

# CITY OF BUFFALO

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MAYOR BYRON W. BROWN

## CITY OF BUFFALO TOGETHER TOWARDS RECOVERY

STATE AND LOCAL FISCAL RECOVERY FUNDS

### **2022 RECOVERY PLAN PERFORMANCE REPORT**



**City of Buffalo**  
**American Rescue Plan Act**  
**State and Local Fiscal Recovery Funds**  
**Recovery Plan Performance Report**  
**2022**

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## Executive Summary

The City of Buffalo's [ARP Spending Plan](#) recognizes the once-in-a-generation opportunity the State and Local Fiscal Recovery Funds represents, which is a chance for local leaders to identify the best way to address both the immediate and long-term causes of disparate health and economic outcomes which occurred during the COVID-19 pandemic. The City of Buffalo applied the knowledge gathered through input and feedback sessions to work within the supplied federal guidelines to craft an ARP Spending Plan that utilizes social programs and capital projects to address existing and exacerbated disparities in communities while leveraging additional resources and partnerships to streamline implementation of the plan elements. The [2021 Recovery Plan](#) set forth that the objectives of the City of Buffalo's American Rescue Plan Act investments are to:

- Provide direct relief through financial payments or debt forgiveness to low-income residents who have been directly or indirectly impacted, or who live in neighborhoods disproportionately impacted by the pandemic;
- Address longstanding systemic barriers facing underserved residents by investing in more employment opportunities, job-training programs and wraparound services support so individuals can reap greater social and economic mobility through the attainment of well-paying, sustainable jobs;
- Rectify the environmental conditions that reinforce harmful outcomes to community well-being by investing in water and sewer infrastructure, affordable housing, community centers, urban green spaces, recreational facilities in parks and open spaces, and cultural institutions which serve Buffalo's residents.

The City of Buffalo received a total allocation of \$331,356,932 that is being implemented across twenty-seven (27) programs within five (5) of the six (6) expenditure categories eligible for Coronavirus State and Local Fiscal Recovery Funds investment. In the first year of implementation of the Coronavirus State and Local Fiscal Recovery Funds allocation, the City has cumulatively obligated more than \$56.8 million (17%) and expended about \$49 million (15%) of the total allocation of \$331,356,932. Over the course of the second year of implementation, the City anticipates obligations to reach upwards of \$150-\$160 million.

Implementation of the various programs outlined in the ARP Spending Plan highlighted opportunities for cost-savings which resulted in financial support for additional program activities and the need for expansion of various programs to address specific community needs. The reconsideration of Programs during implementation year one resulted in revision to the ARP Spending Plan through two amendments. In total, the two amendments reallocated about \$8 million of the Coronavirus State and Local Fiscal Recovery Funds allocation, whereby only one program activity's overall allocation was reduced. Some program adjustments were made based on regulatory determinations through the adoption of Treasury's *Final Rule* and the updated reporting and compliance guidance that followed.

The City of Buffalo is in the process of finalizing an ARP Program [Request for Applications](#) looking to engage external agencies to help develop and execute various projects from among the ARP program investments. External agencies intending to apply are expected to use awarded funds to help leverage a social and economic recovery with equity in mind. To address equity needs at the resident or program beneficiary level, submitted applications will be subject to evaluation based on alignment with community needs, priorities, and the long-term equity vision for the City, among other qualifying factors. Program scopes of work and Key Performance Indicators are still being developed before making the Request for Applications available to the public. A notable challenge with finalizing program scopes in this regard has been the increased availability of supplemental assistance programs such as the New York State Homeowner Assistance Funds that offer potentially duplicative services in the case of some ARP programs such as the Affordable Housing Advancement Fund or User-Fee Forgiveness. In these circumstances, where duplicative funding becomes available the City is responsible for reassessing how ARP funds can be fully leveraged and effectively used, making the deadline for spenddown of ARP funds another constraint.

Resident input is critical to ensuring ARP programs reflect community priorities and will help the City safeguard against wasteful and duplicative spending while ensuring that subject matter experts and stakeholders have a seat at the table. The City is working toward finalizing an ARP-focused communications and community engagement strategy to ensure messaging and access to program benefits reach underrepresented residents. Community engagement throughout all stages of the ARP Spending Plan will also be a critical component of evaluating outcomes. Opportunities for public comment and anonymous feedback gathered from select ARP program beneficiaries will be a key element of measuring outcomes within quarterly and annual reports to Treasury, as well. The City has taken on a collaborative approach to administering ARP funds across priority neighborhoods and urban categories set forth in the draft Equity Framework developed over the past year. The Buffalo Common Council has become more ingrained in the development of priorities within the ARP Spending Plan and therefore has had the opportunity to introduce more district focused constituent concerns after the development of the ARP Spending Plan.

The first year of implementation has largely focused on program and contract development with many programs approaching finalization. An RFA, and a communications and community engagement strategy are expected to begin roll out within Q4 of 2022. The City maintains that it is critical that the ARP investments address the systemic roots of racial and economic disparities and address the immediate symptoms of these issues that have a direct impact on the safety, health, and livability of Buffalo's neighborhoods in the present, by employing a holistic and systemic approach to the Coronavirus State and Local Fiscal Recovery Funds investments.



## Uses of Funds

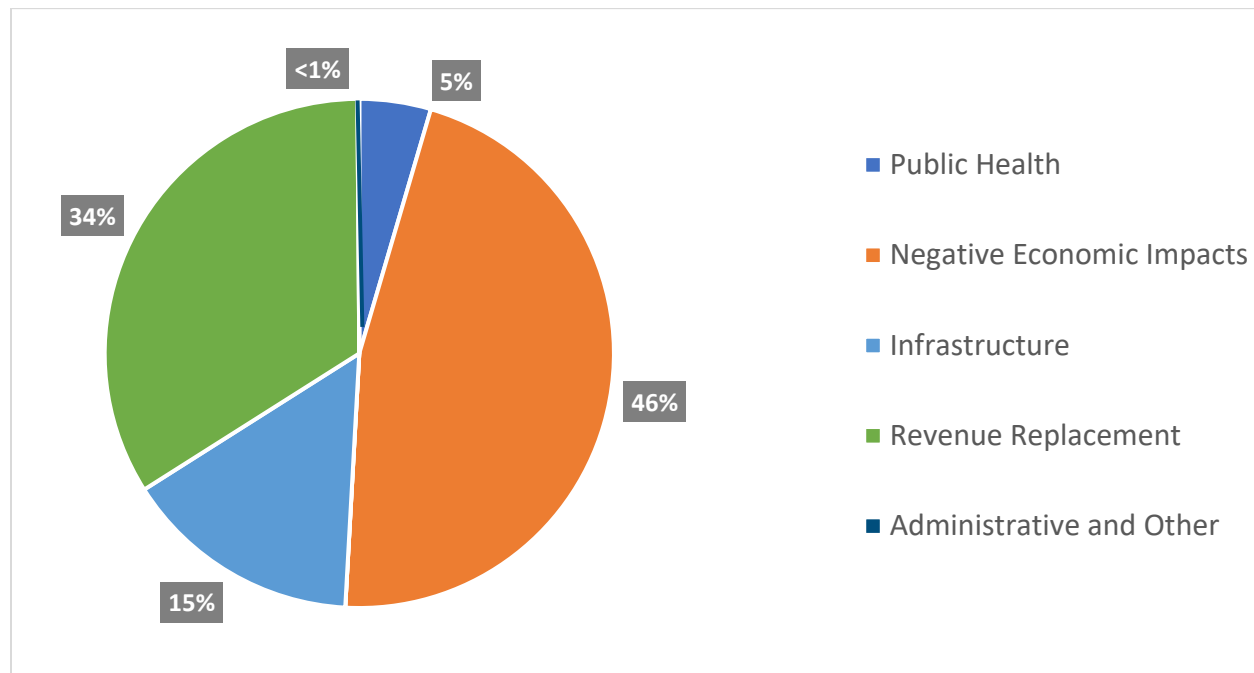
The City of Buffalo's ARP Spending Plan is a community reinvestment initiative that includes twenty-seven targeted program investments across five of the seven eligible expenditure categories (Table 1, Figure 1). It aims to provide both immediate direct assistance to low-income residents while also making critical investments in facilities and services that will improve the quality of life for residents in historically disinvested neighborhoods. The guiding principle behind the investment is that the way to improve the City's long-term fiscal outlook is to improve its overall economic outlook. The way to improve the economy is to help close the individual wealth gap<sup>i</sup>, invest in underserved neighborhoods so they can compete economically<sup>ii</sup>, and make critical investments in City operations and service delivery that reduce legacy expenditures. There is an allowance of approximately \$1.1 million for flexibility in funding projects to account for potential increases in costs over the life of the SLFRF program. The twenty-seven projects are outlined in detail in the Project Inventory section of this Recovery Plan.

Since the time of the 2021 Recovery Plan, there have been various updates to the Reporting and Compliance Guidance from the U.S. Treasury to reflect the regulatory updates that were implemented by the passage of the [Final Rule](#), codified in 31 CFR Part 35. Compliance with the *Final Rule* took effect on April 1, 2022, and as such the Expenditure Categories of some the City's ARP Spending Plan programs were adjusted for reporting purposes. These changes were first noted within the second-quarter 2022 Project and Expenditure Report (P&E Report) as required by Treasury. Notably for comparison between the [2021 Recovery Plan](#) and this [2022 Recovery Plan](#), Table 1 and Figure 1 no longer demonstrate an Expenditure Category of "Services to Disproportionately Impacted Communities," as this eligible use was integrated into the other enumerated expenditure categories to increase flexibility of application of funds.

Table 1. Distribution of Investment in the ARP Spending Plan by Category in Millions of Dollars

Expenditure Category	Allocation
Public Health	\$15.00
Negative Economic Impacts	153.05
Infrastructure	50.0
Revenue Replacement	111.83
Administrative	0.4
<b>Total Amount</b>	<b>\$330.28</b>

Figure 1. Distribution of Investment in the ARP Spending Plan by Category as a Percentage of the Total Allocation



The City has made two amendments to the ARP Spending Plan in the previous year to support the objective of making investments into City service delivery to strategically reduce legacy expenditures and contribute to improving conditions for the community. [Amendment 1](#) approved the addition of Project #6.1-06: BFD PCR Equipment Upgrades, which utilized cost-savings from ARP Project #6.1-23 to allocate \$300,000 toward the improvement of patient care reports (PCR) for implementation by Buffalo Fire and area emergency services. [Amendment 2](#) approved the revision of Project #6.1-25: Road Maintenance Fund to allocate an additional \$3.6 million toward the activities of streetscape maintenance and road condition improvements to be distributed as a \$400,000 budget to each of the nine (9) Council Districts. The increase in funding for Project #6.1-25 was offset by an equivalent reduction in Project #2.3-05: Wraparound Services Support for Job Training Program Enrollees. An updated projection of financial obligations for each program by year, including life-to-date information, is included in Table 2.

Table 2. Program Allocation and Projected Obligations in Millions of Dollars (\$M)

ID	Program	Total	Life-to-Date	2022 Projected	2023 Projected	2024 Projected
1.12-01	Public Health Equity Initiative	\$9.0	\$0.03	0.97	3.5	4.5
2.1-02	Community Food Security	1.5	0.0	1.5	0.0	0.0
2.2-03	Water and Sewer Forgiveness	13.0	1.4	1.6	10.0	
2.2-04	Garbage User Fee Assistance	5.5	0.0	5.5	0.0	0.0
2.3-05	Wraparound Services Support for Job Training Program Enrollees	16.4	0.0	5.4	5.5	5.5
2.7-07	Northland Workforce Training Center Scholarship	2.0	0.0	2.0	0.0	0.0
2.7-08	Skills Based Job-Training	7.0	0.0	2.0	3.0	2.0
2.7-09	Neighborhood Improvement "Clean Up" Corps	9.0	0.0	1.0	4.0	4.0
2.9-10	Minority Owned Business Assistance	3.5	0.0	0.35	2	1.15
2.10-11	Community Center Renovations	20.0	0.0	7.0	8.0	5.0
2.10-12	Frontline Arts Organizations Fund	2.5	0.0	0.25	1.13	1.12
2.11-13	Cultural Institution Support	8.0	1.0	1.0	3.0	3.0
3.5-14	Mayor's Summer Youth	4.35	0.55	1.8	1.0	1.0
3.9-15	Park Access Equity	20.0	0.6	1.4	9.0	9.0
3.9-16	Masten Park/JBW	23.0	0.0	3.0	10.0	10.0
3.10-17	Affordable Housing Fund	16.3	0.0	11.0	4.0	1.3
3.15-18	Healthy Homes Inspections	1.0	0.13	0.87	0.0	0.0
3.16-19	Neal Dobbins Restorative Justice	6.0	0.43	0.57	2.5	2.5
5.2-20	Smart Sewer	40.0	40.0	0.0	0.0	0.0
5.12-21	ROLL Expansion	10.0	10.0	0.0	0.0	0.0
6.1-22	Revenue Loss Replacement	100.0	100.0	0.0	0.0	0.0
6.1-23	BFD SCBA upgrades	0.53	0.53	0.0	0.0	0.0
6.1-24	Cybersecurity	2.2	0.25	1.0	0.95	0.0
6.1-25	Road Maintenance Fund	7.6	0.0	7.6	0.0	0.0
6.1-26	BUDC Operating Assistance	1.2	0.0	1.2	0.0	0.0
6.1-06	BFD PCR upgrades	0.3	0.22	0.0	0.0	0.0
7.1-27	Administrative and Evaluation	0.4	0.4	0.0	0.0	0.0
	Unallocated	1.07	0.0	0.08	0.07	1.0
<b>Total</b>		<b>\$331.35</b>	<b>\$ 155.54</b>	<b>\$57.09</b>	<b>\$ 66.36</b>	<b>\$ 49.99</b>



The City of Buffalo identified several distinct revenue streams that had been directly impacted by the pandemic. The revenue replacement reflects the period beginning when the public health protections first took effect in Buffalo, during March of 2020 and continue into the 2022-2023 fiscal year when we can anticipate a greater return to normal economic behavior. Using funds to replace these revenues is not only allowable under the provisions of the law but has been recommended as a best practice. The Brookings Institute advised that local governments' first priority should be to stabilize their operating budgets and use the ARP funds to remedy any pandemic induced deficits and fill any gaps in the current and out-years' budgets.<sup>iii</sup> As part of the City's financial stabilization efforts, it will examine ways to use revenue replacement funding to provide its workforce with compensation packages that reflect revenue projections the ARP funding will allow until regular economic activity resumes and resulting revenues follow a more normal trajectory. Because this is a critically important task, the largest percentage of the City's ARP spending plan is dedicated to revenue replacement.

#### Promoting a Holistic Equity Vision and Strategy

At the start of the pandemic, residents of color living in areas of concentrated poverty were assessed to have experienced the greatest impacts (Figure 2).<sup>1</sup> These outcomes were the result of compounded challenges related to limited access to employment opportunities, affordable and healthy housing, nutritious foods, and the availability of many other resources conducive to resident well-being. Historically disinvested communities faced and continue to navigate the brunt of the harmful health and economic effects of COVID-19. To streamline the provision of assistance to communities in greatest need, the City used a data driven approach to identify the neighborhoods most affected by the Coronavirus Pandemic. Data on employment, poverty, rent burden, housing conditions and COVID-19 infection rates were used to identify areas facing disproportionate impacts. The 2022 assessment of Priority Needs Ranking demonstrates a noticeable difference over the previous year in the change of conditions in planning neighborhoods west of Main Street compared to those neighborhoods east of Main Street (Figure 3). All neighborhoods west of Main Street demonstrated consistent or decreased need; however, neighborhoods east of Main Street experienced a variety of changing conditions, contributing to an overall higher need in many neighborhoods. Neighborhoods to the south of buffalo generally showed improving conditions.

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<sup>1</sup> The Priority Needs Rankings are demonstrated geographically by planning neighborhood. Appendix A includes a map of the planning neighborhoods in the context of the geographic distribution of the City of Buffalo.

Figure 2. Priority Needs Ranking by Planning Neighborhood as of June 2021

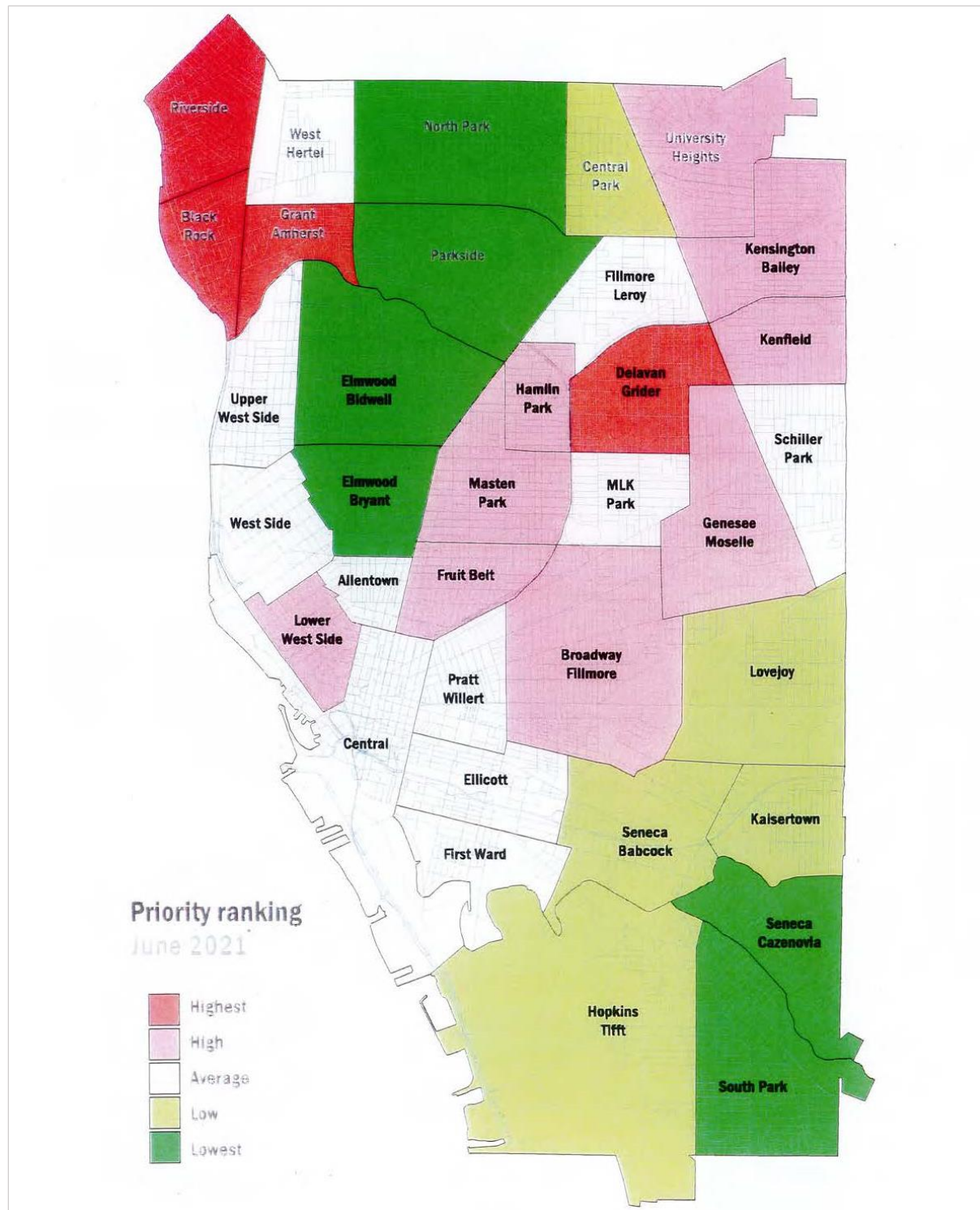
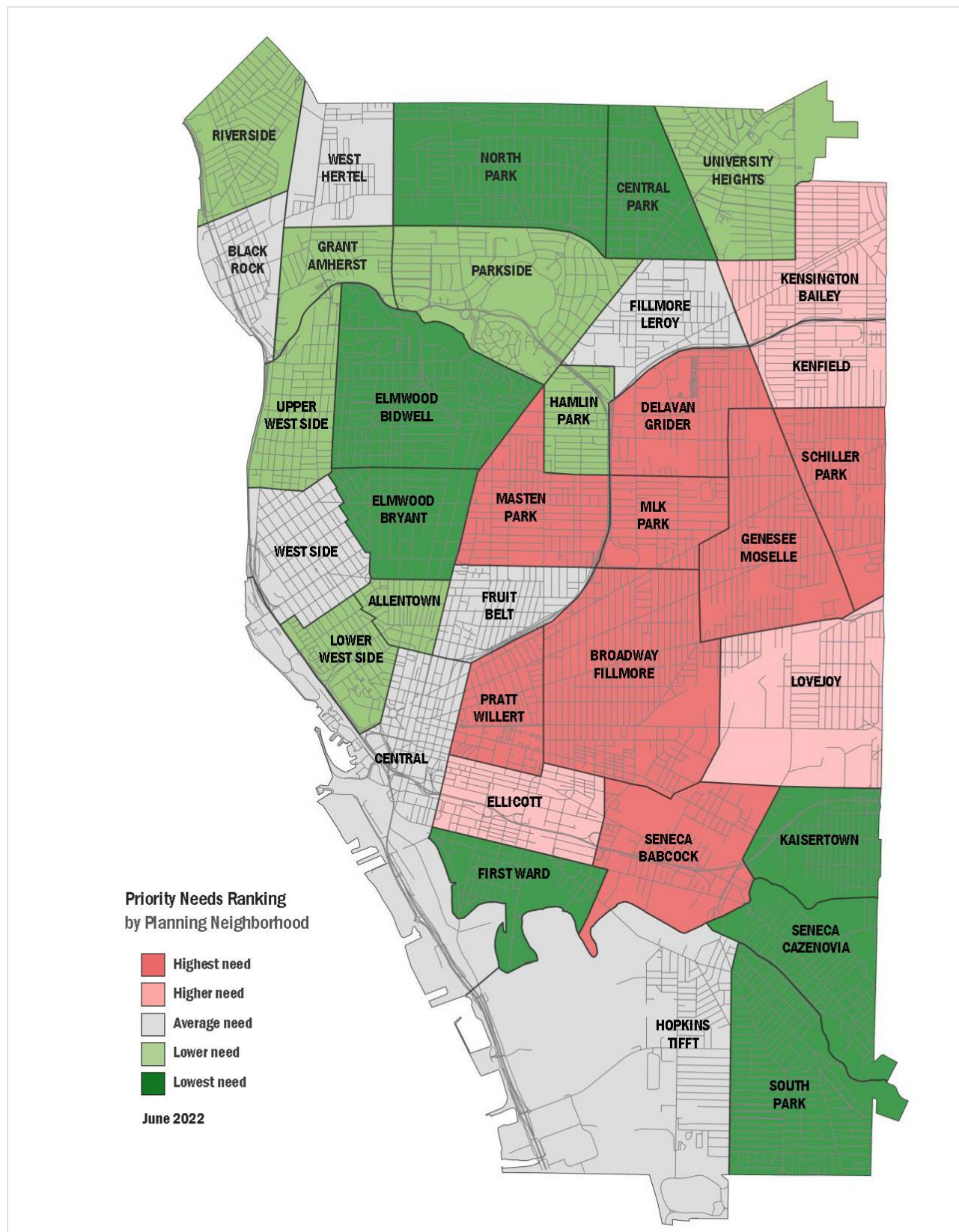


Figure 3. Priority Needs Ranking by Planning Neighborhood as of June 2022



The May 14, 2022 mass shooting at an East Buffalo supermarket was a catastrophe that further affirmed the difficulty of recovering from a pandemic amid endemic racism and systemic barriers. To achieve a full-scale recovery, it is crucial for the City to unpack the contributors to pervasive poverty and limited access to resources conducive to community well-being. Receptiveness to community voices and pivoting program priorities in response is part of the City’s ongoing responsibility to its residents and will be carried forward in the implementation of the ARP Spending Plan.

The City has developed a draft Equity Framework to ensure ARP programs promote an equitable recovery within target geographic areas while also making progress toward broader city-wide equity goals. While the ARP Spending Plan was developed through a framework of “People and Places” and “Progress and Prosperity”, the draft Equity Framework is broken down further into four urban categories that influence community wellbeing. Figure 5 illustrates the four urban categories used to identify the focus areas for each ARP Spending Plan program and relevant key performance indicators (KPIs). Since all urban categories are inextricably linked, principals of diversity, equity, and inclusion must be central to the goals and outcomes of all programs in order to achieve a full-scale impact.

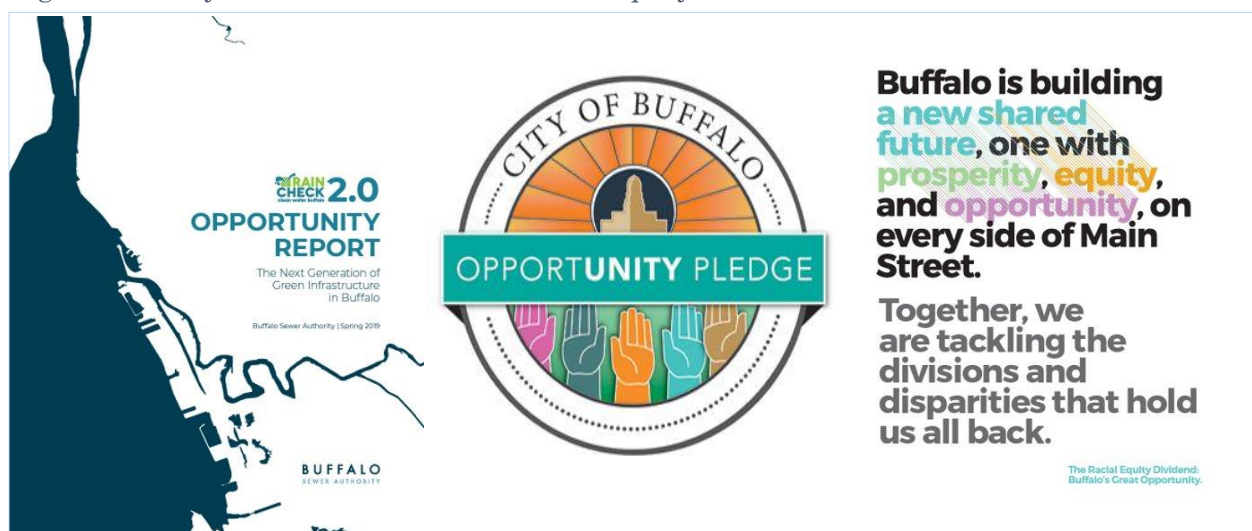
Figure 4. City of Buffalo ARP Draft Equity Strategy Matrix: ARP Program Focus Areas





In addition to the needs identified in the City’s Priority Ranking Maps, Mayor Brown’s [Opportunity Pledge](#) (2015); findings from the [Community Foundation’s Greater Buffalo Racial Equity Roundtable Report](#) (2018); [Buffalo Sewer Authority’s Raincheck 2.0 Opportunity Report](#) (2019); and the [City of Buffalo Parks Master Plan](#) (2021) also helped set the foundation for the equity objectives to be carried forward across ARP programs. Assessing progress toward established equity goals collectively, in turn, allows the City to design ARP programs in synergy in order to leverage a broader and more inclusive recovery.

Figure 5. Analysis Materials for ARP Draft Equity Framework



### Leaning into Community

Full-scale progress toward equity goals set forth across ARP programs requires that equity, diversity, and inclusion are intrinsic to the implementation process of these historic funds as well as the program outcomes themselves. The City is in the process of finalizing a Request for Applications (RFA) that will make ARP program funds available to eligible applicants offering services city-wide, and specifically to residents within “High Need” Priority Ranking neighborhoods (Figure 3). By making these funds available, the City is promoting a collaborative opportunity for local organizations to directly advance target KPIs. To address equity needs at the resident level, submitted applications will be subject to rigorous evaluation to determine if proposals are clearly aligned with community needs, priorities and the long-term equity vision for the City. At the same time, the City intends to provide applicants with technical assistance and guidance on additional resources that may reduce barriers to applying for program funding.

For all ARP programs, especially those still in development, establishing measurable equity KPI's has been crucial, and the process has required a renewed community engagement process which the City continues to navigate. Granted the social distancing limitations of the pandemic, community engagement has been largely limited to online feedback sessions and public surveys, with in-person sessions becoming more and more accessible over time. Feedback on generalized priorities among residents, though collected for non-ARP activities, has also been used to cross-reference and validate strategies being used in ARP programs. In addition, subject area experts and community leaders have been instrumental in the design and focus of multiple ARP programs. The University at Buffalo's Regional Institute (UBRI), for example, has been enlisted to support some of the City's evaluation activities relevant to workforce development programs in the ARP Spending Plan. Opportunities for engagement with additional stakeholders are still evolving on a programmatic basis. Meanwhile, the City is finalizing a broader communications and community engagement strategy to help capture diverse resident's voices, consistently through the life of the ARP funds. In this regard, the City is working toward building out an [ARP webpage](#) that functions as a resource hub for residents to stay informed and engaged with individual programs in the ARP Spending Plan. The formation of focus groups, issue-specific forums, and other active listening sessions between the City and community stakeholders have been developed and will continue to be implemented once a public outreach strategy is finalized. Meaningful community engagement, accountability and transparency are areas the City will continually strive to make progress in.

### Labor Practices

All contractors and sub-contractors performing work on a City public works project are required to pay their workers a prevailing wage on a schedule determined by the New York State Department of Labor. The City also has a living wage ordinance in place for its own workforce and employees of certain contracted services. In FY 2021-2022, the living wage in the City of Buffalo is \$15.84/hour. City contractors and sub-contractors are also subject to apprenticeship requirements which require workforce training opportunities on construction contracts valued above \$100,000. In 2021, the City of Buffalo passed an ordinance strengthening its apprenticeship requirement to ensure that contractors or sub-contractors not complying with the ordinance face consequences.

The City of Buffalo Charter and Code establishes Minority and Women Workforce, City resident hire, and Minority and Women Owned Business Enterprise goals for its public works projects. In addition, through an Executive Order promulgated by Mayor Byron Brown, the City imposes a first-source City-



resident employment goal of 30% labor hours on public works projects exceeding \$250,000. These policies will ensure that City residents, especially those in low to moderate income households, have an opportunity to participate in publicly funded projects and earn wages that will directly benefit them and their community.

### Use of Evidence

Evidenced based interventions will play a critical role in determining the efficacy of Buffalo's ARP Spending Plan programs. Each intervention outlined will have its own set of evidence-based criteria to determine its effectiveness and ability to demonstrate results. In many instances, those will be formalized in a Subrecipient Agreement or Memorandum of Understanding (MOU). Providers will be asked to demonstrate, which in many instances will be based on proposals they will be required to submit, their project budget, implementation timeline, and how they intend to measure their outcomes. Partners will also be required to report both quarterly and annually on the progress of their project, the number of residents served, the outcomes of those interventions, and project updates if necessary.

In other instances, project effectiveness will be determined in accordance with its ability to effectuate changes according to a master planning document. The City of Buffalo has a Parks Master Plan, which was developed with a special emphasis on equity and accessibility. As a result, any use of the City's funding for parks utilize the criteria established in that to determine effectiveness. The Buffalo Sewer Authority's Raincheck 2.0 Plan was designed to determine which sewer and water infrastructure projects would have an impact on reducing overflows, sustainably managing water, and improving the quality of underserved neighborhoods through better infrastructure and passive water management tools. Finally, the City of Buffalo's Envision Neighborhoods initiative and the associated Neighborhood Plans that are produced out of that effort will recommend and prioritize interventions that address neighborhood-specific concerns.

As part of its commitment to evaluating the use of the SLFRF funds the City has also created a new office in its Department of Administration and Finance that will take an evidence-based approach to evaluating project partners and impact of resources. These efforts are connected to the City of Buffalo's completion of its Bronze Level Certification as a "What Works City" from Results for America, a national non-profit that works with cities across the country to help them utilize evidence-based and data-driven decision making. Buffalo is now completing its last steps as part of its initial certification and is committed to enhancing the use of data and evidence even further.

## Performance Report

Table 3. Life-to-Date Fiscal Performance by Expenditure Category of Programs

Expenditure Category		Total Allocation	Cumulative Obligations	Cumulative Expenditures
1	Public Health	\$ 15,000,000	\$ 595,018	\$ 50,107
1.11	Community Violence Interventions	6,000,000	435,018	19,957
1.14	Other Public Health Services	9,000,000	160,000	30,150
2	Negative Economic Impacts	\$ 153,050,000	\$ 5,447,570	\$ 595,800
2.1	Household Assistance: Food Programs	1,500,000	-	-
2.2	Rent, Mortgage, and Utility Aid	18,500,000	1,400,000	-
2.3	Cash Transfers	16,400,000	-	-
2.10	Assistance to Unemployed or Underemployed Workers	18,000,000	-	-
2.15	Long-term Housing Security: Affordable Housing	16,300,000	-	-
2.20	Social Determinants of Health: Lead Remediation	1,000,000	-	-
2.29	Mitigate Financial Hardship	3,500,000	-	-
2.34	Assistance to Impacted Nonprofit Organizations	22,500,000	-	-
2.35	Aid to Tourism, Travel, or Hospitality	8,000,000	-	-
2.37	Education Assistance: Other	4,350,000	550,000	550,000
2.37	Healthy Childhood Environments: Other	47,350,000	3,497,570	45,800
5	Infrastructure	\$ 50,000,000	\$ 4,379,443	\$ 2,979,443
5.2	Centralized wastewater collection and conveyance	40,000,000	-	-
5.12	Drinking water: Transmission & distribution: lead remediation	10,000,000	4,379,443	2,979,443
6	Revenue Replacement	\$ 111,830,000	\$ 45,987,088	\$ 45,711,970
6.1	Provision of Government Services	11,830,000	987,088	711,970
7	Administrative and Other	\$ 400,000	\$ 400,000	\$ 69,351
7.1	Administrative Expenses	400,000	400,000	69,351
	Totals	\$ 329,980,000 <sup>2</sup>	\$ 56,809,119	\$ 49,406,671

<sup>2</sup> This is approximately \$1.1 million less than the City's total allocation. This will allow us to adjust for possible cost overruns as well as make administrative investments to support the hiring of additional staff or support for the implementation of these programs.

## Project Inventory

### **ARP1.12-01: Public Health Equity Clinic Initiative**

*Funding Amount: \$9.0 million*

*Cumulative Obligations: \$30,150*

*Cumulative Expenditures: \$30,150*

*Project Expenditure Category: 1.14, Other Public Health Services*

This project intends to establish a community health clinic on Buffalo's East Side, affordable quality housing, and health educational outreach and programming. The highest concentrations of negative health and economic outcomes are on Buffalo's East Side. This area still has one of the lowest vaccination rates in the county. The clinic will focus on providing residents in some of Buffalo's poorest communities with accessible healthcare, wellness programming, and education. The COVID-19 pandemic demonstrated the deadly impacts of healthcare disparities in Black and brown communities across our City, state, and nation. Embedding a healthcare facility within the community that has historically lacked access to healthcare or demonstrated healthcare hesitancy will help overcome these public health challenges going forward. A preliminary budget has been developed identifying 7 priority areas of funding and a cap of \$4 million to support the establishment of a clinic in a BIPOC community in Buffalo. The other priorities include: a scholarship fund, children's mental health support, cancer screening, expansion of the Buffalo Police Department's Behavioral Health Team, women's health support, community health empowerment. Project development is led by a special working group, comprised of internal stakeholders and local area experts.

### **ARP2.1-02: Community Food Security**

*Funding Amount: \$1.5 million*

*Project Expenditure Category: 2.1, Household Assistance: Food Programs*

Up to \$1 million will be granted to local organization(s) engaged in activities that support nutritional food preparation programming, food delivery, and wellness education. The remaining \$500 thousand of funding will be made available for community food gardens with a track record of consistent maintenance to expand their production activities. The objective of programming is to improve the food security of diverse and vulnerable constituents most affected during the pandemic. Recipients have been identified using data on neighborhoods which were most disproportionately impacted in areas of health equity and economic fallout during the pandemic. City-wide data sets in our analysis included employment rates, rent burden, poverty, housing conditions and COVID infection rates. Communities of color with higher-than-average poverty rates were identified as the most severely impacted. The City of Buffalo anticipates this program will serve up to or around 3,000 households.

### **ARP2.2-03: Water and Sewer Debt Forgiveness Program**

*Adopted Budget: \$13.0 million*

*Cumulative Obligations: \$1,400,000*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 2.2, Household Assistance: Rent, Mortgage, and Utility Aid*

These funds will be used to address affordability and household burden concerns, including the forgiveness of household water and sewer. This program will be administered in conjunction with the newly announced NYS Office of Temporary and Disability Assistance's Low Income Household Water Assistance Program (LIHWAP) and the User Fee Forgiveness Program. This program is a collaboration between the City of Buffalo, Buffalo Water, Veolia Water, GHD Service Inc., and Promise Network Inc. The objective of the program is to reach as many eligible residents as possible and assist them with (1) applying to the NYS LIHWAP program (the resident must submit the application themselves), (2) applying to the Water and Sewer Debt Forgiveness Program, and (3) enrolling into the already existing water and sewer affordability programs. Recipients have been identified using data on neighborhoods which were most disproportionately impacted in areas of health equity and economic fallout during the pandemic. City-wide data sets in our analysis included employment rates, rent burden, poverty, housing conditions and COVID infection rates. Communities of color with higher-than-average poverty rates were identified as the most severely impacted. This program intends to serve upwards of 30,000 households across the City.

### **ARP2.2-04: Garbage User-Fee Assistance Program**

*Adopted Budget: \$5.5 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 2.2, Household Assistance: Rent, Mortgage, and Utility Aid*

Delinquent user-fees become tax liens applied to residents' home and if not paid can result in foreclosure. The program will offer low-income residents assistance in clearing outstanding bills related to their City user-fee. The City often provides residents with a payment plan, which can offer some relief, but too many residents are unable to keep up with the terms of those plans. This fund will eliminate past-due balances for eligible residents. The City is currently in contract negotiations with a customer service provider who will facilitate the program and anticipates implementation to begin in late 2022. The objective of the program is to eliminate past-due balances for households at risk of foreclosure (in addition to other qualifiers). The program will be jointly implemented with concurrent household assistance programs. The working group established for this program developed an initial set of eligibility criteria for applicants and the structure of implementation. Recipients have been identified using data on neighborhoods which were most disproportionately impacted in areas of health equity and economic fallout during the

pandemic. City-wide data sets in our analysis included employment rates, rent burden, poverty, housing conditions and COVID infection rates. Communities of color with higher-than-average poverty rates were identified as the most severely impacted. There are more than 60,000 households in the City that have been identified as eligible for this assistance program using the initial eligibility criteria. The City hopes to serve as many households as possible with the funding available.

## **ARP2.3-05: Wraparound Services Support for Job Training Program Enrollees**

*Adopted Budget: \$20.0 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: 2.3, Household Assistance: Cash Transfers*

Buffalo's American Rescue Plan Act Spending Proposal allocates \$16.4 million for partners to provide City residents enrolled in job training programs financial and educational support while they are enrolled in those programs. The support is intended to be flexible so that it can meet the diverse set of needs enrollees often face while enrolled in a training program. By providing this direct support, the City intends to help ease a person's transition from a lower-paying job to a higher-paying, more career-oriented job during the job training period. A preparatory assistance component must be included to supplement prospective training enrollees' soft skills needed to excel in employment training programs. By easing the financial burdens residents face during the transition phase, it is likely that more residents will complete the training or apprenticeships necessary, while supplemental preparatory education can prepare enrollees to navigate the talent pipeline. This program is designed to work in partnership with qualified non-profit job service training providers that will help constituents transition into high-paying, skills-based jobs that may not necessarily require any type of college-degree. While many different fields will be considered, those services providing training in the healthcare, information technology, and "green jobs" sectors are especially encouraged to apply. Grant recipients will be eligible to receive between \$1.5-\$3.5 million in funding over the course of a three-year project. If there are remaining funds, an additional year of program service funding may be applied for. This funding is designed to address the financial burdens residents who are enrolled in job-training programs may face because of the costs associated with enrollment (i.e., tuition, fees, books, other learning materials, transportation, childcare, technology access, work required clothing, replacement of wages lost due to training, etc.). Therefore, program enrollees will receive no less than \$500/month while they are participating in the program. In addition to the financial assistance enrollees will receive, programs will need to provide enrollees with job and financial counseling. Programs must also be inclusive of preparatory education that equips enrollees with the soft skills needed to succeed in the talent acquisition pipeline. This will ensure that placement after enrollment is more likely and that the support enrollees received during and before the program becomes an actual bridge to long-term

economic mobility and security. Program enrollees are City of Buffalo residents whose communities have been disproportionately impacted by COVID in a negative manner. The linkages between race, gender expression, income, educational attainment, and sector of employment and detrimental public health outcomes have been repeatedly demonstrated in a number of studies and the City of Buffalo's own COVID impact mapping. Programs must identify how they will enroll participants from these impacted communities and ensure that the majority of resources reach the populations Buffalo's Spending Proposal was designed to help recover. The total allocation of this program was reduced via Amendment #2 to accommodate the increased allocation for Program #6.1-25.

#### **ARP2.7-07: Northland Workforce Training Center Scholarship**

*Funding Amount: \$2.0 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: 2.7, Job Training Assistance*

This project will provide financial support to residents of color and female students (who are typically under-represented in the advanced manufacturing field) who wish to enroll in programs offered by the Northland Workforce Training Center (NWTC). Costs associated, either directly or indirectly, with transportation, learning supplies, childcare or other related expenses (specific clothing, remedial training, etc.) can become a barrier to accessing the workforce development programs low-income residents need to advance their careers and develop new skills. This fund will cover those relatively small, but sometimes prohibitive, costs that can cause residents to opt out of the program. The fund will be directly managed by the NWTC and it could also independently raise additional philanthropic resources once this initial allocation is expended. The project is currently in contract negotiations and expected to be executed in Quarter 4 of 2022

#### **ARP2.7-08: Skills Based Job Readiness Program**

*Adopted Budget: \$7.0 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: 2.7, Job Training Assistance*

Funds will be allocated to a qualified non-profit partner to establish a skills-based job readiness program that matches low to moderate income residents with specific employers and provides those residents with the training and skills necessary to secure not only a job but a career path they can use to leverage higher wages and greater socio-economic mobility. By identifying willing employers at the outset of the workforce development process, this program aims to overcome the gaps which have been identified in the traditional workforce development model. Funds will also be set aside to rebuild the City's public health human infrastructure. The pandemic has highlighted the importance of medical professions across a wide array of fields and creating a healthcare workers talent pipeline capable of assuming



these professions will not only make Buffalo more resilient, but it will also create greater wealth opportunities for Black and brown individuals. Finally, funding will be provided to help residents returning from periods of incarceration secure critical “soft” job skills while rebuilding their work history through participation in City service projects.

#### **ARP2.7-09: Creation of a Neighborhood Improvement Corps**

*Adopted Budget: \$9.0 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: 2.10, Assistance to Un/Underemployed Workers*

The Neighborhood Improvement Corps (“Clean Up” Corps) is an initiative that will provide jobs for individuals who will advance the City’s neighborhood improvement efforts (similar efforts to those of the Mayor’s Impact Team), parks improvement projects, and other community service efforts in the City. The Corps is intended to be comprised of 50 members and 5 supervisors, with hiring preference for low-income residents who live in neighborhoods of color. In addition to providing services, Corps members will also be able to enroll in academic and enrichment programs. The anticipated start-up costs are approximately \$4.5 million per year for two years. As data from the Federal Reserve indicated, it is easier for people to find work if they are already employed. This subsidized work project can therefore act as a vehicle for better employment opportunities while simultaneously improving Buffalo’s public spaces. The City of Buffalo, along with community and philanthropic partners, is currently finalizing a feasibility study to determine the longevity potential and resources requirements for a permanent Clean Up Corps program to extend the benefits of the economy recovery funding.

#### **ARP2.9-10: Minority Owned Businesses Assistance Fund**

*Adopted Budget: \$3.5 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 2.9, Small Business Economic Assistance*

Funds will be allocated over three years to provide flexible funding support for minority-owned businesses. This assistance may come in the form of financial support for coaching, mentoring, physical improvement grants, low-interest business improvement loans, and start-up company support. This program is designed to increase place-based economic development in communities of color, which will make the minority small business community more resilient, act as engine of wealth in low-income neighborhoods, provide a foundation for stronger job-growth amongst residents of color, and make surrounding residential neighborhoods more vibrant.

### **ARP2.10-11: Community Center Renovation Program**

*Adopted Budget: \$20.0 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 2.10, Aid to Nonprofit Organizations*

These funds will be allocated for community centers renovations in the City of Buffalo. These renovations may include enhancements of the centers' high speed broadband connectivity, audio-visual equipment designed to enhance virtual learning environments, expanded computer labs, new HVAC systems that will make them COVID compliant, and energy efficiency projects that will lower utility costs and reduce the centers' carbon footprints. The objective is to improve the physical conditions of city-owned facilities which are operated by non-profit organizations that provide essential services to the communities in which they are located, and ensure a safe, resilient, and healthy environment for community members. Project locations are prioritized based on the economic impact of maintenance of facilities and service provision to the community. Investing in facilities and service improvements in impacted and disproportionately impacted communities, the City is ensuring longevity of the facilities, improved indoor environmental conditions for resident users, and supporting educational attainment and closing the knowledge gap that youth faced during months of interrupted education. The City anticipates this program will serve at least twelve locations with capital improvements, and up to thirty locations with energy audits. A portion of the total budget is allocated to programming to support the community services provided by the community centers. The Department of Public Works is developing a list of projects internally and is expected to finalize the implementation schedule during Quarter 3 of 2022.

### **ARP2.10-12: Frontline Arts Organization Sustainability Fund**

*Adopted Budget: \$2.5 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 2.10, Aid to Nonprofit Organizations*

This project will create a frontline arts organization sustainability fund. Frontline arts organizations were some of the most severely impacted groups by the pandemic in the City of Buffalo. Many of the programs these frontline arts organizations administer provide critically needed safe spaces for young members of the LGBTQ community. Without these critically needed safe spaces, a growing number became targets of violence, risked becoming home insecure, or faced increased mental or emotional distress. Due to school closures and other public health safety measures, frontline arts groups were forced to reduce programming and lost opportunities to access their usual revenue streams. This fund will provide these entities with funding so they can re-establish programs and move towards fiscal sustainability. Project development is being led by an internal working group. A programmatic budget has been developed, identifying the multiple funding priorities and

determining how much of the fund to allocate to each priority. Next steps include evaluating a list of external stakeholders to potentially include in program implementation.

### **ARP2.11-13: Cultural Institution Support Program**

*Adopted Budget: \$8.0 million*

*Cumulative Obligations: \$995,523*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 2.11, Aid to Tourism, Travel, or Hospitality*

These funds will be allocated to support capital projects at the cultural institutions that make Buffalo home to a thriving arts, museum, and cultural enrichment community. Major institutions through the City have been negatively impacted by the pandemic. The types of capital expenditures will predominantly be improvements to existing facilities that support the City's travel, tourism, and hospitality sectors, among others. The Cultural Institution Support Program will support physical improvements to facilities that were postponed or cancelled due to the economic and social impacts of the pandemic. Cultural facilities across the City of Buffalo have been prioritized for funding based on their existing and projected needs under current economic conditions, as a means to support the fiscal stability of the institutions and ensure they remain contributors to the local tourism, travel, and hospitality industry. Projects are being evaluated based on pandemic-related impact and evaluated for fiscal stability, longevity, and cost-benefit. Site selections will be made with insight from City staff, institutional representatives, and local elected officials, to understand present physical and economic needs and social and economic impacts of projects. Cultural institutions contribute significantly to community identity and need additional dollars to invest into improving user experience and service offerings.

### **ARP3.5-14: Mayor's Youth Employment Expansion**

*Adopted Budget: \$4.35 million*

*Cumulative Obligations: \$550,000*

*Cumulative Expenditures: \$550,000*

*Project Expenditure Category: 2.37, Economic Impact Assistance: Other*

The Mayor's Summer Youth Internship Program provides employment and job readiness training services for young residents ages 14-21 living in the City of Buffalo. This program assists in reducing incidences of juvenile delinquency, gang violence, adolescent violence, and anti-social behavior. ARP funds will be used to expand the Summer Youth Employment Program to include a Winter Internship Program that will run from February 14th-April 1st. This program is an expansion of the Mayor's Youth Employment Program which has been successfully implemented. Funds will be used to extend the program beyond its usual period of performance. In addition, students to receive benefits will have to fit the criteria of disproportionately affected populations. Participation requires proof of income for eligibility; 67% of participants are African Americans living in economically

disadvantaged areas. We aim to provide experiences that youth would not ordinarily have access and remain connected to lead to permanent employment or skills development that will help identify educational opportunities related to participants' interests. We strive to combat barriers by attempting to employ as many as possible; this point of access to help pivot youth. This program intends to primarily serve disproportionately impacted low-income households and populations (category 14) within the City of Buffalo school district.

### **ARP3.9-15: Park Access Equity Fund**

*Adopted Budget: \$20.0 million*

*Cumulative Obligations: \$600,426*

*Cumulative Expenditures: \$350*

*Project Expenditure Category: EC 3.9, Healthy Childhood Environments: Other*

These funds will be allocated to improving the quality of City parks. Safe and accessible parks have been a critical component of the City's response to the pandemic because they offered residents a public space where they could safely go for maintenance of their physical and mental well-being. The whole of the allocation will be invested in capital expenditures in parks, green space, and recreation facilities. At least 8 City parks in neighborhoods throughout the City will receive improvements worth approximately \$500,000 to \$1 million each. Additionally, \$8.5 million will be set aside for the construction of an indoor sports facility at Shoshone Park. The need for such a facility has been highlighted by various entities and the recently completed Parks Master Plan, and this allocation will accelerate this project. At this time the Department of Public Works Division of Parks is developing the professional (Architectural and Engineering) services scope of work based on the spending plan description. These A/E design services are being advanced for Shoshone Park, JFK Park, MLK Jr. Park, and McCarthy Park for 2022. Next steps include design meetings with stakeholders and the working group for the project.

### **ARP3.9-16: Masten Park/Johnny B. Wiley Reconstruction Project**

*Adopted Budget: \$23.0 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 3.9, Healthy Childhood Environments: Other*

This project will re-imagine Johnny B. Wiley Sports Pavilion and surrounding Masten Park as part of the City of Buffalo's Parks System Master Plan for construction of athletic field, splash pad, outdoor pool, playgrounds, landscaping, shelter building, multi-use pathways, site lighting, access drive and parking lot, demolition of 24 existing building, and construction of a new building within the indoor sports court, restrooms, locker rooms, concessions, and general space. This project, located in one of the poorest communities in Buffalo, will not only provide a state-of-the-art athletic area for students and neighborhood children, it will also create an indoor community space that can provide valuable programming to

residents facing higher risks of violence, digital access gaps, and educational support services. A consultant has been hired to provide professional architectural and engineering services and their contract is under negotiation. Next steps include design meetings with stakeholders and the working group for the project.

### **ARP3.10-17: Affordable Housing Advancement Fund**

*Adopted Budget: \$16.3 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 3.10, Housing Support: Affordable Housing*

Of the \$16.3 million allocated to the Affordable Housing Advancement Fund, \$4 million will be allocated to rental assistance for public housing residents of the Buffalo Municipal Housing Authority, \$3 million to address funding gaps in existing affordable housing development projects, and approximately \$9.3 million allocated to the creation of a housing fund. The intention of these funds is to equitably address housing concerns and affordability in neighborhoods disproportionately impacted by the COVID-19 pandemic. The pandemic exacerbated economic and health impacts in many of Buffalo's historically marginalized communities, which are predominantly located on the City's East Side as well as in racially diverse neighborhoods on the West Side. The Affordable Housing Advancement Fund will be administered with the intention of providing immediate relief to the city's most vulnerable residents and encouraging development of new affordable housing units in neighborhoods where there is a lack of quality, affordable units or fears of displacement, to address both short-term and long-term housing issues. A subrecipient agreement is currently in negotiation with Buffalo Municipal Housing Authority for the rental assistance funding.

### **ARP3.15-18: Healthy Homes Inspections Program**

*Adopted Budget: \$1.0 million*

*Cumulative Obligations: \$1,000,000*

*Cumulative Expenditures: \$130,930*

*Project Expenditure Category: EC 3.15, Social Determinants of Health: Lead Remediation*

\$1 million will be allocated to support City inspections of housing to prevent lead poisoning and other environmentally rooted causes of health disparities for three years until the program becomes self-sustaining as a result of fines and fees the inspections will generate. This program will support two City healthy homes inspectors as well as a coordinator who will work with community-based organizations to provide educational outreach and materials. These inspections will initially focus their efforts in the five census tracts comprising the City's HUD Lead Remediation Grant target communities and then gradually expand their efforts to those neighborhoods which have the highest rates of lead poisoning. This program is intended to prevent lead poisoning and other environmentally rooted causes of health disparities among low-income residents and residents of color. Funding will

support two City healthy homes inspectors as well as a coordinator who will work with community-based organizations to provide educational outreach and materials to residents. These inspections will initially focus their efforts in the five census tracts comprising the City's HUD Lead Remediation Grant target communities, intending to primarily serve disproportionately impacted low-income households and populations. Recipients benefitting from this program are located within census tracts that have been identified by HUD as priority areas related to lead remediation needs. Additional KPIs have been established to ensure that disproportionately affected residents will receive assistance.

### **ARP3.16-19: Neal Dobbins Restorative Justice and Public Safety Fund**

*Adopted Budget: \$6.0 million*

*Cumulative Obligations: \$435,018*

*Cumulative Expenditures: \$36,463*

*Project Expenditure Category: EC 3.16, Social Determinants of Health: Community Violence Interventions*

Gun violence is rapidly becoming a national crisis which Buffalo's streets are not immune from. These funds will be allocated for technology and community based anti-violence programming that will improve neighborhood safety and encourage resident-driven crime prevention programs through targeted interventions and mentoring service. Fostering safe neighborhoods requires cities to provide Police Officers with the tools and training they need to perform their jobs both safely and in a manner consistent with community sensitivities. This fund will be used to pilot a LEAD program in the City of Buffalo, use video and license plate reading technology that will reduce potentially dangerous police and resident interactions, and provide additional funding to programs like Peacemakers or other community-based crime prevention groups. A preliminary budget was developed for the project, providing funds for the hiring of a civilian with the Police Department that will help oversee training of officers, and funding for specific violence prevention and interruption programming. Approximately \$5.0-\$5.2 million will be allocated to programming. Eligible service providers will receive funding to provide evidence-based interventions intended to reduce crime and violence in low-moderate income neighborhoods in the City of Buffalo. Designed to address the root causes of crime through early prevention, intervention, and mentoring services, the application process will require service providers to outline their approach to reducing violence, crime and demonstrate capacity to successfully implement these approaches.



**ARP5.2-20: Smart Sewer and Water Infrastructure Buildout**

*Adopted Budget: \$40.0 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: EC 5.2, Clean Water: Centralized Wastewater Collection and Conveyance*

These funds will be utilized to include smart sewer and water infrastructure as part of the City's ongoing transportation infrastructure plan. Priority will be given to projects located in neighborhoods where there was a disproportionally negative impact due to the pandemic. This will ensure a higher rate of return on these projects because we will be able to update the water, sewer, and surface infrastructure at the same time.

**ARP5.12-21: Replacing Old Lead Lines (ROLL) Expansion**

*Adopted Budget: \$10.0 million*

*Cumulative Obligations: \$10,000,000*

*Cumulative Expenditures: \$2,979,443*

*Project Expenditure Category: 5.12, Drinking Water: Transmission & Distribution: Lead Remediation*

A 2-year allocation will support the expansion of the City's [ROLL program](#) to replace the lead water service lines at residential properties across the City. Replacing lead water service lines improves the quality of the City's housing and leads to better health outcomes for children. The City has already successfully replaced the lines in 500 homes and this expanded capacity will more than double its impact. This program will complement the City's existing federal funded lead mitigation program, as well as its proactive rental inspection program and home improvement revolving loan fund. In the first program year, the City of Buffalo completed lead water service line replacements at 150 residential properties distributed across the City (Figure 6). The median household income of the service area is \$39,677 as of 2020.

**ARP6.1-22: Revenue Loss Replacement**

*Adopted Budget: \$100.0 million*

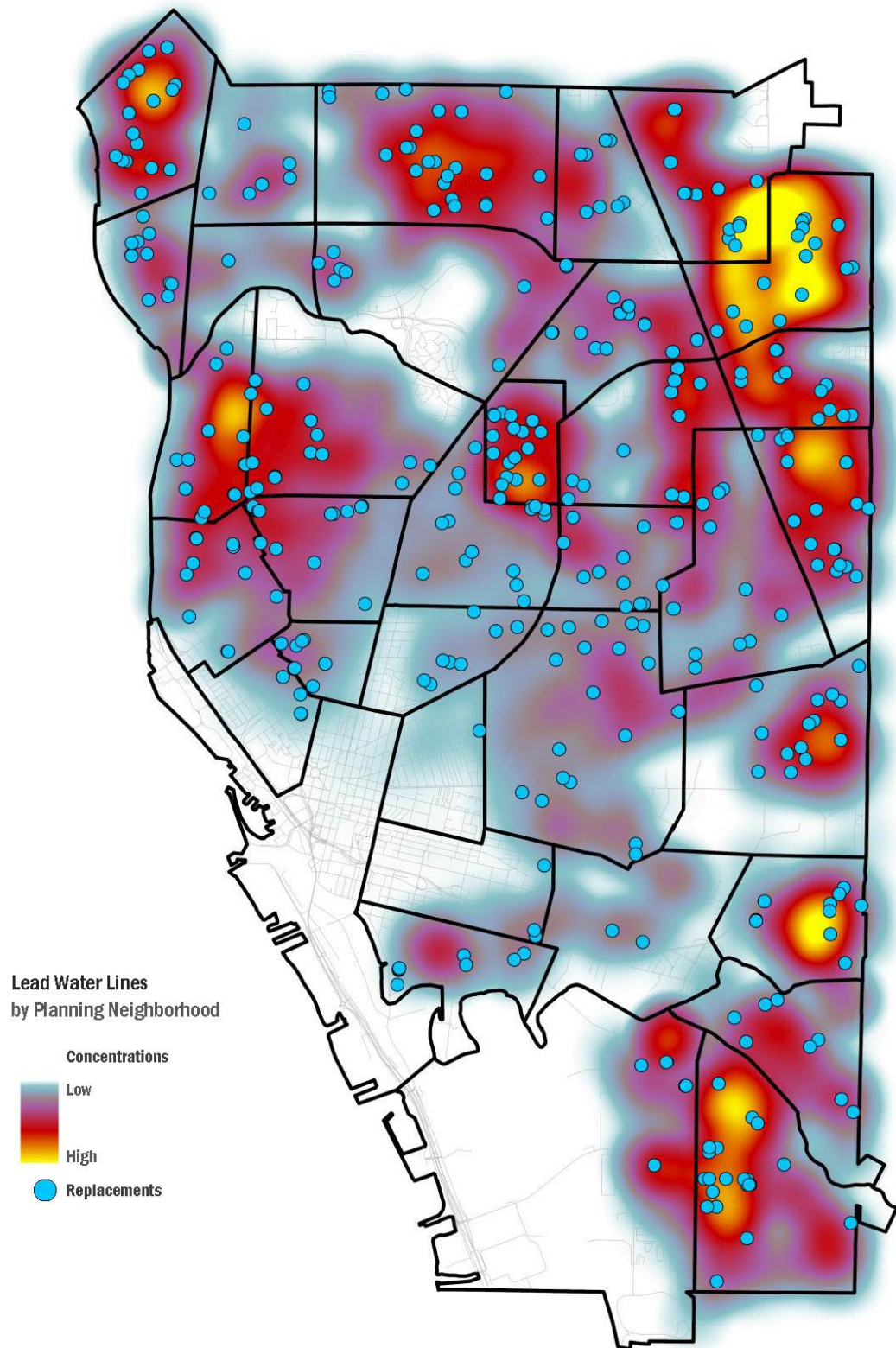
*Cumulative Obligations: \$45,000,000*

*Cumulative Expenditures: \$45,000,000*

*Project Expenditure Category: 6.1, Provision of Government Services*

\$100 million will be used to replace revenues lost either directly or indirectly due to the pandemic.

Figure 6. Lead Water Service Line Concentration and Replacement Locations



**ARP6.1-23: Buffalo Fire Department SCBA Upgrades**

*Funding Amount: \$530,000*

*Cumulative Obligations: \$511,336*

*Cumulative Expenditures: \$488,264*

*Project Expenditure Category: 6.1, Provision of Government Services*

These project funds upgraded the Buffalo Fire Department's Self-Contained Breathing Apparatuses (SCBAs). SCBAs are critical to the Department's ability to carry out their life-saving mission and are vital to keeping personnel safe. The City was able to realize a cost-savings of nearly \$100,000 during the purchase process and as such reallocated the remainder of funds toward Project 6.1-06, BFD PCR Upgrades via [Amendment #1](#) to the ARP Spending Plan.

**ARP6.1-24: Enhanced Cybersecurity Measures**

*Adopted Budget: \$2.2 million*

*Cumulative Obligations: \$252,045*

*Cumulative Expenditures: \$252,045*

*Project Expenditure Category: 6.1, Provision of Government Services*

These funds will enhance cybersecurity measures and make the City's digital infrastructure more resilient against potential ransomware attacks which can have a detrimental impact on the delivery of critical city services and maintaining the integrity of residents' private data.

**ARP6.1-25: Road Maintenance Fund**

*Adopted Budget: \$7.6 million*

*Cumulative Obligations: \$313,512*

*Cumulative Expenditures: \$30,448*

*Project Expenditure Category: 6.1, Provision of Government Services*

The City of Buffalo budgeted \$4 million in the ARP Spending Plan toward the Road Maintenance Fund but following negotiations with the Common Council to fulfill district-specific needs, [Amendment #2](#) was filed and passed to increase the total allocation of the fund to \$7.6 million. The Road Maintenance Fund will be used to pay for minor road repair improvements, installation of scheduled speed humps, crosswalk markings, and maintenance that was delayed because of the pandemic and reductions in infrastructure funds caused by reductions in city revenues and other interruptions in sources of funding typically used for these types of non-bondable projects. These projects will be prioritized by their proximity to residential neighborhoods, schools, and other public infrastructure that results in higher than usual pedestrian and bicycle traffic. Within the Fund, each of the nine (9) Council Districts within the City of Buffalo are budgeted \$400,000 to complete additional road maintenance projects prioritized within each District. Professional services and contracts are under negotiation and construction is anticipated for Fall 2022.

**ARP6.1-26: Buffalo Urban Development Corporation**

*Adopted Budget: \$1.2 million*

*Cumulative Obligations: \$0*

*Cumulative Expenditures: \$0*

*Project Expenditure Category: 6.1, Provision of Government Services*

Over the course of the pandemic, BUDC provided small business assistance to private entities impacted by the public health safety measures intended to slow the spread of COVID-19. It also continued to provide critical economic development planning work necessary to ensure a speedy recovery for people once people got vaccinated and the economy began to resume its upwards growth trend. This funding will cover the operational costs BUDC incurred because of this work and help maintain this higher level of service during our recovery period. The project is currently in contract negotiations.

**ARP6.1-06: Buffalo Fire Department PCR Upgrades**

*Funding Amount: \$300,000*

*Cumulative Obligations: \$223,705*

*Cumulative Expenditures: \$223,705*

*Project Expenditure Category: 6.1, Provision of Government Services*

A \$300,000 allocation was made to upgrade the Buffalo Fire Department's PCR equipment and its accompanying software. This purchase fulfills the state-mandated electronic-PCR requirements that were effective January 1, 2022. This upgrade streamlines BFD's ability to input and share patient data, improving consistency and efficiency within local Emergency Medical Services. BFD is implementing the electronic PCR mandate through the deployment of laptop units assigned to each Fire Company and each of the support units for in-field data collection when responding to service calls.

**ARP7.1-27: Administrative and Evaluation Costs**

*Adopted Budget: \$400,000*

*Cumulative Obligations: \$400,000*

*Cumulative Expenditures: \$69,350*

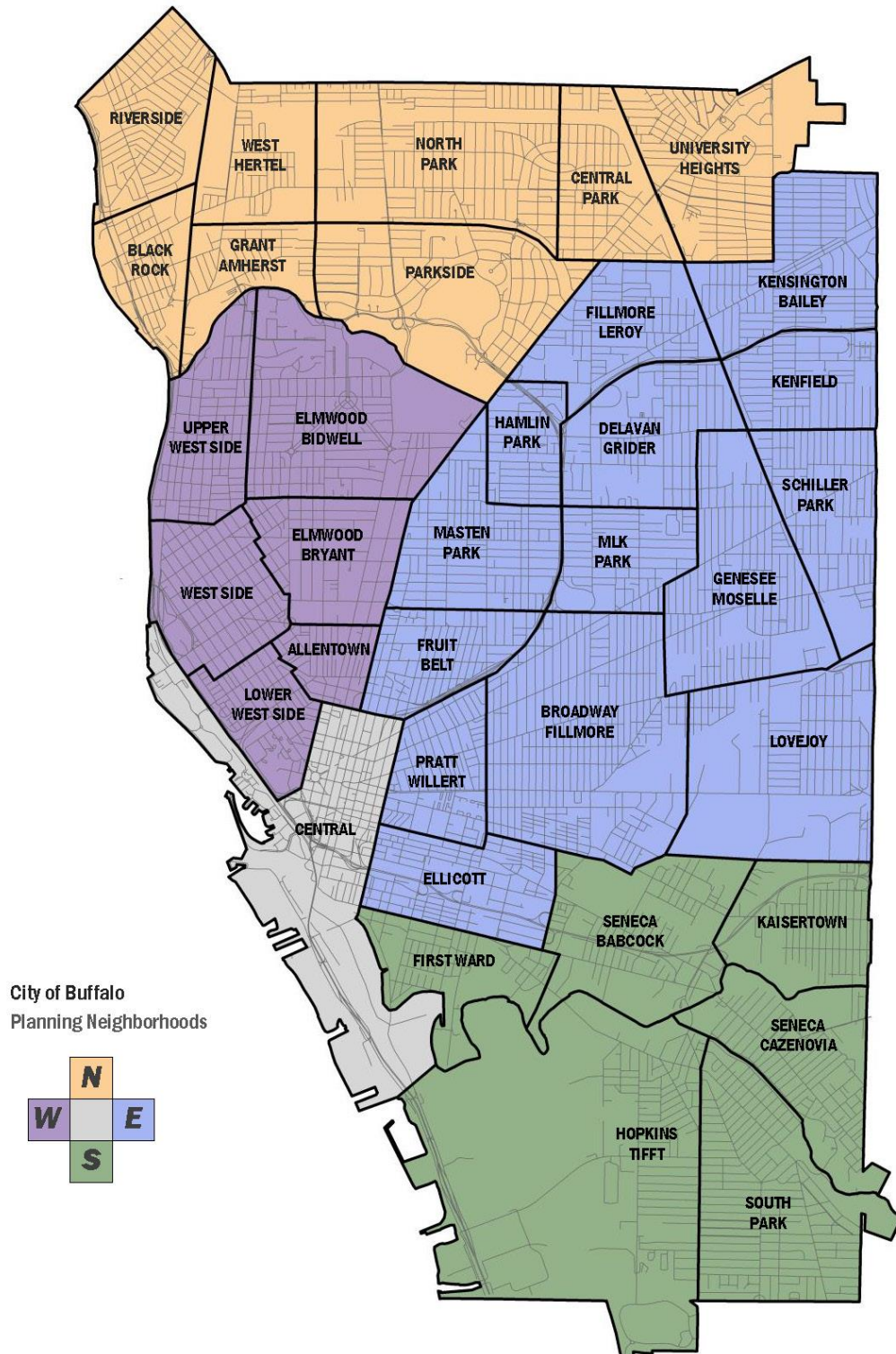
*Project Expenditure Category: 7.1, Administrative Expenses*

To ensure the stimulus funds are used in accordance with all applicable state and federal guidelines and to measure the impacts of recovery programs, funds were allocated for personnel within a new office of the Department of Administration, Finance, Policy and Urban Affairs and a Deputy Director of Planning in the Office of Strategic Planning. These staff positions are all filled as of 2022. Staff are predominantly responsible for monitoring and reporting the performance of ARP sub-recipients, researching best practices to improve outcomes, and evaluating the effectiveness of the programs.



# Appendix A

## Geographic Distribution of Planning Neighborhoods in the City of Buffalo



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<sup>i</sup> Thomas Piketty's *Capital in the Twenty-First Century* makes the case that growing economic inequality caused by a concentration of wealth and the failure of economic systems to effectively redistribute that wealth leads to overall economic stagnation and diminishing social mobility.

<sup>ii</sup> Heather McGhee's *The Sum of Us: What Racism Costs Everyone and How We can Prosper Together* highlights how historic divestment from Black communities dragged down the economic growth of surrounding neighborhoods, slowed economic growth for whole cities, and forced many middle-income Black neighborhoods to fall into becoming classified as poor neighborhoods. She used research on the economic impacts of segregation in Chicago as the case study for her conclusions, pp 177-178.