

**Quality and Productivity Commission**  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
**“Leading with Excellence”**

**2021 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

**NAME OF PROJECT: REGIONAL PARTNERSHIPS FOR SMALL BUSINESS RECOVERY**

**DATE OF IMPLEMENTATION/ADOPTION:** APRIL 14, 2020

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

**CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE COVID-19 IMPACT AWARD ONLY.** (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No



**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 At the direction of the Los Angeles County Board of Supervisors, the County's  
 2 Department of Consumer and Business Affairs (DCBA), in partnership with the LA  
 3 County Development Authority, designed the LA Regional COVID-19 Recovery Fund  
 4 (Recovery Fund), a public-private partnership to leverage public dollars to increase the  
 5 amount of funding and resources available for nonprofits and small businesses. DCBA  
 6 engaged the City of Los Angeles, philanthropy, and the private sector to grow the fund  
 7 to \$100 million dollars. The Recovery Fund embedded an equity lens to prioritize  
 8 communities most impacted but least likely to access government programs. The equity  
 9 lens included a departure from the first come, first served model and considered a  
 10 community's poverty rate, educational attainment, unemployment, and pollution rate. A  
 11 total of 8,500 hours of technical assistance were delivered in up to 15 languages and  
 12 nearly \$100 million in relief grants were disbursed, ranging from \$5,000 to \$100,000, to  
 13 approximately 7,325 entities in the County of Los Angeles. Of these, 43% were women-  
 14 owned entities, 80% were minority-owned, 203 entities were veteran-owned, and 75%  
 15 of the awards were made in low-to-moderate income census tracts.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	X

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Department of Consumer and Business Affairs 320 W Temple St, G-10, Los Angeles, CA 90012		<b>TELEPHONE NUMBER</b> 213-974-1452
<b>PROGRAM MANAGER'S NAME</b> Azusena Favela afavela@dcba.lacounty.gov		<b>TELEPHONE NUMBER</b> 213712-5494
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) David Diaz 	<b>DATE</b> 06/23/2021	<b>TELEPHONE NUMBER</b> 213-712-5511 <b>EMAIL</b> DDiaz@dcba.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Rafael Carbajal 		<b>TELEPHONE NUMBER</b> 213-974-9750

**\*\*ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE\*\***

Please consider for COVID-19 Impact Award

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**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

**Challenge**

LA County is home to more than 500,000 businesses including minority-, immigrant-, and women-owned businesses, more than any other County in the nation. The COVID-19 pandemic had a significant negative impact on many businesses in the County of Los Angeles, primarily businesses located in low-income communities. The Health Officer Orders forced all non-essential businesses to close. Although this was necessary to protect the health and safety of our community, businesses that saw a sudden drop in revenue were at risk of shutting down permanently. According to a September 2020 Economic Impact Report from Yelp, business closure data confirmed that by August 2020, around 32,209 restaurants, 17,503 retail businesses, 16,585 beauty & spa businesses closed permanently. In the County, restaurants alone saw a loss of over 43,000 jobs in the restaurant industry between February and October 2020.

**Solution**

As the County’s designated small business advocate, DCBA was tasked with identifying a solution to alleviate the economic burden brought on by the COVID-19 pandemic and to cast a financial lifeline to impacted businesses. It was also evident from the deployment of other relief efforts that the hardest hit business communities, typically communities of color, were left out. Bigger businesses with more resources were able to immediately identify and apply for emergency resources. These programs were often exhausted before disadvantaged businesses had the opportunity to submit their application. As the County’s designated small business advocate, it was DCBA’s obligation to develop a program that would ensure the economic survival, recovery, and resiliency of the business community in an equitable and inclusive manner. The Recovery Fund was the solution.

DCBA partnered with the City of Los Angeles, as well as institutional and corporate philanthropic partners to raise \$100 million in relief funding and \$1.3 million to support technical assistance. Additionally, DCBA also leveraged its team to fully staff and launch the County’s Disaster Help Center to provide guidance to COVID-19-impacted businesses by connecting them to up-to-date guidance and emergency resources, including the Recovery Fund. The LA Regional COVID-19 Recovery Fund worked with an external fund administrator to facilitate the deployment of funds and flexibility for philanthropy to contribute to the Recovery Fund. The fund administrator was nimble and quickly able to staff up, secure the technology, design the collateral, and coordinate eight technical assistance providers.

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For the services, the fund administrator charged a seven percent fee which included all administrative, legal, and programmatic expenses. In addition to the fund administration fees, DCBA incurred staffing costs for program oversight and compliance of \$377,000. The Recovery Fund’s framework has become a model for other programs launched by different jurisdictions such as the State of California’s \$2.6 billion-dollar Relief Fund.

**Benefits**

The Recovery Fund was developed as an economic lifeline to the County’s hardest hit business communities, primarily communities of color. It was evident that available federal programs at the time were not enough to help this population. Financial, technological, and cultural barriers kept the most in-need businesses from accessing these programs, risking permanent closures. Through strategic outreach to underserved communities, seven rounds of technical assistance to increase application readiness, and applying an equity lens to the selection process the following impacts were achieved:

- More than 50% of the awards were made to small businesses with revenue under \$1MM.
- Nonprofit organizations supporting COVID-related efforts received \$17,315,000.

Entity Type	No. of Grantees	Total amount Disbursed
Microentrepreneur	2,250	\$11,270,000
Very Small Business	3,923	\$59,400,000
Small Business	466	\$11,650,000
Very Small Non-profit	588	\$8,820,000
Small Non-profit	98	\$8,495,000
<b>Total</b>	<b>7,325</b>	<b>\$99,635,000</b>

- Almost 50% of awards were given to recipients in the First and Second Supervisorial District.
- 75% percent of awards were made in low-to-moderate income census tracts.

County District	# of Finalists	Total \$ Awarded (% of total)
1	1696	\$23,030,000 (23%)
2	1987	\$26,150,000 (26%)
3	1133	\$15,340,000 (15%)
4	1208	\$17,020,000 (17%)
5	1300	\$18,090,000 (18%)

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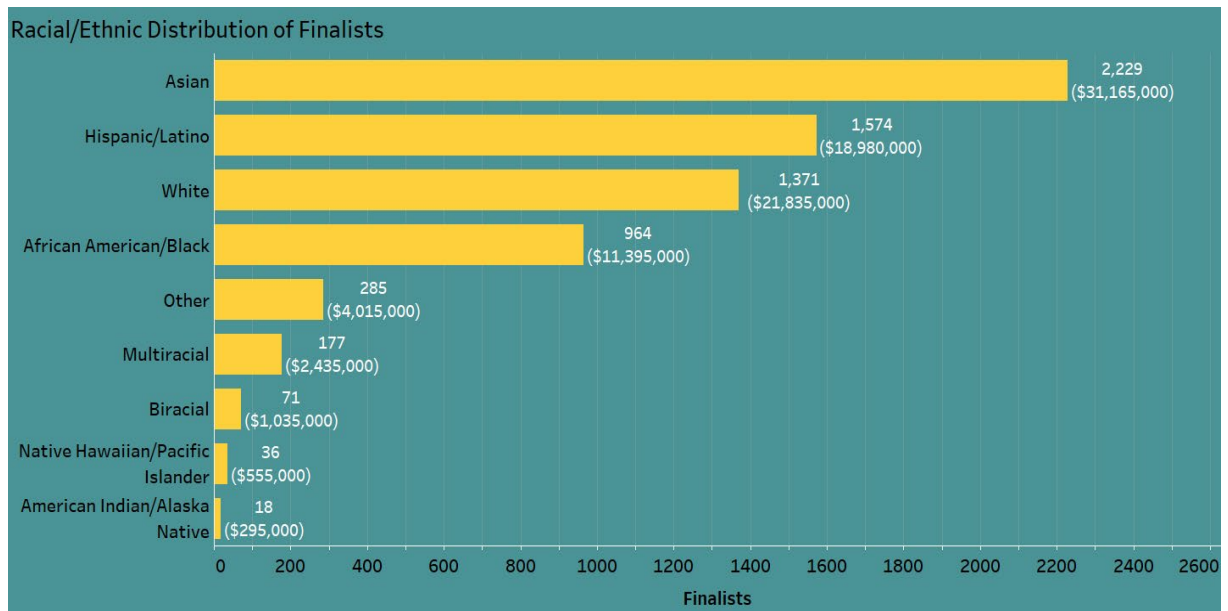
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Between July 2020 and December 2020, the Recovery Fund disbursed nearly \$100 million in relief grants, ranging from \$5,000 to \$100,000, to 7,325 entities in the County of Los Angeles. Of these, 43% were women-owned entities, 80% identified as minority-owned, and 203 entities were veteran-owned.



The Recovery Fund led one of the largest private-public efforts through cross jurisdiction partnership between the County and City of Los Angeles.

The Recovery Fund will continue to serve as the umbrella program for grants issued by the County to small businesses. Recently, DCBA received an additional allocation of \$5.5M to deploy grants to personal care and retail sector businesses. These two sectors are overwhelmingly represented by women and minority business owners. Between June and July of 2021, DCBA expects that more than 70 percent of the funding will have reached women-owned businesses.

With future funding, DCBA will continue to implement an equity lens to ensure relief reaches the most vulnerable populations and will leverage its partners to ensure efficiency.

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**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

It addressed 2016-2021 County of Los Angeles Strategic Plan Goal II: Foster Vibrant and Resilient Communities.

Specifically, Strategy II.1 – Drive Economic and Workforce Development, II.2 – Support the Wellness of our Communities, and II.3 – Make Environmental Sustainability Our Daily Reality – Envisioning and implementing a comprehensive and integrated approach to improving the economic and social well-being of our communities so that small businesses and residents may thrive now and into the future.

LA County is home to more than 500,000 businesses including minority-, immigrant-, and women-owned businesses more than any other County in the nation. The COVID-19 Pandemic had a significant negative impact on many businesses in the County of Los Angeles, primarily businesses located in low-income communities. The Health Officer Orders forced all nonessential businesses to close, and those considered essential had restrictions in place limiting the number of staff, reducing productivity and revenue. Although this was necessary to protect the health and safety of our community, businesses that saw a sudden drop in revenue were at risk of shutting down permanently.

According to a September 2020 Economic Impact Report from Yelp, business closure data confirmed that by August 2020 around 32,209 restaurants, 17,503 retail businesses, 16,585 beauty & spa businesses closed permanently. In the County, restaurants alone saw a loss of over 43,000 jobs in the restaurant industry between February and October 2020. As the County’s designated small business advocate, DCBA was tasked with identifying a solution to alleviate the economic burden brought on by the COVID-19 pandemic and to cast a financial lifeline to impacted businesses. It was also evident from the deployment of other relief efforts that the hardest hit business communities, typically communities of color, were left out. Bigger businesses with more resources were able to immediately identify and apply for emergency resources. These programs were often exhausted before disadvantaged businesses had the opportunity to submit their application. As the County’s designated small business advocate, it was DCBA’s obligation to develop a program that would ensure the economic survival, recovery, and resiliency of the business community in an equitable and inclusive manner.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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**FOR COLLABORATING DEPARTMENTS ONLY**

*(For single department submissions, do not include this page)*

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b> LOS ANGELES COUNTY DEVELOPMENT AUTHORITY (LACDA)	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>  ELISA VASQUEZ EMAIL: ELISA.VASQUEZ@LACDA.ORG	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>  EMILIO SALAS  EMAIL: EMILIO.SALAS@LACDA.ORG
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>  EMAIL: _____	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>  EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>  EMAIL: _____	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>  EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>  EMAIL: _____	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>  EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>  EMAIL: _____	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>  EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>  EMAIL: _____	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>  EMAIL: _____

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PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  ELISA VASQUEZ EMAIL: ELISA.VASQUEZ@LACDA.ORG	DEPARTMENT HEAD'S NAME AND SIGNATURE  EMILIO SALAS EMAIL: EMILIO.SALAS@LACDA.ORG
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE  EMAIL: _____
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE  EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE  EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE  EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  EMAIL: _____	DEPARTMENT HEAD'S NAME AND SIGNATURE  EMAIL: _____