



Recovery Plan Performance Report District of Columbia

State and Local Fiscal Relief Funds 2021 Report

District of Columbia
2021 Recovery Plan

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Executive Summary

Mayor Muriel Bowser's Recovery Plan for Washington, DC marks a turning point in a global public health crisis that has taken the lives of millions of people worldwide and led to an immediate and significant global recession. This document summarizes Mayor Bowser's plan to leverage the more than \$2.6 billion in State and Local Fiscal Recovery Funds to provide relief, recovery, and growth for residents and businesses across all of Washington, DC's eight wards. These investments focus on what we know to be the pillars of an equitable recovery: access to safe and affordable housing, high-quality job training, healthy neighborhoods, academic acceleration, increased access to quality child care, programs to reduce gun violence, safe and accessible transportation options, and supports for businesses and residents hit hardest by the economic crisis of the past year and a half.

During 2020, the District faced significant uncertainty, both in terms of the impacts of the COVID-19 coronavirus as well as its impact on our financial future. With so much uncertainty, we controlled what we could and made big investments in our DC Values and in keeping our community safe and healthy. Today, we have cause for more hope and a chance to look at how we come back stronger and more equitable than before. Everyone 12 and older is now eligible for the vaccine; more than 65% of all DC residents are at least partially vaccinated; and through President's Biden's American Rescue Plan, DC received a significant increase in federal relief funds.

The District has received nearly \$3.3 billion in relief through the American Rescue Plan, largely made up of \$2.3 billion in state and local fiscal recovery funds, \$107 million in capital infrastructure funds, and nearly \$980 million of specific grants that go directly to agencies with specific uses. In addition, more than \$2 billion is flowing directly to residents, businesses, hospitals, the Washington Metropolitan Area Transit Authority (WMATA) and other non-DC governmental entities. This assistance comes in the form of business grants, tax credits, stimulus payments, SNAP benefits, unemployment insurance and more. These resources are providing critical and immediate relief to District residents, and we are particularly appreciative of the Biden Administration and the U.S. Congress' decision to include the \$755 million that Washington, DC was denied in the Coronavirus Aid, Relief, and Economic Security (CARES) Act as a result of not yet having statehood.

Mayor Bowser's Recovery Plan recognizes that the landscape has shifted over the past year and a half and seizes on this once-in-a-lifetime opportunity to put our city on a trajectory toward a more equitable future. This document outlines how the State and Local Fiscal Recovery Funds are proposed to be invested, starting in FY 2021 through FY 2024; the District's key goals, including how these investments will promote equitable outcomes; progress to date, including community engagement; how the District will ensure strong labor standards in infrastructure projects included in the Recovery Plan; and finally, how the District is investing in evidence-based interventions and maximizing the number of rigorous evaluations of our new investments.

While relief cannot come soon enough for the residents and businesses hurting from the impacts of the pandemic and economic recession, we are proud of the progress made to date in developing and implementing the Recovery Plan and the pace of the District's rollout. The Mayor transmitted her proposed federal Recovery Budget to the DC Council just two and a half weeks after the US Treasury Department issued its Interim Final Rule on May 10, 2021 detailing the eligible uses of State and Local Fiscal Recovery Funds. While many of the District's investments will begin at the start of the new fiscal year (FY 2022) in October 2021, some critical

recovery efforts were launched as soon as the recovery funds were received, and the DC Council agreed to expedite a vote on other high-priority projects to allow them to begin in the summer of 2021. In addition, to promote transparency and community engagement in the implementation of the Recovery Plan, the District will launch a public reporting dashboard showing the use of the federal recovery funds and associated performance measures in September 2021.

The District has also devoted considerable attention to ensuring the successful management, oversight, monitoring, and evaluation of these significant federal resources. The Recovery Plan includes funding to increase capacity within the Office of the Inspector General and the Office of the Chief Financial Officer (OCFO), as well as the District agencies responsible for procurement, human resources, IT, and property management. The District benefits from already having in place a strong performance management team and a team of social scientists within the Lab@DC which will be expanded to support the launch, evaluation, and monitoring of federal recovery initiatives, as well as an Office of Racial Equity to help ensure that investments are having the intended positive impacts on disproportionately impacted populations.

In addition, the Office of the City Administrator (OCA) created a new position to lead its compliance, reporting and administration activities for the State and Local Fiscal Recovery Funds; established new processes for verifying eligible uses of funds and documenting agencies' spending plans; and, in collaboration with OCFO, established a system for tracking spending within required expenditure categories. OCA and OCFO also held numerous training sessions for District agencies on compliance and reporting requirements and are developing detailed written guidance. The District government has processes, controls, and systems in place to ensure that we can meet federal requirements, effectively deliver these essential resources and services to DC residents and businesses, and monitor and evaluate implementation to continue maximizing the impacts of our investments over time.

Uses of Funds

Overview

The District received \$1,802,441,116 in Coronavirus State Funds, including \$754,861,936 provided to make up for the underpayment of Coronavirus Relief Funds in 2020; \$137,083,470 in Coronavirus Local Funds - County; and \$372,859,344 in Coronavirus Local Funds - Metro City. The District allocated these funds by extending its normal budget process to allow for submission of the Mayor's proposed budget on May 27 and a final vote by the DC Council on August 3. Drawing on public input received in the Budget Engagement Forums, through letters and meetings with community organizations, and through Councilmember requests, the Mayor developed a set of priority initiatives to support with these funds, through the Fair Shot federal recovery budget. These priority initiatives are as follows:

- COVID-19 Public Health Emergency Direct Response Costs;
- Economic Recovery for Residents and Businesses;
- Build and Preserve Affordable Housing;
- Learning Acceleration;
- Reduction of Healthcare Disparities;
- Gun Violence Prevention;
- Youth Safety; and
- Alternative 911 Response.

All of these initiatives were approved in the final budget passed by the DC Council, with some modifications to specific projects and investments. Please see the Project Inventory section of this report for project overviews; funding allocations by project, federal recovery budget initiative, and Expenditure Category; and assessments of the projects' use of evidence.

Strategies employed to maximize programmatic impact and effective, efficient, and equitable outcomes

During the federal recovery budget formulation process, Mayor Bowser's Deputy Mayors identified target outcomes for each initiative and worked with relevant agencies to propose a suite of evidence-based investments to support the outcomes identified. These investments were evaluated for equity based on information and expertise obtained in order to understand which residents and businesses were the most negatively affected by the public health emergency and resulting economic recession. The director of the Office of Racial Equity participated in these discussions and budget review meetings. As proposals advanced in consideration by leadership, the Performance Team assisted with the development of the target outcomes, the Lab@DC rated the proposed investments according to the strength of supporting evidence provided, and the Budget Team assessed funding requests and spending plans for efficiencies.

Each of these offices will play important roles in the launch, evaluation, and monitoring of the District's federal recovery investments. A portion of the recovery funds was allocated to support these activities. Specifically, the Performance Team is working with agencies to develop Key Performance Indicators and strategic initiatives for federal recovery projects. The Lab@DC is increasing the size of its civic design team to support the effective implementation of projects applying user-centered design principles. The Lab@DC is also developing randomized control trials and other evaluations of selected investments in the recovery budget, as discussed further in the "Use of Evidence" section of this report. The Budget Team will continue monitoring

the use of funds to support efficient and effective investments, including through future redistributions where necessary.

Recovery Plan Highlights by Expenditure Category

This section includes highlights of selected investments in the following expenditure categories. Please see the Project Inventory section of this report for the full list of investments organized by the District’s priority initiatives as well as by the federally prescribed expenditure categories. The District elected not to use federal funds for premium pay to essential workers (EC 4). DC did use its own local funds to provide hazard pay of up to \$140 per pay period to workers who physically reported to work during the public health emergency, as well as a “Time Off Award” of 40 hours of leave for employees who reported to work throughout the emergency.

Categories of Uses of Funds	Total 5-year budget
1. Public Health	181,469,296
2. Negative Economic Impacts	563,387,210
3. Services to Disproportionately Impacted Communities	918,103,788
4. Premium Pay	0
5. Infrastructure	33,000,000
6. Revenue Replacement	598,644,297
7. Administrative	17,629,029

Public Health (EC 1)

The largest grouping of costs within expenditure category (EC) 1 fall into the District initiative for COVID-19 Direct Response. These efforts include costs for a variety of strategies that will support the prevention or mitigation of the spread of the COVID-19 disease in our neighborhoods and government owned facilities. The largest project under this EC includes many of our Emergency Operations Center costs, vaccination programming efforts and projects dedicated to the safe reopening of District-owned spaces. Also highlighted here is the District’s Alternative 911 Response initiative that will implement a new protocol for responding to mental health emergencies. Other investments include support for unmet health insurance costs, the promotion of health equity, and funding for recommendations of the Mayor’s Commission on Healthcare Systems and Transformation, as well as a project focused on school-based mental health and social-emotional learning.

Initiative	Sub-Initiative/[Description]	Total 5-year budget
COVID-19 Response Costs	COVID-19 Response Costs	81,289,291
COVID-19 Response Costs	Re-Open	46,352,321
Alternative 911 Response	Expand CRT/Check on Welfare	15,679,773
Health	Health [Premium Support, Other]	15,359,000
Health	Health Equity	12,336,138
Health	Howard Center of Excellence	8,482,500
Learning Acceleration	Youth Mental Health & SEL	1,970,273
Public Health (EC 1)		181,469,296

COVID-19 Public Health Emergency Response: The District allocated \$127 million of its federal recovery funds to support costs for COVID-19 response and the safe reopening of public facilities that did not already have identified funding sources, including for services provided through the District’s Emergency Operations Center and through the Public Health Lab, Child and Family Services Agency, DC Public Schools, Department of Behavioral Health, Department of Employment Services, Department of Human Services and Office of Contracting and Procurement.

Alternative 911 Response for Behavioral Health Calls: This initiative includes multiple components designed to route emergency calls to the most appropriate point of response by broadening the network of agencies and services available for deployment from the 911 call centers operated by the Office of Unified Communications (OUC). The public health component of the initiative will establish the direct deployment of the Department of Behavioral Health’s (DBH’s) Community Response Team (CRT) to respond to certain mental health crises. In addition, some non-emergency 911 calls will be routed to DBH’s existing Access Helpline to connect callers with mental health services. The new response protocol was developed by an interagency task force including OUC, DBH, the Metropolitan Police Department (MPD) and the Department of Fire and Emergency Medical Services, among other participants. The federal funding is being used to update the 911 response software system, hire additional 911 call takers, community-based responders, an MPD behavioral health coordinator, and educate the public about the changes.¹

Negative Economic Impacts (EC 2)

The major initiatives and projects in this expenditure category can be roughly divided into those that aim to provide resources for residents or households (\$333 million), and those that are focused on businesses (\$230 million). However, the Negative Economic Impacts category is not the only category with investments focused on household or business assistance. A number of other significant resident-focused investments are detailed in the following section discussing the Services to Disproportionately Impacted Communities expenditure category. Similarly, the Revenue Replacement expenditure category summarized later in this report also includes funding for numerous projects supporting small businesses, such as Shop in the District, the Vibrant Places Fund, and a new effort to Fast Track Licensing, Permitting and Inspection services to boost the District’s economic recovery.

Resident-Focused Investments to Reduce Negative Economic Impacts

These investments of more than \$333 million over five years focus on workforce development and work-based learning, child care during the economic recovery, food access and security, reduced utility costs and income support while families work toward self-sufficiency. Among the workforce investments for adults are projects to provide individual career coaching for 5,000 DC residents per year, and to double the number of SolarWorks DC trainees learning about solar system design and installation from 75 to 150 per year. Further, in addition to the Nourish DC/Good Food Fund highlighted below, other nutrition-related projects include funding for senior meal delivery and the Capital Area Foodbank, and an increased investment in Produce Rx,

¹ Some of these activities fall under different Expenditure Categories, including revenue replacement, but the DBH Community Response Team and MPD Behavioral Health Coordinator costs are specifically classified as public health expenditures.

a program allowing medical professionals to prescribe fresh and frozen fruit and vegetables for patients experiencing diet-related chronic illnesses.

Initiative	Sub-Initiative/[Description]	Total 5-year budget
Economic Recovery	Workforce Development, Career Coaches and Green Transition [SolarWorks DC and Green Infrastructure Maintenance]	58,687,691
Economic Recovery	Food Access	57,670,071
Learning Acceleration	Learning Acceleration [Work-based Learning]	32,065,755
Learning Acceleration	Childcare	32,015,233
Economic Recovery	Other [Excluded Workers Assistance, Delayed UI Compensation Payments]	31,581,351
Economic Recovery	Green Transition [Home Weatherization and Solar for All]	31,500,000
Health	Health [TANF Assistance]	23,000,000
Other	Access to Justice	15,000,000
Gun Violence Prevention	Subsidized and Dedicated Employment Opportunities	13,783,389
Economic Recovery	Career MAP Pilot	11,694,350
COVID-19 Response Costs	COVID-19 Response Costs [Unemployment Insurance Call Center Support]	11,004,602
Affordable Housing	Eviction Prevention and Relief	8,036,100
Health	Food Assistance	7,541,000
Negative Economic Impacts (EC 2) - Residents		333,579,542

Nourish DC/Good Food Fund: This investment addresses inequitable access to fresh, healthy, and affordable food by securing grocery stores or brick & mortar fresh food markets within one mile for 95 percent to 99 percent of residents in Ward 7 and Ward 8, the most food insecure areas, by FY 2024. This would be a significant increase over the approximately 42 percent of Ward 7 and Ward 8 residents that have less than a mile access today. The Nourish DC/Good Food Fund will provide targeted grants, loans, and/or technical assistance to match the needs of small food businesses, ensuring that homegrown businesses can benefit from the District’s grocery store strategy. The Nourish DC Fund will primarily assist small/medium grocers but will also assist other food businesses that support small format grocers.

Green Infrastructure Maintenance: In addition to establishing one responsible agency for the maintenance of Green Infrastructure (GI) across the District, this project will work to address inequity in the industry by fully funding training programs employing GI standards for targeted populations; creating pathways between Anacostia High School, the Pathways Program (part of the District’s gun violence prevention effort), training programs and GI jobs; and setting requirements for GI maintenance grantees and contractors, including that they hire a set percentage of District residents trained in GI maintenance to District standards.

Solar for All and Home Weatherization: Solar for All will install more community solar across the District, enroll an additional 3,800 low- and moderate-income households in solar energy assistance and will eliminate 15,000 metric tons of carbon emissions annually. This funding also compensates for revenue loss due to pandemic impacts, enabling the Renewable Energy Development Fund (REDF) to continue current investment levels for Solar for All and fully capitalize the Green Bank, which will leverage those funds many times over to further green transition efforts. This project will partner with the DC Sustainable Energy Utility (DCSEU) and District

agencies to support community renewable energy facilities (CREF) that will provide energy benefits. By providing low- and moderate-income residents with electric utility bill assistance in \$500 per year in Pepco bill credits, Solar for All will mitigate some of the impending electricity shut-offs poised to occur after the Public Health Emergency ends. In addition, these investments will make utility bills more affordable for residents who are struggling to pay them.

The Home Weatherization program will provide additional investment in the energy efficiency and health and safety of low-income households in the District. By replacing aging systems, improving air flow, and improving the insulation within a home, weatherization provides a direct service which leads to safer and healthier housing in the District.

Work-Based Learning: Two projects invest significantly in linking learning opportunities to youth employment: the Reimagining DC High Schools project and the Earning for Learning project. The Reimagining DC High Schools project, which includes a capital component funded with revenue replacement and \$20.5 million funded under this EC, will connect DC students to in-demand jobs in the District through school-year internships for 12th grade students, an expansion of work-based learning experiences starting in middle school, and the launch of an Advanced Technical Center, which will serve as a regional hub of Career and Technical Education (CTE) programming and innovation. Earning for Learning, costing \$11.5 million, will expand the Marion Barry Summer Youth Employment program by creating an additional 4,200 seats for high school students in need of credit recovery or summer learning.

Back-2-Work Childcare Grants: The District allocated \$32 million to support reopening and to restore and sustain the supply of childcare slots, ensuring that families returning to work can access care throughout the economic recovery.

Career MAP Pilot: This \$11.7 million project takes an innovative approach to tackling the disincentive families face of ‘benefit cliffs’ when they are successful in increasing their incomes. The pilot project will support 300 families over five years, providing not only case management and housing support but also economic security by maintaining stability in households’ total combined income from earnings and benefit programs while recipients pursue training, education and career paths that will help to increase their earnings over the course of the program.

Business-Focused Investments to Reduce Negative Economic Impacts. In addition to direct support for businesses in hard-hit economic sectors to weather the downturn and keep employees on their payrolls, the Recovery Plan invests in the city’s longer-term economic growth, both by supporting small businesses’ access to capital - with a particular focus on underrepresented communities - and by funding new incentives to attract businesses in strategic industries, while ensuring that the resulting deals benefit local residents and businesses. In addition to the investments highlighted below, this initiative includes funding to create a one-stop business portal for the city’s regulatory requirements using user-centric design; conduct a tourism marketing campaign; and collaborate with the Washington DC Economic Partnership to attract, expand, and retain businesses in the District.

Initiative	Sub-Initiative/[Description]	Total 5-year budget
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Economic Recovery	Business Support [Bridge Fund, Hotel Relief]	160,000,000
Economic Recovery	Ease of Doing Business [Workforce Training Partnerships, Business Portal]	20,437,668
Economic Recovery	Small Business Growth Loan and Grant Fund	15,800,000
Economic Recovery	Next Generation Industry Promotion	16,600,000
Economic Recovery	Community Activation	8,901,000
Economic Recovery	Reimagine Tourism	8,069,000
Negative Economic Impacts (EC 2) - Businesses		229,807,668

Business Support: The District’s Recovery Plan includes \$120 million for the District’s Bridge Fund, available to small businesses in the hospitality, entertainment, and retail sectors to assist with maintaining their operations and employees during the downturn in these industries created by the pandemic, and another \$40 million for dedicated hotel relief. Of the \$100 million in Bridge Grants already awarded, \$35 million was granted to the restaurant sector, \$30 million to hotels, \$20 million to entertainment businesses and \$15 million to retailers. To be eligible for a grant award, businesses are required to demonstrate that they experienced significant economic distress due to the COVID-19 emergency. Other considerations include business viability, length of revenue-generating operations and District resident employment.

Small Business Growth Loan and Grant Fund: This initiative includes the Small and Medium Business Growth Program and the Equity Impact Fund. The Business Growth Program will issue grants to Community Development Financial Institutions for qualifying small and medium businesses, prioritizing businesses located in less economically developed wards within the city (Wards 5, 7 and 8). It will provide access to capital for commercial ownership, large capital improvements and digital/technological upgrades, helping to support underserved entrepreneurs in economically distressed communities. In addition, the Equity Impact Fund will increase access to capital for eligible businesses that would not otherwise receive early-stage funding through conventional financing. It will work to create a pipeline of eligible businesses that are attractive investment opportunities in the District by supporting these businesses in the development of 12-month individualized business plans and providing technical assistance.

Employment Center Vitality and Local Jobs Creation Fund: The central investment in the Next Generation Industry Promotion initiative, this \$15 million fund will provide grants to attract large, transformative anchors within priority sectors and growing companies that can accelerate the ecosystem. Awards will be contingent on employer commitments to equitable hiring and purchasing with local DC-based companies, above and beyond existing by-right incentives.

Services to Disproportionately Impacted Communities (EC 3)

It’s not by chance that nearly half (40%) of DC’s Recovery Plan is dedicated to Services to Disproportionately Impacted Communities. COVID-19 and its economic impacts disproportionately impacted some residents more than others. For many who were already experiencing opportunity gaps at the start of the pandemic, the disparities expanded. The Recovery Plan invests heavily in projects that support low-income residents and neighborhoods, as well as other populations that are disproportionately made up of black or brown residents, such as people and places traumatized by gun violence. It includes historic investments in affordable housing,

reducing homelessness, preventing gun violence, assistance for returning citizens, tutoring to mitigate learning loss and housing for victims of domestic violence.

Initiative	Sub-Initiative/[Description]	Total 5-year budget
Affordable Housing	Housing Production	323,416,023
Economic Recovery	Earn & Learn	111,525,929
Affordable Housing	Homeward DC (Families, Singles and Youth) and Low Barrier Shelter for Transgender Adults	116,353,853
Economic Recovery	Gun Violence Prevention	63,846,073
Affordable Housing	Housing Preservation	27,157,624
Learning Acceleration	Learning Acceleration [High Impact Tutoring, Summer Plus, Out-of-School Time Grants, Boost Camps]	56,219,579
COVID-19 Response Costs	COVID-19 Response Costs [Enhanced Shelter Operations]	43,063,476
Economic Recovery	DC Skills Fund [Tuition Assistance]	36,306,342
Economic Recovery	Assistance for Returning Citizens	36,362,250
Affordable Housing	Other [Affordable Housing Acquisition and Community Land Trust Grant]	33,000,000
Affordable Housing	Domestic Violence Victims	17,700,000
Youth Safety	Youth Safety	24,827,463
Economic Recovery	Green Transition [Lead & Mold Mitigation]	15,000,000
Learning Acceleration	Child Care	10,000,000
Learning Acceleration	Youth Mental Health & SEL	3,265,176
Alternative 911 Response	Alternative 911 Response [Community Mediation Training]	60,000
Services to Disproportionately Impacted Communities (EC 3)		918,103,788

Affordable Housing: A key priority in the Recovery Plan is the production and preservation of affordable housing. Specifically, the Plan includes investments of \$323 million for affordable housing production and \$27 million for affordable housing preservation. The District continues to attract and retain high-income residents who are able to support and drive demand for high-cost housing options. This creates downward pressure as there are fewer housing units affordable to low- and moderate-income residents. Funding affordable housing production and preservation is critical to expanding suitable housing options for residents who might otherwise be forced to relocate to other jurisdictions to reduce their housing cost burdens. The funding in the Recovery Plan will keep the District on track to meet the Mayor’s goals of adding 12,000 net new affordable housing units by the end of CY 2025, within a total of 36,000 net new housing units overall and preserving 1,000 units of existing affordable housing that would otherwise cease to be available.

Earn & Learn Programs: This dramatic expansion of job training programs offering subsidized employment will provide residents with opportunities to earn income while gaining workforce experience and/or credentials related to high-demand occupations and in-demand job skills. Consistent with the overall workforce recovery target populations, the project will focus on serving residents without bachelor’s degrees, those transitioning from hospitality industry jobs, and residents with multiple barriers to employment.

Learning Acceleration: This initiative includes a comprehensive approach to ensuring youth in DC, adult learners, and the city’s families with infants and toddlers can return to productive and empowered lives as the city and nation recover from this public health emergency. The High Impact Tutoring (HIT) project is designed

to leverage and complement the relief local education agencies (LEAs) will receive from the Elementary and Secondary School Emergency Relief Fund (ESSER). We know, from surveys, outreach, and legislative requirements, LEAs must use these funds to expedite the learning recovery students need in order to graduate prepared for the competitive global job markets of the future. Despite LEAs' resources from ESSER, no centralized infrastructure and technical assistance exist in DC for these LEAs to tap into to ensure they are soliciting high quality and effective supports for their students. HIT will meet this need strategically with input from stakeholders and LEAs.

Summer+ and Boost Camps, similarly, are connected projects that seek to leverage incredibly popular summer programming that often have waitlists each year with more capacity and augmented services that include academic enrichment. Additionally, high quality childcare is an important economic recovery factor for families returning to work in-person as well as a crucial juncture in education. Supporting the production of affordable and high-quality childcare in our most vulnerable neighborhoods will be a key component of the recovery for families hardest hit by the pandemic. The sub-initiative of child care also leverages investments in the ARP to the Child Care and Development Fund. The District's recovery plan includes stabilization and augmentations to the District's child care subsidy rates. Together with SLFRF projects, it's our goal to tackle multiple dimensions of this policy area issue, but most prominently the issues of quality, affordability, and supply.

Finally, mental health has become a front and center issue across the nation as this pandemic has shed a spotlight on the deep effects of isolation. Our youth are no less susceptible to these effects and in fact may be more vulnerable to them. In order to ensure our youth pull through this experience as more resilient adults, investments in youth mental health and social emotional learning will ensure students across all schools have access to support whenever needed by expanding the school-based mental health program and supporting students in crisis.

Gun Violence Prevention: To respond to the local impacts of the nationwide trends of rising gun violence, the Recovery Plan includes a major investment in the city's infrastructure for preventing and responding to gun violence. The funded programs, developed as part of the Building Blocks DC initiative, support the goal of achieving a 10% reduction in gunshot incidents and gun homicide victims per year. These investments are both person-based and place-based, including violence intervention, restorative justice, intensive case coordination, subsidized employment, safe housing, trauma-informed mental health services, community grants, outreach, expanded recreation activities and more. Person-based investments are designed to connect persons at risk of gun violence with credible contacts and support networks, stabilize their concrete needs and provide opportunities for transformation. Place-based investments are intended to rebuild public trust, make physical spaces safer and support existing community efforts to reduce violence and engage in other activities. These investments will be targeted to reach the people and places with the highest risks of gun violence. Specifically, Building Blocks DC's efforts will focus on the 151 blocks in the District that represent about 2% of all of the city's blocks but comprise 41% of shootings.

Assistance to Returning Citizens: The District's Recovery Plan includes \$36 million to provide flexible financial assistance, individual financial counseling, and peer navigator services to returning citizens. Each year, on average, there are approximately 6,000 incarcerated individuals released to the DC community, both with and without convictions. The needs of returning citizens are great and include housing, employment, substance

abuse and mental health services, and family and community reintegration support. The COVID-19 pandemic both resulted in the compassionate release of some prisoners and exacerbated barriers to successful reentry that returning citizens have historically faced.

The returning citizens population in the District, consistent with national trends, is disproportionately made up of Black and other minority groups. Reentry services provider data indicates a client base that is 95% Black. In addition, formerly incarcerated people are almost 10 times more likely to be homeless than the general public. Flexible financial assistance can be tailored according to individual needs assessments to cover costs associated with obtaining housing and employment, such as assistance with security deposits, financial support for family members providing housing, applications for IDs and other legal documents, Internet connectivity and transportation. This assistance, along with financial counseling and peer navigators, will reduce barriers faced by returning citizens to increase the likelihood of successful reintegration into the community and reduce recidivism and its associated costs.

Domestic Violence Housing and Services: In light of the increase in domestic violence incidents during the COVID-19 pandemic, the District's Recovery Plan includes funding to significantly expand available housing and services for victims and survivors. \$17 million will support community-based organizations in acquiring, expanding, and operating dedicated housing units for victims of domestic violence, as well as temporarily increasing services to meet higher levels of need. Another \$700,000 will be used to provide targeted services and dedicated emergency shelter housing for LGBTQ+ victims and survivors of domestic violence.

Water, Sewer and Broadband Infrastructure (EC 5)

DC limited its use of federal recovery funds on infrastructure projects due to the infrastructure funding bill is pending in Congress. DC did invest in two critical projects that fall within this category, however: \$30 million for lead pipe replacement and \$3 million in additional funding for the Childhood Lead Exposure Act of 2017. It is now widely understood that a number of illnesses and injuries can be caused by lead exposure, with particularly negative impacts for children, and as with other environmental harms, these impacts are not equitably distributed. Nationally, Black children are nearly three times more likely than white children to have elevated blood-lead levels. The federal relief funds are a welcome opportunity to invest additional funding in measures to reduce lead exposure in the District.

Lead Pipe Replacement Programs: In the District, as in most older cities, homes built before the 1980s were typically built with a lead service line—the pipe that connects the city water supply to a house's plumbing. A portion of the pipe is in public space and a portion is on private property. This project will provide additional support for the District's existing programs to assist homeowners with the replacement of lead pipes on their property, including replacements that occur simultaneous with replacements of the public side of the lead service lines as well as those where the public side of the pipe is no longer lead but the private side has not yet been replaced.

Childhood Lead Exposure Prevention: Among other requirements, the Childhood Lead Exposure Prevention Amendment Act of 2017 (L22-21) requires DC schools, recreation centers and child development facilities to maintain filters for reducing lead at all drinking water sources and test these sources for lead annually. This

project makes the additional investment needed to ensure that all requirements pertaining to Public Charter Schools can be fully implemented.

Revenue Replacement (EC 6)

The District’s calculation of revenue loss due to the COVID-19 public health emergency from FY 2021 through the first quarter of FY 2025, based on the Treasury Department’s guidance, is more than \$3.8 billion, exceeding the total amount of State and Local Fiscal Recovery Funds allocated to the District. Within this upward limit, the District is currently planning to allocate between \$600 and \$850 million in Coronavirus State Funds to replace lost revenue in supporting District services. Preliminary allocations used a highly conservative view of potential eligible uses of relief funds, resulting in the larger amount in the range provided. However, further review has indicated that many planned uses of revenue replacement may constitute eligible uses of funds under other ECs, and we have categorized those projects accordingly for the purposes of this report. As a result, only \$599 million of planned spending is categorized under EC 6 within this report.

Initiative	Sub-Initiative/[Description]	Total 5-year budget
Revenue Replacement	WMATA operating support [FY23/FY24]	\$102,008,898
Revenue Replacement	[General government services]	\$49,029,623
Revenue Replacement	[Federal tax conformity lost revenue offset]	\$39,800,000
Learning Acceleration	Childcare	\$92,441,263
Economic Recovery	Green Transition [Building Energy Performance, Other]	\$65,510,993
Gun Violence Prevention	Building Blocks DC	\$43,054,427
Economic Recovery	Future Mobility [and transportation investments, including Capital Paygo]	\$41,115,091
Economic Recovery	Ease of Doing Business	\$34,294,536
Economic Recovery	Reimagining Public Spaces	\$24,502,044
Youth Safety	[DC SchoolConnect/microtransit - Safe Passage]	\$20,910,583
Oversight, Accountability and Efficiency	[Funding for the Office of the Inspector General, Office of the Chief Financial Officer, capacity & evaluation, etc.]	\$18,460,225
Economic Recovery	[Resident assistance programs]	\$16,338,250
Learning Acceleration	Learning Acceleration, Youth Mental Health & SEL, and Other	\$16,092,580
Gun Violence Prevention	[Cure the Streets]	\$9,943,870
Economic Recovery	Reimagining Tourism	\$8,830,000
Alternative 911 Response	[Respond to minor crashes and parking complaints; add 911 call-takers; public awareness campaign]	\$5,286,385
Economic Recovery	[Commercial Acquisition Fund and other small/medium business assistance]	\$5,000,000
Affordable Housing	[Employer-Assisted Housing Program expansion]	\$4,500,000
Health	Health	\$1,525,529
Revenue Replacement (EC 6)		\$598,644,297

Within the Revenue Replacement Expenditure Category, DC will use \$102 million to help support its share of the regional transit system operated by the Washington Metropolitan Area Transit Authority (WMATA) in Fiscal Years 2023 and 2024. WMATA is supported by the District through a combination of local revenue, parking taxes and parking meter revenue. As a result of the pandemic and necessary shutdowns, economic activity dropped significantly, leading the District to have to add significant funds to make up for the loss parking taxes and parking meter fees to continue to support WMATA. Another \$39.8 million will cover local revenue reductions resulting from the Earned Income Tax Credit (EITC) and child tax credit (CTC) federal

tax changes under the American Rescue Plan Act. To support further revenue gap closing, \$26.2 million was allocated to support general government services across DC’s four-year financial plan.

The remaining revenue replacement funds will support a range of new investments. Some of these will be one-time or temporary costs, but the District plans to absorb recurring costs into the local budget after the Federal recovery funds are no longer available. We reserved a portion of future anticipated local revenues in the financial plan for this purpose in FY 2025.

Administrative costs (EC 7):

The major initiatives and projects in this expenditure category can be roughly divided into two groups: the contractual support needed for COVID-19 response and the administration of the funds handled by the District’s internal services agencies.

Initiative	Sub-Initiative/[Description]	Total 5-year budget
Oversight, Accountability and Efficiency	Recovery Plan Implementation Support	9,750,000
COVID-19 Response Costs	COVID-19 Response Costs	7,879,029
Administrative Costs (EC 7)		\$17,629,029

COVID-19 Response Costs: Due to the large volume of procurements and invoice processing related to the District’s response to the public health emergency, for needs such as PPE, expanded or new contractor operations for deep cleanings, testing, and more, internal service agencies like the Office of Contracting and Procurement (OCP), have required additional support to ensure these urgent needs are met.

Oversight, Accountability and Efficiency: The District has also devoted considerable attention to ensuring the successful management, oversight, monitoring, and evaluation of these significant federal resources. The Recovery Plan includes funding to increase capacity within the Office of the Inspector General and the Office of the Chief Financial Officer (OCFO). The District benefits from already having in place a strong performance management team and a team of social scientists within the Lab@DC which will be expanded to support the launch, evaluation, and monitoring of federal recovery initiatives, as well as an Office of Racial Equity to help ensure that investments are having the intended positive impacts on disproportionately impacted populations.

Promoting Equitable Outcomes

Efforts to promote equity

Equity has long been a focus of Mayor Bowser's administration and has been an area of heightened public awareness during the pandemic. Equity in Governance is a core tenet of the District that was formalized in 2019 with the launch of ResilientDC; this priority is demonstrated throughout District programs and services. The District furthered its commitment to racial equity in 2021 with the establishment of D.C.'s first Office of Racial Equity (ORE). This Office "focuses on developing an infrastructure to ensure policy decisions and District programs are evaluated through a racial equity lens; the office also carries forward the implementation of the Racial Equity Achieves Results 'REACH Act' (D.C. Act 23-521)." The development of an equitable Recovery Plan for the District was also guided by equity-focused questions asked during the budget formulation period of the District's local budget as well as its ARPA-funded recovery budget. Equity was and remains the center of discussion and focus.

The magnitude of the stimulus passed by Congress and signed by President Biden on March 11, 2021 presented a historic opportunity to close opportunity gaps and build a more equitable city. Upon passage of the American Rescue Plan Act, the District began early and proactive conversations with experts regarding how to target relief to the residents and businesses most affected by the pandemic, both economically and in terms of health outcomes. The expertise lent to the District by these conversations directly informed what projects came under consideration. During the budget formulation exercises that followed, there was a consistent priority placed upon delivering projects and relief in a proportionate manner, such that families who experienced the deepest hardship as a result of the public health emergency and resulting economic recession would experience the most intense level of assistance, outreach, and resources -- not only to help resuscitate professions and careers, but to help improve mental health and community resilience.

Through these discussions, we confronted again the difficult realities that residents in DC who are Black, Hispanic, or have lower educational attainment are disproportionately likely to face employment challenges; that women in DC, particularly women of color, have disproportionately left the labor force due to COVID; that certain occupations faced significant displacement risk from automation with a potential for disproportionate impact across demographics such as gender, race, and education. The public health emergency also reinforced long-standing geographic opportunity gaps by disproportionately claiming more lives in Wards 4, 5, 7, and 8. Underlying these disparate mortality rates by neighborhood are unequal case and vaccination rates. These sobering data about the magnitude and seriousness of the inequities these investments aim to address directly informed what initiatives and projects were under consideration and proposed funding levels.

The District's first Chief Equity Officer was appointed in April 2021. As such, the work of ORE is still under development as it is set to establish racial equity indicator baselines and standardize racial equity practices across District agencies. This Office, in coordination with the Mayor's Office of Budget and Performance Management (OBPM), will play a key role advising on the equitable implementation of ARPA funds. ORE will help to ensure that District agencies responsible for executing recovery projects have high quality equity and racial equity strategies, goals, and monitoring and evaluation procedures.

How equity is contemplated at various stages of service delivery

Populations: Are there historically underserved, marginalized, or adversely affected groups that DC intends to serve?

The District fulfills the functions of both a municipality and a state, serving a wide range of communities, including broad and varied subpopulations who have been historically underserved and/or experience intersecting marginalities. For example, the District administers federal nutrition benefits such as SNAP, health benefits such as Medicaid, and D.C.-specific programs such as returning citizen programs or programs for residents experiencing homelessness. Clients of any of the above programs may periodically participate in more than one program, which reflects the overlapping and often compound nature of intersecting marginalities. Except in instances of District resources with universal access, such as public spaces, populations served are part of every agency's strategy development and reporting requirements, including subpopulations who may require special consideration. By virtue of the District's racial and ethnic composition (residents who identify as Black comprise the city's largest racial or ethnic group), racial equity is a core concern across District operations irrespective of program focus.

Specific to SLFRF projects, a review of survey responses from District agencies about various aspects of individual projects was distributed to District agencies managing projects funded with State and Local Fiscal Relief Funds (SLFRFs). Respondents indicated that about two-thirds of the projects set to be administered in the current and next fiscal year will serve an economically disadvantaged community. Of that group, roughly 45 percent of the projects will be provided at a physical location in a Qualified Census Tract, occur where the primary intended beneficiaries live within a Qualified Census Tract, provide a program or service for which the eligibility criteria are such that the primary intended beneficiaries earn less than 60 percent of the median income for the relevant jurisdiction (e.g., State, county, metropolitan area, or other jurisdiction), or provide a program or service for which the eligibility criteria are such that over 25 percent of intended beneficiaries are below the federal poverty line.

Remaining projects have identified target clients who come from historically underserved or marginalized communities. For example, the District's Office of Victim Services and Justice Grants (OVSJG) will utilize SLFRF for a project that will provide shelter services for LGBTQ+ residents who experience domestic violence. This agency's response to the survey is shown below.

Project: Shelter for LGBTQ+ Domestic Violence Victims A05311

"This project will specifically impact LGBTQ+ victims who are in need of shelter services and supports. In 2020, The Human Rights Campaign reported that LGBTQ+ people are more likely to be victims of interpersonal violence during COVID-19. They report that "44% of lesbians and 61% of bisexual women experience rape, physical violence, or stalking by an intimate partner, compared to 35% of straight women and more than half (54%) of transgender and non-binary respondents experienced intimate partner violence in their lifetimes." [...]According to victim data collected by OVSJG victim service grantees, the majority of victim grantees serve marginalized communities. Out of the victims whose race was recorded, In FY 20 37% served were Black. Additionally, out of the victims who have recorded residences, grantees reported [most belong to] Ward 7 and 8."

Awareness: How equal and practical is the ability for residents or businesses to become aware of the services funded by the SLFRF?

In a review of these survey responses by implementing agencies, outreach and community engagement strategies for services funded by the SLFRF were shown to be tailored to the specific programmatic target clientele. Outreach efforts span across a number of strategies. While the data collected from this survey indicate that most projects will hold some form of a community engagement meeting and/or direct engagement through social media, outreach oriented to resident needs is consistent practice across SLFRF implementation. E.g., programs serving residents facing eviction will utilize their outlets to reach individuals at events such as tenant association meetings.

Project: Office of the Tenant Advocate (OTA) Support A13205

“The agency will, on an ongoing basis, compare the equity demographic data of initiative participants with demographic data provided by the Office of the Mayor; promotion of the initiative will be targeted in sectors under-represented in initiative data. OTA [will utilize] Stakeholder Meetings, presentations to tenant associations, promotion of the initiative at the Landlord/Tenant Branch, and responses to those contacting the agency on the Tenant Hotline [in order to reach residents]. [Forms of outreach will include but are not limited to:] Social Media, Townhall or Public Forum, Mail / Postal Campaign, Media Purchases (radio, tv), Feedback forms, In-person tenant association meetings, and individual guidance.”

In the case of direct service provision, implementing agencies accompany blanket outreach methods such as billboards, social media placement, and town hall events with targeted media purchases, direct solicitation, and partnerships with trusted community messengers. Targeted approaches identify and reach underserved communities as defined and measured by multiple equity indicators, including but not limited to geography (qualified Census tracts), income (using both federal and district measures of poverty and median income), and disproportionate incursion of COVID-19 deaths and/or business closures.

Access and Distribution: Are there differences in levels of access to benefits and services across groups?

While many projects will target benefits and services to specific groups, 17 will intentionally scale services or access to benefits based on population types. These projects primarily draw from District initiatives focusing on affordable housing, health, and gun violence prevention. For some projects the primary mechanism for scaling benefits to need is dependent on data monitoring and eligibility restrictions, such as in the area of affordable housing. However, in other projects, population types will determine the focus of an intervention. For example, food assistance is one area that plans to target services specifically to vulnerable populations in DC.

Project: Senior Meal Delivery G12201

“Prior to the public health emergency, Washington, D.C. had the highest rate of food insecurity among seniors in the country. In terms of COVID-19, seniors were the most vulnerable, due to disproportionate rates of chronic disease and compromised immune systems. During the pandemic, rates of social isolation in this population increased, as seniors were [reluctant] to leave their house due to fear of exposure. Because of this, rates of food insecurity among seniors are expected to rise and stay high long after the pandemic ends. In order to meet this need, targeted food access interventions for this population are necessary. In addition, in order to better meet the need, the program pivoted its model during the public health emergency to be inclusive of delivery.”

In instances where it is not financially possible or practical to provide services universally, eligibility tests are applied to give highest priority to clients with the highest need, for example 90% of the clients served by the Department of Disability Services initiative to increase access to telehealth are estimated to be Medicaid eligible. Where applicable, the District seeks to shift the burden of awareness of and access to services from the client to the implementing agency, for example, the District’s Health Benefit Exchange continuously engages with carrier partners to determine eligible businesses and consumers, calculate past-due amounts, and apply payments to past-due premiums for economically impacted D.C. residents and small businesses.

Outcomes: Are intended outcomes focused on closing gaps, reaching universal levels of service, or disaggregating progress by race, ethnicity, and other equity dimensions where relevant for the policy objective?

Yes, where relevant and to the extent possible, implementing agencies collect program data which allow for analysis of service outcomes by a number of equity dimensions, including race, ethnicity, and income. More than half of the programs which implement SLFRF funds have plans to evaluate final program results against these outcome measures. With regard to public health and safety measures, such as vaccination against COVID-19, the District strives to reach universal levels of service through high-volume, personal touch outreach (such as door-to-door solicitation), mobile service delivery centers, and incentive programs focused on historically underserved communities, many of which collocate with low-income neighborhoods and neighborhoods with high densities of Black and other residents of color. Finally, as previously mentioned, the work of the ORE is in development. A key project is developing a racial equity measurement and data strategy. The goal of this project, in part, is to enhance the ability of agencies to utilize data analysis enable effective decision-making that reduces inequitable outcomes.

Describe how your jurisdiction’s planned or current use of funds prioritizes economic and racial equity as a goal, names specific targets intended to produce meaningful equity results at scale and articulates the strategies to achieve those targets. Explain how your jurisdiction’s overall equity strategy translates into the specific services or programs offered by your jurisdiction in the following Expenditure Categories:

With regards to distribution and implementation of ARPA funds from March through July of 2021, implementing agencies set equity and racial equity goals, in addition to monitoring and evaluation procedures

at the agency level. As such, equity and racial equity strategies and targets vary by the unique services and clientele served by individual agencies. With over fifty-three agencies under Mayor Bowser's direction, reporting on individual agency equity strategies would pose an undue burden on District capacity. This section provides select narratives from implementing agencies to highlight the equity strategies and practices employed across the District's wide-reaching, substantial pandemic response.

Negative Economic Impacts (EC 2): assistance to households, small businesses, and non-profits to address impacts of the pandemic, which have been most severe among low-income populations. This includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other strategies that provide disadvantaged groups with access to education, jobs, and opportunity.

Where relevant and to the extent possible, implementing agencies prioritize serving residents and establishments who have been most severely impacted by the pandemic. The nature of the services provided dictate the nature of each agency's targeted support and/or the barriers redressed to narrow equity and racial equity gaps. Given both the nature of D.C.'s demographic composition and the disparate impacts of COVID-19 on residents, racial and ethnic equity is a consistent priority across the District's SLFRF funded pandemic response activities. Notable examples include:

- Housing initiatives, including programs which target individuals experiencing intersecting marginalities, as well programs which seek to break cycles of intergenerational inequities, such as Homeward DC for families and individuals, and the Housing Preservation Fund.
- Employment planning and training initiatives, including for returning citizens, families at risk of or experiencing homelessness, and underserved youth.
 - The District seeks to invest in families participating in the Rapid Rehousing program (RRH), over 90% of whom are residents who identify as Black females and support their transition out of poverty and into the middle class. Adults in families in RRH unequivocally express their desire to pursue a career and provide a better life for their children, yet become ineligible for income support programs which cover essential needs (particularly housing and childcare) as their earned income grows, but before they earn enough to cover these costs. This dynamic, often referred to as a "benefit cliff", embeds obstacles to opportunity and economic mobility in our "social safety net" programs. Reducing this cliff and bridging its resulting gap are of particular concern to an equitable pandemic recovery for all D.C. residents as unemployment benefits, eviction moratoria, and other pandemic-related federal protections begin to expire.
 - Through services like the Peer Navigator program, the Mayor's Office of Returning Citizen Affairs (MORCA) encourages all D.C. government agencies, private employers, and community-based organizations to incorporate initiatives, programs, and employment opportunities which specifically target returning citizens, the preponderance of whom are District residents who identify as Black.
 - Other notable initiatives include nursing and IT pathway and training grants; and employer partnership training grants for sub-baccalaureate training.

- Initiatives which support and protect small businesses, particularly business with Black and Latino proprietors which have seen the highest rates of closure across the District due to the pandemic.
 - The Streets for People program through the Mayor’s Office of Planning creates opportunities for partnerships with small-scale businesses and entrepreneurs and increases access to healthy food through farmers markets, streateries, and outdoor dining expansion. This equity driven approach aims to close the gaps in high rates of closures among Black and Latino businesses and expand support and opportunities for underserved and underrepresented entrepreneurs.
- Transportation equity
 - DDOT is working toward having more data points that measure transportation equity. As that effort improves, it can be utilized with the transportation needs maps created in the update to moveDC, our long-range transportation planning document. That map is based on an index of proximity to frequent transit, access to jobs / destinations, and identified safety risks. It includes four of the populations included in DDOT’s equity definition (persons of color, low-income, persons with disabilities, and persons with low-English proficiency) allowing DDOT staff to see where needs and historically under-resourced communities live. As our programmatic data points improve, that can become part of our systemwide analysis and ensure we are expanding programs where safety, mobility, and accessibility needs will be most improved or impactful.

Services to Disproportionately Impacted Communities (EC 3): services to address health disparities and the social determinants of health, build stronger neighborhoods and communities (e.g., affordable housing), address educational disparities (e.g., evidence-based tutoring, community schools, and academic, social-emotional, and mental health supports for high poverty schools), and promote healthy childhood environments (e.g., home visiting, child care).

The nature of the services provided dictate the nature of each agency’s targeted support and/or the barriers redressed to narrow equity and racial equity gaps. As race, ethnicity, and poverty are social determinants of health, the initiatives listed above heavily overlap with EC 3. Of note, the DC Department of Health’s recently published post-pandemic strategy, **COVID-19 Pandemic Health & Health Care Recovery Report** (May 2021), notes that “... [our] aim is to return to a health ecosystem prepared to not only address another global pandemic, but to better address all health needs in the District through integration and a focus on health equity.” The report notes further “While the pandemic has caused a significant amount of suffering and negative impacts on health outcomes, it has also come with some instrumental, positive lessons learned.”(p 1)

In framing the importance of a wider post-pandemic context, the report also noted: “The challenges, experience, and disparate outcomes of the pandemic in the District, has, if nothing else, underscored the necessity to apply an equity informed, structural analysis to our work going forward. In order to eliminate disparities in health outcomes, our collective actions must be intentional in three key areas: **access to quality health care; social and structural determinants of health; and structural and institutional racism.**”³

Additional notable examples of the District’s concerted efforts to apply an equity and racial equity lens to its SLFRF funded pandemic response activities include:

- Services to promote the health and dignity of residents experiencing homelessness
 - The COVID-19 pandemic has exacerbated the racial inequities that result in Black individuals representing 47% of DC’s overall population but account for 86% of those experiencing

homelessness. This program seeks to protect individuals most at-risk and already severely impacted by systemic inequity from the virus while in shelter and congregate settings.

- Services for children and families who have been involved with CFSA or the justice system
 - The project is dedicated to neighborhoods that are under resourced and populations most impacted by systemic racism. Communities in Ward 5 have also been identified as disproportionately affected by children and families' involvement in CFSA. The agency is working to address many issues and concerns of equity and race.
- The Deputy Mayor's Office of Education is launching services which support students who experienced greatest loss of learning and were otherwise most impacted by the pandemic, including the following:
 - New microtransit routes serving 23 elementary, middle, and high schools in Safe Passage zones in communities with the greatest disparities in educational outcomes, providing a safer alternative for students to get to and from school.
 - Safe Passage program for schools in the seven Safe Passage priority areas, impacting the school communities of an estimated 44 schools.
 - Empowering Males of Color (EMOC) Rites of Passage Program which provides intentional, strategic programs, supports and opportunities for young men of color.
 - Equity and Anti-Racism Mini Grant Opportunity which provides innovative funding for over 25 schools to implement equity programming targeted to their school communities.
 - Anti-Racist Educator University - Program to provide public school staff with shared learning rooted in anti-racism through content experts, professional learning communities and micro-credentialing.

Describe your jurisdiction's efforts to date and intended outcomes to promote equity using qualitative and quantitative data on how the jurisdiction's approach achieved or promoted equitable outcomes or progressed against equity goals. Describe any constraints or challenges that impacted project success in terms of increasing equity.

Please see above for an overview of the District's commitment to Equity in Governance, including the establishment of an Office of Racial Equity (ORE). ORE will serve as a resource to advise and support agencies in equitable practices henceforth but was not in place at the time of ARPA implementation planning.

Community Engagement

Overview of the FY 2022 budget formulation

Prior to the passing of the American Rescue Plan Act (ARPA) the District of Columbia engaged in a crosscutting budget formulation process that pulled agencies together to maximize the District's impact on improving the quality of residents' lives while also reducing costs wherever possible as our general fund revenues experienced significant write downs as a result of the public health emergency and the resulting economic recession. The crosscutting process formed the aforementioned eight District initiatives: COVID-19 Public Health Emergency Direct Response Costs; Economic Recovery for Residents and Businesses; Building and Preserving Affordable Housing; Learning Acceleration; Healthcare; Gun Violence Prevention; Youth Safety; and Alternative 911 Response.

Within each of these there are sub-initiatives that also brought together stakeholders and DC agencies. These common goals created a deep need for understanding and engagement with those most directly affected or serviced by government assistance. Through this process, agencies pulled from their institutional knowledge as well as regularly occurring engagement touch points, such as action planning meetings, about what communities need and what services delivery partners can reasonably achieve during this time period.

This effort to understand and build funding proposals around response and recovery began prior to the passing of ARPA. In February 2021, Mayor Bowser held a series of budget engagement forums where she solicited ideas and feedback from DC's residents to inform the FY 2022 budget priorities - a practice she created and has implemented since her very first year in office. The forums, attended by hundreds of residents each year, provide opportunity for discussion and engagement from the community on the biggest challenges DC faces and residents priorities for funding. Additionally, a survey was released online to gather additional feedback and provide an opportunity for residents who could not make the budget forums, to provide input and ideas.

Guidance for how ARPA funds could be used became available only 17 days before the Mayor Bowser submitted her complete proposal to the DC Council for review.

Once submitted, the Council review period lasts 60 days. The DC Council conducts open session hearings each year to hear from constituents about a variety of issues, among them is the budget. This year, this process encompassed the Recovery Budget, chiefly funded via ARPA funding from Treasury as well as ARPA funding from augmented formula grants to all jurisdictions.

The DC Council held 47 public hearings on the budget during its review period this year and had over 1,300 testimonies on issues related to spending decisions. The stakeholder engagement and constituent testimonies by committee are as follows:

Committee	# of Hearings	# of Testifiers
Committee on Recreation, Youth and Libraries	4	50
Committee of the Whole (Education Agencies)	3	190
Committee on Government Operations and Facilities	4	94
Committee on Housing and Executive Administration	5	132

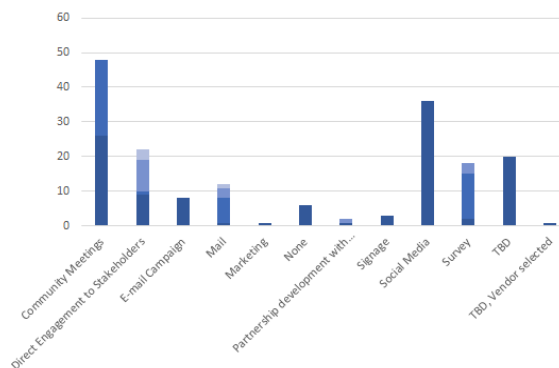
Committee of the Whole (non-Education Agencies)	5	252
Committee on Business and Economic Development	5	58
Committee on Labor and Workforce Development	5	58
Committee on Health	3	164
Committee on Transportation and the Environment	5	100
Committee on Human Services	4	92
Committee on Judiciary and Public Safety	4	291

Engagement by specific projects: a review of survey data

In order to meet the initial annual report requirement, a survey about various aspects of individual projects was distributed to District agencies managing projects funded with State and Local Fiscal Relief Funds (SLFRFs). The data collected from this survey indicates that about half of respondents are planning to hold some form of a community engagement meeting. This was most frequently described as planned public forums or townhalls.

The second most commonly planned method of engagement and outreach to communities includes social media or direct engagement to stakeholders in the form of campaigns involving e-mail, phone calls and/or texts, or mailers.

Chart CE 1. Survey Response Data from District Agencies about what method of outreach are under consideration for individual projects



Of course, methods of engagement shift and adapt to the communities served by each project. For example, programming meant to serve businesses responded to the survey questionnaire with plans to engage regional membership organizations and small business technical assistance providers for engagement support.

One powerful and often used tool, particularly in the education policy area, are information and listening sessions. These sessions are designed to gather information from the targets of interventions about what specific resources are needed during this critical time.

For example, one excerpt of survey responses from our State Superintendent of Education (OSSE) related to funds that will become available to assist schools is reducing learning loss through evidence-based interventions such as high frequency tutoring, detailed the deep investigation the agency underwent to determine exactly what families needed in public schools and public charters schools in an effort to strike the best balance for parents, teachers, school leaders, and more:

Project: High Impact Tutoring H14303

“In summer 2020, the District conducted a citywide reopening survey that reached more than 12,000 families, and this feedback informed our 2020-21 Guiding Principles and subsequent guidance to [local education agencies] LEAs. Furthermore, in February, March, and April 2021, OSSE and [the Deputy Mayor for Education] DME together conducted 23 focus groups on continuous education for next year, school year 2021-22, with over 240 attendees, including school leaders, teachers, families, and students representing all 8 District wards. The attendees represented traditional public schools, public charter schools, and nonpublic special education schools serving District students, as well as civil rights education advocacy groups and nonprofits that are deeply focused on racial equity and civil rights. Attendees gave detailed feedback on the major challenges faced by their school communities during the pandemic, and also gave suggestions to OSSE about what supports and improvements they would need for a successful 2021-22 school year. All of these engagement efforts have informed the District's plans for accelerated learning and our focus on high impact tutoring specifically.”

Additionally, given the cross-cutting nature of this year’s unprecedented formulation process, many agencies have embarked on interconnected outreach methods--learning from-, and utilizing- other agencies’ and stakeholders’ community engagement practices and platforms. The effects of this cross collaboration showed up in many responses from agencies when asked about how they were planning to conduct outreach to stakeholders and communities. Two examples below demonstrate how the DC Department of Energy and the Environment (DOEE) and the DC Department of Human Services would be utilizing collaborative processes and platforms to reach our residents.

Project: Green Transition E13601

“DOEE is partnering with the Building Innovation Hub, DC Green Bank, and DC Sustainable Energy Utility to provide coordinated outreach to all affordable housing building owners who are not meeting the District’s Building Energy Performance Standards (BEPS). We will be jointly hosting a kick-off event in the fall of 2021 for the ARPA-funded projects to connect affordable housing building owners with the resources they need to meet BEPS and other related green and energy initiatives.”

Project: Homeward DC A06311

“Homeward DC 2.0 is the result of a highly collaborative process led by the District of Columbia Interagency Council on Homelessness (ICH), the Community Partnership for the Prevention of Homelessness (TCP), and the ICH’s Strategic Planning Committee, including persons with lived experiences of homelessness. [This project has already had] over 45 community meetings for public input.”

Finally, the District is proud to maintain robust touch points with its communities through reliable and consistent engagement conducted by DC agencies. This was another commonly referenced mechanism by which DC agencies anticipate conducting outreach to stakeholders and residents.

One example of this work is the District's agency for public health, DC Health, and their work to expand Produce Rx, a popular initiative to connect residents with diet-related chronic health conditions to evidence-informed food access interventions in an effort to cost effectively improve health outcomes, decrease utilization of expensive health services, and enhance quality of life for these individuals who are often socially, as well as medically, vulnerable.

Project: Produce Rx G11201

“DC Health uses Our Healthy DC, an online tool where residents share their priorities to improve community health in the District. DC Health participates in the DC Food Policy Council, led by the DC Office of Planning, to engage with and hear from communities on their priorities for food access across the city.”

Labor Practices

The District has budgeted for two infrastructure projects under Expenditure Category 5.12: Lead Pipe Replacement in the Department of Energy and Environment, and Lead Removal funds likely to be administered by the DC Public Charter School Board (DC PCSB), in accordance with the Childhood Lead Exposure Act of 2017. Funds for the Lead Pipe Replacement project will be transferred to DC Water, and work will be completed by their approved set of contractors, with program management, oversight and inspections conducted by DC Water Staff. It is the District's expectation that Davis-Bacon wages will apply to the contracted work.

DC PCSB, through ongoing compliance with the Childhood Lead Exposure Act, has contractually obligated its vendors to promote local hiring using labor agreements of First Source, a program establishing DC Resident hiring standards. Through the execution of these contracts, the program is able to provide contracted positions with Certified Business Enterprises within the District. A Certified Business Enterprise (CBE) is a business that is headquartered in the District of Columbia and has been certified by the Department of Small and Local Business Development (DSLBD). In order to qualify as a CBE, the principal office of the business must be physically located in the District of Columbia and it must be either (a) independently owned, operated, and controlled, (b) more than 50% owned, operated, and controlled by a District based enterprise or not-for-profit business, or (c) owned by a non-District-based business enterprise or not-for-profit business that is more than 50% owned by District residents.

Use of Evidence

Under the leadership of Mayor Muriel Bowser, DC government has been a trailblazer in evidence-based policy, and our use of SLFRF builds and expands upon that strong foundation. Through the mayor's scientific team, [The Lab @ DC](#) (The Lab), we have both aligned our budgeting process to standards outlined in the Foundations for Evidence-Based Policymaking Act of 2018 ([HR 4174](#)) and embedded experimental evaluations in more than 20 DC government programs and counting.

Each year's budget cycle begins with a review of all proposals for new or expanded programs and services, representing more than \$500M of new programming on average. Through our standardized process, agencies are required to provide the evidence base supporting their budget requests. These are then scored by The Lab in five categories aligned with federal standards²: Strong, Moderate, Promising, Demonstrates a Rationale, and No Evidence. These ratings are revised through the budget process as proposals are refined, and the final ratings are presented to the mayor with each proposal. Throughout the process, The Lab identifies potential opportunities to embed rigorous evaluations in investments that are approved (for example, in [education technology](#), [911 responses](#), and [discounted transit](#)) and uses the results of its evaluations to inform future budget decisions.

The SLFRF funds were allocated on an expedited timeline, but still followed the basic steps of evidence-based budgeting described above. Each new SLFRF investment included in Mayor Bowser's proposed budget was reviewed for its evidence base prior to being submitted to the DC Council. The DC Council then made changes and additions to the Mayor's proposed SLFRF investments through August 3, 2021.

Given many additions and adjustments made by the DC Council are still being transmitted to agencies, this first annual report reflects a conservative estimate of the number of projects and expenditures that meet Treasury's definition of "evidence-based." In the project inventory attached, we list programs we are confident are designed to meet a Strong or Moderate evidence standard and will be implemented in alignment with those standards. We also note where a project contains components that are evidence-based and where we may include an impact evaluation. In total, we expect the final amount of evidence-based funds to range from \$85 million to \$382 million, depending on 1) the final program designs 2) the projects that include program evaluations, and 3) the results of those evaluations. As agencies refine their programs, we will collaborate with them to add evidence-based practices where appropriate. As a result, we expect that next year's report and subsequent reports will provide a more comprehensive assessment of evidence-based investments funded with SLFRF (see the Executive Summary and Use of Funds Sections for more detail).

DC government is committed to both using existing evidence and building evidence through our innovative work. We expect to organize our evidence-building SLFRF award funds into a learning agenda to focus our evaluation efforts on answering the highest priority questions for DC residents. Although we are currently gathering input from stakeholders on the learning agenda, we know we have focused our initial evidence-building efforts on a simple question: *What SLFRF investments are most effective for our disadvantaged residents and should be continued beyond the federal investments?*

Our investment in the Launch, Evaluation, and Monitoring (LEM) hub will make this learning agenda possible. This capacity-building initiative will provide enhanced support to investments we hope will have a

² Most directly the evidence standards in the Every Student Succeeds ACT of 2015. The Strong and Moderate categories qualify as Evidence-Based under the reporting requirements (Appendix 2.)

transformative impact on DC residents. Specifically, the LEM supports a team dedicated to the launch, performance management, and rigorous evaluation of select programs and services created with federal stimulus funds. The LEM will empower four important steps for these initiatives:

1. **Launch** select investments with an excellent, and equitable resident experience;
2. **Embed** data collection and performance monitoring;
3. **Evaluate** investments using the most rigorous and transparent scientific techniques; and
4. **Decide** –inform decisions about which investments have the impact on residents that we want to continue beyond FY 24.

The LEM will enable us to categorize SLFRF projects into three tiers based on the level of evidence generated. Tier III projects will have sufficient performance reporting already in place and will only require light monitoring. Tier II projects will receive enhanced performance management support to both comply with SLFRF Performance Management requirements and to answer descriptive questions from our learning agenda. Tier I projects will be identified for impact evaluations, meaning LEM staff will assist with the launch of the program (enrollment, selection, data collection, etc.) and will also embed an evaluation designed to meet Strong or Moderate criteria.

We expect 6-10 projects will be identified by DC leadership as Tier I, and to qualify for waivers to the evidence-based reporting because they will be evaluated with support from the LEM. In the project profiles we identify 21 projects as qualifying for an evaluation. Because most of the programs are only recently approved and are currently being designed, it is premature to commit to a specific evaluation design for them without first being able to assess the feasibility, ethics, and tradeoffs of different experimental and quasi-experimental evaluation approaches. Based on The Lab@DC's experience conducting more than 20 [randomized](#) and [quasi-experimental](#) evaluations, we are confident in the District's ability to meet the SLFRF standards for program evaluation. Next year's report will provide a comprehensive description of the evaluation designs for each Tier I projects as well as links to any public materials on the evaluation.³

Finally, the LEM will also serve as a catalyst for longer-term evidence-based policy. In the beginning stages, staff will be concentrated in the Office of the City Administrator, and in later stages of program execution, staff will transition to agencies and Deputy Mayor's offices to build long-term service design, implementation, evaluation, and performance management capacity for ongoing impact.

³ All Lab evaluation plans are registered on our Open Science Framework site to promote rigor and transparency. Examples can be found at: <https://osf.io/institutions/thelabatdc/>

Table of Expenses by Expenditure Category

Category	Expenditures to date (\$)	Spent since last Recovery Plan
1. Public Health		
1.01 COVID-19 Vaccination	1,827,658	1,827,658
1.02 COVID-19 Testing	0	0
1.03 COVID-19 Contact Tracing	0	0
1.04 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)	0	0
1.05 Personal Protective Equipment	0	0
1.06 Medical Expenses (including Alternative Care Facilities)	0	0
1.07 Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency	0	0
1.08 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	0	0
1.09 Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19	0	0
1.10 Mental Health Services	0	0
1.11 Substance Use Services	0	0
1.12 Other Public Health Services	0	0
2. Negative Economic Impacts		
2.01 Household Assistance: Food Programs	0	0
2.02 Household Assistance: Rent, Mortgage, and Utility Aid	0	0
2.03 Household Assistance: Cash Transfers	0	0
2.04 Household Assistance: Internet Access Programs	0	0
2.05 Household Assistance: Eviction Prevention	0	0
2.06 Unemployment Benefits or Cash Assistance to Unemployed Workers	0	0
2.07 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)	0	0
2.08 Contributions to UI Trust Funds	0	0
2.09 Small Business Economic Assistance (General)* ^	80,000,000	80,000,000
2.10 Aid to Nonprofit Organizations*	0	0
2.11 Aid to Tourism, Travel, or Hospitality	0	0
2.12 Aid to Other Impacted Industries	0	0
2.13 Other Economic Support* ^	0	0
2.14 Rehiring Public Sector Staff	0	0
3. Services to Disproportionately Impacted Communities		
3.01 Education Assistance: Early Learning* ^	0	0
3.02 Education Assistance: Aid to High-Poverty Districts ^	0	0
3.03 Education Assistance: Academic Services	384,017	384,017
3.04 Education Assistance: Social, Emotional, and Mental Health Services	0	0
3.05 Education Assistance: Other	0	0
3.06 Healthy Childhood Environments: Child Care	0	0
3.07 Healthy Childhood Environments: Home Visiting	0	0

3.08	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System	0	0
3.09	Healthy Childhood Environments: Other	0	0
3.10	Housing Support: Affordable Housing	0	0
3.11	Housing Support: Services for Unhoused Persons	0	0
3.12	Housing Support: Other Housing Assistance	121,956	121,956
3.13	Social Determinants of Health: Other	0	0
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators	0	0
3.15	Social Determinants of Health: Lead Remediation	0	0
3.16	Social Determinants of Health: Community Violence Interventions	0	0
4. Premium Pay			
4.01	Public Sector Employees	0	0
4.02	Private Sector: Grants to Other Employers	0	0
5. Infrastructure			
5.01	Clean Water: Centralized Wastewater Treatment	0	0
5.02	Clean Water: Centralized Wastewater Collection and Conveyance	0	0
5.03	Clean Water: Decentralized Wastewater	0	0
5.04	Clean Water: Combined Sewer Overflows	0	0
5.05	Clean Water: Other Sewer Infrastructure	0	0
5.06	Clean Water: Stormwater	0	0
5.07	Clean Water: Energy Conservation	0	0
5.08	Clean Water: Water Conservation	0	0
5.09	Clean Water: Nonpoint Source	0	0
5.10	Drinking water: Treatment	0	0
5.11	Drinking water: Transmission & Distribution	0	0
5.12	Drinking water: Transmission & Distribution: Lead Remediation	0	0
5.13	Drinking water: Source	0	0
5.14	Drinking water: Storage	0	0
5.15	Drinking water: Other water infrastructure	0	0
5.16	Broadband: "Last Mile" projects	0	0
5.17	Broadband: Other projects	0	0
6. Revenue Replacement			
6.01	Provision of Government Services	750,000	750,000
7. Administrative			
7.01	Administrative Expenses	0	0
7.02	Evaluation and Data Analysis	0	0
7.03	Transfers to Other Units of Government	0	0
7.04	Transfers to Non-entitlement Units (States and territories only)	0	0

Performance Reporting

The Office of Budget and Performance Management is charged with monitoring agency operational functions and facilitating the effective and efficient implementation of the Mayor's policies by leading the District's strategic planning work and development and execution of monitoring and accountability tools. The Performance Management Division monitors performance for over 70 District agencies on a quarterly basis and provides annual Performance Accountability Reports (PARs) after the completion of each fiscal year.

Optimizing Agency Performance

To further enhance performance outcomes, the District expanded its existing performance management framework to ensure effective monitoring and oversight for the major SLFRF funded projects, to include measuring the impact of the investments on our most vulnerable residents. Some of the planned monitoring efforts include expanding the Division to hire two additional performance and data analysts to support the Launch, Evaluation and Monitoring (LEM) hub, and implementing an executive reporting process specifically for SLFRF funded projects. In addition, the Division will utilize the CapSTAT program, a data-driven performance management tool, to present the Mayor and City Administrator with data and analysis on high priority policy issues and key agency processes, in a collaborative forum to spark thoughtful discussion and lead to actionable outcomes.

Required Performance Indicators and Programmatic Data

Agencies with responsibilities for providing federal stimulus funding data for specific expenditure categories (ECs) will be required to include the applicable key performance indicators that align with those categories in their publicly available FY22 Performance Plans (to be located [here](#)). The end of the year results will be captured in next year's Recovery Plan Performance Report.

The mandatory KPIs as required by Treasury are listed below:

- a. Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12):**
 - *Number of people or households receiving eviction prevention services (including legal representation)*
 - *Number of affordable housing units preserved or developed*
- b. Negative Economic Impacts (EC 2):**
 - *Number of workers enrolled in sectoral job training programs*
 - *Number of workers completing sectoral job training programs*
 - *Number of people participating in summer youth employment programs*
- c. Education Assistance (EC 3.1-3.5):**
 - *Number of students participating in evidence-based tutoring programs*
- d. Healthy Childhood Environments (EC 3.6-3.9):**
 - *Number of children served by childcare and early learning*
 - *Number of families served by home visiting*

Additional performance measures identified by the Performance Division and agency partners

The Performance Division will also work with agencies to develop and track meaningful and accurate performance measures that include output and outcome data related to the strategic goals of the SLFRF projects.

Examples of Key Performance Indicators under consideration include:

- Average length of time experiencing homelessness (disaggregated by families and individuals)
- Number of affordable units preserved through the Housing Preservation Fund
- Percent of Tier I (SLFRF-funded) projects with embedded rigorous evaluation

Performance Reporting for the Fiscal Year 2021 Period of Performance (March 3-July 31, 2021)

While many projects have not started, the District anticipates making significant progress towards developing S.M.A.R.T. key performance indicators and meeting its strategic goals for the major SLFRF funded projects for Fiscal Year 2022.

The table below identifies the required key performance indicators and data for SLFRF projects that are currently in progress.

Project Code	EC	Required KPI or Programmatic Reporting Requirement	Project	Description	Fiscal Year (FY)	Performance Data
G12201	2.01	Number of Individuals Served	Senior Meal Delivery	Funding to support the cost of home delivered meals for seniors.	FY 2021	4000 Seniors
G14203	2.03	Number of Individuals Served	TANF Cash shortfall (FY 2021/2022)	Funding that supports existing TANF services.	FY 2021	14000 households
E02209	2.09	Number of Individuals Served	Bridge Grants	Funding to support businesses across the District	FY 2021	2058 small businesses

HO3303	3.03	Students Participating in Evidence-Based Tutoring	Boost Camps	A combination of high-quality enrichment and recreation in addition to an academic component to address learning loss attributed to the COVID-19 pandemic and accelerate learning.	FY 2021	621 students
CO9311	3.11	People or Households Receiving Eviction Prevention Services	COVID-19 Response Costs	The total number of unique households that received assistance of any kind under the ERA program	FY 2021	11250 unique households

Ineligible Activities: Tax Offset Provision (States and territories only)

Under the guidelines of the U.S. Department of Treasury's (Treasury's) final rule in 31 CFR Part 35, the District of Columbia would not be considered to have used SLFRF to offset a reduction in net tax revenue resulting from changes in law, regulation, or interpretation substantively enacted after March 3, 2021 and affecting tax year 2020.

Item	Amount as of 12/30/2020 \$000s
BASELINE TAX REVENUE	9,086,796
REVENUE REDUCING COVERED CHANGES	0
NET BASELINE TAX REVENUE	9,086,796
ACTUAL TAX REVENUE (CASH METHOD)	8,348,872
REDUCTION (BASELINE - ACTUAL)	737,924
REVENUE INCREASING COVERED CHANGES	0