

**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:** Personal Protective Equipment (PPE) Unite

**DATE OF IMPLEMENTATION/ADOPTION:** 10/26/2020

(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 The PPE Unite program was designed to address significant worker safety challenges  
 2 across Los Angeles County during the COVID-19 public health emergency. The second-  
 3 largest effort of its kind in the United States, this program has provided 35,350 eligible  
 4 small businesses with over 0.5 million employee kits containing 30-day supplies of masks,  
 5 face shields, and hand sanitizer. PPE Unite successfully protects the county’s workers  
 6 through a unique and resourceful public-private partnership that leverages an efficient  
 7 distribution infrastructure to provide program enhancements to business services. In this  
 8 partnership, the county has utilized its private partners’ professional knowledge of end-  
 9 to-end supply chain logistics to manage online business sign-ups, secure and reliable  
 10 PPE, negotiate lower procurement costs, and source supplies from local manufacturers.  
 11 At a cost to the county of \$2.24 million, PPE Unite has distributed over 25.6 million units  
 12 of free PPE, saving participating small businesses almost \$7 million in temporary worker  
 13 safety costs. Through near-weekly project assessments, this program strives for  
 14 geographic equity. PPE Unite has also distinguished itself by serving 61% minority-owned  
 15 and 42% woman-owned small businesses.

**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
<b>\$</b>	<b>\$-0</b>	<b>\$-0-</b>	<b>\$-0-</b>	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

**SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS**  
 Workforce Development, Aging and Community Services  
 510 S. Vermont Ave, Los Angeles, CA 90020

**TELEPHONE NUMBER**  
 213-738-2600

**PROGRAM MANAGER’S NAME**  
 Isidro Villanueva      EMAIL [IVillanueva@wdacs.lacounty.gov](mailto:IVillanueva@wdacs.lacounty.gov)

**TELEPHONE NUMBER**  
 (213) 503-0773

**PRODUCTIVITY MANAGER’S NAME AND SIGNATURE**      **DATE**  
(PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME)  
 Stephanie Maxberry 6-22-2021  
*Stephanie Maxberry*

**TELEPHONE NUMBER**  
 213-738-2015  
**EMAIL**  
[smaxberry@wdacs.lacounty](mailto:smaxberry@wdacs.lacounty)

**DEPARTMENT HEAD’S NAME AND SIGNATURE**      **DATE**  
 Otto Solórzano *Otto Solórzano*      06/25/2021

**TELEPHONE NUMBER**

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

**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.

Ensuring worker safety is a significant challenge during the COVID-19 public health emergency in Los Angeles County. Workplaces are a potentially hazardous environment where COVID-19 can be easily spread by people congregating, coughing, breathing, and talking in close contact. In response to the dire public health crisis, the State of California and Los Angeles County issued public health orders for residents to stay at home, wear a mask in public, and regularly wash hands. While many organizations transitioned to remote work to stop the spread of COVID-19 in the workplace, approximately 57% of households across Greater Los Angeles are unable to telework according to the Census Bureau. For these workers reporting to jobs in-person, access to personal protective equipment (PPE), and regular hand washing is critical to reduce COVID-19 exposure and transmission.

Critical PPE supply-chains have been under immense pressure due to this need, especially during deadly surges. When PPE Unite launched on October 26<sup>th</sup>, 2020, LA County reported 854 new COVID-19 cases and 7 new deaths. Amidst the county’s holiday surge on January 7<sup>th</sup>, 2021, new cases had increased more than 22-times and one resident died every eight minutes according to Los Angeles County’s verified Twitter account. Limited supplies outstripped by acute demand limited access to affordable and reliable PPE during these surges.

Informed by quantitative data, WDACS understood early on that there was a pressing need for PPE in the community. The PPE Unite program addresses these worker safety challenges by providing free PPE to small businesses, non-profits, and social enterprises across Los Angeles County with at most 100 employees. It requires businesses to operate as a sole proprietor, partnership, LLC, C or S-Corp, or micro-business. Regardless of the distribution channel, PPE Unite offers safe contactless pickup for eligible businesses with easy scheduling and instructions on its website. PPE amounts vary based on the business profile, but for the standard business, each employee kits contains 30 non-medical 3-ply face masks with ear-loops, one 16-ounce bottles of hand sanitizer, and one clear PET face shield with a foam band and adjustment strip.

The PPE Unite program is a collaboration between several local, state, and private entities. Initial PPE supplies were procured through the California Governor’s Office of Emergency Services (CalOES) in collaboration with the Office of the Small Business Advocate. The Los Angeles County Department of Workforce Development,

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Aging and Community Services (WDACS), with support from the Department of Consumer and Business Affairs (DCBA), and Los Angeles Small Business Development Center Network (SBDC) partnered with the Vermont Slauson Economic Development Corporation’s (VSEDC) and Logisticom Inc. to provide e-commerce solutions and logistics expertise.

PPE Unite’s objective is to protect employees, customers, and their communities from COVID-19 while providing temporary assistance to small businesses adapting to the public health emergency. Small businesses play a major role in Los Angeles County’s economy. According to a report prepared for LA County WDACS, small businesses with 99 or fewer employees comprise 89% of county’s estimated 1.4 million business establishments and employ approximately 58% of its 4.5 million workers. These small businesses have been hit hard by public health orders closing non-essential indoor business and outdoor dining as well as limiting essential retail capacity. Harvard’s Opportunity Insights Economic Tracker shows that small business revenue in Los Angeles County decreased by 34.9% between January 15<sup>th</sup>, 2020 and January 30<sup>th</sup>, 2021. PPE Unite’s vision is to keep LA County’s small businesses open safely and prevent further economic fallout from the COVID-19 public health emergency.

The county’s recognition of the potential impact of the PPE Unite program, quick action, and collaboration with its private partners has been integral to the program’s success. PPE Unite protects the county’s workers through a unique and resourceful public-private partnership that leverages an efficient distribution infrastructure to provide service enhancement. PPE Unite’s distribution is coordinated and managed through PPEUnite.org, a website built by Logisticom. Using this website, eligible businesses can schedule a time to pick-up free PPE kits for employees at one of two warehouses, located in Compton and Chatsworth for county-wide accessibility. By using its warehouses as static pick-up sites, PPE Unite saves significant shipping costs, allowing a large share of its funding to go towards procuring additional PPE resources. The county has also utilized Logisticom’s professional knowledge of end-to-end supply chain logistics to secure reliable PPE manufactured in accordance with COVID-19 safety practices, negotiating lower prices, and sourcing from local manufacturers where possible. Logisticom has accomplished this at a time when the supply chain was under enormous strain due to COVID-19’s regional surge.

Although more labor intensive and at a higher cost than warehouse pick-ups, PPE Unite’s secondary distribution is conducted with mobile pick-up events throughout the county – one of the most successful components of the program. To date, 16 events have been held across the county, distributing more than 6 million units of PPE, with at least two more events scheduled by the end of June. Mobile event pick-ups are

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similarly scheduled and managed through PPEUnite.org. Capitalizing on Logisticom’s business outreach, these safe, one-day distribution events have effectively increased program promotion with elected official, chambers of commerce, and other business partner participation. Further service enhancement includes, event partners that have provided volunteer labor and donated PPE resources. PPE Unite’s mobile pick-up events attracted press attention for media coverage across the county and cultivated connections for future work.

Mobile pick-up event sites are selected at the request of local governments and to fill geographic gaps in the program’s reach. Near-weekly ongoing assessments of PPE Unite’s impact and geographic reach is conducted using business data downloaded from the PPEUnite.org registration platform. This data is processed using GIS software to identify the spread of participating businesses across the county’s neighborhoods and five supervisorial districts. This geographic analysis of participating business distribution is also used in conjunction with Department of Public Health and federal Opportunity Zone data to identify priority mobile event and promotion sites.

At a cost to the county of \$2.24 million, PPE Unite has successfully distributed over 25.6 million units of PPE to workers since its launch in October. The second-largest distribution effort of its kind in the United States, PPE Unite has provided 35,350 businesses with 513,582 employee kits containing 30-day supplies of masks, face shields, and hand sanitizer to address COVID-19 worker safety challenges. Based on search of Home Depot, Walmart, Target, Amazon, and Kroger websites on February 22nd, 2020, the market value of these employee kits is calculated at \$12.99. As a result, PPE Unite has saved average participating small business with 15 employees almost \$200. Across the 35,350 small businesses served in Los Angeles County, this translates to almost \$7 million in worker safety costs at a time when small business revenue has significantly declined. PPE Unite has also distinguished itself serving minority-owned and woman-owned small businesses, making up 61% and 42% of its recipients respectively.

By providing a secure supply chain of reliable PPE, the PPE Unite program removed the guesswork for eligible small businesses trying to stay in compliance with local public health regulations and provided a stop-gap source of PPE while businesses were reopening and procuring more PPE. By offering temporary assistance, this program has enabled small businesses, non-profits, and social enterprises to address workplace safety challenges and protect employees. Additionally, by procuring hand sanitizer manufactured locally, this program has contributed to the county’s immediate economic recovery.

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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.

**Goal II. Foster Vibrant and Resilient Communities; Strategy II.1.2: Support Small Business and Social Enterprise**

PPE Unite address the County Strategic Plan goals while rising to the immense challenge presented by the COVID-19 public health emergency, making investments that transform lives while also fostering vibrant and resilient communities. Specifically, this program is highly response to the COVID-19 health crisis, providing free PPE to protect worker safety. By providing free PPE, it also helps to support strong communities with temporary financial assistance to help businesses on the margins remain open safely. The PPE Unite program recognizes that workers in some communities are likely to be exposed to COVID-19 and experience serious complications at a disproportionately higher rate than others. Businesses in these communities are also less likely to receive government assistance during the pandemic, leading to closures and layoffs that prevent economic resiliency.

PPE Unite has affirmatively addressed the complicated health challenges posed by COVID-19 in these high-needs communities, providing over 0.5 million employee kits with masks, hand sanitizer, and face shields. In its near-weekly assessments of PPE Unite’s impact and geographic reach, the program is also evaluated for the geographic spread of participating businesses across the county. This geographic analysis of participating business distribution is used in conjunction with publicly available government data, such as vaccination rates and measures of economic distress, to identify high-needs communities for additional PPE Unite mobile pick-up events. At these event locations, PPE Unite’s private partners have made meaningful connections with local businesses to promote the program and cultivate connections for future work.

As a result of these efforts in program assessment and business outreach, PPE Unite has distinguished itself serving minority-owned and woman-owned small businesses, making up 61% and 42% of its recipients respectively. Providing temporary worker safety assistance to these communities, the program has helped participating small businesses save almost \$7 million in worker safety costs and has connected them to additional business resources provided through the county. Protecting workers, keeping communities intact, and supporting small businesses, PPE Unite has created healthy and more resilient communities during COVID-19.

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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.

(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
<b>\$-0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$-0-</b>	<input checked="" type="checkbox"/>

**ANNUAL= 12 MONTHS ONLY**

**FOR COLLABORATING DEPARTMENTS ONLY**

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

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____