New York City
Recovery Plan

State and Local Fiscal Recovery Funds

2021 Report

New York City

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GENERAL OVERVIEW

Executive Summary

The American Rescue Plan Act's State and Local Fiscal Recovery Funds (ARPA-SLFRF or SLFRF) will deliver $5.88 billion toward a successful recovery in New York City, as part of $350 billion that will be used by state, local, territorial and Tribal governments across the country to respond to the COVID-19 emergency and to bring back jobs. These funds are designed to support urgent public health response efforts to bring the pandemic under control, replace lost public sector revenue to support vital public services and help retain jobs, support immediate economic stabilization for households and businesses, and address systemic public health and economic challenges that have contributed to the unequal impact of the pandemic.

New York City's Recovery for All plan prioritizes vaccinating against COVID-19 to jumpstart the recovery, using the City government to fight inequality, building a fairer economy, helping children recover emotionally and academically from the impact of the pandemic, strengthening community-based solutions to public safety, and fighting the climate crisis.

New York City is grateful to the Biden-Harris Administration for their vision in creating a source of funding that will enable New York City to emerge from the pandemic as a stronger and more equitable City. We also thank our Congressional leadership, Majority Leader Schumer, Speaker Pelosi, and the New York Congressional delegation for this landmark legislation.

New York City's top priority for a Recovery for All is to vaccinate the public against COVID-19. With every vaccine shot, New York City gets closer to fully reopening the economy, restoring the jobs that were lost and ensuring equality in its comeback. As of August 30, 2021, the City has administered 10,528,908 doses of vaccine and fully vaccinated 4,846,786 people, 58.1% of its population over 12 years old through its Vaccine for All campaign.[1] This is above the national average of 52.3%.[2]

New York City has put people back to work to improve the City's public health. Both the Test and Trace Corps and the Vaccine Corps strengthen public health that the City needs to reopen safely, and provide jobs for those who need them most.

This is only the beginning. This report highlights New York City's portfolio of SLFRF projects and its strategy for the use of those funds in compliance with U.S. Treasury reporting requirements, from fiscal year 2021 through fiscal year 2025. It describes how the City's use of SLFRF funds meet shared federal goals of promoting equity, deepening community engagement, promoting sound labor practices, and using evidence-based program design. Additionally, it offers a list of SLFRF-funded expenses to date that continues to be reconciled, and a project inventory that serves as a snapshot of each of the 45 SLFRF-funded programs that over 30 City agencies and key collaborators have developed.

The report focuses solely on the components of the City's recovery that are funded through SLFRF. It is not intended to serve as a comprehensive report on the City's recovery efforts. The City's decisions to invest these funds now will help keep New Yorkers safe, restart the economy, rebuild the tax base, increase equity, and enable greater economic growth in future years.

[1] "COVID-19: Data." COVID-19: Data on Vaccines - NYC Health, www1.nyc.gov/site/doh/covid/covid-19-data-vaccines.page
[2] "CDC COVID Data Tracker." Centers for Disease Control and Prevention, Centers for Disease Control and Prevention, covid.cdc.gov/covid-data-tracker/#datatracker-home

Using the SLFRF funds as laid out in this report will help the City emerge from the pandemic a stronger, fairer place where all people can thrive.

Uses of Funds

New York City's Recovery for All plan is a radical investment in working families to drive economic growth in every neighborhood. Overall, the City expects to receive more than $20 billion in federal funds to support recovery from the pandemic. The $5.88 billion in SLFRF funding the City will receive comprises more than a third of five largest sources of federal stimulus funds that support COVID-19 response, recovery, and re-opening. The SLFRF funds work in concert with approximately $7.69 billion in Education Stabilization funds through the U.S. Department of Education (DOE), $1.57 billion in funds from the Centers for Disease Control and Prevention (CDC), $1.57 billion from the Coronavirus Relief Fund (CRF) established through the Coronavirus Aid, Relief, and Economic Security Act (CARES), and $5.26 billion in Federal Emergency Management Agency (FEMA) reimbursement, as well as other smaller funding streams.

Within the SLFRF, there are seven expenditure categories that allow state and local governments to tailor programs to their needs within the program's priorities.

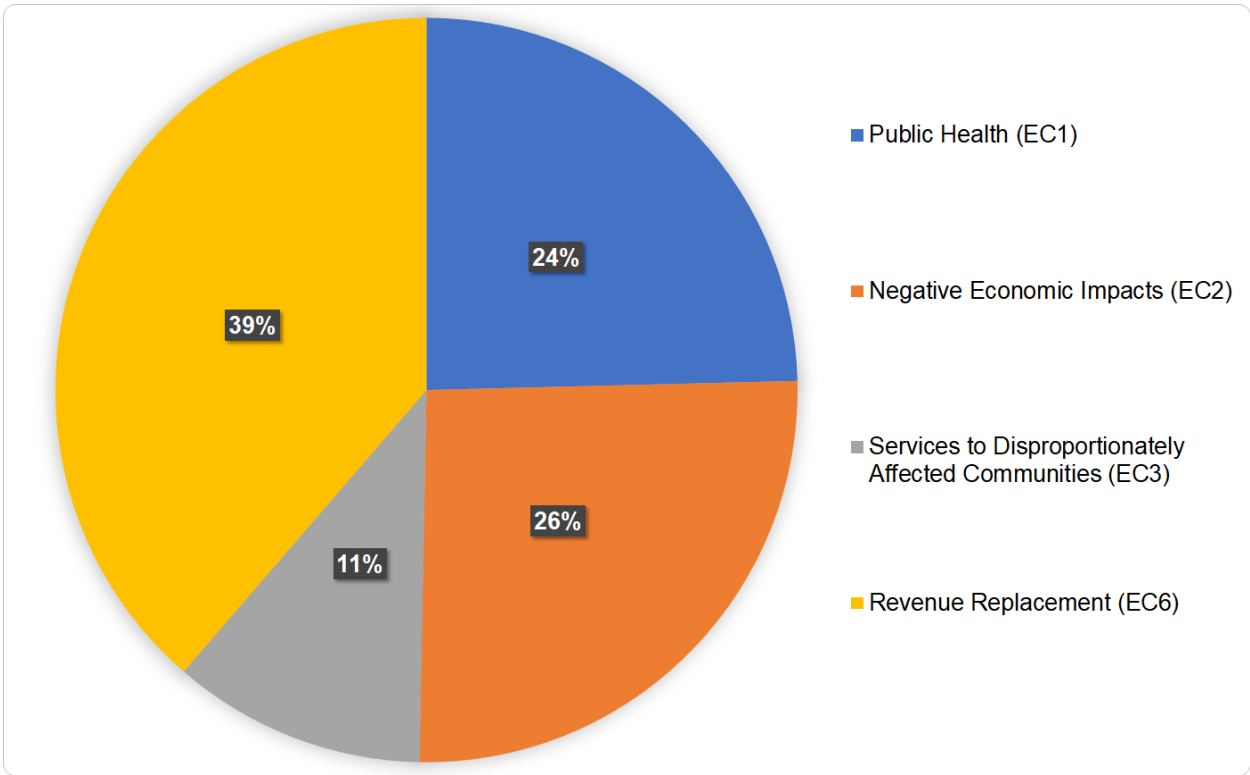
New York City's SLFRF Projects

New York City's diversity and globally important economy make its use of Coronavirus recovery funds singular in the nation. The flexibility of SLFRF funds make it possible to create new programs that meet the needs of recovery that are unique to the City, and sustain critical programs and operations that carried the City through the pandemic. The City's use of SLFRF funds within Treasury's expenditure categories prioritizes investments as follows:

- Ensure New York City can continue to provide key government services to New Yorkers in need by replacing lost revenue ($2.27 billion, or 39% of NYC's SLFRF funds)
- Build a new economy by creating employment opportunities and supporting small businesses ($1.51 billion, or 26% of NYC's SLFRF funds)
- Strengthen and resource our healthcare infrastructure to respond to the COVID-19 public health crisis ($1.45 billion, or 24% of NYC's SLFRF funds)
- Provide housing assistance and create educational resources that will close the COVID-19 achievement gap ($650 million, or 11% of NYC's SLFRF funds)

While each program has been conceived within a particular SLFRF expenditure category, programs may shift categories as implementation responds to needs on the ground. For profiles of New York City's SLFRF projects organized by their expenditure categories, see the Project Inventory section of this document.

Chart 1: Percentage of NYC SLFRF Funds Allocated per Expenditure Category FY 2021-2025



Addressing Public Health Needs: A Foundation of Recovery for All

The City made huge investments in its initial response and scaled up its healthcare infrastructure to reach vulnerable populations. Many of New York City's successes have come through programs that both enhance public health services and create jobs. The Vaccine for All Corps is an example: it creates entry-level clinical jobs for disadvantaged populations, including public housing residents, and allows the City to reach vaccine-resistant populations through people they trust. The City's aggressive approach to vaccination includes 412 vaccination sites spread across the city, from 24/7 mega vaccination sites to dozens of community health clinics.

COVID-19 was first detected in New York City March 1, 2020. By early June 2020, New York City first "flattened the curve" of the virus' presence because millions of New Yorkers heeded public health guidance and cooperated with shutdowns of all but essential businesses, the City coordinated the largest emergency medical response the country had ever seen, supplied scarce resources of equipment to healthcare facilities, and established large scale temporary clinical spaces to ensure hospital beds for all who needed them. Essential workers continued to keep City services running, and the City covered treatment and health insurance costs to spare them any personal expense that resulted from the virus. Throughout the pandemic, the City has been able to meet people where they are, by providing mobile testing and vaccination options.

SLRF programs will also support public health initiatives beyond testing and vaccinations. For example, to meet the growing need for behavioral health services, Communities Thrive focuses on providing mental health services to New Yorkers of color in the neighborhoods hardest hit by

the COVID-19 pandemic. New partnerships with community-based organizations (CBOs) are essential to the success of all programs; through City support, these service providers have been able to get critical information about health, safety and economic resources to historically underserved populations and to help them access assistance programs in all areas of recovery.

Overcoming the Pandemic's Negative Economic Impacts

Over the course of 2020, nearly one million jobs in New York City were lost due to the COVID19 pandemic. Entire industries shut down due to public health concerns. Cascading economic and social impacts – from unemployment to increased isolation and financial insecurity – have negatively impacted individuals, families, and businesses throughout the City, exposing existing racial and socioeconomic inequities. To address this, the City is targeting economic recovery in lower income households by, for example, supporting small businesses, ensuring access to affordable housing, and restoring and expanding summer and afterschool programs for K-8 students.

In reimagining what the government can do to confront the inequalities that have pervaded America to date, the City established a Task Force on Racial Inclusion and Equity (TRIE), which is now becoming a permanent part of City government. Analyses conducted by TRIE found that 33 neighborhoods were disproportionately impacted by COVID-19. These neighborhoods are home to Black, Indigenous, People of Color (BIPOC) populations facing significant economic and social vulnerabilities. Although these communities are home to a robust network of non-profit organizations, the COVID-19 pandemic has severely impacted that critical safety net while demand for services increased. To support this increased demand for services, the City launched a variety of programs to provide financial assistance to non-profit organizations, expanded aging support services, funded support for the neighborhood support network initiative, increased funding for local coalitions within neighborhoods disproportionately impacted by COVID-19, increased recreational programming in community spaces for youth, expanded community centers, and put in place a robust safety plan to protect cyclists on New York City streets to improve the quality of life. The multi-agency Cleanup Corps creates 10,000 jobs and will restore essential public spaces so that they support neighborhood well-being; it also provides wraparound services for individuals, and ultimately will become a climate corps that continues to build social and economic resilience.

Supporting Small Businesses

New York City is helping small businesses with regulatory changes and financial aid. For example, restaurants were some of the hardest-hit small businesses, and the City made it possible to extend seating into the street through the Open Restaurants Program. The Open Restaurants Program, along with Open Streets and Open Storefronts, saved over 100,000 jobs. Many of the City's emergency measures for COVID-19 improved quality of life and spurred economic growth that the City wants to sustain by making them permanent. Permanent Open Restaurants is one such program. The Avenue NYC program supports recovery of neighborhoods as a whole, by building capacity of community-based development organizations (CDBOs) to execute commercial revitalization initiatives.[3] To make opening or reopening easier for small business owners, the City has established NYC Business Quick Start, a concierge service that gives them all the tools they need to run their businesses smoothly. It cuts red tape

[3]"Avenue NYC." Avenue NYC - SBS, www1.nyc.gov/site/sbs/neighborhoods/avenue-nyc.page

and positions NYC as the most business-friendly large city in which to open or reopen a business.[4]

Affordable and Secure Housing

The pandemic has made securing affordable housing more challenging. In response, the City will enhance its services by providing $62.42 million to fund counsel for tenants facing eviction and $328.7 million to increase access to rental assistance vouchers. With the goal of decreasing the City's unhoused population by 50% in the next five years, the Recovery Plan commits to ensuring the safety and dignity of all New Yorkers by expanding street outreach programs, increasing safe-haven capacity, and providing health services.[5]

Accessible and Exemplary Education and After School Care

Access to education and after-school care supports the economic well-being of hardworking families, and the health, safety, and wellness of New York City's students continues to be a top priority. Agencies have designed programs to fund and support school reopening costs, school-based public health measures, childcare for students on remote learning days, summer programs, and youth employment. While New York City stands to receive separate federal education funding in response to the pandemic, programs such as Learning Bridges for children from 3-K through 8th grade will be supported by SLFRF funds.[6] Children of families in temporary housing, children of Department of Education (DOE) school and program staff, families residing in New York City Public Housing Authority (NYCHA) developments, children in foster care or receiving other child welfare services, students with disabilities, and children whose parent or guardian is an essential worker continue to be prioritized for supportive services as part of New York's Recovery for All.[7] For example, the Learning Labs initiative has served over 10,000 students total this fall as support for families with young children.

Promoting Equitable Outcomes

The COVID-19 pandemic has disproportionately impacted low-income communities and communities of color in New York City. Public health disparities and negative economic impacts meant Black and Hispanic people and those in ZIP codes with over 30% of the people living below the Federal Poverty Level fared markedly worse than other groups in terms of infection rates, death, job loss and other hardships. In the first wave of COVID-19, data suggests that infection rates for Black and Latino populations were double that of Whites.[8]

Additionally, Black New Yorkers faced the highest rate of food insecurity, with 29% of Black women reporting food insecurity during the pandemic. Women made up 89% of city residents

[4]"NYC Business Quick Start." NYC Business Quick Start - SBS, https://www1.nyc.gov/nycbusiness/article/get-help-with-licenses-and-permits

[5]"The Journey Home: An Action Plan to End Long-term Street Homelessness." Journey Home - DSS, https://www1.nyc.gov/assets/dhs/downloads/pdf/the-journey-home-2019-print-web.pdf

[6] "The Recovery Budget: Mayor De Blasio Releases the Executive Budget for Fiscal Year 2022." The Official Website of the City of New York, 26 Apr. 2021, www1.nyc.gov/office-of-the-mayor/news/307-21/the-recovery-budget-mayor-de-blasio-releases-executive-budget-fiscal-year-2022.

[7] "Return to School 2020: Learning Bridges Program." NYC Department of Education and NYC Department of Youth and Community Development. https://infohub.nyced.org/docs/default-source/default-document-library/dece_learning_bridges_flyer_english_v2-(1).pdf

[8] Goldstein, Joseph, and Matthew Sedacca. "Why Only 28 Percent of Young Black New Yorkers Are Vaccinated." The New York Times, The New York Times, 12 Aug. 2021, www.nytimes.com/2021/08/12/nyregion/covid-vaccine-black-young-new-yorkers.html

who stopped working to care for their children, highlighting an unequal share of childcare responsibilities.

As vulnerability increased, so did the demand for support services and resources. Examples include:

- Total 311 call volume increased by 32.6% throughout New York City in 2020 compared to 2019. In disproportionately impacted neighborhoods, 311 call volume increased by 47.4% compared to 2019
- Applications for emergency cash assistance increased by 12.5% in 2020 compared to 2019
- Applications for the Supplemental Nutrition Assistance Program (SNAP) increased by 59.4% in 2020

As more families became food insecure, the City distributed over 200 million meals at over one thousand locations throughout the city, and made home deliveries through the GetFoodNYC program for people who could not access the distribution points.[9]

These were not the only groups that were disproportionately affected; so were small business owners, artists, workers, immigrants, LQGBTIA, families and people with disabilities.

New York City's use of SLFRF supports a strong and equitable recovery from the COVID-19 pandemic and economic downturn by investing in programs, government services, and partnerships that reinforce the resilience of these communities and ensure the resources needed are there for future crises. For example, many SLFRF programs will be operating in or focused on low-income neighborhoods and/or those largely affected by the COVID-19 virus. Additionally, New York City also recognizes the need to support incarcerated individuals in its Recovery for All and will be funding specific programs and services for this population.

More specifically, New York City's Recovery for All aims to confront the inequity and systemic racism that have pervaded the City, with a goal of making New York City one of the fairest cities in the country. Primary goals include:

- Continue the City's momentum in fighting COVID-19
- Drive economic development
- Promote equity

Recovery for All leverages COVID-19 relief opportunities and aligns City agency programs, community-based organization projects and non-profit efforts to maximize the impact of funding and reach residents who most need support.

The coordinated, cross-sector management of COVID-19 recovery allows early public health response efforts to pivot into a means of addressing negative economic impacts and a way to serve disproportionately affected communities. This effort to create new pipelines of information, leveraging local and trusted sources, increases project impact potential. It creates more effective outreach about City offerings than ever before.

[9] "GetFoodNYC." GetFoodNYC - DSNY, https://www1.nyc.gov/assets/dsny/contact/services/COVID-19FoodAssistance.shtml

To track progress, New York City will consider and measure equity throughout the stages of program funding by tracking demographic and social vulnerability indexed information according to services funded in particular ZIP codes. Key outcomes for New York City's Recovery Plan include increasing vaccination rates for underserved populations, increasing jobs in underemployed neighborhoods, and increasingly food and housing security.

The approach to building equity for a fairer City translates into specific SLFRF programs and services within expenditure categories 2 and 3, as shown in Table 1. The Project Inventory section of this report breaks these numbers down further.

Table 1: NYC's SLFRF Funds Allocated to Expenditure Categories 2 and 3

New York City SLFRF Allocation	**$5.88 billion**
● Funds allocated to projects and services in Expenditure Category 2: Negative Economic Impacts	● $1.45 billion, or 24% of NYC's SLFRF funds
● Funds allocated to projects and services in Expenditure Category 3: Services to Disproportionately Affected Communities	● $650 million, or 11% of NYC's SLFRF funds

In targeting the use of funds, New York City will continue to leverage its COVID-19 Equity Action Plan with the goal of serving neighborhoods with a disproportionate burden of COVID-19 cases, hospitalizations and deaths – in particular Black, Latino, indigenous, immigrant and low-income communities, as well as children with underlying health conditions. The plan uses focused messaging and outreach to achieve three main goals: engaging with healthcare providers; engaging with community partners; and communicating with the community.[10]

New York City's primary challenge impacting project success, in terms of increasing equity, relates to its paramount goal of overcoming the COVID-19 virus through increased vaccination rates. New York City's vaccination rates are lower in low-income communities when compared to wealthier ones. The City is making the most of SLFRF funds by investing in jobs programs, education and after school care, and small business support services targeting disproportionately affected communities.

As New York continues to implement its SLFRF projects, the City will continue to collect and report equity-focused data and information across agencies. For example, the City is currently evaluating integrating EquityNYC into its SLFRF project portfolio, reflecting the City's commitment to transparency and accountability. EquityNYC, which regularly reports the status of racial and social equity in New York City and the City's work to address disparities, visualizes and contextualizes 45 indicators across eight domains, as well as five Citywide Equity Metrics (CEM) that track and report who the City services, where services are located, who the City employs, who receives City contracts with (e.g., prioritizing minority and women-owned businesses), and how the City promotes equity internally.[11] With this data at hand, the City can

[10] "Overview of the NYC Department of Health and Mental Hygiene's COVID-19 Equity Action Plan." https://www1.nyc.gov/assets/doh/downloads/pdf/imm/covid-19-equity-action-plan.pdf
[11] "Equity NYC." Equity NYC - MEO, www1.nyc.gov/site/opportunity/portfolio/equitynyc.page

measure its progress toward ensuring a safe and stable quality of life for all New Yorkers, regardless of where they live.

Community Engagement

New York City's Recovery Plan incorporates input and feedback from residents through community-based organizations (CBOs), and directly from residents themselves. In a city of over 8.3 million people, "community" can mean many things; any one of 59 community boards or five boroughs; particular neighborhoods; block associations; school districts; interest groups; demographics such as age or ethnicity or disability and much else. COVID-19 has disproportionately affected communities of many different definitions, and the City's SLFRF programs are designed to work in concert to reach them all. Black, Latino, immigrant, low-income and other historically underserved communities have been and continue to be prioritized.

Stopping the spread of COVID-19 and promoting a more equitable future has required the City to provide services on an unprecedented scale, and to collaborate with community-based organizations in new ways. For example, CBOs serving low and moderate-income neighborhoods are priority partners for the Recovery Plan. Over $300 million of the City's SLFRF funding will go to these organizations. For most programs that provide assistance with food, housing, job creation, small business and neighborhood recovery, one core element is communication with residents. The City establishes information feedback loops with community providers, who identify needs as they emerge and raise awareness of City programs. This enables the City to provide resources that address them, thereby incorporating community feedback into program design and administration. In turn, the City directs people in need to CBO service providers through mailings, text messages and advertising campaigns. Much of the material is produced in multiple languages to reach the City's many immigrant populations and in formats that people with disabilities can access. To remove a barrier to access for undocumented immigrants, the materials note that the City provides resources and services to all residents, regardless of immigration status, and does not share information with law enforcement. The City also organizes and participates in tele-town hall meetings hosted with community partners.

Perhaps the most important support the City has given to its community partners is the ability to supply services to the public for free or at very low cost. Public health operations such as the Test & Trace program and Vaccines for All have provided health services including COVID-19 prevention information, testing, personal protective equipment (PPE) and vaccination to all residents at no charge. Food programs such as the GetFoodNYC program offer free food that can be picked up at public schools, a directory of free food pantries, guidance on how to register for benefit programs and obtain other food-related assistance, as well as emergency home food delivery. Likewise, NYC Well helps connect people to free or low-cost mental healthcare. Its new resources are designed to help people and their families deal with the stresses that have arisen from the challenges of the pandemic. In addition to downloadable fact sheets, it provides free 24/7 access to counseling via text, telephone and chat and phone apps. These services are available in multiple languages. The Communities Thrive initiative is working to expand tele-

mental health options and reduce the stigma of mental healthcare in demographics that seek care at disproportionately low rates and have faced barriers to care.

The City has made it possible to reach into communities that do not have strong social service infrastructure by setting up mobile operations for several programs, including COVID-19 testing and vaccination. For those who cannot access services where they are offered, the City will visit them at their homes. GetFoodNYC offers a home delivery option, and food that suits many different cultures and religions.

Another support to CBOs has been to increase the number of City staff who coordinate with them, thereby creating additional avenues for feedback and communication. The City has provided supplies, staff, and space to several agencies that coordinate critical services. Remote access to public benefits has been supported through upgrades to AccessNYC, the Human Services program website, which provides easy online COVID-19 program registration, as well as information about other federal aid programs including the Emergency Rental Assistance Program. Importantly, AccessNYC dropped requirements for in-person registration so that people could join programs even when offices were closed.

The City recognizes that community-based organizations maintain trusting relationships with marginalized populations. Across all areas of focus in COVID-19 response, recovery, and re-opening, projects are designed to strengthen CBOs in their own missions and for the City to receive feedback along the way.

Labor Practices

Treasury's SLFRF Compliance and Reporting Guidance requests a description of workforce practices for infrastructure projects assigned to Expenditure Category 5: Infrastructure. According to the stated definition of infrastructure projects as related to water, sewer, or broadband, New York City is not proposing any infrastructure projects in this category. However, the City's Cleanup Corps is creating a labor force that will maintain the City's infrastructure by hiring low-income people to maintain and improve the streets and parks in their own neighborhoods. Likewise, the Department of Buildings has been able to enforce COVID-19 safety regulations for workers on construction sites throughout the City, and to distribute guidance to construction workers in multiple languages.

Use of Evidence

In many sectors, recovery is evaluated by comparison with a pre-COVID-19 baseline. This preliminary evidence is a useful high-level snapshot, as it can point the way toward future Learning Agendas. SLFRF projects aim to create a City that is more equitable than it has ever been, and to evaluate these programs, there will need to be new, evidence-based indicators for equity.

One goal of the recovery is to make New York City the public health capital of the world. The Pandemic Response Institute has been founded in part to develop a broad spectrum of evidence-based measures that can be used for COVID-19 response and recovery efforts, or any pandemic that may occur in the future. This is a $20 million effort that will be developed

alongside the SLFRF programs. Data collected and lessons learned during COVID-19 will be the groundwork for strong evidence-based programs for equity in the future.

The City's Test & Trace and Vaccine distribution programs have worked well with the best preliminary evidence the City has been able to gather. As a result of its current monitoring practices, the City is quick to spot challenges to vaccine distribution and has had success revising its programs (for instance, offering home vaccination options and financial incentives) based on preliminary evidence. The following Key Performance Indicators are considered the most telling signs of the state of COVID-19 in the city: percent positivity, confirmed and probable cases, hospital admissions, and the rate of hospitalization per 100,000 residents.

The stresses of COVID-19 will have long-term consequences on health and well-being and the ability to return to work and to manage relationships. Mental health is at the foundation of personal recovery, yet many of those who most need mental health services do not receive them. Through a series of mental health-related programs, conducted in partnership with community-based organizations already trusted by New Yorkers of color, the City will embed new care options into federally-designated mental healthcare shortage areas. These programs are free or low-cost and so will also ensure that ongoing services are available to anyone, regardless of insurance coverage, immigration status, language spoken, or ability to pay.

To provide transparency on use of funds, the public can view the same information the City collects to monitor the status of the virus in the City and COVID-19 recovery as it emerges.[12] A web-based portal enables the public to see evaluation criteria and track official performance data. Additionally, the NYC Recovery Data Partnership, a first-of-its-kind effort for community, non-profit, and private organizations to share data with the City to aid in COVID-19 response and recovery efforts.[13] Data shared by partner organizations is provided free-of-charge to bolster understanding of how industry, service delivery, and the lived experiences of New Yorkers have been impacted by COVID-19, and will help to inform programmatic and policy decisions for an equitable recovery.

[12]"COVID-19: Data." COVID-19 Data - DOHMH, https://www1.nyc.gov/site/doh/covid/covid-19-data.page
[13]"Data Tools." Data Tools - DOHMH, https://www1.nyc.gov/site/doh/data/tools.page

Table of Expenses by Expenditure Category

The table below demonstrates the use of SLFRF funds to date, organized by Treasury-designated Expenditure Categories. With some exceptions per U.S. Treasury guidance, the eligible period of funding for SLFRF-funded initiatives begins March 3, 2021. This table will be updated annually to reflect SLFRF fund spending. Many City initiatives that are included in SLFRF projects have multiple sources of funds. Only SLFRF project funding is reflected in this report.

Table 2: SLFRF Expenses for Each Expenditure Category

Expenditure Category		Cumulative expenditures to date ($)	Amount spent since last Recovery Plan
1	**Public Health**		
1.1	COVID-19 Vaccination	$0	$0
1.2	COVID-19 Testing	$0	$0
1.3	COVID-19 Contact Tracing	$0	$0
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)	$ 13,160,889.23	$ 13,160,889.23
1.5	Personal Protective Equipment	$0	$0
1.6	Medical Expenses (including Alternative Care Facilities)	$0	$0
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency	$ 1,513,237.00	$ 1,513,237.00
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	$0	$0
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19	$ 1,807,375.53	$ 1,807,375.53
1.10	Mental Health Services	$ 7,084,860.36	$ 7,084,860.36
1.11	Substance Use Services	$0	$0
1.12	Other Public Health Services	$0	$0
2	**Negative Economic Impacts**		

2.1	Household Assistance: Food Programs	$ 275,123.37	$ 275,123.37
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	$ 144,044,456.00	$ 144,044,456.00
2.3	Household Assistance: Cash Transfers	$0	$0
2.4	Household Assistance: Internet Access Programs	$0	$0
2.5	Household Assistance: Eviction Prevention	$0	$0
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers	$0	$0
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)	$ 22,228,712.33	$ 22,228,712.33
2.8	Contributions to UI Trust Funds	$0	$0
2.9	Small Business Economic Assistance (General)	$ 575,768.57	$ 575,768.57
2.10	Aid to nonprofit organizations	$ 3,596,590.00	$ 3,596,590.00
2.11	Aid to Tourism, Travel, or Hospitality	$ 1,536,685.32	$ 1,536,685.32
2.12	Aid to Other Impacted Industries	$0	$0
2.13	Other Economic Support	$ 3,333,329.67	$ 3,333,329.67
2.14	Rehiring Public Sector Staff	$ 14,033,246.00	$14,033,246.00
3	**Services to Disproportionately Impacted Communities**		
3.1	Education Assistance: Early Learning	$0	$0
3.2	Education Assistance: Aid to High-Poverty Districts	$0	$0
3.3	Education Assistance: Academic Service	$0	$0
3.4	Education Assistance: Social, Emotional, and Mental Health Services	$0	$0
3.5	Education Assistance: Other	$ 44,559,596.98	$ 44,559,596.98
3.6	Healthy Childhood Environments: Child Care	$ 2,782,366.00	$ 2,782,366.00

3.7	Healthy Childhood Environments: Home Visiting	$0	$0
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System	$0	$0
3.9.	Healthy Childhood Environments: Other	$0	$0
3.10	Housing Support: Affordable Housing	$0	$0
3.11	Housing Support: Services for Unhoused persons	$ 841,515.00	$ 841,515.00
3.12	Housing Support: Other Housing Assistance	$0	$0
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**		
4.1	Public Sector Employees	$0	$0
4.2	Private Sector: Grants to other employers	$0	$0
5	**Infrastructure**		
5.1	Clean Water: Centralized wastewater treatment	$0	$0
5.2	Clean Water: Centralized wastewater collection and conveyance	$0	$0
5.3	Clean Water: Decentralized wastewater	$0	$0
5.4	Clean Water: Combined sewer overflows	$0	$0
5.5	Clean Water: Other sewer infrastructure	$0	$0
5.6	Clean Water: Stormwater	$0	$0
5.7	Clean Water: Energy conservation	$0	$0
5.8	Clean Water: Water conservation	$0	$0

5.9	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**		
6.1	Provision of Government Services	$ 213,124,698.20	$ 213,124,698.20
7	**Administrative and Other**		
7.1	Administrative Expenses	$0	$0
7.2	Evaluation and data analysis	$0	$0
7.3	Transfers to Other Units of Government	$0	$0
7.4	Transfers to Nonentitlement Units (States and Territories only)	$0	$0

PROJECT INVENTORY

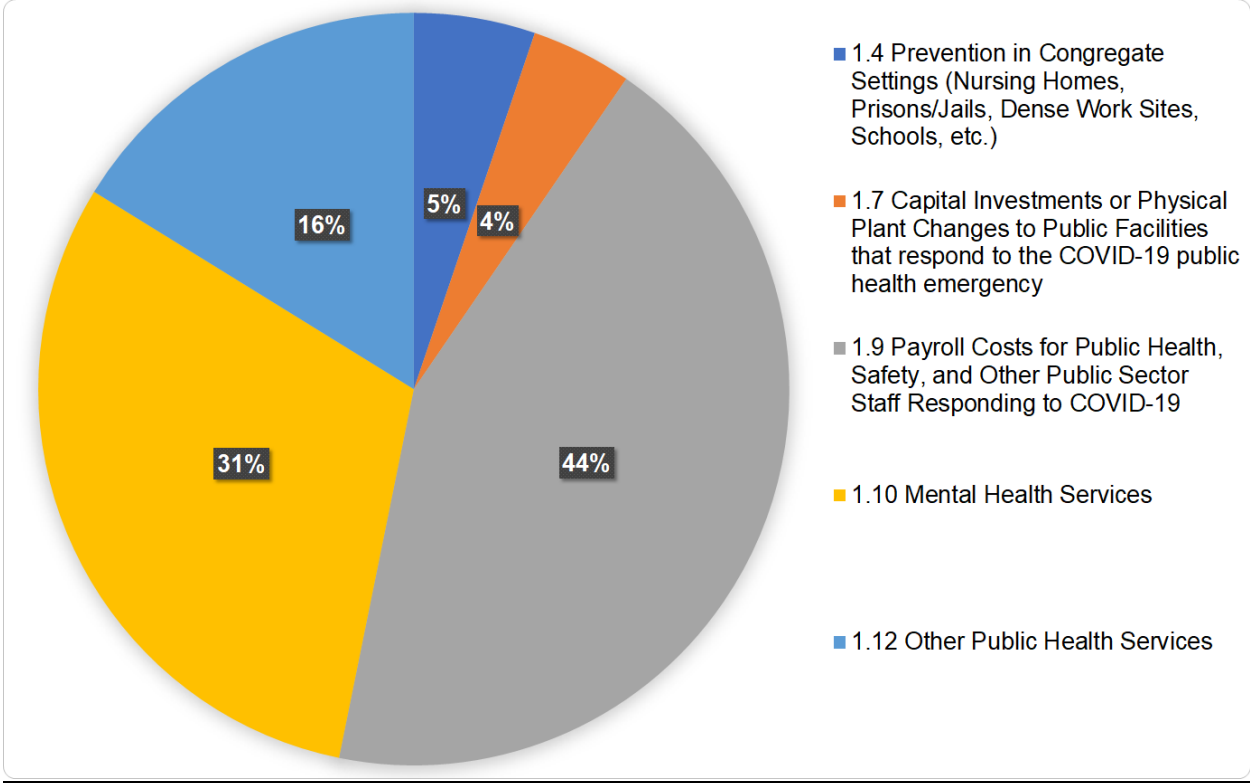
New York City has created 45 SLFRF projects that are all profiled here according to Treasury guidance. They fall into four of Treasury's SLFRF Expenditure Categories (ECs): EC 1, Public Health; EC 2, Negative Economic Impacts; EC 3, Services to Disproportionately Affected Communities; and EC 6, Revenue Replacement. Within each EC, projects are ordered from highest to lowest funding amount. For a breakdown of expenses by EC, see Table 2. These SLFRF projects often encompass several City programs, highlighting the City's coordinated approach to recovery. Given that the recovery programs with the greatest positive impact adapt to changing realities and needs, projects may be assigned to different categories as they evolve over time. Consistent with New York City's practices of data-driven decision making, project performance is measured as described in the profiles below.

Where mandatory federal reporting requirements are applicable for certain expenditure categories, they are featured in a table in the profile of each project.

Expenditure Category 1: Public Health

The 6 projects within this group support public health response, fund COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff.

Chart 2: Percentage Distribution of Funds by Project, EC 1: Public Health



ARP_COVIDPAR_1: **COVID-19 Prevention and Response**

SLFRF Funding Amount: $52,871,500

Project Expenditure Category: 1.4, Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)

Project Overview

As the City continues to fight the spread of COVID-19, continued investment focuses on work to keep New Yorkers safe. The COVID-19 Prevention and Response Project reflects the City's commitment to keeping its residents safe in congregate settings. This project focuses particularly on schools, the workplace, and businesses.

Getting children back to school is critical to closing the achievement gap caused by COVID-19. One of many programs that address support for education, Health and Hospitals/Department of Education (DOE) collaborative initiative, the program funds the deployment of full-time nursing

staff to ensure that each school has at least one nurse available for any student's needs. As schools have reopened, nurses have assisted supporting the administration in keeping students safe, including supporting weekly COVID-19 testing efforts. Nurses began to be hired ahead of the 2020-21 school year, and this major investment was considered fundamental and foundational to successfully reopening schools.

Another initiative enables the City's Department of Buildings (DOB) to fund inspections focusing on field surveys and compliance with COVID-19 restrictions and to enforce building use and occupancy compliance with the NYC Construction Codes, NYC Zoning Resolution, and COVID-19 Emergency Executive Orders. DOB's inspectors receive complaints through 311 for targeted inspection and conduct proactive inspections. They also provide outreach by passing out masks and pamphlets with COVID-19 safety guidance for construction sites.

An additional initiative within the Department of Transportation (DOT) supports compliance with the Mayor's May 2021 directive to begin reporting back to work, as well as with physical distancing guidelines encouraged by the CDC. SLFRF funds were used to provide 3,500 PC webcams and headsets with microphones to personnel who use desktops at the Department of Transportation, so that they are able to collaborate virtually.

Websites: School Safety; DOB Response; DOT Staff Updates

Use of Evidence

The goal of the COVID-19 Prevention and Response program is to promote measures that ensure the health and safety of New Yorkers. The evidence base for this program, broadly speaking, reflects public health best practice to stop the spread of the COVID-19 virus.

Allocating at least one nurse per school will provide the medical care necessary to support the diverse needs of a public school population. With the addition of a qualified provider, students will have the opportunity to have on-site access to quality care. Nurses are able to support the student population for medical and behavioral health needs and are able to connect students to, and serve as a bridge for, additional medical care off campus. Having an on-site nurse enables students to participate in school with the medical support they need to thrive.

DOB's mandate for COVID-19 inspections is further based on specific designations provided by the NY State Department of Health, composed of Red, Yellow, and Orange risk levels. Outcome goals for DOB include maximizing daily inspection volume, timely inspection of active complaints, and reducing the percentage of violations or warnings with outreach and education during patrols. The most challenging issues include the high volume of repeat complaints on the same businesses, willful noncompliance of the public, and ensuring the safety of inspectors during patrols.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: number of nurses hired; number of inspections performed; number of violations/warnings issues. Key outcomes include: 311 complaint responses; percent of enforcement action on total inspections.

ARP_PFU_1: **Public Facility Upgrades**

SLFRF Funding amount: $43,978,357

Project Expenditure Category: 1.7, Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency

Project Overview

NYC's capital investment in public facilities is a critical component of recovering from the COVID-19 public health crisis. To ensure the safety of NYC schools and public spaces, the NYC Department of Buildings (DOB) and NYC Department of Transportation (DOT) have launched key initiatives to address public safety and community health. These include a new Situation Room, a space that allows the City to conduct coordinated, multi-agency efforts for citywide COVID-19 response in public schools, as well as improvements to public spaces in underserved communities and neighborhoods hardest hit by the COVID-19 pandemic.

As New York City's population of over one million public school students and thousands of teachers, faculty, and staff prepare for reopening, City officials are refining plans to ensure the safety of school communities. As part of this effort, the NYC Department of Education (DOE) has launched the COVID-19 Situation Room, a multi-agency partnership with the Department of Health and Mental Hygiene (DOHMH), and the Test & Trace Corps to facilitate the rapid response to positive COVID-19 cases in public schools. The Situation Room provides a single point of contact between schools and agency partners responsible for performing testing and contact tracing, and ensures appropriate interventions are taken by school communities. The Situation Room is housed at a specifically-selected DOB office to centrally manage all activities needed to track COVID-19 cases.

To ensure an equitable recovery, DOT has launched several initiatives to improve public spaces. DOT will support partners through comprehensive and ongoing horticultural care and maintenance services at plazas in underserved neighborhoods and those hardest hit by the COVID-19 pandemic. DOT funds will be used for program operations, staff for design and construction oversight, and to manage contracts and partners.

In order to ease chronic congestion and conflicts on the Brooklyn Bridge Promenade, DOT will be launching the Bridges for the People, a major bicycle and pedestrian accessibility improvement on the Brooklyn Bridge. This initiative will convert an existing left traffic lane on the Manhattan Bound Brooklyn Bridge into a two-way protected bike lane. The scope of work will consist of installing concrete barriers with fencing adjacent to vehicular travel lanes and the installation of fencing along the existing bridge structure for bicycle safety. New pavement markings and asphalt improvements have already been made. This initiative started on February 8, 2021 and is set to be completed by Fall 2021.

In the State of the City address, the Mayor announced that five bike boulevards, one in each borough, will be constructed in 2021. DOT is requesting two new staff members to meet the ambitious commitment set by City Hall. Bike boulevards are streets designated and designed to give bicycles travel priority along specific corridors. They are characterized by pavement markings, vertical elements, signage, speed, and volume management measures to discourage trips by motor vehicles to create safer and more convenient bicycle corridors. Bicycle boulevards provide safety benefits not only to bicyclists and motorists, but also to pedestrians who benefit from reduced vehicle volumes, lower vehicle travel speed, improved visibility, and reduced potential for conflict with turning motorists at intersections. The DOT Bicycle Unit is seeking two new hires to support identification, investigation, design and implementation of five new Bike Boulevards locations in NYC. This new typology requires significant staff time to

develop and seek approval for these novel design treatments. After the concept is proven, DOT will be required to install additional Bike Boulevards at an accelerated pace. Additionally, the Comprehensive Master Plan requires NYC DOT to construct 50 lane-miles of protected bicycle lanes annually, requiring transportation specialist staff in the coming years.

NYC's Open Streets program allows communities to embrace new public space and support small businesses. Open streets prioritizes pedestrians and cyclists by transforming streets into public spaces. This program allows for a range of activities and supports local business and schools. Open Streets is coordinated in partnership with local community-based organizations.

Websites: DOT Open Streets

Use of Evidence

Bridges for the People project was designed to implement evidence-based interventions and the goal of the project is to increase safety for both cyclists and pedestrians. The main intervention is the barrier-protected bicycle lane across the bridge, which provides cyclists with dedicated space. This lane conforms to all applicable engineering and design standards and will be evaluated using established metrics that measure safety by comparing crashes in a period of time before the intervention to crashes in the same period of time after the intervention.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key performance outputs for the Open Streets initiative include: geographic distribution and regular inspection for successful set up. Key outcomes for the Open Streets initiative include: community feedback and economic impact.

The City is currently evaluating the most impactful outputs and outcomes for this program.

ARP_TAT_1_1: **Test & Trace**

SLFRF Funding amount: $ 328,248,234

Project Expenditure Category: 1.8, Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Project Overview

NYC's Test & Trace Corps is an unprecedented initiative to stop COVID-19 infections in NYC and help the city reopen. The Test & Trace Corps will be led by NYC Health + Hospitals (H+H),, in coordination with the NYC Department of Health and Mental Hygiene (DOHMH), the Department of Information Technology and Telecommunications (DoITT), the Mayor's Office, Economic Development Corporation, and others.

The NYC Test & Trace Corps works with community groups all across the City who provide advice and support to help deliver effective, culturally, and linguistically appropriate services, and respond to the needs of communities that have been disproportionately affected by COVID-19. The Corps is a group of doctors, public health professionals, and community advocates working to reverse the COVID-19 outbreak and protect NYC.

The NYC Test & Trace Corps identifies people who may have been exposed to COVID-19 through close contact and helps them find the best place to safely isolate themselves from others to prevent the spread of COVID-19. To help New Yorkers navigate this process, the Corps has activated a specialized group of Contact Tracers to provide support to New Yorkers who test positive for COVID-19 and others who may have been exposed to the virus. A portion of this team is assigned to work and travel in communities to find cases and contacts who have not been engaged with other contact tracing efforts. Through its robust citywide partnerships, the Corps helps New Yorkers receive free, safe, and confidential testing to prevent the spread of COVID-19. It ensures that anyone with the virus receives care, and can safely isolate in order to prevent the spread.

Website: NYC Test & Trace Corps

Use of Evidence

NYC Test & Trace Corps continues to enroll all reported confirmed COVID cases into the NYC contact tracing program, which triggers case investigations of these cases and elicitation of their contacts. All contacts are advised to get tested even if asymptomatic and all cases and contacts undergo regular monitoring for the duration of their isolation or quarantine period. Data collected by Contact Tracers is analyzed and used to make data-driven decisions, for instance, deploying mobile testing units.

NYC Test & Trace Corps has constructed several methods for regular reporting and evaluation, and routinely conducts specific analyses to identify issues and improve program performance and effectiveness. These reports inform leadership on the most recent data for the program, so that they can incorporate this into their decision making for resource allocation and strategic planning. Some of these reports include: daily and weekly operational reporting, monitoring trends in the operational efficacy to reach and alert cases and contacts; and weekly epidemiological reporting to inform program leadership on trends in reported sources of infection, demographics, travel behavior, and vaccination rates among cases and contacts.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key performance outputs include: total number of guests isolating at T2 hotels (Guest count is defined as guests with an admission date in the reporting month); number of people that have received food or financial services from the T2 isolation program; number of contacts identified through case investigations; and number of cases that completed an interview. Key performance outcomes include: number of vaccination appointments scheduled following one-on-one conversations with T2 canvassers; percent of case and contacts that request resources or services as a result of intake call with a resource navigator; percent of new cases that were identified (or known) as contacts in the previous 14 days; and number of contacts tested for COVID-19/SARS-CoV-2 at least once within 14 days of notification, out of the number of contacts notified.

ARP_COVIDPHE_1: **COVID-19 Public Health Expenses**

SLFRF Funding amount: $67,212,377

Project Expenditure Category: 1.8, Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Project Overview

In response to the outbreak of COVID-19, NYC has guaranteed workers job protection and financial compensation in the event that they, or a dependent minor, contract COVID-19, resulting in an absence from work. SLFRF funds will cover COVID-19-related excused absences and vaccination-related compensatory time taken by employees. Much of the expenses are attributable directly to excused sick leaves taken due to the coronavirus. Other eligible expenses include:

- Leave taken to receive the vaccine
- Leave taken to recover from a reaction to the vaccine
- Compensatory time awarded for a successful vaccination
- Leave taken for a legitimate inability to report to work remotely

In addition, funds are to be used for health insurance, hospitalization, in-patient/out-patient, and medical care associated with treating City employees for COVID-19. This may also include dependents who are included on their medical insurance policy.

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program. Preliminary indicators may include the number of personnel that have access to these services and the number who use them. The City plans to confirm key performance indicators in the coming months.

ARP_VXO_1: **Vaccine Operations**

SLFRF Funding Amount: $20,566,000

Project Expenditure Category: 1.8, Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Project Overview

While the City has fully vaccinated over half of its population over the age of twelve (as of August 2021), vaccine-resistant and disadvantaged populations remain within the City that need to be reached in order to stop the spread of COVID-19, address public health disparities, and promote an equitable recovery for all. The Vaccine Operations Project consists of initiatives from Health and Hospitals (H+H) and Small Business Services (SBS) that share the same goal of increasing vaccination rates among the City's population, especially among demographics who have had lower vaccination rates to date.

H+H's mandate for the Vaccine Operations Project is to partner with the Mayor's Office of Immigrant Affairs and the Mayor's Fund to Advance New York City to fund a vaccine outreach program that contracts with community-based organizations (CBOs) who specialize in outreach to immigrant New Yorker communities. CBOs are uniquely positioned to educate community members and support them in accessing COVID-19 vaccines, as well as to inform the development and dissemination of reliable information about Test & Trace and core public health guidance critical to stopping the continued spread of COVID-19. The timeline of the vaccine outreach initiative is approximately 10 months and is set to conclude on June 30th, 2022.

SBS's mandate for the Vaccine Operations Project is to fund a Vaccine Incentive program to encourage individuals to vaccinate by offering a $100 prepaid debit card when they receive their first vaccine dose. The program was launched on July 30, 2021, with a funding allocation of $20 million, and based on the rates of vaccination and redemption, it is expected to conclude by mid-September 2021. After an individual receives their first vaccine dose, they receive an email with instructions on how to select the debit card or another incentive, such as free tickets for NYC attractions. The program creates the opportunity to increase the rate of vaccination among younger and immigrant populations who are trending with lower vaccination rates to date. The key challenges for the Vaccine Incentive program are prepaid debit card distribution, ensuring access at as many vaccination locations as possible, and public awareness of the incentive.

Website: NYC COVID-19 Vaccine Incentives

Use of Evidence

This program may generate evidence for effective implementation of vaccine outreach practices that can have larger public health impacts. The lessons learned through the Vaccine Operations Program and Vaccine Incentive Program may be replicated in other communities looking to reach individual residents impacted by COVID-19, especially in disproportionately affected communities.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: the number of people reached per week; the number of people vaccinated per week; the number of individuals redeeming the $100 incentive, and the percentage of vaccination sites offering the $100 incentive. Key outcomes for the vaccine incentives program may include an increase in vaccination rate in target neighborhoods and demographics, and an increase in NYC's vaccination rate overall.

ARP_COVIDPR_1: **COVID-19 Related Payroll Expenses**

SLFRF Funding amount: $441,344,871

Project Expenditure Category: 1.9, Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19

Project Overview

This project ensures that New York City's Department of City Administrative Services (DCAS), NYC Department of Information Technology (DoITT), NYC Small Business Services (SBS), and

other NYC agencies are adequately resourced in order to meet the demands of the ongoing COVID-19 response, including healthcare costs for City personnel.

DCAS will be using funds to support regular and overtime staff working on COVID-19 response and building readiness for Return To Office, particularly DCAS Facilities Management and Office of Citywide Procurement. Under Facilities Management, tasks to be performed include: sanitizing and cleaning after a positive case; additional sanitizing and cleaning per request of tenant agency; installing plexiglass barriers and hand sanitizing dispensers for tenants; electricians working with the engineers to repair and replace ventilation equipment to meet the new COVID-19 requirements; plumbers working on domestic water systems to ensure hot water is provided for clean hand hygiene; and staff to change filters more often. Procurement staff were on the front lines of the COVID-19 pandemic. The supplies the Office of Citywide Procurement sourced and executed went directly into the hands of healthcare workers, first responders, NYCHA residents, and other civil servants who provided essential services and who worked tirelessly to aid the city in response to COVID-19. Procurement staff overtime was needed to process many emergency procurement actions for PPE and other COVID-19 related procurements. The staff also managed the sourcing for the Get Cool Program, a program that provides air conditioners to the City's most vulnerable populations. In addition, Quality Assurance staff members worked to conduct inspection and extensive research on an unprecedented amount of medical supplies and emergency materials being procured and delivered.

These funds will provide personnel costs for DoITT staff at the Housing Recovery Office due to COVID-19 response programs. In addition, funds will go towards DoITT's 311 call center services, which handles all requests for government and non-emergency services, connecting residents, business owners, and visitors with the information and people who can help them best. During the COVID-19 pandemic, 311 became a lifeline for New Yorkers-the number New Yorkers called when they needed to be connected to a physician, a meal, assistance with unemployment, help for tenants, and much more beyond the traditional calls to 311. In April 2020, the City placed a renewed focus on 311 operations to improve customer service and to minimize wait times, which had increased by almost one hour. To decrease customer wait times caused by increased call volumes at the end of March 2020, temporary call-takers, including NYPD cadets were added and several new 311 call centers were quickly built to accommodate the additional staff. A data-driven approach to optimize call center operations was adopted and "express lanes" for certain types of calls were created. This initiative has an ongoing cost since April 2020.

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program.

ARP_MMH_1: **Mobile Mental Health**

SLFRF Funding amount: $160,173,770

Project Expenditure Category: 1.10, Mental Health Services

Project Overview

For many New Yorkers living with serious mental illness, it can be especially difficult to connect – and stay connected – to care. Lack of access to mental healthcare disproportionately affects New Yorkers due to their race, ethnicity, sex, insurance status, and neighborhood poverty level, among other factors. To address these challenges, the City is investing in mobile mental health options.

The Intensive Mobile Treatment (IMT) teams provide intensive, continuous support and treatment to individuals with serious mental illness in their communities, where and when they need it. The mission of IMT is to improve an individual's quality of life through: counseling; advocacy at both the individual and system level; support and assistance for the patient's individual needs and goals; and opportunities to connect with a diverse team of service providers. Clients who are served through this program have had recent and frequent contact with mental health, criminal justice, and homeless services systems; recent behavior that is unsafe and escalating; or been underserved by traditional treatment models. IMT teams include mental health, substance use, and peer specialists who provide support and treatment, including medication. They can also facilitate connections to housing and other supportive services. This project will allow the City to provide IMT to an additional 675 New Yorkers.

The Continuous Engagement between Community and Clinic Treatment (CONNECT) initiative, will provide rapid access to services with a flexible and holistic approach to mental health that is more engaged with the community and the whole person, beyond the traditional doctor/therapist-patient interaction. The purpose of CONNECT is to improve the quality of life of the people served, as demonstrated by progress towards recovery goals and informed by: process metrics related to improved access; engagement and retention in clinical and non-clinical services; and reduced mental health emergency, inpatient, and mobile crisis utilization.

Appointed personnel will operate the Single Point of Access to Mobile Treatment Services, including: referral review; eligibility determination; and assignment to available community-based providers at the most appropriate level of care. Personnel will develop, monitor, and provide technical assistance to contracted mobile treatment services, including IMT and CONNECT. In addition, program staff will operate Assisted Outpatient Treatment (AOT), which investigates, petitions, and monitors court orders for mandated community-based mental health treatment and care coordination.

Website: Intensive Mobile Treatment (IMT) Teams

Use of Evidence

The IMT model started as a demonstration project, and the data and outcomes collected in the first three years of the program showed success in engaging and connecting individuals with serious mental health needs, housing instability, criminal legal involvement, and substance use with services of their choice. The positive outcomes experienced by these individuals included connections to housing and fewer days incarcerated.

DOHMH and the Mayor's Office of Community Mental Health continue to monitor program intervention and goals. This demonstration project will evaluate whether a hybrid of clinic and

mobile behavioral health treatment services and community engagement improve outcomes for people in high-need areas.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: number of people served by IMT; number of community engagement activities; number of people served by CONNECT; number of personnel hired; percentage of people served by Mobile Treatment teams who are monitored by AOT. Key outcomes include: percentage of individuals experiencing homelessness served by IMT who have successfully secured non-shelter housing (including supportive or permanent housing); number and percentage of individuals served by IMT who continue to receive mobile treatment services for three months or more; access to care; quality of life.

ARP_MHP_1: **EMS Mental Health Pilot**

SLFRF Funding amount: $112,000,000

Project Expenditure Category: 1.10, Mental Health Services

Project Overview

The Behavioral Health Emergency Assistance Response Division, or B-HEARD, is a new health-centered response to 911 mental health calls. This began in the spring of 2021 with a City-funded pilot covering East Harlem and parts of Central and North Harlem. Starting on July 1, 2021, Federal funds will be used to expand the program to additional areas, with the goal of a City-wide program. In areas where B-HEARD operates, 911 call operators will dispatch new B-HEARD Teams —FDNY Emergency Medical Technicians (EMTs)/paramedics teamed with a mental health professional from NYC Health + Hospitals— as the default first responders to people experiencing a mental health emergency. The B-HEARD Teams use their physical and mental health expertise, and experience in crisis response to de-escalate emergency situations and provide immediate care. These teams will have the expertise to respond to a range of behavioral health problems, such as suicide ideation, substance misuse, and mental illness, including serious mental illness, as well as physical health problems, which can be exacerbated by or mask mental health problems. B-HEARD is grounded in New York City's commitment to treat mental health emergencies as a health issue, not a public safety problem. Currently, NYPD officers and FDNY EMTs respond to nearly all mental health 911 calls; however, that often is not the most appropriate form of help for those in a mental health emergency and lacks a mental health professional in the response. B-HEARD will help people with emergency mental health needs quickly get appropriate help and health-centered assessments from trained medical and mental health professionals. B-HEARD will likely reduce unnecessary transports to hospitals and will help reduce the number of times police will need to respond to 911 mental health calls.

Website: B-HEARD

Use of Evidence

Prior to rolling out B-HEARD, the Inter-Agency Steering Committee leading this development and implementation of this work consulted with other programs across the country like

CAHOOTS (Crisis Assistance Helping Out On The Streets) program in Eugene, Oregon and Support Team Assisted Response (STAR) program in Denver. Best practices for health-centered response to 911 calls are still emerging in large cities across the country – to supplement our consultation with other cities doing this work, New York City also built on the deep expertise of Health + Hospitals, the City's public hospital system, which provides emergency, urgent and mobile behavioral healthcare to millions and the City's Emergency Medical Services teams, which respond to approximately 150,000 mental health 911 calls every year.

These two entities – Health + Hospitals and Emergency Medical Services – hired experienced professional social workers and Emergency Medical Technicians (EMTs)/paramedics to comprise the new B-HEARD teams. These new teams participated in a five-week training together which included Evidence Based Practices (EBPS) such as Motivational Interviewing, Partnering for Safety, Crisis Intervention and De-escalation, Situational Awareness, Mindfulness, and other related skills. As this program expands, all new B-HEARD team members will receive a similar training.

As B-HEARD is implemented, additional data is being gathered on a routine basis to track progress toward our goals. The goals of the B-HEARD pilot are to:

- Route 911 mental health calls to a health-centered B-HEARD response whenever it is appropriate to do so. Calls that involve a weapon, an imminent risk of violence, or where NYPD or EMS call-takers know that an individual has an immediate need for a transport to a medical facility will continue to receive a traditional 911 response—an ambulance and police officers.
- Increase connection to community-based care, reduce unnecessary transports to hospitals, and reduce unnecessary use of police resources.

Performance Report

Key outputs include: The percentage of mental health 911 calls selected for the new teams; the number of times the new teams are dispatched; the percentage of clients who accept help from B-HEARD teams; the kinds of help that B-HEARD teams provide, including assistance onsite, transport to a community-based care location, and transport to a hospital; and the percentage of B-HEARD clients offered follow-up care

ARP_CLUB_1: **Clubhouses**

SLFRF Funding amount: $18,601,330

Project Expenditure Category: 1.10, Mental Health Services

Project Overview

Clubhouses are evidence-based models of psychiatric rehabilitation. The goal of Clubhouses is to end social and economic isolation for people with mental illness through quality rehabilitation programs. They are free, one-stop locations that help people with serious mental illness by providing peer support, access to services, employment and educational opportunities, socialization, and recreation in a safe, restorative, and structured setting. The goal of this project is to expand membership in NYC's current Clubhouses by 25 percent and to provide an additional 750 adults with serious mental illness a community where they can engage in

meaningful daytime activities. Clubhouses offer a "work-ordered day" for people with serious mental illness, and run an array of services and activities focused on socialization and employment. This approach can have a positive, stabilizing effect on people's lives and mental health, giving people meaningful work experience and the opportunity to belong to a community.

Website: Clubhouses for Mental Health Support

Use of Evidence

There is significant research available that substantiates the effectiveness of the Clubhouse model. Research efforts have been carried out through Clubhouse International's Program for Clubhouse Research, an affiliation between Clubhouse International and the Department of Psychiatry at the University of Massachusetts Medical School (UMMS). The Clubhouse experience has produced positive outcomes for many members, including: better employment rates, cost savings, a significant decrease in hospitalizations, reduced incarcerations, improved well-being, and improved overall physical and mental health. Most Clubhouses are accredited by the Clubhouse International organization and operate according to its evidence-based standards.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include the number and type of services offered, and number of participants engaged. The key outcome is the number of new memberships.

ARP_NYCW_1: **NYC Well**

SLFRF Funding Amount: $17,100,000

Project Expenditure Category: 1.10, Mental Health Services

Project Overview

The COVID-19 pandemic and its economic ramifications have resulted in individuals experiencing increased symptoms of anxiety and depressive disorder, as well as other negative impacts on mental health and well-being. In tandem, the City has seen an increase in the need for mental health services and support for individuals and households navigating the impacts of the pandemic.

NYC Well is an existing program that provides New Yorkers with connection to free, confidential mental health support through speaking with a counselor via phone, text, or chat. The program provides suicide prevention, behavioral health crisis counseling, peer support and short-term counseling, information and referrals for behavioral health services, and follow-up checks to ensure those who reached out were successfully connected to care.

The goal of the NYC Well Project is to continue the success of the existing NYC Well work to provide confidential behavioral health counseling, peer support, and referrals to ongoing behavioral health services for New Yorkers.

Operated by Vibrant Emotional Health on behalf of the Department of Health and Mental Hygiene, NYC Well provides its services 24 hours per day, 7 days per week, and 365 days per year. In addition to providing 24/7 call and text support, NYC Well has developed a collection of

COVID-19 digital mental health resources and apps that are free for the duration of the pandemic, as well as a series of downloadable fact sheets with strategies for coping and wellness related to COVID-19.

The NYC Well Project provides expansion funding over two fiscal years to the New York City Department of Health and Mental Hygiene to continue the NYC Well mission of helping New Yorkers in crisis. The existing program has been a success, as demonstrated by its answering of over 370,000 calls, texts, and chats in FY2021 (July 1, 2020-June 30, 2021) and its maintenance of an 33 second Average Speed of Answer (ASA) in FY21. NYC Well volume has continued to remain high past the peak of the pandemic. NYC Well answered 17% more calls, texts and chats in June 2021 compared to June 2020.

Website: NYC Well

Use of Evidence

NYC Well utilizes an evidence-informed, industry-standard risk assessment tool to evaluate risk for harm to self or others for every call, text, and chat answered. The program also collects quantitative data on the number of calls, texts, and chats per fiscal year, as well as the average speed of answer for calls, in order to monitor the demand for and overall health of the program. For calls that result in a referral for deployment of a Mobile Crisis Team, the staff deployed include both professionals and paraprofessionals (i.e., a master's-level clinician with a peer support staff person) who are trained on evidence-based and evidence-informed mental and behavioral health interventions.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: number of answered calls, text messages, and chats; and the average speed of response. Key outcomes include the number of individuals connected to a Peer Support Specialist and the number of individuals referred to ongoing behavioral health services.

ARP_CTHRIVE_1: **Communities Thrive**

SLFRF Funding amount: $1,680,000

Project Expenditure Category: 1.10, Mental Health Services

Project Overview

Communities Thrive is a $3.7 million, two-year investment, addressing the mental health needs of underserved New Yorkers. Through Communities Thrive, organizations representing New Yorkers of color will develop community-driven strategies to promote mental health and directly connect with people in need through tele-mental health services at NYC Health + Hospitals. Prior to the COVID-19 pandemic, New Yorkers of color were at greater risk of mental health needs, yet received less mental health care than white New Yorkers. The COVID-19 pandemic has exacerbated these longstanding challenges and disparities, along with economic hardship, widespread human loss, and exposure to discrimination or xenophobia. These factors have contributed to increases in depression, anxiety, grief, and trauma.

Communities Thrive addresses critical barriers to mental health care that New Yorkers of color face, including too few mental health providers, a shortage of providers trained to provide culturally or linguistically competent care, mental health stigma, and a lack of health insurance. Services through this program will be delivered primarily in geographic focus within the 33 neighborhoods designated by the Taskforce on Racial Inclusion & Equity as being disproportionately impacted by the pandemic (with significant racial and economic disparities in health outcomes and other equity burdens as identified by the City).

The City has encouraged the rapid adoption of telepsychiatry to improve access to remote care, protecting both patients and frontline providers during the pandemic. This program allows healthcare systems with virtual care capability to attract patients whose existing provider-patient relationships have been disrupted by COVID-19. Although many communities already have 24/7 urgent care clinics for physical health, many do not provide urgent care for mental health or substance use treatment. The expansion of the ExpressCare service line will provide around-the-clock access to urgently needed services as a comprehensive strategy to improve access, better coordinated care, and innovative treatment for people experiencing mental health and substance use conditions. This program will begin by servicing adult patient populations, with additional specialties (e.g. pediatric) to be added at a later date, following assessment.

Website: Communities Thrive

Use of Evidence

Social workers will utilize evidence-based crisis intervention modalities as well as Screening, Brief Intervention, and Referral to Treatment (SBIRT). Prescribers will primarily utilize evidence-based therapies and medications to treat a range of mental health and substance use disorders. Data will be collected to evaluate the program for the output and outcome measures described above. Project performance is initially measured by participant volume and engagement. Further success of the program is tracked by using measures that value the effectiveness of the program for participants, as compared to initial participation levels. This approach evaluates whether the project is addressing the mental health of participants in a positive way, as project design is intended.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key output measures include: patient volume (number of visits), and encounters by provider type. Key outcomes include: unique patient retention (percentage of patients referred to outpatient substance use or mental health clinics with at least one additional visit within 90 days from first visit, excluding discharges), and show rate (percentage of first appointments kept with outpatient substance use or mental health clinics after connection from Virtual Expresswell).

ARP_SS_1: **Senior Support**

SLFRF Funding Amount: $163,074,303

Project Expenditure Category: 1.12, Other Public Health Services

Project Overview

New York City's aging population is increasing rapidly. In April 2021, NYC announced the Community Care Plan for older New Yorkers. The plan addresses the importance of creating a network of services that support the independence and wellbeing older New Yorkers needed to age in their homes. With this five-year Community Care Plan, the NYC Department for the Aging (DFTA) will add 25 additional Older Adults Centers (OACs) or Naturally Occurring Retirement Communities (NORC) in communities with large aging populations that are currently underserved. NORCs are multi-age housing developments or neighborhoods that weren't originally built for older adults, but are now home to a significant number of older adults.

As the City recovers from COVID-19, NYC is focused on keeping seniors front and center by providing vital resources and expanding services. DFTA will be using ARP funding for Community Care Investments to increase senior centers and NORCs to meet the needs of a rapidly growing aging population.

DFTA funds supportive services programs at dozens of NORCs in the City, where residents can access health and social services where they live. DFTA will leverage SLFRF funds to increase its capacity to provide congregate meals and services to meet the needs of members attending or living within individual senior centers/NORCs. The services include, but are not limited to: art, music, dance classes, benefits screening (e.g. Medicare, Medicaid, SNAP), technology classes, and transportation.

Website: DFTA NORCs

Use of Evidence

Naturally Occurring Retirement Communities citywide offer national evidence-based programs that promote health and reduce the prevalence of disease among older adults. These programs are based on research and provide documented health benefits. Such programs include: A Matter of Balance, to prevent falls; Tai Chi for Arthritis, to improve movement, balance, and strength; Stay Active and Independent for Life, to reduce fall risk factors; and the Chronic Disease Self-Management Program, to build self-confidence in participants to maintain their health and manage their chronic health conditions, such as diabetes, heart disease, and hypertension.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Preliminary indicators may include the number of service providers; number of congregate meals served, and the number of services provided. The City plans to confirm key performance indicators in the coming months.

ARP_ESS_017_1: **Emergency Supply Stockpile**

SLFRF Funding amount: $936,000

Project Expenditure Category: 1.12, Other Public Health Services

Project Overview

The Emergency Supply Stockpile (ESS) is a cache of emergency supplies to support life, safety, and hygiene of individuals in NYC. Supplies include, but are not limited to: cots, blankets, personal care kits, and animal supplies. At the time of a disaster, supplies are immediately deployed by the New York City Emergency Management Department's third party logistics (3PL) provider from local warehouses outside the city to emergency shelter facilities, Commodity Distribution Points (CDPs), and other mass care operations in the City. The ESS undergoes an annual rotation, which includes the relinquishment of soon to expire items and the replacement of items with a longer shelf-life. Perishable items to be purchased for the 2022 rotation include: glucose monitoring systems, pet food, over-the-counter medication, meals ready to eat (MREs) and replacements for items that have expired.

Purchasing is typically done between December and March to ensure the longest possible shelf life, with deliveries scheduled for April and May. This project is currently in the planning phase.

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

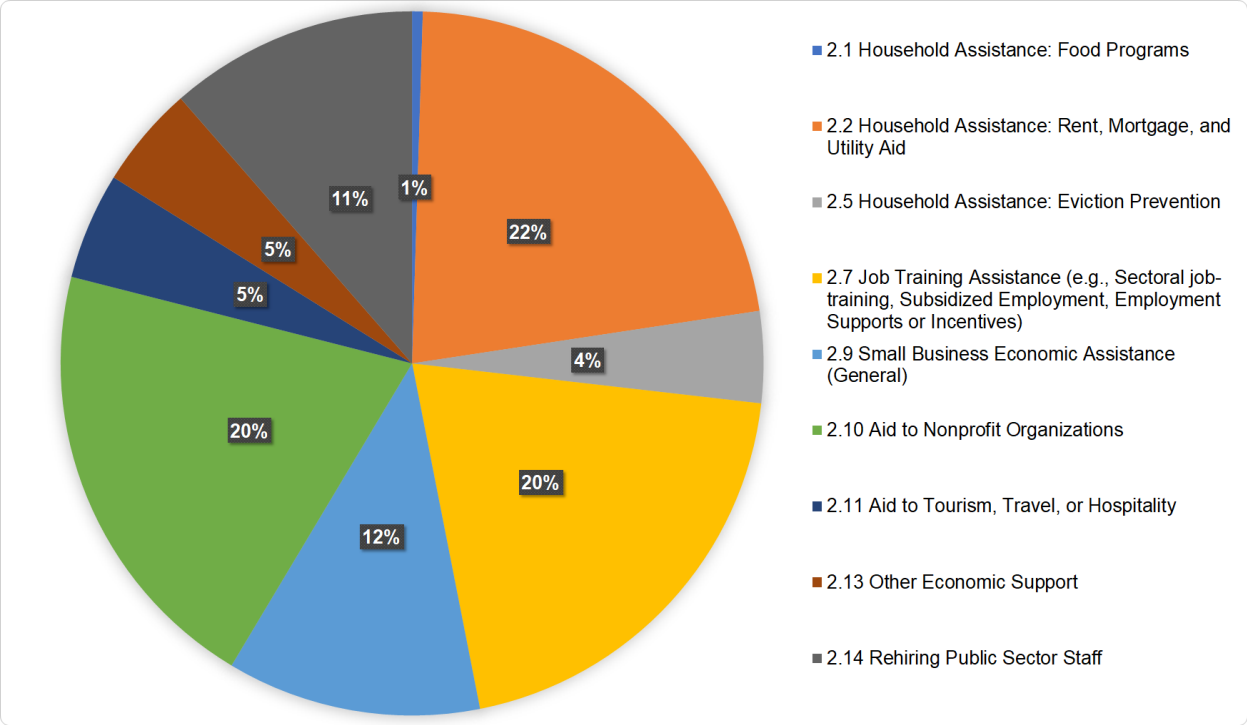
Performance Report

Key outputs include percentage of items with vendors determined; dollar amount of purchase orders submitted; percentage of deliveries completed, and percentage of purchase orders with submitted invoices. Key outcomes include: agency preparation for procurement of the emergency supplies and effectiveness with which vendors fulfill all procurement commitments.

Expenditure Category 2: Negative Economic Impacts

The nine projects here address economic harms to workers, small businesses, families, impacted industries, and the public sector.

Chart 3: Percentage Distribution of Funds by Project, EC 2: Negative Economic Impacts



ARP_EWEL_1: **Grocery 2 Go**

SLFRF Funding amount: $7,096,000

Project Expenditure Category: 2.1, Household Assistance: Food Programs

Project Overview

Grocery 2 Go NYC is a program that provides food-insecure New Yorkers with a credit to shop online for foods that meet their dietary needs and cultural preferences at their local grocery stores. Eligible New Yorkers can select to pick up groceries at a nearby store or get groceries delivered to their home. The program is expected to launch in October 2021 and will serve at a minimum of 10,000 New Yorkers. By letting New Yorkers choose their own food, the program improves the service quality to food insecure New Yorkers, improves variety and reduces waste.

The program will have the added benefit of directing dollars to local, independent grocery stores instead of large catering companies and food distributors that typically supply programs that meet the needs of the food insecure, thus serving not only as an effective food insecurity program, but also as an economic recovery and development program.

Furthermore, by making an investment in the technology that connects hundreds of independent grocery stores with incompatible point-of-sale technologies to a single interface, the City is

gaining access to a solution that is highly scalable in an emergency. Thus, in a scenario where there is yet another surge of COVID19, an emergency of another kind or simply an increase of demand for home grocery delivery for the food insecure due to aging populations, the City has a proven solution that works at scale.

Use of Evidence

The program is designed to allow for consumer choice. Preliminary evidence suggests that optionality and local known entity support could yield positive results addressing food insecurity.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program. Preliminary indicators may include monthly dollars spent on food, monthly increase in revenue per local grocery store, change in reported community food insecurity, and community small business stability. The City plans to confirm key performance indicators in the coming months.

ARP_FBP_1: **NYCHA Food Business Pathways**

SLFRF Funding Amount: $170,000

Project Expenditure Category: 2.1, Household Assistance: Food Programs

Project Overview

The NYCHA Food Business Pathways (FBP) and Catering Business Pathways (CBP) programs have supported more than 300 NYC Housing Authority (NYCHA) residents to start or grow their food businesses. The Growing NYCHA Food Entrepreneurs Initiative mobilizes graduates of the NYCHA Food Business Pathways (FBP) and Catering Business Pathways (CBP) programs to provide meal deliveries to NYCHA residents experiencing gas outages, while also connecting the graduates with opportunities in the emergency food market.

Many of the entrepreneurs who graduated from the FBP and CBP programs have businesses that have suffered during the COVID-19 pandemic due to cancelled catering contracts and on hold contracts with closed schools and businesses. This initiative connects those graduates with opportunities in the emergency food market, including the opportunity to provide NYCHA residents waiting for gas service repairs with quality, culturally appropriate meals. This program allows the NYCHA resident-owned businesses and their employees to replace the loss of business they are experiencing due to the pandemic. Building business capacity helps enable resident-owned food businesses to become more competitive in securing City contracts through participating in the City's emergency feeding programs and partnering with hunger programs led by community-based organizations (CBOs).

Funding the New York City Department of Housing Preservation and Development's NYCHA Food Business Pathways Project will scale the existing Growing NYCHA Food Entrepreneurs Initiative to purchase an additional 13,440 meals from participating NYCHA vendors to distribute to NYCHA residents experiencing gas outages. The initial challenge faced by the program was the length of time for funds to be received to begin program operations.

Website: NYCHA Food Business Pathways

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

Key outputs include: number of units receiving meals and number of residents served by the program. Key outcomes include: number of businesses procured to participate in the program and dollar amount of business revenue per vendor.

ARP_RAVF_1: **Rental Assistance Voucher Funding**

SLFRF Funding Amount: $328,700,000

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

Project Overview

Economic impacts due to COVID-19 left many New York City residents unable to pay rent obligations they previously could afford prior to the pandemic. The NYC Department of Social Services (DSS), which includes both the Department of Homeless Services (DHS) and the Human Resources Administration (HRA) administers rental assistance programs such as CityFHEPS, and many other programs available through the State and Federal Government to support these New York City residents. DSS helps low-income individuals remain in their homes and placement into permanent housing when a household is already homeless. By providing housing subsidies to households who are already homeless and living in a shelter, DSS is distributing scarce resources to those most impacted by systemic inequality. Through this work, DSS measures the number of households who have left homelessness and found stable and secure housing.

Rental assistance programs help New Yorkers experiencing homelessness move out of shelter and into stable housing by providing monthly rent supplements. Since 2014, DSS and HRA have helped more than 80,000 New Yorkers secure housing through these programs to remain in their homes, avoid eviction, and move out of shelter into permanent housing.

Website: HRA Rental Assistance

Use of Evidence

The U.S. Department of Housing and Urban Development (HUD) has provided the nation with ample evidence that providing housing subsidies and rapid rehousing services is the best way to help families leave homeless shelters and remain housed in the community. DSS monitors the rates of return to shelter for people who have left homelessness.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Preliminary indicators may include number of households who have received housing vouchers; number of people or households receiving eviction prevention services; number of affordable housing units preserved or developed, and number of households placed into permanent housing. The City plans to confirm key performance indicators in the coming months.

ARP_ECA_1: **Eviction Counsel Access Funding**

SLFRF Funding Amount: $62,420,000

Project Expenditure Category: 2.5, Household Assistance: Eviction Prevention

Project Overview

Evictions are a major driver of housing instability and homelessness for low-income New Yorkers. In the past, tenants facing eviction usually arrived at the housing court without legal representation, resulting in a major disadvantage against landlords, who almost always have an attorney. On August 11, 2017, the City of New York enacted legislation making it the first and largest city in the United States to ensure that tenants facing eviction cases have access to free legal assistance. This legislation mandates the Office of Civil Justice (OCJ) of NYC's Human Resources Administration (HRA) to provide access to free legal representation for households at or below 200 percent of federal poverty guidelines, and brief legal assistance for those earning more. This includes tenants facing eviction proceedings in New York City Housing Court or administrative proceedings at NYCHA, at or near their first court appearance.

OCJ issues annual progress reports on the development, deployment, and impact of the legal services for tenants facing eviction. The most recent progress report covered City Fiscal Year 2020 (July 1, 2019-June 30, 2020), a period of notable achievements and historic challenges, as NYC and the world faced the COVID-19 pandemic. In the first half of Fiscal Year 2020, 38 percent of tenants citywide were represented by counsel in eviction proceedings in court, up from 32 percent at the end of Fiscal Year 2019, and up exponentially compared to the rate of 1 percent in 2013.

In addition to providing free eviction defense legal services, OCJ's programs provide access to free legal assistance for tenants in a range of housing related cases. These programs provide access to legal representation and advice to NYC tenants in individual and group collective litigation, to help maintain and preserve their housing and protect against harassment, disrepair, and other misconduct by landlords.

Websites: HRA Legal Services for Tenants; OCJ Report FY20

Use of Evidence

Gains in closing the "justice gap" for tenants have been mirrored in the unprecedented reduction in residential evictions by city marshals since 2013 – down over 40 percent, from approximately 29,000 in 2013 to 17,000 in 2019. In addition, when OCJ-funded attorneys under NYC's right-to-counsel law represent tenants facing eviction are represented, they are successful in preserving homes and tenancies: in City Fiscal Year 2020, 86 percent of households represented in court by lawyers were able to remain in their homes, saving thousands of tenancies, while promoting the preservation of affordable housing and neighborhood stability.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Preliminary indicators may include: number of households served by the program with breakdowns by level of services provided, age of head of household, size of household, length of tenancy, household income level, public assistance receipt, residency in public housing, number of people or households receiving eviction prevention services (including legal representation), number of affordable housing units preserved, and outcome of legal services provided. The City plans to confirm key performance indicators in the coming months.

ARP_CUC_1: **City Cleanup Corps**

SLFRF Funding amount: $230,000,000

Project Expenditure Category: 2.7, Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Project Overview

The City Cleanup Corps (CCC) is a New Deal-inspired economic recovery program that will put 10,000 New Yorkers to work, beautify and clean our city, and, by doing so, welcome business and tourists back and help revitalize our economy. CCC is also a beautification program designed to clean up and beautify public spaces following City budget cuts due to COVID-19. The program will create jobs targeted to residents of the 33 neighborhoods identified by the Task Force on Racial Inclusion and Equity as the hardest hit by COVID-19 across the five boroughs. CCC will employ 10,000 New Yorkers to wipe away graffiti, power wash sidewalks, tend to community gardens, beautify public spaces, remove illegally dumped garbage, and work with community organizations to clean their neighborhoods. Increasing citywide cleanliness will have downstream positive impacts to local businesses and tourism engagement to further stimulate the economic recovery from COVID-19.

The timeline for this project is July 1st and is set for completion by December 31, 2021. This program will also employ over 3,000 maintenance and operations CCC staff from NYC Department of Parks and Recreation (DPR); one of their areas of focus will be to help provide and coordinate rat mitigation programs. DPR also pairs participants with career coaches who meet with them monthly to work on the employees' career goals beyond the program. Challenges to a program at this scale include initial hiring, effective onboarding, and tracking the large quantity of participants.

Website: City Cleanup Corps

Use of Evidence

This program can be used as evidence for effective implementation of jobs programs that can have larger economic impacts. The lessons learned through the CCC can be replicated in other communities looking to assist individual residents negatively impacted by COVID-19 while at the same time serving their communities and providing overarching economic development.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: number of fire hydrants painted, number of catch basins stenciled, percent of schools surveyed for rat activity, percent of parks surveyed for rat activity; neighborhoods engaged (19); community engagements (3,500-5,000 per week); 311 reports (200-300 per week); number of compactors cleaned (780); number of burrows collapsed (9,613); number of door sweeps installed (620); number of door sweeps fixed (215), number of floors restored in buildings and ground maintenance activities; number of bags of trash collected; number of residents employed as CCC staff (6,800); number of CCC staff receiving job training; campaign reaches such as impressions or clicks; number of jobs created; number of properties cleaned; number of grants processed; number of grantees. Key outcomes include: cubic yards of garbage and debris removed from bluebelts and rain gardens; percent of community gardens with rat activity receiving an intervention; percent of parks with rat activity receiving an

intervention; number of residents using parks, visiting businesses, and other public spaces; and improved cleanliness assessment ratings from NYC Operations team.

ARP_PHC_1: **Public Health Corps**

SLFRF Funding amount: $50,000,000

Project Expenditure Category: 2.7, Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Project Overview:

The NYC Public Health Corps (PHC) is building a workforce of Community Health Workers (CHW) and CHW Supervisors focused on educating New Yorkers on health matters, connecting them to essential healthcare services, and enabling them to meet their health goals. The NYC PHC will be supporting New Yorkers at the community level in clinics and organizations serving the neighborhoods most affected by COVID-19. This critical work will help fight against the health disparities exacerbated by COVID-19.

Use of Evidence

The NYC PHC will implement an adaptation of the evidence-based Community Health Worker IMPaCT model developed by the University of Pennsylvania Center for Community Health Workers. This model has been tested in three randomized control trials and has been shown to improve chronic disease control, increase primary care utilization, and increase patient-perceived quality of care, while reducing cost and acute care utilization. 100 percent of the total project spending is allocated to evidence-based interventions.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: total number of patients assisted by a CHW; number of patients who completed adult primary care intervention. Key outcomes include: number of social needs identified by adults in primary care (average per patient) with a descriptor of top needs (e.g. food, benefits, insurance); percentage of social needs addressed for adults in primary care after completing CHW intervention.

ARP_CUNY_1: **CUNY Summer Youth Employment Program (SYEP)**

SLFRF Funding Amount: $12,960,000

Project Expenditure Category: 2.7, Job Training Assistance

Project Overview

The Summer Youth Employment Program (SYEP) for the City University of New York (CUNY) students is the product of the University's collaboration with the NYC Department of Youth and Development (DYCD) and the NYC Center for Youth Employment. Students are selected to participate in the program based on the merits of their application. Students who live in NYCHA

public housing and the 33 neighborhoods identified by the Taskforce on Racial Inclusion and Equity (TRIE) as being most impacted by COVID-19 are priority candidates. Participants are matched with local employers whose mission prioritizes aiding the City's revitalization, reinvigoration, and rebuilding. From March to July 2021, there were 4,107 participants.

CUNY's goal is to recruit employers from four industry areas that will revitalize, reinvigorate, and rebuild NYC. These industries include: small businesses, nonprofit organizations, education, and public health organizations. CUNY is targeting small businesses by working with intermediaries and minority and women business enterprises, as well as leveraging existing relationships that colleges have with community businesses. CUNY is supporting nonprofit businesses and NYC public schools through tutoring students from elementary through high school.

Program hours and respective services may take place on any day of the week, including weekends. There is no set schedule for when projects or work placements must take place; CUNY works with participants to choose a schedule that accommodates the needs of participants. In all cases, summer experience schedules must comply with New York State law governing the hours that minors may work.

Website: Summer Youth Employment Program

Use of Evidence

CUNY's SYEP program will implement the NYC SYEP program goals: Develop social skills including communication, critical thinking, decision-making and problem-solving skills, and self-management; learn work norms and culture; understand career pathways and decision points, including the linkages among educational attainment, relevant experience, demonstrable skills, and career advancement; build professional networks; and learn to manage money (e.g., budgeting, opening a bank account).

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key performance outputs include: number of applications submitted, number of participants enrolled in sectoral job training programs, number of workers completing sectoral job training programs, and number of people participating in summer youth employment programs. Key outcomes include the average number of hours of participation.

ARP_JT_1: **Job Training for the 21st Century**

SLFRF Funding amount: $5,500,000

Project Expenditure Category: 2.7, Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Project Overview:

Nearly a million working New Yorkers - almost a quarter of the total labor force - earn less than $20,000 per year. These workers rarely possess the qualifications they need to advance to middle-class jobs, leaving them with no escape from poverty. The surplus of low-skill workers

with no way of getting ahead has eroded labor standards, often resulting in working conditions that are both detrimental to workers and bad for businesses.

To address these challenges, NYC Small Business Services (SBS) has launched three initiatives aimed at putting New Yorkers back to work and recovering from the COVID-19 pandemic. The first is the Build On Ramps to Green Jobs program that creates a sustainable pathway for jobseekers to obtain new green building jobs. This initiative is a continuation of the model created for Sandy Build It Back and the Green Jobs Corps, which trains 3,000 workers with new skills needed for the emerging green economy over the next three years. The goal of this initiative is to continue to target NYC Housing Authority (NYCHA) residents and New Yorkers from economically disadvantaged communities to meet the goals of the citywide Project Labor Agreement.

The second initiative is a part of the Mayor's Career Pathways, a transformative plan to expand access to career-track jobs in fast growing industry sectors, improve job quality, and create a more cohesive workforce system. This initiative delivers employer-informed training in the technology, healthcare, industrial, and food service sectors. The funding also supports the personnel of the Industry Partnerships who collaborate with local businesses to develop workforce strategies, mobilize resources in their respective sectors, and ensure that job training is demand driven.

The third initiative is an employee training apprentice program that recasts a traditional workforce development approach to address 21st century skills, allowing workers to learn while they progress toward careers in healthcare, tech, manufacturing, and food service.

Website: NYC Career Pathways

Use of Evidence

The City is committed to implementing three key policy areas: building skills employers seek; improving job quality; and increasing system and policy coordination. These policy areas work to establish a workforce system that supports upward income mobility and better job quality within a coordinated, data-driven infrastructure. This program will build evidence that the interventions implemented lead to reaching the job programs goals and can be duplicated in other similar initiatives, or if other approaches are required. The project's effectiveness is measured both by initial intake of participants, but also by the long term benefits those participants receive.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: number of trainees enrolled, and number of trainees who completed the program. Key outcomes include: number of connections to jobs or apprenticeships and number of connections to jobs that pay or will pay at least $50,000.

ARP_SBFA_1: **Small Business Financial Assistance**

SLFRF Funding amount: $ 172,421,112

Project Expenditure Category: 2.9, Small Business Economic Assistance (General)

Project Overview

Of the more than 200,000 businesses in New York City, 98 percent are small (fewer than 100 employees), and 89 percent are very small (fewer than 20 employees). These small businesses employ more than half of New York City's private sector workforce. Small businesses are the backbone of New York City's neighborhoods, and it is vital they thrive to ensure an equitable recovery.

New York City is committed to ensuring small businesses have the resources they need to stay open during this unprecedented time, through various small business financial assistance initiatives and by improving the quality of life on the streets to increase foot traffic and create vibrant neighborhoods where local businesses and residents thrive.

NYC Business Quick Start, led by the Department of Small Business Services (SBS), helps speed opening or reopening of small businesses by providing owners with a sole point of contact to help navigate City regulations; a public dashboard; guaranteed 48-hour response to all small business inquiries; and cutting processing time by 50 percent.

As a result of the economic impacts of COVID-19, many previously successful small businesses are struggling to pay their rent. At the same time, landlords are experiencing reduced rental income and increases in commercial vacancies. To help avoid business evictions, the Commercial Lease Assistance Program provides free legal services to help businesses sign, change, or terminate leases, or address a commercial lease issue.

As a part of the City's commitment to spur economic growth, the Small Business Grants Program will provide grants to small businesses in low- to moderate-income neighborhoods throughout the five boroughs. These grants will support small businesses in the arts, entertainment, recreation, food services, and accommodation sectors.

SBS's Small Business Loan Fund will work with lending partners to provide loans to business owners in low to moderate income (LMI) neighborhoods who experience difficulty accessing investments and capital.

SBS is launching a new campaign to encourage New Yorkers to take a break from big box retailers and shop locally to help aid in economic recovery. The Shop Your City challenge is a 30-day multi-channel marketing campaign featuring a contest and chance to win a $50 gift card to spend at neighborhood businesses. The Shop Your City Challenge will encourage New Yorkers to support small business while helping NYC's economy recover through an advertising and marketing campaign that includes a significant investment in community and ethnic media, posters distributed to community partners and small businesses, and a social media toolkit.

The Open Streets program has been successful in making streets better public spaces for residents with expanded outdoor dining, markets, and free public programming. Open Streets will add 40 locations citywide in order to eliminate vehicle traffic, which makes it easier for pedestrians and cyclists to stay active and enjoy activities in their community. In conjunction with Open Restaurants and Open Storefronts initiatives, Open Streets initiative has already saved a tremendous number of jobs across NYC.

The Mobile Food Vending initiative is based around a new Local Law enacted this year, allowing the NYC Department of Health and Mental Hygiene to issue an additional 445 mobile food

vending (MFV) permits each year for 10 years, beginning in July 2022. Additional resources address the challenges associated with a greater enforcement scope, communication of critical MFV changes to the regulated community, and expansion of licensed vendors and the vending community overall.

Websites: NYC Business Quick Start; NYC Small Business Support

Use of Evidence

Preliminary evidence suggests that increased resources and support services encourage the success of small businesses. For example, the Mobile Food Vending program is based on the understanding that increasing the quantity of available permits will increase economic development and mobility.

NYC is evaluating whether or not this Program aligns with Treasury's definition of evidence-based interventions.

Performance Report

The City plans to confirm key performance indicators in the coming months. Key outputs may include: number of workers enrolled in sectoral job training programs; number of mobile food vending permits issued; number of mobile food vending inspections conducted; percentage of mobile food vending units achieving an "A" sanitary inspection grade; number of businesses opened/reopened; number of storefronts impacted by Open Streets; and number of neighborhoods enacting Open Streets. Key outcomes may include: increase in sales in stores located on open streets; number of businesses utilizing commercial lease assistance; number and dollar amount of small business grants provided; and number and dollar amount of loans distributed to businesses.

ARP_AveNYC_1: **Avenue NYC Commercial Revitalization Program**

SLFRF Funding amount: $1,200,000

Project Expenditure Category: 2.9, Small Business Economic Assistance (General)

Project Overview

The New York City Department of Small Business Services (SBS) Avenue NYC Commercial Revitalization Program is a competitive grant program that funds and builds the capacity of community-based development organizations (CBDOs) to carry out programs targeting commercial districts in low-and moderate-income communities. Avenue NYC Commercial Revitalization grants provide multi-year commitments aimed at building the capacity of partner organizations to better understand neighborhood needs, develop impactful programs, and sustain their work in the community for at least three years.

Grantees will be awarded up to $100,000 per year over three years for a maximum possible award of $300,000. During the three-year grant term, grantees will be supported in hiring a dedicated, full-time Avenue NYC Program Manager, who will participate in a cohort-based learning and training program, conduct an in-depth district assessment, and execute commercial revitalization programs and services. The district assessment findings will inform the programming activities the organization will implement during the remainder of the grant term. The goal of the framework is to support partners' capacity to develop more strategic, sustainable, needs-based programming and data-driven results for their commercial districts.

Funding from the CDNA will help grantees assess neighborhood needs and implement effective, data-driven projects. This program promotes the economic viability of neighborhood business districts and helps local storefront businesses directly engage local residents, preserving neighborhoods and improving economic vitality.

Website: Avenue NYC

Use of Evidence

During the first two quarters of the grant term, Avenue NYC Program Managers will be guided through a methodical and structured process of gathering and evaluating information to diagnose the economic health of their organization's commercial district, known as the Commercial District Needs Assessment. This assessment is intended to help the grantee identify appropriate strategic programming and services that can improve the conditions of their commercial districts and ensure that they meet the needs of low- and moderate-income residents and businesses. This assessment consists of three parts: Partnerships, Corridor, and People. These parts correspond to the three lenses the assessment applies to uncover information about a commercial district: the stakeholders and institutions that make up the district's organizational ecosystem; the physical contents of its corridors; and the people that rely on its services and contribute to its vitality. As a result, each part will involve a distinct data collection methodology. Grantees receive training and technical assistance from SBS throughout the assessment process and will use their findings to inform their commercial revitalization project plans for the remainder of the three-year term.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program. The City plans to confirm key performance indicators in the coming months.

ARP_NPFS_1: **Nonprofit Organization Financial Support**

SLFRF Funding amount: $302,697,703

Project Expenditure Category: 2.10, Aid to Nonprofit Organizations

Project Overview

COVID-19 has been a pandemic of historic proportions, requiring extreme public health measures, and causing many New Yorkers to stay at home and most businesses to close. Inevitably, these measures have resulted in severe and unprecedented economic hardship, particularly to nonprofits. To negate the economic impacts of the COVID-19 public health emergency, the Administration for Children's Services (ACS), NYC Department for the Aging (DFTA), NYC Department of Homeless Services (DHS), NYC Department of Health (DOHMH), Department of Probation (DOP), NYC Department of Social Services (DSS), and the Department of Youth and Community Development (DYCD), in addition to other agencies are providing financial assistance to non-profit human service partners.

Funds to these agencies will cover indirect costs for contracted human service providers. Indirect refers to the portion of provider costs that are not directly attributed to service delivery but are necessary for operations (e.g. accounting, human resources, general operations, and

other eligible costs). This project recognizes the significance of indirect costs in the delivery of human services and supports the resiliency of the human services sector as the City recovers from the impacts of the COVID-19 pandemic. This funding is intended to enable nonprofits to sustain operations during this unprecedented time.

The Department of Probation (DOP) will be using funds to support the Cultural Corps, a program that creates opportunities for youth adults and artists to work together to learn and create public art projects across the City. The Cultural Corps is located in the seven neighborhoods where the Neighborhood Opportunity Network (NEON) spaces are located: Staten Island, East New York, Jamaica, Brownsville, Bedford-Stuyvesant, South Bronx, and Harlem. In each neighborhood, local stakeholders propose public spaces to transform and support the artist grant selection process. The DOP will fund a service provider's accepted indirect cost rate which was previously capped at 10 percent.

The Taskforce on Racial Inclusion and Equity (TRIE), through the NYC Department of Social Services (DSS), designs programs and services based on the needs of communities hardest-hit by the COVID-19 pandemic. TRIE will ensure the City remains responsive to the challenges faced by these communities and that they come back stronger than before. TRIE's Racial Equity Community Hubs will be composed of networks of diverse, multi-sector stakeholders, including: nonprofit organizations serving populations impacted by COVID-19, businesses, houses of worship, community boards, educational institutions, and mutual aid networks. Community Hubs will have direct ongoing contact and engagement with residents and local stakeholders to collectively identify shared resources, assets and needs and priorities of the communities they serve. To strengthen the COVID-19 recovery, Community Hubs will share timely information and assist in development of local plans. TRIE agency staff and other City officials will be available to share City resources, while Community Hubs will be connected to existing City-funded networks in their neighborhoods.

Use of Evidence

To expand the City's reach of COVID-19 response, TRIE, through the Young Men's Initiative (YMI) and the Civic Engagement Commission (CEC), will fund 33 community-based organizations or coalitions to support localized COVID-19 response and recovery within disproportionately affected NYC communities. The City will award each Community Hub through the designated Coalition Coordinator $100,000 total over fiscal year 2021 and fiscal year 2022 to support the ongoing COVID-19 response to increase the local civic infrastructure and conduct a community needs assessment. The Coalition Coordinator will convene community stakeholder groups and coordinate meetings, and must be either a 501(c)(3), a Minority and Women-owned Business Enterprise (MWBE), or have a fiscal sponsor. Community Hubs will have an opportunity to renew in the 2021-2022 fiscal year, leveraging the needs assessment to develop plans that will inform the long-term recovery process. TRIE's Community Hubs will be managed and coordinated through the Civic Engagement Commission as the lead implementation agency.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program. Key performance outputs may include: number of providers; amount processed for indirect rate costs; number of contracts processed; and the number of people trained in mental health awareness, anti-hate crimes, vaccine education and Test & Trace education. Key outcomes

may include: number of human services providers reached; amount of funding spent; completed art projects across NYC; implemented contract amendments for providers with accepted indirect cost rates; implemented contract budget modifications for providers with accepted indirect cost rates; and payment of invoices with higher indirect cost rates.

ARP_TIFS_1: **Tourism Industry Financial Support**

SLFRF Funding amount: $ 52,532,180

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

Project Overview

The tourism industry is a vital component of New York City's economy, supporting more than 376,800 jobs and representing nearly 20 percent of all private sector employment. Visitors and visitor spending are the essential factors in measuring the health of the industry. After reaching a record high of 66.6 million visitors in 2019 and generating $47.4 billion in spending, the number of visitors to NYC dropped by 67 percent and their spending declined by 73 percent in 2020. The Office of State Comptroller (OSC) estimates the drop in spending cost the City $1.2 billion in lost tax revenue.[14]

In an effort to reignite the tourism industry, the City has developed a proactive strategy that cultivates and attracts international and business travelers to restore the industry to robust health and continued growth. This project is a funding swap from the general fund to ARP to support NYC's tourism industry. NYC & Company is the official destination marketing organization (DMO), convention, and visitors bureau (CVB) for the five boroughs of New York City. The goal of the project is for NYC & Company to communicate with those who live and work in NYC, as well as visitors, to enhance NYC's reputation and generate public revenue to encourage NYC's growth, economic development, and tourism.

NYC & Company will receive funding to promote local, regional, national and international visitation through marketing campaigns, branding, and sponsorships. This project will develop and amplify marketing of the City as a viable and vital tourist destination as travel opens up. This project is flexible when it comes to targeting geographic locations (i.e., domestic as opposed to international). This communication strategy targets travel for leisure, business, and encourages the utilization of the City for meetings and conventions.

Website: NYC & Co Marketing, Tourism & Partnership Organization

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

Key performance outputs include: change in site engagement and change in advertising engagement. Key outcomes include: change in travel intent and change in travel outcomes.

[14] "The Tourism Industry in New York City: Reigniting the Return." The Tourism Industry in New York City - Office of the New York State Comptroller, https://www.osc.state.ny.us/reports/osdc/tourism-industry-new-york-city

ARP_ORP_1: **Permanent Open Restaurants**

SLFRF Funding Amount: $20,243,315

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

Project Overview

At the height of the pandemic, New York City enacted an emergency Open Restaurants program that suspended certain zoning location rules and outdoor dining regulations. This allowed thousands of restaurants to use sidewalk and street space for outdoor service, which in turn meant they could retain employees and remain in business, even when they could not serve clients indoors. SBS is partnering with the Department of Transportation on the Permanent Open Restaurants program, which allows for street space to be utilized for outdoor dining, expanding the space restaurants can safely serve food, to drive economic growth and improve quality of life in NYC neighborhoods. The purpose of the Permanent Open Restaurants program is to make outdoor dining permanently available in front of restaurants and adjacent sidewalks and parking lanes.

The Permanent Open Restaurants program will begin in 2023 and will be run by NYC's Department of Transportation (DOT). This program gives restaurants the opportunity to utilize additional roadway space for a fee. Some of the challenges include enforcing that the setups meet safety standards, maintaining emergency vehicles access, and ADA compliance.

The benefits of the permanent program include: the removal of outdated prohibitions of sidewalk cafes, support outdoor dining in more areas of the city, creating jobs, activating NYC streets, and simplifying and streamlining rules under a single agency with clear rules and enforcement mechanisms.

Website: DOT Permanent Open Restaurants

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

Key performance outputs include the number of restaurants registered in the program. Key outcomes include the number of geographic areas represented.

ARP_ARTS_1: **NYC Arts**

SLFRF Funding amount: $24,750,000

Project Expenditure Category: 2.12, Aid to Other Impacted Industries

Project Overview

The cultural sector in NYC was hit particularly hard by COVID-19. In July 2021, the Center for an Urban Future (CUF) issued the report, *Creative Comeback: Surveying NYC's Cultural Ecosystem in the Wake of COVID-19 | Center for an Urban Future (CUF)*, which found a cumulative decline in income of nearly $1 billion ($924.6 million) among city-based arts organizations—a 36 percent plunge from the year prior to the pandemic.

Announced in May 2021, the New York City Artist Corps (CAC) represents an historic investment in artists by the City of New York. CAC Grants support NYC-based artists who have been disproportionately impacted by COVID-19. By the program's end in October 2021, the program will distribute 1,800 one-time grants of $5,000 each to help artists sustain their practice and engage the public in thousands of cultural programs. In addition to supporting artists who live and work in NYC, this project also gives New Yorkers opportunities to experience a wide range of cultural programming from July through October 2021, as the city returns to pre-pandemic life. In addition, the NYC Department of Education, in collaboration with the NYC Department of Cultural Affairs and the City Artist Corps will award $25,000 per project for murals and performing arts at Summer Rising sites, a free school-based summer program.

NYC Housing Authority (NYCHA) and ArtBridge, a program that empowers local artists to transform prominent urban spaces into quality exhibitions, will receive $1M to install art across NYCHA developments. Through their unique mission, ArtBridge works with emerging artists to transform NYCHA's sidewalk sheds into displays of art. These safety installations at NYCHA properties serve as ideal canvases, with over 120,000 linear feet of creative space for art and public engagement across diverse neighborhoods. The program will aim to engage artists living at NYCHA who will present work relevant to each community.

Websites: City Artist Corps; NYCHA Public Arts Program | ArtBridge

Use of Evidence

This program serves as a pilot to promote diverse cultures, beautify public spaces, and revitalize communities emerging from the pandemic. NYCHA and ArtBridge will build a reporting system with hired NYCHA residents, to alert ArtBridge to any maintenance issues with the installed artwork, and fix those issues within 7 business days.

The program was co-designed with 17 cultural organizations, including artist service groups and local artist councils that have deep connections to local communities and understand the critical needs of the sector. Collectively, the partners agreed to focus on artists of color, artists with disabilities, geographically hard-hit and underserved areas, and artists with the lowest income among the applicants. Partners of the project provided outreach and promotional support to ensure that these constituencies applied for the grant funds. The partners also provided technical assistance workshops and translation services to ensure these constituents have access to the application and have applied. Through the distribution of artist grants, students and the public are exposed to culture and the arts throughout NYC.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key performance outputs include: number of residents and Community-Based Organizations (CBOs) hired; number of artists hired; number of grants awarded; number of participating schools; grants issued; number of jobs created; and number of properties cleaned. Key outcomes include: number of engagement events per location; number of successful artwork installations; number of artists engaged via grants; number of creative engagements offered to the general public; number of workers enrolled in sectoral job training programs; and number of neighborhoods serviced.

ARP_TMRF_1: **Taxi Medallion Relief Fund**

SLFRF Funding amount: $ 65,000,000

Project Expenditure Category: 2.13, Other Economic Support

Project Overview

The goal of this program is to support the recovery of the taxicab industry in New York City. It provides financial assistance to individual taxi medallion owners who are facing an unsustainable debt burden of a secured medallion, and who have negotiated an agreement with a lender committing to new terms that are affordable for the owner. Relief payments are intended to help individual medallion owners achieve a more sustainable level of medallion debt, stabilize their financial situation, and get vehicles back in service so more taxis are available to the riding public. The program is informed by outreach to individual medallion owners, the majority of whom are immigrants and people of color.

Website: Taxi Medallion Owner Relief

Use of Evidence

The design of this project was developed with input from vendors from the Medallion Owner/Driver Resource Center, and direct feedback from individual medallion owners about their struggles with medallion debt. Debt renegotiation details result from financial analysis conducted through pro bono legal services.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key output measures include: number of grants processed and number of grantees. The key outcome is the total amount of principal loan forgiveness.

ARP_RPMF_1: **Recovery Program Marketing Funding**

SLFRF Funding amount: $4,895,000

Project Expenditure Category: 2.13, Other Economic Support

Project Overview

In the wake of the pandemic, the City has launched several advertising campaigns to instill confidence in New Yorkers. The NYC Department of Information Technology and Telecommunications (DoITT) in coordination with the Office of Media and Entertainment (MOME) has created a marketing campaign to support economic recovery initiatives, including the "No Stopping New York." The "No Stopping New York" campaign is designed to support the economic and cultural recovery of New York by instilling confidence that the City will return from this past year better than ever. The campaign will air in Spanish, Chinese, Bengali, Korean, Haitian Creole, Arabic, Russian, French, Urdu, Yiddish and Japanese language broadcast television, cable, and radio stations from May 24,2021 through September 10, 2021.

Through NYC Small Business Services (SBS), funding will support a public service advertising campaign to support recovery efforts on behalf of small businesses in New York City. The goal of this campaign is to rally New Yorkers around the City's recovery efforts by promoting

assistance for small businesses, anchoring citywide advertising to restore consumer confidence, and spreading awareness of recovery efforts.

Website: NYC Recovery for All

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

Preliminary indicators may include: Print and digital community and ethnic media placements; TV impressions; radio impressions; streaming impressions; campaign reach such as impressions or clicks. The City plans to confirm key performance indicators in the coming months.

ARP_HAM_1: **Hiring and Attrition Management Funding**

SLFRF Funding amount: $155,931,914

Project Expenditure Category: 2.14, Rehiring Public Sector Staff

Project Overview

The COVID-19 pandemic created a major financial strain and forced a reduction in spending across NYC agencies. To restore the economy and reduce financial strain, SLFRF funds will be used to fund 536 personnel across 27 agencies or offices associated with a hiring and attrition management policy change from 3-to-1 to 2-to-1.

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program.

ARP_EWF_1: **Election Worker Funding**

SLFRF Funding Amount: $ 14,033,246

Project Expenditure Category: 2.14, Rehiring Public Sector Staff

Project Overview

Managing the voting process has become much more labor-intensive due to physical distancing and sanitizing requirements. This program enables enough staff to be hired for extended early voting time and to perform necessary health and safety measures at polling locations for the FY21 elections. By hiring people on a temporary basis during elections, the program allows workers to alleviate some of the negative economic impacts of COVID-19 job loss or other financial hardships.

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

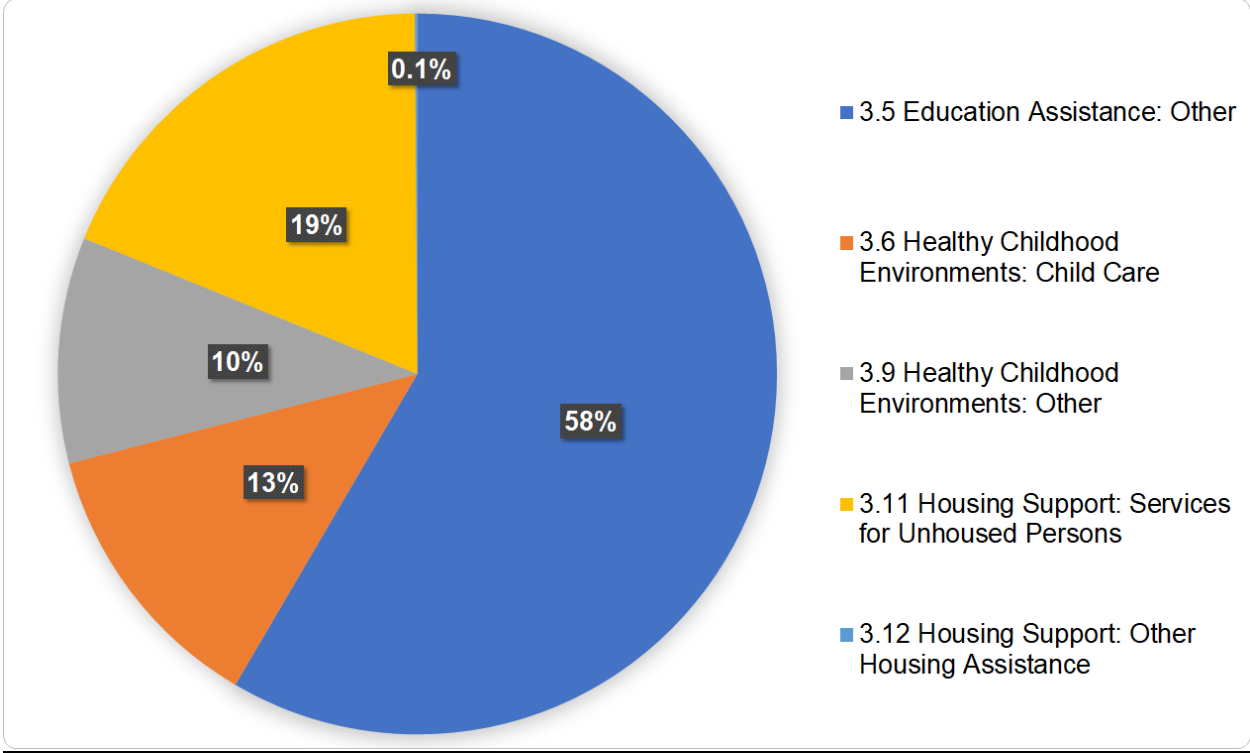
Performance Report

This project's use of SLFRF funds ensures that City resources are allocated to critical programs.

Expenditure Category 3: Services to Disproportionately Affected Communities

These five projects address a wide range of needs for the families, businesses, and communities hardest hit by the COVID–19 public health emergency.

Chart 4: Percentage Distribution of Funds by Project, EC 3: Services to Disproportionately Affected Communities



ARP_SPHS_1: **School-based Public Health Services**

SLFRF Funding Amount: $390,656,702

Project Expenditure Category: 3.5, Education Assistance: Other

Project Overview

As the New York City Department of Education (DOE) resumes in-person schooling in fall 2021, schools will require continued investment in ventilation systems, air purifiers, personal protective equipment (PPE), and other health and safety measures. The goal and outcome of these funds will be continuity of existing services benefitting the students of NYC, including provision of school nurses, social workers, summer programming, and community schools.

This project is based on public health and safety guidance. It will fund staff and payroll for nurses, doctors, and other support staff for programs within School Health. In addition, it will fund general nursing activities at schools, vision screening, medical reviews by doctors, reproductive health services, and asthma and diabetes support. It will also cover supplies and other ancillary costs associated with these services.

Project funds will cover part of the existing costs associated with the NYC Department of Health and Mental Hygiene (DOHMH)'s portion of the School Health program. The School Health program provides NYC students with school-based health centers, school mental health programs, management of chronic health problems, preventative health screenings, urgent care, medication administration, preventative counseling, health education, referral for care, and assurance of ongoing effective treatment.

Website: DOE School Health

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

Key outputs include: distribution of safety equipment; service continuity, including continued access to nursing, community schools, social workers, and others; number of nursing positions open; and number of students served. Key outcomes include: number of nursing positions filled, and improved health outcomes among students served.

ARP_ES_1: **Education Support**

SLFRF Funding Amount: $83,927,000

Project Expenditure Category: 3.6, Healthy Childhood Environments: Child Care

Project Overview

As the New York City Department of Education (DOE) resumed in-person schooling in the fall of 2020, most schools and early childhood programs operated on a blended learning model. According to the blended learning model, each week, students had some school days in person, and some school days remotely. Learning Bridges, a new program administered through the Department of Citywide Administrative Services (DCAS) and the Department of Youth and Community Development (DYCD) provided free childcare options for children from 3-K through 8th grade, on days when they were scheduled for remote learning. This program created opportunities for supervised, out-of-home time for school-aged children to complement New York City's partial school reopening for the 2020-2021 school year. The program was designed to acknowledge the childcare needs of essential workers, and was planned with input from elected officials, community organizations and other stakeholders.

Learning Labs is a new program that provides free child care options for children from 3-K through 8th grade who are enrolled in the blended and fully remote learning model, on days when they are scheduled for remote learning. DYCD is responsible for administering the program, while DCAS's role is to negotiate and enter into license agreements on behalf of Learning Labs and to confirm approval and availability of funding required for license registration with the Comptroller.

Use of Evidence

The project was designed with recognition of youth development principles and trauma-informed care.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Preliminary indicators may include: the number of youth enrolled in the program; the number of youth receiving services, number of children served by childcare and early learning (pre-K/ages 3- 5), and the number of students who experienced education assistance and engagement on remote learning days. The City plans to confirm key performance indicators in the coming months.

ARP_SYP_1: **Youth Programming**

SLFRF Funding Amount: $67,719,119

Project Expenditure Category: 3.9, Healthy Childhood Environments: Other

Project Overview

NYC's Department of Youth and Community Development (DYCD) recognizes that the need for safe and quality programming for young people has only increased as a result of the pandemic. SLFRF funds will be used to support three key DYCD initiatives in this effort: School's Out NYC (SONYC), Summer Rising, and Saturday Night Lights (SNL).

SONYC serves as a pathway to success for youth in the 6th, 7th and 8th grades. Structured like clubs, the SONYC model offers young people a choice in how they spend their time, provides rigorous instruction in sports and arts, and requires youth leadership through service. The City itself becomes a classroom through trips and opportunities for instruction beyond a traditional learning setting. Programs are offered three hours each day, five days per week, and include activities such as dance, basketball, volleyball, tennis, art, cooking, community service, and fashion design. With hundreds of participating locations across all five boroughs, SONYC gives youth the opportunity to learn new skills and improve existing ones for zero charge after school lets out for the day.

Summer Rising is a new free school-based summer program for NYC students in grades K-8. Broken out into two age groups (grades K-5 and grades 6-9), students will get outside, learn, and engage with peers and caring adults in safe, supervised, and enriching ways. These programs provide a bridge to the next school year and allow students to reconnect with one another and with their schools. Students address unfinished learning while being provided avenues for recreation, exploration, and fun.

Saturday Night Lights is a youth development program operating in 100 spaces on Saturday nights throughout NYC to provide free high-quality sports and fitness training for youth ages 11-18. The SNL program was designed to provide sports programming in target areas across NYC that experience elevated levels of youth-involved crimes. The SNL program locations were distributed to reflect the needs of the target communities and were strategically placed where New York Police Department (NYPD) resources are best able to support officer engagement. The program aims to reach a minimum of 3,000 youth in FY22 and will take place in the summer of 2022.

Funding the Youth Programming project allows community-based organizations (CBOs) that hold Beacon and Cornerstone contracts to receive amendments to their existing contracts to fund the SNL locations in their communities. The additional funding will support the CBOs with the resources needed to secure staff and to develop high quality sports programming to engage youth during hours where they are most vulnerable.

Through the Department of Youth and Community Development (DYCD), funding will be used to expand the number of Beacon and Cornerstone Community Centers. Beacon and Cornerstone programs are designed to provide holistic youth development and community services throughout New York City. Cornerstone Programs are located within the New York City Housing Authority community centers and provide engaging, high-quality, year-round programs serving youth and adults throughout the five boroughs. Beacon Programs are school-based community centers serving children age six and older, and adults. There are currently 91 Beacons located throughout the five boroughs of New York City that operate in the afternoons and evenings, on weekends, and during school holidays and vacation periods, including the summer. Community Centers offer a safe place to engage in recreational activities, discover new interests, acquire skills, and find opportunities to contribute to the community, all guided and supported by program staff.

Websites: School's Out New York City; Summer Rising; DYCD Beacon; DYCD Cornerstone

Use of Evidence

The Summer Rising and SONYC program integrates the strengths of Department of Education academics with DYCD school-based enrichment programming and is scheduled to complete an implementation evaluation in the fall of 2021.

The Saturday Night Lights program will capture qualitative data to measure the impact of the relationships created between the NYPD officers and the youth engaged in the SNL program as well as to measure the positive youth experiences. Officer and participant testimonies, pictures, and stories will be cataloged to document the program's development and success.

Community-based organizations, including Beacon and Cornerstone, conduct community assessments and have established community and youth advisory boards to help shape program design and evaluate the needs of the community. Prior to the start of community services, DYCD, in partnership with NYC Housing Authority (NYCHA), NYC Department of Design and Construction (DDC), and community residents, facilitated community outreach and planning meetings to evaluate current needs of the community. DYCD provides continuous coaching and support through site visits, scheduled meetings, and professional development. In addition, community advisory meetings are held to identify best practices, challenges, and resources to improve quality of services.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Summer Rising and SONYC key outputs include: number of youth enrolled and receiving services. Key outcomes include: number of students who experienced academic enrichment and engagement.

Saturday Night Lights key outputs include: number of youth participating in healthy activities in a social and community context. Key outcomes include: number of youth who experience activities to improve physical and psycho-social well-being.

DYCD key performance outputs include: number of youth enrolled and receiving services; number of students participating in evidence-based tutoring programs. Key outcomes include the number of youth who experienced educational, social and emotional and mental health support.

The City plans to confirm key performance indicators in the coming months.

ARP_SUHP_1: **Supporting Unhoused Persons**

SLFRF Funding Amount: $ 125,359,305

Project Expenditure Category: 3.11, Housing Support: Services for Unhoused Persons

Project Overview

NYC is taking immediate steps to provide appropriate services and support to enable people to exit homeless shelters more quickly and easily, or avoid them altogether. With the support of SLFRF funding, the City is administering three initiatives to help end homelessness and support unhoused persons. The NYC Department of Homeless Services (DHS) is leading the Journey Home Action Plan and the Street Outreach Program, and NYC Department of Housing Preservation and Development (HPD) is leading the Homeless Placement Services initiative.

The Journey Home Action Plan is a first-in-the nation comprehensive plan to cut street homelessness in half by ending long-term street homelessness in New York City within the next five years. This strategy includes: opening over 1,000 new Safe Haven beds, which are specialized shelter beds for street homeless individuals; dedicating resources for street medical and behavioral healthcare to build the trust needed for clients to come inside; and expanding outreach staffing to street hot spots and subway end-of-line stations.

Street Outreach engages homeless New Yorkers 24/7 through dedicated outreach teams that offer services, support, and safe housing. This initiative funds the expansion and enhancement of Street homeless solutions programming, including: expanded homeless outreach at Penn Station and Long Island Rail Road (LIRR) stations; the establishment of a Street Homeless Rapid Response Team; the implementation of a DHS Street Joint Command Center; and stabilization beds in DHS Outreach provider contracts.

Homeless Placement Services (HPS) is responsible for facilitating the placement of shelter clients into HPD's portfolio of "homeless set aside units" – affordable new construction and preservation apartments specially designated for individuals and families experiencing homelessness. The program supports both homeless clients and building owners in the rental process to ensure that the units are rented without administrative delay, and tenants are set up with appropriate rental subsidies to ensure their long-term success. HPS also monitors these projects over time to ensure that housing continues to serve homeless households throughout the life of the project. The goal of the program is to ensure that homeless New Yorkers are able to access affordable housing opportunities through an equitable, centralized, efficient process resulting in successful permanent tenancies.

Websites: Journey Home Plan; Street Outreach; HPD Supportive Housing

Use of Evidence

The goal of the Supporting Unhoused Persons project is to decrease street homelessness, modeled after harm reduction and housing first models.

The Homeless Placement Services program is designed to implement evidence-based interventions both to improve lease up times of affordable housing and to reduce rejection rates among applicants.

Project performance is closely monitored. As best practices are identified and tested for consistent outcomes, they are implemented as policy and process requirements across homeless lease-ups. The program closely monitors rejection rates and reasons for rejections in order to drive policymaking as well as applicant preparation efforts.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for the Journey Home and Street Outreach programs. Potential indicators for Journey Home may include: number of specialized emergency shelter beds for street homeless clients opened, number of clients accepting a referral to shelter placement, and nightly occupancy of specialized shelter beds. For Street Outreach, indicators may include number of staff hired for the project, number of client engagement by outreach staff, number of referrals to placement, and number of specialized emergency shelter beds for Street homeless clients open. The City plans to confirm key performance indicators in the coming months.

Key performance outputs of the Homeless Placement Services program include: number of units administered (and households exiting shelter), and number of existing/occupied homeless set aside units reviewed for compliance annually to ensure that the units continue to serve homeless households throughout the life of the regulatory restriction. Key outcomes include: median lease up time of units filled (and median referral time for households referred) through the Homeless Placement Services program and reduced rejection rates of applicants, based upon: a) interagency coordination to ensure homeless applicants are assisted through the application process, or b) greater restrictions on developers' ability to reject eligible applicants on discretionary criteria.

ARP_LAP_1: **Landlord Ambassador Program**

SLFRF Funding Amount: $ 718,000

Project Expenditure Category: 3.12, Housing Support: Other Housing Assistance

Project Overview

The Landlord Ambassador Program (LAP) is a technical assistance program for small multifamily building owners managed by New York City's Department of Housing and Development (HPD) in conjunction with the Mutual Housing Association of New York (MHANY), a community-based organization serving low-income communities.

The goal of this program is to stabilize the structural and financial health of small- and medium-sized multifamily buildings in New York City, help owners implement best practices for building management, and navigate the process of applying for HPD financing. Direct technical assistance services are provided free of charge to property owners by MHANY Management, Inc., a nonprofit that owns, manages, and develops affordable housing. This targeted and sustained assistance is provided to struggling building owners facing financial and physical issues with their buildings. In addition, MHANY assists third party general contractors (e.g. architects, engineers, lawyers) to fix housing violations, resolve or pay down municipal arrears, fill vacancies, and address other property management challenges. The program timeframe runs through June 30, 2023.

The Landlord Ambassador Program works directly with individual owners of small multifamily properties (SMF properties). Individual owners, often known as "mom and pop" landlords, own nearly 40 percent of SMF properties, with Black and Latinx landlords more likely to own SMF buildings than any other property type. While less than 50 percent of rent-stabilized units are in

SMF properties, these buildings are over-represented in HPD's enforcement programs (almost 75 percent) and under-represented in HPD's loan programs (less than 25 percent of units financed over the past ten years). Many SMF owners are often unaware of available resources, face financial or operational obstacles to utilize them, or don't know how to navigate them. LAP provides direct assistance and training to stabilize SMF buildings financially and physically in an effort to improve building operations long-term, and maintain them as stable assets and available housing resources to low- and moderate-income New Yorkers. Additionally, MHANY captures feedback from landlords served through the program in the form of testimonials and other feedback information.

Website: Landlord Ambassador Program

Use of Evidence

The program includes evidence-based interventions, showing that program activities reduce property's financial risk and improve structural issues. For instance, using outcome data collected and analyzed from the program thus far on arrears and payments plans, HPD estimates that every $1 invested in LAP technical assistance will result in $0.71 savings to the City through improved building operations, including payments on property taxes and water/sewer bills. Additionally, in the next phase of the program, HPD plans to track the geographic and demographic information of borrowers to measure the percentage of resources invested in neighborhoods where the population is majority minority and/or has recently experienced gentrification.

Performance Report

Key performance outputs include the number of building stabilization plans developed and the number of property inspections conducted. Key outcomes include the number of vacant units filled and the number of loan applications submitted.

Expenditure Category 6: Revenue Replacement

The projects in this category are 100% devoted to replacing revenue for essential City programs.

ARP_COVIDRR_1: **COVID-19 Revenue Replacement**

SLFRF Funding amount: $1,727,253,558

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

This COVID-19 Revenue Replacement project provides funding for the provision of government services due to the reduction in revenue as a result of the COVID-19 public health emergency. Project funding supports operations conducted by 3 City agencies. The NYC agencies are: Department of Correction (DOC); Department of Sanitation (DSNY); and Fire Department (FDNY). Revenue replacement will ensure that fire, rescue, sanitation, correction, and emergency medical services continue to be provided City-wide despite municipal revenue losses.

DOC is using these funds to replace revenue for salaries for Correction officers at the full-time normal gross rate.

DSNY is using these funds to replace revenue for salaries of uniformed personnel with an earn date from 3/14/21 to 6/16/21.

FDNY is using these funds to replace revenue for salaries of uniformed fire personnel who provide fire extinguishment and rescue services, investigate suspicious fires, promote fire prevention, conduct building safety inspections, and provide pre-hospital emergency medical care.

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

This project's use of SLFRF funds ensures that City resources are allocated to critical programs.

ARP_WCR_1: **Waste Collection and Removal**

SLFRF Funding amount: $460,309,749

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

The COVID-19 pandemic devastated the local economy and significantly impacted trash pick-up and removal services throughout the five boroughs. This project supports collection of litter from neighborhood baskets and transportation of the City's waste to various landfills and incinerators.

This project maintains clean streets across New York City and helps to spur the City's recovery. Open space, including NYC streets, became more critical than ever during the pandemic. This project allows for an increase in dedicated litter basket service by more than 100 trucks per

week and restores baseline funding for Monday-Saturday, Sunday, and holiday litter basket service. Support for the City-funded waste export budget will aid in the recovery from the negative economic impacts of the COVID-19 pandemic for Fiscal Year 2022.

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

This project's use of SLFRF funds ensures that City resources are allocated to critical programs.

ARP_EFF_1: **Emergency Food Funding**

SLFRF Funding Amount: $41,795,000

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

As the pandemic and its negative economic impacts persist, food access support continues to be a prevalent need in New York City.

One critical City program leveraged to meet the need is the Emergency Food Assistance Program (EFAP), which is administered by the Department of Social Services Human Resources Administration (HRA). SLFRF funds will be used toward EFAP, which provides administrative funding, non-perishable and frozen food, and technical assistance to over 480 community kitchens and food pantries citywide. The program distributes over 11 million pounds of food annually and serves over 10 million people each year.

SLFRF funds for Emergency Food Funding from FY 22-FY 25 ensure that the Department of Social Services' Human Resources Administration can continue EFAP services for New Yorkers facing food insecurity. To meet the increased need for emergency food assistance as a result of the pandemic, HRA repurposed staff from their usual tasks to focus on outreach across the system in order to meet the food access needs of New Yorkers. HRA also administers the Supplemental Nutrition Assistance Program (SNAP) Outreach Services, providing community-based outreach, education and enrollment for SNAP benefits, and the SNAP Education Program (SNAP- Ed), which provides nutrition education to SNAP eligible populations.

Website: Emergency Food Assistance

Use of Evidence

Funding this program allows HRA to continue providing community-based food pantries with healthy food deliveries, while managing allocations so that no families have to be turned away. The EFAP team delivers food and services that maintain a sense of dignity, culture, and a sense of family for food insecure populations, while providing foods that are nutritious, meet dietary needs, and are packaged in a way that is identical to retail.

When distributing food resources across the City, HRA takes evidence-based criteria into account. Specifically, HRA distributes resources based on an empirical tool known as the Supply Gap, which measures the unmet need for each neighborhood or the shortfall between local need and food supply. The Supply Gap tool prioritizes neighborhoods identified by the City's Racial Inclusion and Equity Taskforce and other vulnerable populations. The Taskforce

uses data on a variety of metrics to make sure that COVID-19 response and recovery efforts are fair and equitable in the City's hardest-hit communities, where communities of color have been disproportionately impacted by the pandemic.

Additionally, the Good Food Purchasing (GFP) framework principles used by HRA promote an evidence- and data-driven program. GFP provides a metrics-based methodology to quantify the impact of food buying power along five core values: local economies, valued workforce, nutrition, environmental sustainability, and animal welfare. As a participating agency, HRA applies the GFP principles when purchasing food, to demonstrate the City's commitment to equity, health, and environmental sustainability through increasing consumption of high-quality nutritious food. By analyzing the City's current food purchasing and understanding the constraints the City operates under, HRA aims to identify ways in which the City can implement change in its food purchasing to improve equity and health across the City.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program. Preliminary outputs may include: number of community-based kitchens and food pantries partnered with; quantity (in millions of pounds) of food distributed annually; and number of individuals/households served. Key outcomes may include: reduction in percentage of NYC residents that are food insecure; and reduction in NYC meal gap statistics (i.e., the number of meals those experiencing food insecurity fall short of an adequate diet in a single year). The City plans to confirm key performance indicators in the coming months.

ARP_BiB_1: **Build It Back**

SLFRF Funding amount: $12,025,000

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

This project funds personnel costs at the NYC Department of Design and Construction (DDC) and the Housing Recovery Office (HRO) for the Build It Back program. NYC established Build It Back in 2013 to assist the recovery of New Yorkers affected by Hurricane Sandy by supporting the return to permanent, sustainable housing.

NYC Department of Housing Preservation and Development (HPD) will use funds to support Resiliency Staff and HPD resiliency programs. Build It Back assists homeowners, renters and landlords through property rehabilitation or reconstruction, home elevation, reimbursement for permanent repairs already completed, or acquisition of homes. In addition, HPD manages the acquisition, disposition, and tenant relocation services (as applicable) of the Build It Back Acquisitions and Buyouts program. This program provides homeowners with substantial damage from Superstorm Sandy the option to voluntarily sell their property. These properties are transferred to their end uses of either redevelopment or open space. Furthermore, HPD manages community-based recovery, resiliency planning, and pre-development activities in the Sandy-impacted neighborhoods of Edgemere and Queens. These pre-development activities include community engagement, proposing land use and zoning changes, and environmental planning and review. The program is currently projected to be completed by December 2022.

Website: Build It Back

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

Key performance outputs include: number of financial closings on single and multifamily buildings, receiving resiliency, rehabilitation and/or reconstruction assistance or reimbursement on identified sites; and number of properties in the Acquisition and Buyouts program acquired and disposed to their end uses. Key outcomes include: number of construction projects completed and closed out; and effective handoff processes in place to ensure external inquiries and audits can be efficiently satisfied after program wraps up.

ARP_NYCR_1: **NYC Resiliency**

SLFRF Funding Amount: $12,000,000

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

To respond to the COVID-19 pandemic and associated financial crisis, NYC is funding resiliency initiatives that address environmental hazards. The NYC Department of Environmental Protection (DEP) will administer a remedial design project for the Gowanus Canal. Gowanus Canal sediments contain more than a dozen contaminants, present at high levels including: polycyclic aromatic hydrocarbons, polychlorinated biphenyls, and heavy metals, including mercury, lead, and copper. ARP funds will support the remedial design for the Gowanus Canal Superfund site, including dredging to remove contaminated sediments from the bottom of the canal, which has accumulated due to industrial activity and combined sewer overflow (CSO) discharges. This historic cleanup addresses a legacy of hazardous waste and urban pollution that dates back to the 1800s. Full-scale dredging is a long awaited step towards full clean up of the polluted Gowanus Canal.

Website: DEP Gowanus Canal

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

The City is currently evaluating the most impactful outputs and outcomes for this program.

ARP_NSN_1: **Neighborhood Support Network**

Funding Amount: $11,884,582

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

The Neighborhood Support Network (NSN) will provide crisis prevention support to individuals through a network of community- and faith-based organizations and peers. NSN stakeholders will include mental and behavioral care providers and social service organizations, as well as housing, emergency food, and other social needs organizations. Support will be client-directed and may include crisis counseling, peer support, coordinated social services, treatment services within or outside of formal mental health care, support for basic needs (e.g. food, clothing), recreation, socialization, safe spaces, and more. Five staff have been hired to support NSN. The main challenge of this project has been establishing a strong partnership to lead project implementation in East and Central Harlem. The goal is to begin the project in February 2022.

Use of Evidence

The goal of NSN is to increase access to health and social resources for BIPOC individuals, reduce unmet behavioral health needs for BIPOC individuals, and build a comprehensive model of care for behavioral health crisis prevention.

NSN will build off evidence-based peer models for behavioral healthcare. Evidence shows that peer support has numerous benefits, including: helping people manage chronic illnesses, recover from addiction or substance use, cope with stress or emotional and psychological challenges, and reduce unnecessary care, such as hospital admissions for the same problem. Peers will incorporate a variety of techniques to support individuals. The specific techniques used will be evidence-based or evidence-informed and will be determined in collaboration with external partners.

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key performance outputs include: number of individuals engaged. Key outcomes include: the percentage of individuals referred to treatment who attended an appointment and percentage of people who have reported that, after receiving assistance from NSN they know where to go to get help, including for mental health support.

ARP_GWP_1: **Green Wave**

SLFRF Funding amount: $4,360,772

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

Increasing the number of cyclists makes NYC a healthier place to live and will help keep the City at the forefront of sustainability. The City's Vision Zero initiative provides a strategy to protect bikers and pedestrians from vehicle traffic.

Green Wave is NYC's plan to significantly improve cyclist safety, by encouraging ridership and building a state of the art bicycle infrastructure citywide. The plan is a multi-year effort with specific targets set annually for bike network expansion and upgrades/maintenance to existing infrastructure. The existing bicycle network consists of over 1,400 miles of bike lanes including off-street paths, on-street protected bike lanes, conventional lanes and shared lanes all of which need constant upkeep and improvement. In addition, the city will add approximately 70 miles a

year of new infrastructure, including 30 miles of Protected Bike Lanes (PBLs). These PBLs require significant resources including vertical elements, enhanced markings, and signage.

Website: Green Wave Plan

Use of Evidence

This project is not an evidence-based intervention as defined by the U.S. Treasury.

Performance Report

Key performance outputs include: installing new and maintaining existing bike infrastructure citywide and upgrading designs to current standards as streets are repaved or restriped. Key outcomes include: 30 miles of PBLs installed annually, 50+ miles of bike infrastructure installed annually and upgrades following refurbishment and repaving schedules.

ARP_LCRC_1: **Local Conditional Release Commission**

SLFRF Funding Amount: $1,617,500

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

As provided by New York State's Local Conditional Release Law, each county outside of New York City, and the City of New York are required to appoint a Commission consisting of at least three members who have the authority to offer conditional release to local jail inmates serving a sentence of one year or less. Inmates are eligible to obtain release from jail after serving at least 60 days of their sentence and must agree to serve a new sentence of probation supervision for a period of one year upon release from jail under the program. Local Conditional Release Commissions are also empowered to return offenders to jail for a violation of the terms of their conditional release.

COVID-19 created a hotspot of viral infection in city jails, demonstrating the opportunity for improved health protections within facilities. By requiring greater transparency in real time, and creating a mechanism to safely release individuals from detention, the City can help manage the crisis while preparing the City's jails for the future. Funding will support the NYC Conditional Release Commission (CRC), a Mayoral-appointed five-person commission that will be administratively housed within the Department of Probation (DOP). Based on the NYC Correction Law, the CRC is granted the power and duty of determining which individuals sentenced within NYC serving a definite sentence of imprisonment (City-sentenced) may be conditionally released.

Use of Evidence

The City is evaluating whether or not this work aligns with Treasury's definition of evidence-based interventions.

Performance Report

NYC is currently evaluating the most impactful performance indicators for this program.

ARP_HCE_1: **NYC Housing Connect Enhancements**

SLFRF Funding amount: $932,213

Project Expenditure Category: 6.1, Revenue Replacement Provision of Government Services

Project Overview

This program supports the NYC Department of Housing Preservation and Development (HPD). HPD is using these funds for updates to its Marketing and Affordability Oversight program. The primary objective of the marketing, lease-up, and sales effort is to ensure that the process of the Housing Connect lottery system is fair, transparent, and provides equal opportunity to all applicants. NYC Housing Connect is New Yorkers' portal to find and apply for affordable housing opportunities across the five boroughs of New York City. The Housing Connect lottery process and technology system are designed to ensure centralized, open, fair, transparent, and accessible access to affordable housing opportunities. The online system is designed and promoted to reach the broadest spectrum of potentially eligible applicants, providing the highest standards of disability and language access. Due to increased housing production and efforts to ensure more types of units through Housing Connect (e.g. re-rentals and resales), the number of units marketed through the Housing Connect lottery system has increased dramatically. In FY 2021, the program marketed nearly three times the number of units (7,028), compared to FY14 (2,509). The program is working to continue this level of output, while ensuring comprehensive compliance monitoring and the timely lease up of these affordable units. The primary intended beneficiaries of the program earn less than 60 percent of the median income in New York City.

Website: HPD Housing Connect

Use of Evidence

HPD's project is designed to implement evidence-based intervention to improve lease-up times of affordable housing and to reduce rejection rates among applicants. To improve lease-up times, the Marketing and Affordability Oversight program closely monitors project performance and best practices implemented in the highest performing projects. As best practices are identified and tested for consistent outcomes, they are implemented as policy and process requirements across Housing Connect lotteries. To reduce rejection rates, the program closely monitors subsidized apartment application rejection rates and reasons for rejections in order to drive evidence-based policymaking and public education efforts.

NYC is evaluating whether or not HPD's work aligns with Treasury's definition of evidence-based interventions.

Performance Report

Key outputs include: number of units administered (and successfully leased) through the Housing Connect lottery system, and number of applicant inquiries received and addressed related to lottery applications and the Housing Connect system. Key outcomes include: median lease-up time of units marketed through the Housing Connect system, and reduced rejection rates of applicants, based upon: a) applicants' greater understanding of eligibility criteria for Housing Connect lottery units, or b) greater restrictions on developers' ability to reject income-eligible applicants on discretionary criteria.

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