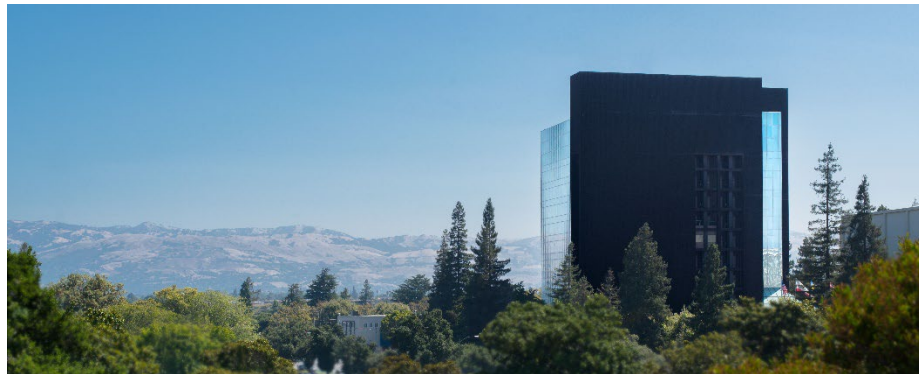


# County of Santa Clara, California



## **Recovery Plan**

### **State and Local Fiscal Recovery Funds 2022 Report**

**County of Santa Clara**  
**2022 Recovery Plan**

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## GENERAL OVERVIEW

### **Executive Summary**

From the onset of the pandemic, the goal for the County of Santa Clara (County) has been to protect the safety, health and well-being of its 1.9 million residents, communities and businesses while paying special attention to those who have historically faced health or economic disparities. To this end, the County presented to its Board of Supervisors (BOS) on November 2, 2021 a strategic vision for the allocation of American Rescue Plan Act (ARPA) funds that addressed equity and systemic public health and economic challenges, provided safety net services for the community, and supported the County's continued pandemic response.

- **Addressing equity and systemic public health and economic challenges:** Part of the County's strategy is identifying gaps in the existing COVID-19 funding so that the ARPA funds can be focused on the hardest hit communities and families and used to assist individuals, groups and initiatives that other COVID-19 funding does not cover. More information on the County's COVID-19 recovery revenue sources can be found on the County's COVID-19 revenue dashboard located at: <https://covid19.sccgov.org/dashboard-cost-tracking-revenue-tracking>. Elements of the County's strategy are also focused on addressing disproportional public health and economic challenges on vulnerable populations, especially low-income workers and communities and people of color in disproportionately impacted areas.
- **Providing safety net services for the community:** The pandemic has placed a significant demand on County safety net services in the health and human services areas. As the safety net for the region, the County has expended \$1.214 billion (total cost and encumbrances) through July 20, 2022 on its pandemic response and expects to spend even more to respond to future surges and variants of the virus. More information on the County's COVID-19 response expenditures can be found on the County's cost tracking dashboard located at: <https://covid19.sccgov.org/dashboard-cost-tracking-cost-tracking>. Present and future expenses will not be fully reimbursed by COVID-19 revenues and utilizing State and Local Fiscal Recovery Funds (SLFRF) under ARPA will allow the County to maintain necessary service levels. Some of these safety net services provided throughout the pandemic include monitoring the needs of vulnerable populations with a continuous assessment of trends and gaps, providing isolation and quarantine support for housed and unhoused individuals and families, streamlining access to cash, utilities, rental and food assistance, and addressing the impacts to vulnerable and other populations disproportionately impacted by the pandemic, especially youth and the elderly.
- **Supporting the County's continued pandemic response:** Another component of the County's strategy is to plan for the inevitable future pandemic challenges. The pandemic and its effects will resonate throughout the community for many years to come, and most especially over the next two years with current and future surges and variants. COVID-19 variants comprise an increasingly large share of positive COVID-19 cases and continue to grow in number. As such, there is a continued need for County services for testing, vaccine and booster outreach and education for all age groups, monitoring for variants, and preparing for future impacts on the County's Health and Hospital System.

While having developed a robust COVID-19 response over the past two plus years, the most successful pandemic response of any large county in the nation with 93% of its residents vaccinated with at least one dose<sup>i</sup>, the County has still managed to effectively maintain its normal operations that provides social services for children and families, permanent affordable housing, transitional homeless services, as well as many other programs and services including but not limited to behavioral health, sheriff's patrol, criminal justice, parks, and emergency.

### Uses of Funds

Throughout the fiscal year, items were brought to the BOS individually for approval of the specific ARPA appropriation modification. Below is a table of allocations consistent with the ARPA plan received by the BOS as well as the approval date:

Item	Amount	Board Date
Electronic Health Record System for Community Clinics	\$7,404,054	September 28, 2021
Pandemic Pay for County Employees and In Home Support Services (IHSS) Providers	\$76,400,000	October 5, 2021
Positions for Pandemic Response	\$10,135,539	February 8, 2022
Amount added to COVID Fund to fulfill Emergency Operations Center and pandemic response costs	\$51,696,270	February 8, 2022
Amount added to reimburse departments for pandemic response costs	\$66,300,000	February 8, 2022
Positions for Pandemic Response	\$835,013	May 3, 2022
Pandemic Pay for County Fire and funding for defibrillators	\$2,307,157	June 7, 2022
Revenue Loss	\$10,000,000	June 7, 2022
Technical adjustments of excess/unspent ARPA funds	(\$13,542,494)	June 7, 2022
Additional funding for Electronic Health Record System for Community Clinics	\$3,250,000	June 16, 2022
County Pandemic Response Costs not covered by FEMA	\$12,000,000	June 16, 2022

A large portion of the County's pandemic related expenditures is comprised of County staff who were diverted from their regular posts to serve as Disaster Service Workers (DSWs). More information on the County's COVID-19 response expenditures can be found on the County's cost tracking dashboard located at: [https://covid19.sccgov.org/dashboard-cost-tracking - cost-](https://covid19.sccgov.org/dashboard-cost-tracking-cost-)

[tracking](#). In February and May 2022, the BOS approved using ARPA funds to support the addition of over 200 various positions for the County's pandemic response. These positions provided not only needed flexibility in responding to the ever-changing pandemic but also allowed many County employees who had been activated as DSWs to return to their home departments. Vaccination and testing are at the heart of the County's efforts to keep its residents safe and healthy, so the bulk of these positions are located at sites that support COVID-19 testing and vaccination in both the community and custodial setting. Although service levels have scaled down from previous peak levels, with the continued emergence of new COVID sub-variants and ensuing surges as well as additional age groups potentially becoming eligible for boosters, the need for vaccination, boosting and testing remains. As of June 2022, the County is still operating testing sites at the County Fairgrounds, the San Martin Animal Shelter, Valley Specialty Center, VHC Gilroy, and assisting a rotating city team that provides testing within cities throughout the county. The County is also operating vaccination sites at the Mountain View Community Center, the County Fairgrounds, and in San Martin. All of these locations were strategically chosen to assist the communities who have been most disproportionately impacted by the pandemic.

As mentioned previously, the County's ARPA strategic vision included spending to fortify the system of coordinated care, allow for the continuity of operations during the pandemic response, and provide funding for past and future COVID-19 responses. The projects that the County has undertaken, or may introduce in the future with the help of SLFRF are aligned with these goals and support the strategy in the following areas:

#### Negative Economic Impacts (EC2)

The above table does not include items that were received by the BOS on November 2, 2021 as a part of the ARPA plan but are still in the planning process, such as a \$10 million grant program for community-based organizations (CBOs). The CBO grant program aims to support the immediate economic resiliency and sustainability of nonprofits negatively impacted by the pandemic, focusing on organizations operating in and/or serving communities located in Qualified Census Tracts. The County is looking to bring the CBO grant program back to the BOS for appropriation modification approval in the summer or fall of 2022.

#### *Public Health Negative-Economic Impact: Public Sector Capacity (EC 3)*

On September 28, 2021 the BOS approved ARPA funding for four Federally Qualified Health Centers (FQHCs) to transition from their current Electronic Health Record (EHR) systems to the OCHIN Epic EHR. FQHCs are community-based health care providers that receive funds from the Health Resources & Services Administration (HRSA) Health Center Program to provide primary care services in underserved areas. The four FQHCs are listed below:

- Gardner Health Services – provides high quality, comprehensive medical and mental healthcare which are affordable, respectful, culturally, linguistically and age appropriate
- Asian Americans for Community Involvement (AACI) – serves individuals and families with cultural humility, sensitivity and respect, advocating for and serving the marginalized and ethnic communities
- School Health Clinics – aims to bridge the gap in accessible, quality healthcare among low-income communities

- Indian Health Center of Santa Clara Valley – provides high quality, culturally competent medical and wellness services to American Indians and Alaska Natives, and people from all walks of life

These clinics collectively provide culturally competent care to more than 70,000 patients at 19 sites locally. The vast majority of these patients are low-income residents who are uninsured or enrolled in Medi-Cal. The County implemented Epic as its electronic health record system in 2013, providing a single, integrated EHR system for the first time in the County, substantially improving care coordination, access, reporting, billing, patient flow, patient experience, and continuity of care between the hospital and community care settings. The new EHR system for these community health care clinics will ensure a coordinated system of care across the County's safety net and allow them to better understand patient care needs in real-time. This will translate into improved quality of healthcare and emergency services for some of the County's most disproportionately impacted patients. Additional ARPA funding for EHR for community health clinics was approved by the BOS on June 16, 2022.

#### *Premium Pay (EC 4)*

County employees have played a central role in supporting the County's COVID-19 response efforts, including managing the impacts of the COVID-19 pandemic, all while being relied on for the continuity of operations of the County too. County staff have provided critical health care services, implemented health orders intended to limit the spread of the virus, staffed testing sites, distributed vaccines and boosters, and protected the health and well-being of county residents in a myriad of ways and many will need to continue to do so for as long as the pandemic lasts. As such, on October 5, 2021 the BOS approved pandemic pay for the more than 22,000 County employees and 27,000 In-Home Support Services (IHSS) Independent Providers. Full-time County employees received a one-time payment in the amount of \$2,500; part-time employees received a pro-rata amount of the \$2,500 based on their part-time coded status; and extra help employees received a prorated payment based on the regular hours worked (excluding sick leave, SPSL, or overtime) during the period from December 28, 2020 to February 21, 2021. The one-time payments were provided for employees who were on paid status as of the pay period starting June 28, 2021 and who remained on paid status at the start of the November 15, 2021 pay period. To receive payment, an employee had to be listed as an active employee in good standing at the date of payment. IHSS Independent Providers received \$500 to augment their state pay using the State's criteria for pandemic pay.

On June 7, 2022, the BOS also approved pandemic pay for approximately 275 County Fire District employees. The Fire District has played a central role in supporting urgent COVID-19 response efforts, including vaccine distribution, providing advanced life support emergency services and performing fire and life safety inspections of temporary facilities utilized for COVID-19 testing and vaccine distribution. The BOS approved a one-time COVID-19 Pandemic Pay payment in the amount of \$2,500 for full-time Fire District employees, and a pro-rated amount of the \$2,500 payment for part-time employees and extra-help employees, based on their part-time coded status and scheduled weekly extra-help hours, respectively. The one-time payment was provided on February 25, 2022, for employees in good standing at the time of payment, who were employed as of the pay period starting July 12, 2021 and who remain employed at the start of the February 7, 2022 pay period.

#### *Revenue Replacement (EC 6)*

The County elected to claim the standard allowance of \$10 million for revenue loss. These funds have been used to pay the salaries and benefits of County employees who are working on COVID-19 related activities, the cost of which is not eligible for reimbursement through the Federal Emergency Management Agency (FEMA).

### *Other Recovery Funds*

As stated previously, one component of the County's strategy is to focus assistance on the most vulnerable populations, including low-income workers and communities. In June 2021, the County partnered with CBOs and began assisting extremely low-income financially impacted residents with unpaid rent and utilities through the local Homelessness Prevention System-COVID-19 program (HPS-CV), funded by the federal Emergency Rental Assistance (ERA) program. In October 2021, after over \$40 million in total funds were distributed through HPS-CV, all applications were transitioned to the state CA COVID-19 Rent Relief program. In accordance with state law, the application portal to the statewide program closed and new applications stopped being accepted on April 1, 2022. The County ERA Team, through our Office of Supportive Housing, assisted with over 1,500 applications between the local and state programs and continues to support residents with state applications that were submitted before the deadline.

With state eviction protections for rental assistance applicants with pending applications having expired on June 30, 2022, the County is currently collaborating with the City of San Jose and other CBOs through the Eviction Diversion and Settlement Program that uses approximately \$10 million of unspent ERA <sup>1ii</sup> funds received by the County and City of San Jose to assist residents who are facing eviction.

### **Promoting equitable outcomes**

Equity is at the forefront of everything the County does, and the County has been working tirelessly to ensure an equitable pandemic response. The County has been focused on bringing testing, vaccines, boosters and other services directly to the communities most impacted by and most at risk from COVID-19. We also deliver culturally and linguistically competent education and COVID-19-related services to the most impacted residents through grassroots outreach, trusted CBOs and a diversified media strategy.

As is true nationally, COVID-19 has had a disproportionate impact within Santa Clara County. Community members in East San Jose and Gilroy faced substantial health and economic inequalities prior to the pandemic and these inequities have only been exacerbated by the pandemic. Significant COVID disparities also persist by race and ethnicity. For example, as of July 15, 2022, the Latinx residents account for more than one quarter of the Santa Clara County population, but nearly one third of the COVID-19 cases and over 31% of the deaths.

African/African Ancestry residents are also overrepresented in COVID fatalities. These disparities can be tracked on the County's demographic dashboard:

<https://covid19.sccgov.org/dashboard-demographics-of-cases-and-deaths>. Based on these and other equity considerations, the County Health System has located many of its services, including testing and vaccination, in East San Jose and Gilroy and continues to focus outreach and communications activities on these hardest hit communities.

In April 2022 the County launched its COVID-19 Recovery website that provides information and links to the variety of County services and resources available including but not limited to

vaccine and testing appointments, isolation and quarantine support, and small business grant programs. The COVID-19 Recovery website is available in five languages including Chinese, Spanish, Vietnamese and Tagalog. Recovery outreach messages have been running on radio and television in multiple languages since late April 2022. The COVID-19 Recovery website will be updated as new information and resources become available and is located at:

<https://covid19.sccgov.org/recovery>.

In addition, the County is working to establish an Office of Disability Affairs (Office). As the Office develops an initial workplan with its consultant, the County will ensure that critical stakeholders, key CBOs and individuals with lived experiences are engaged to participate and consult in efforts such as emergency response and disaster planning, including the Regional Access and Functional Needs Task Force, the Office of Emergency Management, and County COVID-19 recovery efforts.

The County is also in the planning process to create a \$10 million ARPA-funded CBO grant program to support the immediate economic resiliency and sustainability of nonprofits negatively impacted by the pandemic. The CBO grant program will focus on organizations operating in and/or serving communities located in Qualified Census Tracts to support the County's strategy to mitigate negative economic impacts.

### **Community Engagement**

With regard to community engagement strategies that support the County's equity goals, as outlined above, the County is addressing equity and systemic public health and economic challenges by identifying gaps in the existing COVID-19 funding so that the ARPA funds can be focused on the hardest hit communities and families and used to assist individuals, groups and initiatives that other COVID-19 funding does not cover. Elements of the County's strategy are also focused on addressing disproportional public health and economic challenges on vulnerable populations, especially low-income workers and communities and people of color in disproportionately impacted areas. We also deliver culturally and linguistically competent education and COVID-19-related services to the most impacted residents through grassroots outreach, trusted CBOs and a diversified media strategy. To that end, the electronic health record implementation for the community health clinics helps us achieve our equity goals. Also, the community engagement performed by County staff throughout the pandemic is one of many reasons that the County provided Pandemic Pay to employees and IHSS providers. Finally, the positions added for pandemic response have been and will be in the future supporting community engagement strategies through the County's testing, vaccination, and general COVID-19 response activities.

### **Labor Practices**

As mentioned above, the BOS approved the addition of over 200 various positions for the County's pandemic response. Not only did these positions provide much needed relief for many of the County's DSWs who had been activated for extended periods of time, but they also created over 200 job openings for local workers and families in need of employment and income.

The County is also in the planning process of creating a \$10 million ARPA-funded CBO grant program to support the immediate economic resiliency and sustainability of nonprofits and their employees who are negatively impacted by the pandemic. The CBO grant program will focus on



organizations operating in and/or serving communities located in Qualified Census Tracts to support the County’s strategy to mitigate negative economic impacts

**Use of Evidence**

As illustrated in the table above, the County has mostly used its SLFRF funds for purposes such as providing pandemic pay to employees, hiring of new positions and for pandemic response costs. Due to the nature of the projects, the County has not yet implemented evidence-based interventions and program evaluation. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.

**Performance Report**

As illustrated in the table above, the County has mostly used its SLFRF funds for purposes such as providing pandemic pay to employees, hiring of new positions and for pandemic response costs. Due to the nature of the projects, the County has not yet implemented performance management systems. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.

**PROJECT INVENTORY**

To date, the County has undertaken the below five projects funded by SLFRF:

ARPA-001	Electronic Health Record System for Community Clinics
Funding Amount	\$10,654,054
Project Expenditure Category	3 - Public Health-Negative Economic Impact: Public Sector Capacity
Project Overview	This funding allows four Federally Qualified Health Centers (FQHCs) to transition from their current Electronic Health Record (EHR) systems to the OCHIN Epic Electronic Health Record. Funding includes two years of staffing, installation and training costs. The new EHR system for these community health care clinics will ensure a coordinated system of care across the County’s safety net and allow them to better understand patient care needs in real-time. This will translate into improved quality of healthcare and emergency services for some of the County’s most disproportionately impacted patients.
Use of Evidence	Due to the nature of the projects, the County has not yet implemented evidence-based interventions and program evaluation. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.
Performance Report	Due to the nature of the projects, the County has not yet implemented performance management systems. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.

ARPA-002	COVID-19 Pandemic Pay
Funding Amount	\$77,205,200
Project Expenditure Category	4 - Premium Pay
Project Overview	The County has relied on its employees and In-Home Support Services (IHSS) Independent Providers not only for the County's COVID-19 response but also for the continuity of County operations that are critical to protect the health and safety of county residents during the COVID-19 pandemic. This funding provides recognition and one-time pandemic pay payments to the more than 22,000 County employees, 27,000 IHSS Independent providers and 275 County Fire employees.
Use of Evidence	Due to the nature of the projects, the County has not yet implemented evidence-based interventions and program evaluation. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.
Performance Report	Due to the nature of the projects, the County has not yet implemented performance management systems. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.

ARPA-003	Ongoing COVID Response
Funding Amount	\$91,334,545
Project Expenditure Category	7 - Administrative
Project Overview	This funding allows for past and future County COVID-19 response expenses not covered by FEMA reimbursements, such as vaccine outreach and education, monitoring for variants, emergency housing, isolation and quarantine, enhancements to healthcare capacity, services in key settings, testing, and contact tracing. This funding will also help the County to prepare for future impacts on the County's Health and Hospital System that are not covered by other funds.
Use of Evidence	Due to the nature of the projects, the County has not yet implemented evidence-based interventions and program evaluation. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.
Performance Report	Due to the nature of the projects, the County has not yet implemented performance management systems. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.

ARPA-004	Cardiac Monitors/Defibrillators
Funding Amount	\$1,471,205
Project Expenditure Category	1 - Public Health
Project Overview	This funding allows for the replacement and upgrade of 34 cardiac monitors/defibrillators for County Fire. The new defibrillators will ensure the highest level of cardio respiratory care is delivered in the field to the patients suffering from the devastating effects of COVID-19.
Use of Evidence	Due to the nature of the projects, the County has not yet implemented evidence-based interventions and program evaluation. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.
Performance Report	Due to the nature of the projects, the County has not yet implemented performance management systems. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.

ARPA-005	Revenue Replacement
Funding Amount	\$10,000,000
Project Expenditure Category	6 - Revenue Replacement
Project Overview	This funding allows the County to pay the salaries and benefits of employees who are working on COVID-19 related activities that are not eligible for reimbursement through FEMA.
Use of Evidence	Due to the nature of the projects, the County has not yet implemented evidence-based interventions and program evaluation. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.
Performance Report	Due to the nature of the projects, the County has not yet implemented performance management systems. As more projects are approved by the BOS, the County can develop standards and tools to evaluate the use of the funds and include those in future Performance Reports.

<sup>i</sup> [Santa Clara County, California \(CA\) - U.S. COVID Tracker - Covid Act Now](#)

<sup>ii</sup> ERA 1 provides up to \$25 billion under the Consolidated Appropriations Act, 2021. The funds are provided directly to states, U.S. territories, local governments, and Indian tribes. Grantees use the funds to provide assistance to eligible households through existing or newly created rental assistance programs.