SBDC Network provides small business entrepreneurs with no-cost, confidential, business advising services and low-cost training opportunities across Los Angeles, Santa Barbara, and Ventura Counties.



## Department of Public Health (DPH)

The Department of Public Health provides information about the Safer at Work Order and what it means for residents and businesses, including ways to prevent the spread and protocols for reopening.



## America's Job Center of California (AJCC)

Business Service Representatives work out of the LA County AJCCs which offer comprehensive business support services and tools to help your business thrive in our rapidly changing economy.

Click [here](#) to visit the website for more information.



# Employee Health & Safety in the Workplace

Employers owe a duty to both their **EMPLOYEES** and their **PATRONS**, and may be responsible for any damages employees or patrons incur while working at or patronizing their businesses.



We recommend documenting any and all new policies or changes to existing policies implemented due to COVID-19, including but not limited to employee recall, employee health and safety, and patron health and safety.



## Consult:

IF YOU HAVE SPECIFIC QUESTIONS REGARDING LIABILITY OR POLICY EFFICACY AND IMPLICATIONS, PLEASE CONSULT LEGAL COUNSEL.

**CLICK HERE FOR A COVID-19  
LEGAL RESOURCE LIST**



# Resource List



## Los Angeles County Development Authority (LACDA)



[lacda.org](http://lacda.org)



[smartfunding@lacda.org](mailto:smartfunding@lacda.org)

### Small Business Recovery Loan Program

This program provides recovery loans up to \$20,000 for businesses. Any for-profit business located within unincorporated Los Angeles County or participating Community Development Block Grant (CDBG) cities is eligible for this program. The participating cities include the following:

Agoura Hills	Cudahy	La Puente	San Gabriel
Arcadia	Culver City	La Verne	San Marino
Avalon	Diamond Bar	Lawndale	Santa Fe Springs
Azusa	Duarte	Lomita	Sierra Madre
Bell	El Segundo	Malibu	Signal Hill
Bell Gardens	Hawaiian Gardens	Manhattan Beach	South El Monte
Beverly Hills	Hermosa Beach	Maywood	South Pasadena
Calabasas	Hidden Hills	Monrovia	Temple City
Cerritos	Irwindale	Rancho Palos Verdes	Torrance
Claremont	La Cañada Flintridge	Rolling Hills Estates	Walnut
Commerce	La Habra Heights	San Dimas	West Hollywood
Covina	La Mirada	San Fernando	Westlake Village

### First District COVID-19 Commercial Rental Assistance Program

LACDA manages the County's CDBG program. Utilizing \$300,000 of its CDBG funds, the First Supervisorial District will provide business assistance in unincorporated areas of the First District. Inclusive Action, a local community-based organization, will deploy the micro-business grants, which are complementary to existing low-interest loans to micro-businesses. The grant award is up to \$5,000 for commercial rental assistance and working capital costs.

# Resource List



## Chief Executive Office, Economic Development Division (CEO-EDD)



[economicdevelopment.lacounty.gov](http://economicdevelopment.lacounty.gov)



[economicdevelopment@ceo.lacounty.gov](mailto:economicdevelopment@ceo.lacounty.gov)

### Creating Pathways for Rental and Mortgage Relief while Maintaining Housing

CEO-EDD is collaborating with DCBA and LACDA to ensure tenants access to emergency rental assistance and eviction defense services. For multi-family properties at risk of foreclosure, CEO-EDD is developing recommendations for property owners, lenders, and HUD counseling agencies to establish pathways for mission-driven entities to acquire and maintain affordability of housing.



LOS ANGELES COUNTY  
**CONSUMER &  
BUSINESS AFFAIRS**  
OFFICE OF SMALL BUSINESS

## Consumer and Business Affairs (DCBA)



[dcba.lacounty.gov/coronavirus](http://dcba.lacounty.gov/coronavirus)



[disasterhelpcenter@lacounty.gov](mailto:disasterhelpcenter@lacounty.gov)



(833) 238-4450

## Disaster Help Center (DHC)

The DHC exists to help business owners, non-profits, workers, homeowners, landlords, and tenants navigate the unprecedented COVID-19 pandemic crisis. The DHC operates daily with over 25 call center agents from five different county departments who answer calls from L.A. County residents who have questions on any topic related to COVID-19 in the following areas:

### **Public Health Orders**

(phased reopening, social distancing, etc.)

### **Essential/Non-Essential Businesses**

### **Loans and Grants to Businesses**

### **Unemployment Insurance and Resources**

### **Layoff Aversion/Rapid Response**

### **Wage Complaints**

# Resource List



## The L.A. County Relief Fund

The Relief Fund is expected to support businesses and nonprofits that have been unable to access the federal government's Paycheck Protection Program through grants and low-cost loans.

### How to prepare today:

Establish an email account, if you don't already have one.

Gather basic financial information about your business (e.g. bank statements, financial statements, tax returns, or essentially anything that verifies your business' revenue.)

Subscribe to the mailing list to receive updates regarding this program at [lacountyhelpcenter.org](https://lacountyhelpcenter.org)

## Other COVID-19 Assistance Programs:

### Consumer Protection

Preventing and rooting out price gouging, continuing to protect consumers against scams during a heightened period of scam reporting, and guiding consumers on how to avoid predatory lending.

### Rent Stabilization Assistance

Ensuring renters can remain in their homes during the crisis and providing guidance to landlords.

### Empowering Consumers' Finances

Employing the full scope of services with the Center for Financial Empowerment to provide guidance to consumers during tough economic times.

### Small Business Support

Our Small Business Concierge Program continues to provide small business counseling and access to business resources, certification assistance and training, and helping businesses focus on competing for and winning government contracts through the Procurement Technical Assistance Center.

### Immigrant Community Support

Responding to issues of concern for the immigrant community.

# Resource List

## Other COVID-19 Resources:



### Work Sharing Unemployment Insurance Plan

As of May 12, 2020, a new online Work Sharing Plan Application system is available for employers to submit an online Work Sharing (WS) Unemployment Insurance Plan Application, DE 8686 application. The WS program is a temporary alternative to layoffs if the business's production or services have been reduced.



[https://www.edd.ca.gov/Unemployment/Work\\_Sharing\\_Program.htm](https://www.edd.ca.gov/Unemployment/Work_Sharing_Program.htm)



### The Governor's Office of Business and Economic Development – COVID-19 Resources

The Governor's Office of Business and Economic Development (GO-Biz) has compiled helpful information for employers, employees, and all Californians as it relates to the coronavirus (COVID-19) pandemic.



<https://business.ca.gov/coronavirus-2019/>

## Additional Resources:

***Business Solutions Portfolio***

***Department of Mental Health Safety Protocols for Reopening***  
***List of All Los Angeles County Departments + Contact Info***

**Consult:**

**OUR CONTINUOUSLY UPDATED BUSINESS GRANTS LIST  
ONLINE HERE.**



**FOR ADDITIONAL  
INFORMATION  
PLEASE CONTACT:**



[HTTPS://WDACS.LACOUNTY.GOV](https://wdacs.lacounty.gov)



**(833) 238-4450**

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