CITY OF BALTIMORE
Annual Report to Treasury
2022 Recovery Plan Performance Report

MAYOR'S OFFICE OF RECOVERY PROGRAMS
BALTIMORE CITY

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Brandon M. Scott
Mayor

City of Baltimore

Mayor's Office of Recovery Programs

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August 2022

Greetings,

When the first known cases were diagnosed in the United States in the early parts of 2020, I am sure none of us could have imagined the devastating impacts that COVID-19 would have on our economy, communities, and the health and wellbeing of our residents. The virus created a worldwide public health emergency and brought life – as many of us knew it – to a halting stop. Many businesses and nonprofit organizations had to quickly change how they operated and some even had to cease operations as we were forced to shelter at home in order to stem the spread of COVID-19. The negative impact to the economy was difficult to accept and, for some, too daunting to overcome.

However, in line with our city's reputation for resiliency, many businesses and organizations have returned and many more are making their way back with the support of federal funding provided through the American Rescue Plan Act (ARPA) and the State and Local Fiscal Relief Funds (SLFRF). The $641 million the City of Baltimore has received will create significant impact for those communities, small businesses, and organizations that have experienced great challenges over the last two years and need support to not just get back to where they were, but get to an even better place as we all strive to reimagine a better Baltimore.

I commend the work of the Mayor's Office of Recovery Programs, led by Chief Recovery Officer Shamiah Kerney, for its thoughtful and methodical approach to this work. There was no playbook on how to navigate through a pandemic. Before 2020, none of us would have had to address the variety of needs that must be met as an entire city tries to rebuild on the heels of an unprecedented health and economic travesty – yet, we are doing just that. In this report, you'll get a comprehensive overview of the robust work we're doing to not just help recover from the immediate impact of COVID-19, but also to determine how we can best meet the needs of and support those who have been on the wrong side of the long-standing inequities that have created obstacles to success for far too many Baltimoreans.

While we have made progress, we know that much remains in this work because the pandemic is not over and many of our neighbors are still reeling from the devastation that we've seen and felt since 2020. It is our hope that you are informed by this 2022 Recovery Performance Plan Report and that its content helps you feel engaged as we continue to carry out this important work of monitoring and managing expenditures and implementing programs designed to support and serve Baltimore and those who live and work here.

In Service,

Brandon M. Scott
Mayor
City of Baltimore

Executive Summary

Since January 2020, the nation has been grappling with the unprecedented health and economic impacts of the Coronavirus (COVID-19) public health emergency. As of July 21, 2022, Baltimore City has experienced 128,202 COVID-19 cases, and 1,793 COVID deaths. The City has experienced negative economic impacts, such as job loss in multiple industries and a decrease in the number of neighborhood businesses—including those that are small, and minority-owned. Following nationwide trends, Baltimore's low-income communities and residents of color have been disproportionately impacted by the pandemic directly and indirectly. The $641 million in federal funds provided through the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Fund (SLFRF) offers a significant opportunity to support a robust recovery in Baltimore City and address long-standing inequities exacerbated by the pandemic.

Coupled with historical challenges and a city reeling from the COVID-19 pandemic, at the start of his administration in December 2020, Mayor Brandon M. Scott established five pillars to set a clear direction for policy decisions and agency operations in Baltimore City. Broadly, these reflect the needs and priorities of City residents. The City's plan for ARPA funds will align with these pillars and corresponding strategic actions:

1. Prioritizing Our Youth
2. Equitable Neighborhood Development
3. Building Public Safety
4. Clean and Healthy Communities
5. Responsible Stewardship of City Resources

The Scott Administration is committed to strong accountability and oversight and ensuring the successful management, monitoring and evaluation of the federal resources provided to the City. Since its inception in July 2021, the Mayor's Office of Recovery Programs (Recovery Office) has been focused on establishing the infrastructure with which to administer ARPA funds and ensuring that ARPA-funded projects adhere to federal requirements for eligible uses of these funds and align with Mayor Scott's strategic pillars. As of July 2022, the Scott Administration has committed $482.4 million in ARPA funding for program and activities addressing various areas such as: COVID-19 response, violence prevention and interruption, affordable housing, shelter for unhoused persons, food insecurity, broadband and digital equity, parks and recreation, and workforce development. City leadership are very optimistic about how the use of ARPA funds will aid the City with recovering from the negative health and economic impacts of COVID-19 and make progress on more equitable outcomes for Baltimore City residents. However, external factors such as labor shortages, supply chain challenges, and increased costs of commodities are concerning and may hinder the City's ability to expend all funds by the statutory deadline and complete needed capital projects. In this next year, the Recovery Office will be monitoring the impacts of these external factors, and focusing on committing remaining funds, continued monitoring of expenditures, and on program implementation of funded projects.

1: Use of Funds

1A: Public Health (Expenditure Category 1)

1A - 1: COVID-19 Public Health Response

Baltimore City allocated $80 million to the Baltimore City Health Department (BCHD) to continue its response to the COVID-19 public health emergency. Programs and activities for this investment include[1]:

- **Testing** – includes over $12 million for the purchase of about 40,000 COVID-19 tests, which will be used as a part of mobile testing clinics and at-home testing. Funding includes contracts for mobile testing vendors, testing labs, and an online lab results portal. Funding also includes positions for testing staff.
- **Vaccinations** - includes over $13 million for outreach and human service contracts for vaccine education and outreach, particularly for minority and underserved populations. Funding also includes technology and software licensing for nursing staff, and positions for an Immunization Office and mobile vaccination outreach staff.
- **Contact Tracing** – includes nearly $19 million in continued funding for 120 contact tracers and supervisors, in addition to staff for epidemiology, support, and data analysis.
- **Personal Protective Equipment (PPE) and Inventory Management** - includes nearly $10 million for the replenishment of PPE, an inventory management system, PPE storage, and support staff for warehouse operations and supply management.
- **Adult Guardianship** - includes $1.2 million to provide continued funding for existing staff and additional staff for increased, individualized attention for the more than 180 older adults for which BCHD serves as legal guardian.
- **Administrative Expenses** - includes $6.2 million for operational support staff in the areas of Information Technology (IT), grants management, and finance, and additional IT software maintenance and telehealth infrastructure.
- **Communications and Operational Support** - includes $2.1 million for the development of a communications campaign plan and dedicated communications staff to implement the campaign. The campaign will include social media boosts, trusted messenger campaigns, billboard messaging, network and broadcast TV commercials, direct SMS texting strategies, and micro-targeting of vulnerable communities.

Since Mayor Scott announced this funding to BCHD, all program expenditures anticipated to be funded by ARPA funds have continued to be reimbursed through the Federal Emergency Management Agency (FEMA) Public Assistance Program as the federal government continued its declaration of the public health emergency. Many of the programs and activities that will use ARPA funds are a continuation of COVID-19 response programs that BCHD began at the beginning of the public health emergency, with expansions in the areas of vaccinations, adult guardianship, and communications. As the

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[1] Note that bulleted list of projects under 1A-1: COVID-19 Public Health Response includes costs across EC 1 and EC 3, because they include funding for positions that are created to support these activities, in addition to funding for contracts and other procurements. The $80 million budget is correctly broken out into different ECs in the Project Inventory. This set of initiatives, led by BCHD, also includes a food insecurity program that is included in EC 2.

FEMA reimbursement cost share decreases, BCHD will begin to use ARPA funds for its COVID-19 programs and activities. Overall, the administration hopes to increase the number and percentage of eligible City residents that are fully vaccinated, ensure that testing opportunities are available to residents in need, continue to conduct contact tracing, improve education and awareness around COVID-19 across the City, and provide much needed food, outreach, and guardianship for communities and populations with the greatest need.

1A – 2: Vaccine Incentives

Baltimore dedicated ARPA funding to vaccine incentives for City employees. On July 29, 2021, the White House issued a directive to state, local and territorial governments to incentivize vaccination, including offering $500 - $1,000 to anyone who is vaccinated. At the request of the City's Restoration of Services Oversight Committee (RSOC), an Ad Hoc Committee (Committee) was established to provide incentives to vaccinated employees and encourage unvaccinated employees to get vaccinated. Accordingly, Baltimore City provided a vaccine incentive to City employees (full-time, part-time, temporary, and contractual) who showed proof of receiving their COVID-19 vaccines by uploading a copy of their vaccination cards. The incentive was a one-time cost versus recurring costs of weekly testing. The goal, which the City surpassed, was to increase the vaccination rate of City employees from 64% to 80%. Approximately 9,800 out of 12,000 employees have already received the one-time $1,000 incentive payment.

1A - 3: Community Violence Intervention

Since 2015, Baltimore City has witnessed seven straight years of 300 or more homicides, accompanied by high numbers of non-fatal shootings and violent crimes in other categories[2]. In 2021, Baltimore City was identified by the White House along with a handful of other jurisdictions across the country to increase its Community Violence Intervention programming using funds from ARPA. To that end, in November 2021, Baltimore City allocated $50 million to the Mayor's Office of Neighborhood Safety and Engagement (MONSE) to empower and support local organizations to conduct Community Violence Intervention (CVI) programs in the areas of gun violence survivor wraparound services, mental health support, the Group Violence Reduction Strategy, relocation and housing assistance, intensive case management, neighborhood stabilization responses, neighborhood policing plans, client centered re-entry services, services for victims of domestic violence, proactive human trafficking investigations, support to the Visitation Center, Trauma Informed Care training, harm reduction and addiction support for youth, and youth violence prevention.

The bulk of funds under the Community Violence Intervention expenditure category, which represents 64% of the total $50 million allocated to MONSE, is structured as subgrants to roughly 120 grants to nonprofit and local organizations in Baltimore City to conduct the CVI program on behalf of Baltimore City. Subgrants are in the form of single-year or multi-year

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[2] Sources: Baltimore City Police Department Part 1 Crime Data, accessed on July 28, 2022 by the Baltimore City Office of Performance and Innovation.

awards, and prospective awardees are vetted by community grant reviewers and are ultimately chosen by MONSE leadership. Each subgrant constitutes a scope of work with performance measures by which MONSE will hold awardees accountable for their performance. Recognizing the need to address the City's historic violent crime in an innovative way, the administration took this approach in order to leverage the rich experience and diversity of Baltimore's network of community-based organizations. To date, MONSE is in the build-out stage of its program. It has taken some time to expand the office with the requisite staff needed to set up the infrastructure needed to issue Requests for Proposals (RFP), coordinate community grant reviews, process contracts and grant agreements through City processes, manage the performance of sub-grantees and partner organizations, and monitor progress and performance. MONSE has begun to announce awards but has not yet disbursed funds to community-based organizations.

1B: Negative Economic Impacts (Expenditure Category 2)

### 1B – 1: Economic Recovery Fund

Baltimore City allocated $25 million to the creation of an Economic Recovery Fund to provide financial relief and technical assistance to qualifying small businesses, nonprofits, childcare providers, lodging and accommodations providers, and individual artists. This fund provides relief to as many organizations and businesses that did not receive any or significant amounts of COVID-related economic aid previously, as well as those operating in Qualified Census Tracts (QCTs), and those owned/operated by minorities, women, veterans, disabled individuals, and other underserved populations. Funds were allocated to five "fiscal agent" organizations. The fiscal agents were tasked with developing applications and vetting processes based on SLFRF and Baltimore City-developed eligibility criteria. By June 30, 2022, all $25 million had been allocated to the fiscal agents, who are currently in the process of disbursing those funds to eligible awardees. As of this writing, funds allocated to accommodations providers and childcare providers have been fully disbursed. All other economic recovery funds are to be disbursed to awardees by December 31, 2023.

Small Business Relief and Technical Assistance
The Baltimore Development Corporation (BDC) was awarded $11.7 million to provide financial

Figure 1: Geographic Distribution of Economic Recovery Fund Grant
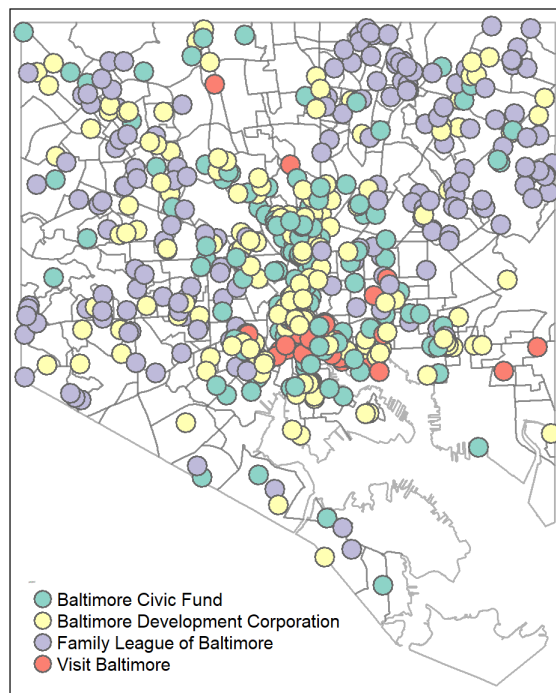
Note: Data as of June 30, 2022. Graphic indicates each recipient organization's location in Baltimore City. Note that the business address of nonprofit awardees from the Baltimore Civic Fund does not necessarily reflect where services are provided. Similarly, families served by childcare providers are not necessarily located in the immediate vicinity of the Family League subawardee.

and technical assistance to small businesses in Baltimore City with a particular focus on Black, Indigenous, and people of color (BIPOC)-owned businesses in QCTs and those that had not previously received COVID-19 aid. About $2.8 million of the amount awarded will fund technical assistance to small businesses in the areas of e-commerce/tech, marketing, accounting and legal services, and special initiatives. BDC has executed sub-grant agreements with 13 non-profit organizations serving as technical assistance partners. Small business awardees may receive part of their cash grant up front, and the rest of the funds after they receive their technical assistance.

Nonprofit Relief
The Baltimore Civic Fund (BCF) was awarded $8.3 million to provide financial and technical assistance to nonprofits in Baltimore City with a particular focus on those serving underserved communities and populations, those operating in QCTs, and those that had not previously received COVID-19 aid. BCF will make awards to roughly 230 nonprofits. Funding is disbursed through reimbursements for expenses incurred during a specified timeframe during the public health emergency.

"The COVID-19 pandemic tested the limits of Baltimore's nonprofit community. Amid a global crisis, our city's nonprofits demonstrated their ability to support our most vulnerable residents and stepped up to the plate to help our city rebuild better and stronger. They are shining examples of our city's grit, resilience, and commitment to building a better Baltimore and, under the leadership of Mayor Scott, we will ensure we acknowledge their efforts and strengthen partnerships across the sector."

-Deputy Mayor Faith Leach

Child Care Provider Relief
The COVID-19 public health emergency devastated the childcare workforce, 40% of which are minorities and almost entirely women. Subsequently, Baltimore City awarded The Family League of Baltimore City (FLBC) $2 million to dispense financial assistance to providers of childcare services in Baltimore City. FLBC made awards to 182 childcare providers, many of whom were operating on tight revenues and struggled to provide services given the requirement to maintain a safe environment during the public health emergency. Since receiving awards, recipients of this funding have reported that their grants served as a "security blanket" and helped to keep them in operation, and in one instance allowed a provider to subsidize tuition at their center so that low-income parents did not have to pay out of pocket for childcare costs.

Accommodations Provider Relief

Visit Baltimore was awarded $2.5 million to provide financial assistance to accommodations providers. Visit Baltimore made grant awards to all 37 accommodations providers that applied.

Individual Artist Relief

The Baltimore Office of Promotion and the Arts (BOPA) was awarded $500,000 to provide financial assistance to individual artists whose income were impacted by the COVID-19 public health emergency. A total of 112 individual artists were awarded, with each awardee receiving $3,500. Grant awards are expected to be disbursed in August 2022.

1B – 2: Workforce Development

In November 2021, Baltimore City awarded $30 million to the Mayor's Office of Employment Development (MOED) to implement workforce development initiatives that prioritize unemployed and underemployed residents. with a focus on Baltimore's most disadvantaged jobseekers. This includes residents returning home from incarceration, opportunity youth, and recipients of public assistance.

This investment funds four programs: Hire Up, Train Up, YouthWorks, and Workforce Supports for participants in those programs. These programs will increase access to opportunity, promote local job growth, support low-income households, benefit historically underinvested neighborhoods, and create wealth in Black and Brown communities. Combined, these projects will improve chances of economic success for those who were systematically disadvantaged even before the COVID-19 public health emergency and then disproportionately impacted by it.

Hire Up

This transitional job program is focused on employment opportunities with City and quasi-government agencies. These $15 per hour, six-month positions enable 220 low-income residents to earn wages and support the economic recovery of their households, while also delivering public services that will support a cleaner, safer, more welcoming city. The Hire Up program is comprised of nine worksite partners, including the Department of Public Works, the Downtown Partnership of Baltimore, the Department of Transportation, and The Food Project, among others. While the Hire Up program is fully operational, the first year was funded through a RELIEF Act grant awarded by the State of Maryland. MOED will begin using the Baltimore City ARPA grant in late summer 2022.

Train Up

This program offers occupational skills training, industry-recognized credentials, and $100/week stipends for 838 Baltimore City residents to upskill and obtain jobs in high-demand industries in the region. After issuing a competitive grant opportunity through a Request for Proposals (RFP), MOED partnered with 11 organizations with expertise in workforce training. All contracts are in place and program enrollment has started.

YouthWorks

This summer program has been operated by MOED for over 30 years and provides valuable work experience for city residents ages 14 to 21. The ARPA investment will allow the City to

serve 4,000 youth over two summers and provide employment opportunities for 100 youth during the school year through the first-ever, year-round YouthWorks Academy. During the summer, youth are employed in City agencies, quasi-government organizations, nonprofits, and for-profit business across the city. In summer 2022, program participants earn $12.50 per hour for 25 hours per week for five weeks. In the year-round pilot in 2022, youth were placed at for-profit businesses in a variety of industries and earn $12.50 an hour for six hours per week for 20 weeks. Hourly wages increase each year to match the minimum wage in the State of Maryland.

Workforce Supports Program and Wage Subsidies

This program provides behavioral health, legal services, adult education, financial empowerment counseling, and career navigation to Baltimore City residents participating in the Hire Up or Train Up workforce development programs. In addition, this ARPA investment supports wage subsidies for small, minority- and women-owned businesses that hire residents impacted by the pandemic. To be eligible for the subsidy, the business must meet all of the following criteria:

- located in Baltimore City;
- negatively impacted by the pandemic;
- not a franchisee of a business with locations outside of Maryland (no national chains);
- small business that has 100 or fewer employees;
- 51% or more of the business share is minority and/or woman-owned, however, the business does not need to be certified by the City or State as MBE/WBE/DBE to qualify.

Hire Up, Train Up, and workforce supports programs are modeled after the One Baltimore for Jobs (1B4J) program funded by the U.S. Department of Labor and implemented by MOED in 2016 after the civil unrest in Baltimore during 2015. An evaluation report on this program was published in 2019.

1B – 3: Employment Programs for Justice-Involved Individuals

The Mayor's Office of Neighborhood Safety and Engagement (MONSE) is coordinating two employment development programs focused on serving returning citizens and justice-involved individuals as a part of the office's overall $50 million allocation. MONSE is partnering with the Maryland Department of Public Safety and Correctional Services (DPSCS), MOED, the Department of Public Works, the Department of Recreation and Parks, and other organizations to provide transitional and pre-release employment programs. These specialized employment programs prioritize individuals at elevated risk for involvement in violence who are identified by violence intervention and prevention programs. Subsidized transitional employment programs offer temporary, paid work experience with the goal of improving a participant's employability. These job programs aim to increase earnings, promote self-sufficiency, and reduce recidivism rates for justice-involved persons.

> "I am focused on investing Baltimore's ARPA dollars in an equitable, community-focused way. The investment announced today is all about how we will put Baltimoreans back to work, while offering a lifeline to our small and local businesses. This [workforce development] package will directly benefit disadvantaged job seekers, including those negatively impacted by the COVID-19 pandemic, and our young people. . .Our Economic Recovery Fund will make much-needed capital available to Baltimore businesses, artists, creators, and caretakers — all through a lens of equity."
>
> -Mayor Brandon M. Scott

Unlike traditional job programs, transitional employment programs recognize that participants may make mistakes due to unaddressed trauma and other obstacles in their lives. In addition to providing exposure to work, steady income, and industry-specific hard skills, transitional programs can serve as a gateway to other services. Beyond earning wages, participants learn soft skills such as time management, teamwork, and workplace professionalism.

1B – 4: Guaranteed Income

In April 2022, Baltimore City awarded $4.8 million to support the Baltimore Young Families Success Fund (BYFSF). This Guaranteed Income pilot program will provide 200 young parents, between 18 and 24 years old, with an unconditional cash payment of $1,000 per month over 24 months to provide financial stability and reduce poverty. Guaranteed Income is designed as an unconditional monthly cash payment given directly to individuals and is meant to supplement, rather than replace, the existing social safety net programs, such as Supplemental Nutrition Assistance Program (SNAP) or Temporary Assistance to Needy Families (TANF).

The COVID-19 public health emergency exposed how fragile, unstable, and inequitable the American economy can be, particularly for low-income communities and people of color. When families have a baseline income through sources like guaranteed income, they are more equipped to handle material barriers, reduce nutritional insecurity, pay for childcare, cover unexpected medical bills, and seek and retain employment. The ARPA grant will be solely dedicated to the monthly cash payments to participating individuals. Costs for program administration will be funded through the Mayor's Office of Children and Family Success (MOCFS) as well as private and philanthropic donors.

To be eligible to participate in this pilot, applicants must be:

- residents of Baltimore City;
- between the ages of 18 -24 years old at the time of the application deadline;
- be either the biological or adoptive parents, or guardians, must have full or partial care-taking responsibilities; and
- have income at or below 300% of the federal poverty level based on their household size.

The program design is the result of months-long collaboration; implementation will similarly involve multiple organizations. In the year leading up to the pilot launch, a steering committee, co-led by the Center for Urban Families (CFUF) and the Open Society Institute – Baltimore (OSI), met to design the pilot program. The steering committee conducted public surveys and focus groups, including individuals eligible for the program in the design process. Implementation will be a collaboration between Baltimore City, the CASH Campaign of Maryland, Mayors for a Guaranteed Income (MGI), Steady, Abt Associates, and other evaluators.

Regarding program outcomes, a randomized controlled trial (RCT) evaluation of the project will be conducted with funding from a philanthropic organization. For more information, see the "Use of Evidence" section.

As stated on the MOCFS website, "Baltimore joins 40+ cities as part of the Guaranteed Income movement, and a dozen other cities that have implemented, or committed to having, direct-cash pilot programs in place in 2021—all with a goal of creating momentum for a federal guaranteed income program."[3]

1B – 5: Household Assistance: Food Programs
Food Inequity and Insecurity Program Led by the Department of Planning
In March of 2022, Baltimore City awarded nearly $11.1 million to the Baltimore City Department of Planning to build an equitable and resilient food system to mitigate the negative impacts associated with food insecurity during and after COVID-19. Funding was allocated to five separate strategic programs to optimize impact including: 1) Continuing COVID-19 emergency produce box distribution; 2) Increasing online SNAP participation to address the inequitable access of home delivered groceries; 3) Expanding nutrition incentives at farmers markets; 4) Implementing a Produce Prescription (Rx) program at MedStar Harbor Hospital; and 5) Building the BIPOC local food production supply chain to shift away from emergency food and towards improving the local food supply chain.

Food Insecurity Program Led by the Health Department
This project includes nearly $16 million to continue contracts with providers of fresh meals, boxed meals, frozen meals, and produce boxes (including delivery) to individual homes and congregate living sites that largely encompass senior populations. Also includes funding for staff to conduct food insecurity outreach, and a vendor to increase Supplemental Nutrition Assistance Program (SNAP) participation.
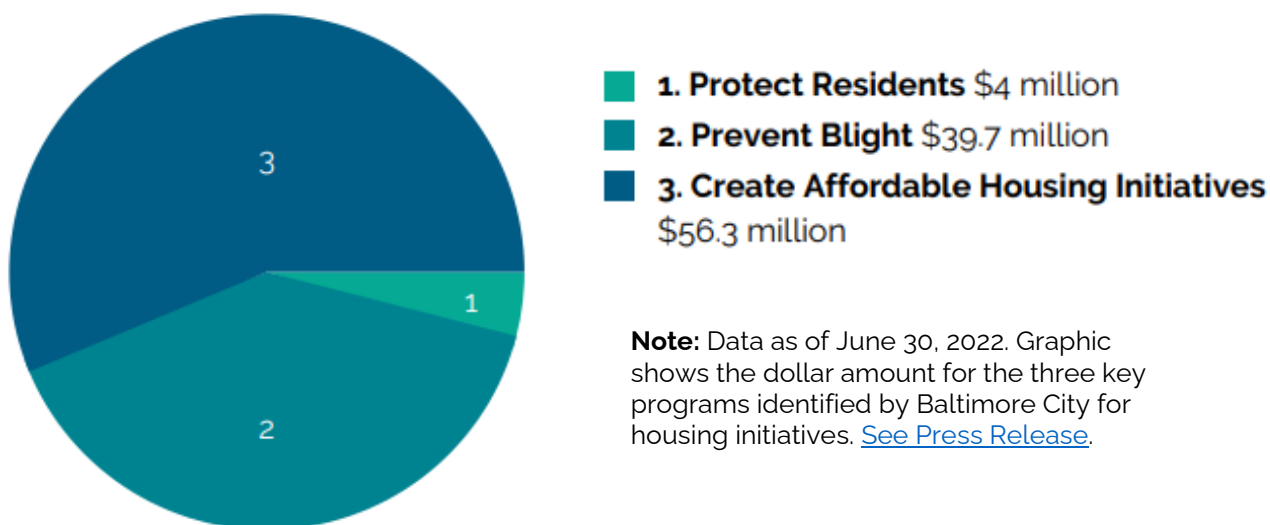
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[3] https://www.bmorechildren.com/guaranteed-income

1B – 6: Long Term Housing Security: Housing Initiatives

Summary
The ARPA investment is an important step towards holistically addressing the issues of vacant properties, housing loss, and housing instability across Baltimore City. With over 90 years of systemic disinvestment in housing and infrastructure, Baltimore City is poised for substantial physical transformation with critical investments to address historical disparities among neighborhoods.

Funding will be used by the Department of Housing and Community Development (DHCD), Housing Authority of Baltimore City (HABC), Department of Planning, and Live Baltimore to support the residents and communities who have been most negatively impacted by the COVID-19 public health emergency. This funding will focus on three key programs: 1) Protecting low-income residents by providing legal services and utility assistance to prevent eviction and displacement; 2) Preventing blight with investments to better leverage the City's vacant housing stock; and 3) Creating affordable housing in formerly redlined neighborhoods across the City.

Figure 2: ARPA Housing Investments

1. **Protect Residents** $4 million
2. **Prevent Blight** $39.7 million
3. **Create Affordable Housing Initiatives** $56.3 million

Note: Data as of June 30, 2022. Graphic shows the dollar amount for the three key programs identified by Baltimore City for housing initiatives. See Press Release.

Housing Project Highlight | Impact Investment Areas
Baltimore City has identified seven Impact Investment Areas (IIAs) that have been historically disinvested and are poised for transformational change as a result of more than two years of intensive strategic planning with community stakeholders. The neighborhoods shown in the included map (Figure 3) were identified as places where investments could have the most impact by "building strength" to create stable thriving neighborhoods utilizing an asset-based approach to community development to maximize impact.

Funding will provide for the acquisition (2,758) and stabilization (100) of vacant properties, provide development incentives (801), and support new and existing homeowners for a total of 4,491 properties in the identified impact investment areas.

Figure 3: Map of Impact Investment Areas

Vacancy Rates
- 0 to 5%
- 5 to 10%
- 10 to 15%
- 15 to 20%
- 20 to 25%
- 25 to 30%
- 30 to 35%

ARPA-funded Housing Investments
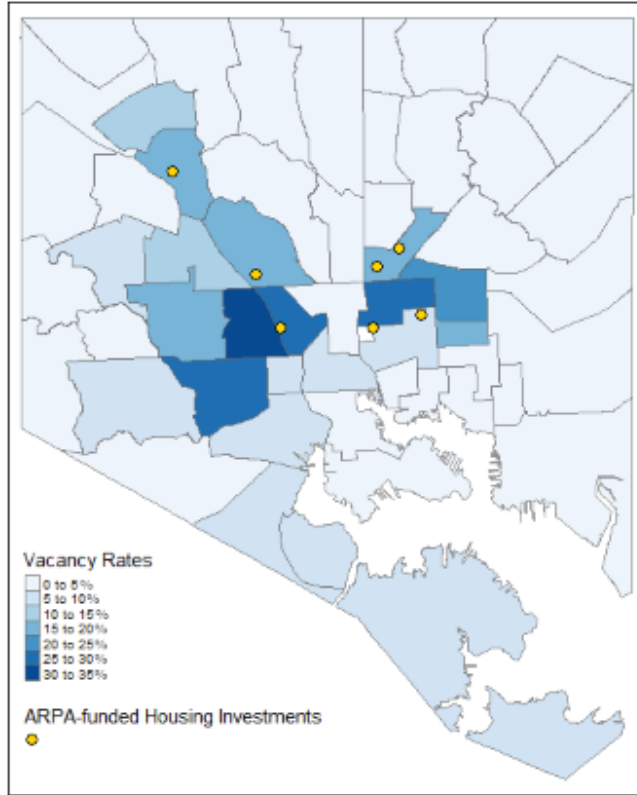
This project will support existing homeowners and ensure that these long-term residents benefit from rising values and improved conditions in the neighborhood. Concurrently, the preservation and creation of quality, affordable housing, both rental and homeownership opportunities, will be built-in to neighborhood planning from the outset to achieve a successful and equitable mixed-income community. Additionally, the City will strive to maximize opportunity for employment, contracting and entrepreneurial opportunities for residents, returning citizens, and disadvantaged groups so that all income levels can participate in and benefit from the investment in neighborhood.

Note: Data as of June 30, 2022. Map illustrates the percentage of residential properties that have been classified as being vacant and abandoned and the points of strategic investment by Baltimore City. Source

1B – 7: Homeless Services

The Mayor's Office of Homeless Services (MOHS) will use funding to implement best practices from its COVID–19 emergency housing response as a model for its long-term response to homelessness. The programs include: 1) Non-Congregate Emergency Housing for Individuals Experiencing Homelessness, covering the acquisition, renovation, and support for operations of two hotel sites; 2) Shelter Demobilization for COVID-19 Non-Congregate Shelter Sites, providing short-term rental assistance and case management services for individuals who resided in hotels used as shelter decompression sites; 3) Housing Navigation and Landlord Recruitment Support, providing services to unhoused individuals and families to reduce the length of time between housing offer and moving into a permanent housing unit; 4) Housing Accelerator Fund, expanding the supply of permanent supportive housing units; and 5) Flexible Fund for Diversion and Rapid Resolution, providing support to individuals and families experiencing housing instability.

Homelessness disproportionally affects Black Baltimoreans. While this demographic represents 63% of the City's population, Black or African Americans accounted for 71% of all

people experiencing homelessness in Baltimore City as of the point-in-time count conducted in 2020 (See Table 1).[4]

Table 1: Baltimore City Homelessness Point in Time Count by Race, 2020

Type	Asian	American Indian or Alaska Native	Multiple Races	Native Hawaiian or Pacific Islander	Black or African American	White	Hispanic Latinx
Emergency Shelter	1%	1%	2%	1%	78%	17%	2%
Transitional Housing	1%	0%	2%	0%	66%	31%	6%
Unsheltered	0%	1%	1%	0%	59%	42%	3%
Total	1%	1%	2%	0%	71%	25%	4%

Note: Data as of June 30, 2022. The Point in Time Count is a federally mandated survey conducted annually that seeks to determine percentage of how many people by race are experiencing homelessness on any given night in Baltimore City. See the Mayor's Office of Homeless Services for additional information.

1B – 8: Rehabilitation to Commercial Properties

The Baltimore Public Markets Corporation was awarded $4.9 million in ARPA funding to complete the redevelopment of Lexington Market. The market is uniquely positioned to improve food access to communities that do not have routine access to fresh, affordable foods- a challenge further exacerbated by the COVID-19 public health emergency. Construction for the new and improved Lexington Market was halted due to the COVID-19 public health emergency. As the market prepared to continue with reopening plans, the cost of materials and labor dramatically increased. Without additional financial resources, these costs would be passed down to vendors-impacting minority vendor participation in the market.

ARPA funding will be used to support recovery and enhance resiliency for legacy and new vendors at Lexington Market and the surrounding community. More than 45 diverse merchants will call the new market home. ARPA funding will help increase minority-owned businesses to 46% and women-owned businesses to 50% by removing the elevated costs of renovations to vendors.

1B – 9: Benefit Navigators

As the COVID-19 public health emergency was associated with a rise in domestic violence, the Scott Administration determined the need to respond. Accordingly, one component of the Mayor's Office of Neighborhood Safety and Engagement's (MONSE) ARPA-funded project was to provide additional staff to increase access to the City's Visitation Center. The

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[4] https://homeless.baltimorecity.gov/hmis/read-2020-point-time-count

Visitation Center allows victims of domestic violence to safely connect with their family members. With ARPA funding, additional community benefit navigators will be available outside of the center's traditional operating hours.

1B – 10: Recreation and Parks

As a result of the disruption to living caused by COVID-19, more people turned to their local parks, trails, and recreation facilities for essential physical and mental health benefits during the public health emergency. However, as more people discovered the value of their parks, trails, and greenspaces during this time, the stark inequities associated with access to quality parks and recreation services were further highlighted. Notably, many recreation centers and pools in Baltimore have not seen significant capital improvements in years. To that end, Mayor Scott allocated $41 million to the Department of Recreation and Parks to renovate and modernize Baltimore City's recreation and parks to include improvements to pools, recreation centers, playgrounds, athletic courts, and trails. The Baltimore City Recreation and Parks (BCRP) project selection process combined the use of facility condition assessments with a consideration of select demographics so the locations of these capital improvements can align with the agency's ongoing efforts to equitably program and maintain BCRP spaces.[5] The assessment process aided in identifying the BCRP assets that due to current condition and function, require the most immediate attention. BCRP is currently in the process of preparing some projects for bid solicitation for "shovel-ready" projects.

"The presence of all of these partners coming together in support of our communities signals a new spirit of collaboration and a unified vision around improving recreational opportunities across our city. This is about showing our residents - especially our young people - that they matter. That we recognize their needs, are committed to their wellbeing, and are going to put our money where our mouth is by providing them with safe 21st-century spaces to exercise, develop life skills, and spend their time productively. This is another tool in the toolbox as we rebuild public safety in Baltimore City."

-Mayor Brandon M. Scott

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[5] Some projects include other state and federal funds in addition to local ARPA funds.

1C: Public Health - Negative Economic Impact: Public Sector Capacity (Expenditure Category 3)

1C – 1: ARPA Project and Progress Evaluation

In December 2021, the Recovery Office established a partnership with two local universities, the University of Baltimore (UB) and Morgan State University (MSU), to leverage their research and program evaluation expertise for initiatives funded through ARPA. The universities, which were competitively selected from responses to a Request for Information (RFI), are advising the Recovery Office on program design, evidence-based interventions, equitable distribution of funds, best practices from peer cities, performance metrics, and how to structure and implement rigorous program evaluations for new, innovative programs funded by ARPA. Examples of the guidance provided thus far include:

Peer Cities Research

UB and the Recovery Office selected six jurisdictions to study based on the size of their ARPA allocations, geographic proximity, and perceived similarities in economic and social conditions: St. Louis; Detroit; Boston; Washington D.C.; Montgomery County, MD; and Baltimore County, MD. The UB team conducted hour-long, structured interviews with staff engaged in ARPA implementation in each jurisdiction and also completed desk research, including reviewing publicly available reports. This research will result in a presentation that identifies common themes, challenges, and solutions relevant to Baltimore City, and opportunities for ongoing information exchange and mutual assistance.

Middle Neighborhoods Investment

According to the Baltimore Department of Housing and Community Development (DHCD), "Baltimore is home to many thriving 'middle neighborhoods' affordable to a range of working and middle-class residents. These areas are critical to the success of the overall city and are home to most of Baltimore's homeowners. These homes generate wealth over generations for many families whose future security is inextricably tied to their communities' ongoing success."[6] While middle neighborhoods are essential to the City, according to a July 2020 report prepared by UB, "from 2007 to 2017, the homeownership rate in Baltimore City fell from 51% to 47%, and the Black homeownership rate sank from 45% in 2007 to 42% in 2017."[7]

The COVID-19 public health emergency exacerbated these trends. Accordingly, Baltimore City is placing a focus on middle neighborhoods by funding two housing projects through ARPA. To better understand the evidence for and anticipated impact of these investments, the Recovery Office asked the UB to prepare a report summarizing research findings on the value of supporting middle neighborhoods, particularly as COVID-19 exacerbated downward trends in homeownership and disproportionately impacted minorities.

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[6]https://dhcd.baltimorecity.gov/sites/default/files/DHCD%20Framework%202021%20file%20update.pdf

[7] https://abell.org/wp-content/uploads/2020/07/2020_Abell_Howeownership20Report_FINAL2_web20dr.pdf

Negative Economic Impacts by Industry

University of Baltimore completed an analysis of recent data from the Department of Labor to identify which industries in Baltimore meet Treasury's definition of Disproportionately Impacted[8] and Impacted[9]. This analysis informed application review and eligibility discussions.

Landscape of BIPOC Businesses in Baltimore and Economic Impact

Morgan State University prepared a report on the landscape of BIPOC owned businesses in the region and evidence describing the impact of providing economic relief to this group of businesses.

Evaluation Rubric

University of Baltimore developed a rubric to help the Recovery Office look across its portfolio of investments and identify which projects are strong candidates for additional program evaluation beyond the performance measurement and reporting that all subrecipients must provide. Over the next year, the Recovery Office will work with university partners and other stakeholders to select projects for additional program evaluation. Further, university partners will review the design of program evaluations that are being managed directly by the lead City agency implementing the project. For example, the Mayor's Office of Children and Family Success (MOCFS) is working alongside the CASH Campaign of Maryland, Inc, a third-party evaluation partner, and other organizations to plan and execute a Randomized Control Trial (RCT) within the Guaranteed Income pilot. UB will review the details of that program evaluation and offer technical assistance or recommendations to strengthen the approach, as needed.

Additional information about the role of university partners is available in the "Use of Evidence" section.

"**Impact**, equity, and accountability are the leading values of my office as we work diligently to administer ARPA funding. This partnership will help the Mayor's Office of Recovery Programs meet the clear mandates from ARPA to advance equity and to implement or develop evidence-based interventions for the benefit of Baltimore City residents."

- Chief Recovery Officer Shamiah Kerney

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[8] As defined by the U.S. Department of Treasury in the Final Rule, "Disproportionately impacted households are those that experienced a disproportionate, or meaningfully more severe, impact from the pandemic."

[9] As defined by the U.S. Department of Treasury in the Final Rule, "Impacted households are those that experienced a public health or negative economic impact from the pandemic."

1C – 2: COVID-19 Health Response - Staffing and Payroll Costs

The Baltimore City Health Department (BCHD) will strengthen existing healthcare infrastructure through staffing. As referenced in the project narrative for Baltimore City's Public Health Response, the $80 million award to BCHD included around $8 million for 96 full- and part-time staff plus 120 contact tracers to support the COVID-19 public health response in each project areas: testing, contact tracing, PPE management, adult guardianship, food insecurity, communications, and operations support/administration. These positions include other personnel costs such as benefits.

1D: Premium Pay (Expenditure Category 4)

In the State of the City Address, Mayor Scott recognized frontline workers for helping the City navigate through the pandemic. At the same time, the Mayor recognized that direct service workers (essential workers who provide critical services and supports for vulnerable community members, either in their homes through Medicaid-funded Home and Community Based Services, or in facilities such as Nursing Homes) have not been acknowledged on the same scale as other essential workers. Accordingly, Mayor Scott will partner with a local healthcare workers union to fund $2 million in compensation to direct service workers.

1E: Water, Sewer, and Broadband Infrastructure (Expenditure Category 5)

1E – 1: Water, Wastewater, and Sewer Infrastructure

In June 2022, Mayor Scott established the Mayor's Office of Infrastructure Development and appointed the City's first-ever Infrastructure Czar. The office will be primarily responsible for coordinating and supporting agency leaders focused on identifying, administering, and managing federal infrastructure projects and grant programs. The office will advise Baltimore City government agencies on the Infrastructure Investment and Jobs Act (IIJA) federal grant application development process, regulations, and systems that impact the procurement and Board of Estimate approval process. As part of the City's overall strategy for leveraging once-in-a-generation federal funds, the City will aggressively pursue infrastructure grants through IIJA to support water, wastewater, and sewer projects, among others. For ARPA, the City has prioritized using these funds towards broadband infrastructure and helping to close the digital divide.

1E – 2: Broadband Infrastructure

Inequities in access to high-speed, affordable wired broadband along racial and economic lines are well-documented by Baltimore public, philanthropic and nonprofit organizations alike. There are further inequities in access to modern devices and digital skills.[10]

In November 2021, Mayor Scott announced a $35 million commitment to start efforts to close the digital divide in Baltimore City. Alongside this announcement, the Mayor's Office of Broadband and Digital Equity (MOBDE) shared a Digital Equity Framework for public comment. This ARPA investment is divided into two phases.

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[10] https://abell.org/publication/baltimores-digital-divide-gaps-in-internet-connectivity-and-the-impact-on-low-income-city-residents/

The Phase I investment will:
- extend City fiber-optic cable to the remaining 23 Baltimore recreation centers not already on the City's network, enabling public wi-fi on the inside and outside of those locations in the future;
- install at least 100 secure, free public wi-fi hotspots across neighborhoods impacted by the digital divide;
- establish an air-gapped network that will enhance bandwidth and information security for City residents using public wi-fi; and
- hire a Digital Equity Coordinator and staff with expertise in wi-fi deployment, fiber engineering, operations, and tech support.

The Phase II investment will include:
- extending City fiber-optic cable to a set of public housing locations;
- supporting innovative and community-led projects through a digital equity fund;
- creating workforce development programs that will support inclusion and skill-building in major broadband infrastructure projects;
- expanding public wi-fi hotspots to more neighborhoods throughout Baltimore; and
- funding for administration and daily network operations.

Figure 4: Access to Wired Broadband in Baltimore
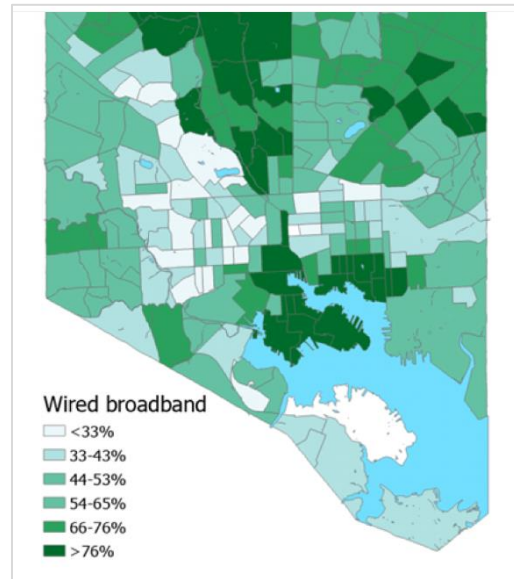
Note: 2019 Census Data. Map prepared by Johns Hopkins University 21st Century Cities Initiative

Figure 5: Community Engagement Efforts To-Date

Phase I, which has already started, includes robust community engagement initiatives led by the Mayor's Office of Performance and Innovation (OPI) in coordination with MOBDE. In late May 2022, OPI presented to MOBDE and the Recovery Office on their resident-centered design findings and recommendations for public wi-fi. These insights, gathered from resident surveys, one-on-one discussions, a pop-up event, and group interviews, focused on how to address resident needs for privacy, security, bandwidth, and more through both the physical and digital experience of using public wi-fi (See Figure 5).

1F: Revenue Replacement (Expenditure Category 6)

1F – 1: Performance Management

Baltimore City will be investing funds into the Mayor's Office of Performance and Innovation (OPI) to prepare Baltimore for strategic planning and to support the effective management of resources as the city matures its post-COVID operations. The result for residents will be a more efficient and transparent City government and improved readiness for major initiatives as well as a continuance of impacted government services prompted by the public health emergency.

This project will be a three-year initiative to build out a Citywide Performance Management System and Community Satisfaction Surveying System, and to consolidate and streamline performance measurement efforts conducted by various City agencies. This structure will provide a standardized agency-by-agency tool to plan performance priorities, set targets, monitor service delivery, and review performance-based indicators linked to an overall Citywide performance management framework.

A three-person team will be established to coordinate Agency Performance Plans supported by a seasonal consultant to manage the administration and sharing of a resident survey. This team will work with existing City agencies including CitiStat, Bureau of the Budget and Management Research, and the City Administrative Officer to align budget and performance management planning to Agency Performance Plans and resident priorities.

1F – 2: General Fund Restoration

In order to assist in the implementation of ARPA, funds were used to unfreeze a number of the City's administrative positions across several agencies. To date, several positions have been funded across the Finance, Recreation and Parks, and Law Departments, the Bureau of Municipal and Zoning Appeals (BMZA), and the Mayor's Office of Neighborhood Safety and Engagement (MONSE). The budget is nearly $2.8 million over three years, after which the costs for these positions will be absorbed by the City's General Fund. In particular, these positions will be used to assist with the increased volume of agreements and accounting transactions, as well as the management of complex capital projects funded by ARPA.

1F- 3: Public Works Restoration

Baltimore City is committing $14.6 million to the Baltimore City Department of Planning to create a program to help the Department of Public Works build capacity in making the city a cleaner and healthier place to live. The Department of Planning will work with community-based organizations and citywide nonprofit organizations to recruit, hire and train Baltimore residents to help reduce trash, blight, and unmaintained areas.

The program will pay hourly wages to approximately 90 Baltimore City residents and 15 resident supervisors across 15 neighborhoods. The neighborhoods will be selected from a list of 21 potential communities. The criteria for neighborhood selection include:

- percent of service requests from 2021 for high grass and weeds, littered alleys, cleaning and vacant house boarding;
- population at or above 80% Black, Indigenous, and/or people of color;

- bottom quartile in average median income;
- top quartile of the ratio of private vacant lots to the number of parcels in neighborhoods;
- population decreases of 15% or more based on 2020 census data; and
- decrease in household units and an increase in vacant housing units between 2010-2020

Community-based organizations that will help implement this program will be selected via a competitive application process.

1G: Administration (Expenditure Category 7)

Mayor Brandon M. Scott established the Mayor's Office of Recovery Programs (Recovery Office) to administer ARPA funds on behalf of the City. The Recovery Office administered an application process where City agencies and nonprofits proposed projects and services to aid the City in recovering from the negative health and economic impacts of the COVID-19 public health emergency. The Recovery Office will continue to monitor all funded projects for compliance with the law and report to both Treasury and Baltimore City Council on all expenditures and performance measures at the project level. Essential tasks of the Recovery Office include:

Funding, Compliance, and Implementation
- advise the Mayor about funding levels and implementation timelines;
- administer $641M from SLFRF, including budgeting, accounting, compliance, and reporting to Treasury;
- monitor the implementation and performance of funded projects

Communication
- share information with elected officials, City agencies, nonprofit organizations, and the public about the eligible uses of ARPA funds and how to apply for these funds;
- engage with internal and external stakeholders to elicit feedback and generate ideas;
- share information about funding decisions and results achieved through ARPA funded projects

Figure 6: Recovery Office Organizational Chart

Funding covers ten staff members to assist with administration of ARPA funds. In addition, administrative funding will be used to engage a consulting firm for project management and compliance consulting regarding the use of ARPA funds (See Figure 6).
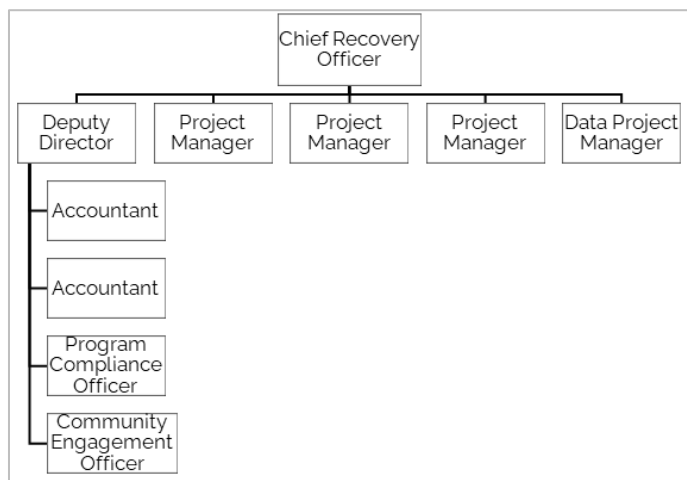
1H: Other Federal Recovery Funds

Baltimore City has designated $3 million dollars in Community Development Block Grant CARES Act (CDBVG-CV3) funds to develop the Emergency Mortgage and Housing Assistance Program (EMHAP). The program assists Baltimore City homeowners whose homes are at risk of foreclosure due to economic hardship related to the COVID-19 pandemic. Assistance is provided as a grant in the form of a direct payment to the mortgage company to pay past due mortgage charges. Homeowners without a mortgage can still receive assistance for past due homeowner's insurance, property taxes, and water bills. Payments can be applied toward arrearages for any consecutive six-month period since March 1, 2020. Funds are estimated to support between 300 to 600 households and the program will conclude once all funds have been committed.

To qualify for EMHAP, homeowners must meet the following criteria:
- The applicant must have a gross annual household income at or below 80% AMI (priority will be given to applicants below 50% AMI).
- The applicant must occupy the property as his/her primary residence.
- The applicant must have a mortgage with a past balance or, if the applicant does not have a mortgage, homeowner's insurance, property taxes, or water bills with past due balances.
- The household of the applicant must demonstrate a loss or reduction of income due to COVID-19.

Rent Assistance

Baltimore City's Eviction Prevention Program is a COVID-19 relief program to support tenants in avoiding eviction and staying in their homes. The program is administered by the Baltimore City Community Action Partnership in the Mayor's Office of Children and Family Success (MOCFS). Available assistance includes past-due rent and utilities payments, relocation support, legal support, and case management.

The Eviction Prevention Program is funded through multiple local, state, and federal sources, each with distinct eligibility requirements and spending timelines. Funding sources include:
1. Coronavirus Relief Fund
2. Emergency Rental Assistance Program (State + Federal)
3. Community Development Block Grant (CV1 +CV2)
4. Affordable Housing Trust Fund

Security Deposit and Rent Assistance Programs

Beginning in Fall 2022, MOCFS will offer security deposit assistance up to $2,000. The aid, federal Emergency Rental Assistance funding enacted through the 2021 Consolidated Appropriations Act, also offers additional assistance such as payment of back rent (up to 18 months), relocation support, case management, and legal services. Eligibility criteria includes:
- must be a Baltimore City resident;
- has income at or below 80% of AMI; and
- has experienced adverse financial impact due to COVID-19

2. Promoting Equitable Outcomes

Overview

The Scott Administration, including the Mayor's Office of Recovery Programs (Recovery Office) recognizes the opportunity to use one-time ARPA funding to advance equity in Baltimore City. Inequities, past and present, in the City have been well-documented and have impacted communities for decades. While the ARPA allocation is significant, it cannot fully redress inequities produced by past policies or practices or close all gaps within the current socioeconomic landscape. However, the Scott Administration, through the Recovery Office, is taking proactive and deliberate steps to make equity a central tenet of ARPA investments.

In 2018, the Mayor and City Council enacted an equity ordinance to mandate an annual Equity Report, require an Equity Assessment of every capital project, establish training, and other initiatives. In this ordinance, "'Equity' is defined as closing the gaps in policy, practice and allocation of City resources so that race, gender, religion, sexual orientations, and income do not predict one's success, while also improving outcomes for all."[11]

"A commitment to equity shapes everything my Administration does. The racial and economic disparities that persist in our city are clear. Anyone who claims to be a leader in Baltimore, elected or otherwise, who fails to acknowledge these lingering disparities not only perpetuates racism, but invites history to repeat itself. We must all work together to build a more equitable Baltimore."

-Mayor Brandon M. Scott

The Recovery Office is advancing these principles through concrete steps throughout the ARPA funding process which includes: preparing applications, refining program design with the organization, reviewing applications, making funding decisions, and monitoring implementation.

Within the application process, organizations must respond to an equity assessment, as described in the August 2021 Recovery Plan. Further, the Recovery Office provides organizations with technical assistance throughout the application process. In addition, a small team of consultants meets with organizations, provides feedback on the application, answers questions, and provides resources. This is particularly helpful to small nonprofit organizations that may not have the resources and expertise to respond to federal grant opportunities.

As part of reviewing the application and determining a grant award amount, the Recovery Office works with applicants to finalize program design. Key considerations include "Who" will benefit and "Where" resources will be directed through the project. Organizations are also asked to focus on QCTs, specific populations, or specific neighborhoods.

During implementation, organizations must regularly report performance data disaggregated by demographic characteristics whenever possible. This measurement helps demonstrate the Scott Administration's focus on equity and changing outcomes for underserved communities in Baltimore City.

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[11] https://civilrights.baltimorecity.gov/sites/default/files/Art.%201%2039-1.pdf

Finally, the Recovery Office is working with university partners and others in the coming months to establish equity-related targets based on best practices and available baseline data.

2A: Goals

ARPA funds will be used to benefit historically underserved, marginalized, or adversely affected groups in Baltimore City. These are described broadly in the following four groups:

Residents affected by housing insecurity, homelessness, and housing affordability challenges.

As in many other cities nationwide, access to quality, affordable housing is a challenge in Baltimore City. Housing insecurity and homelessness have cascading, negative social, economic, and public health related impacts on individuals, families, and youth.

According to the Mayor's Office of Homeless Services (MOHS), "In 2020, the [federally mandated Point-In-Time] count found that 2,193 people are experiencing homelessness in Baltimore on any given night."[12] In addition to challenges with poverty and homelessness,

Baltimore City has thousands of vacant properties—mostly privately owned. According to the City Department of Housing and Community Development (DHCD), "As of February 15, 2022, there are 14,989 vacant properties and only 1,245 of those are owned by the City government."[13]

The Scott Administration has made major investments in affordable housing, housing infrastructure, and housing for unhoused persons. Across programs, residents who earn less than the Area Median Income (AMI), live in a QCT, or are living in poverty, are given priority and preference. These commitments through ARPA reflect the level of need and priority for residents. For an overview of projects in this area, see the "Use of Funds" section.

Black and Brown communities facing public health challenges, including COVID-19 disparities, violence, lack of access to healthy food, and lack of health-promoting neighborhood features. Pre-existing disparities in health and access to healthcare in communities of color were factors in higher COVID-19 infection, hospitalization, and death rates. Improvements in public health mean that residents are better equipped if – or when –

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[12] https://homeless.baltimorecity.gov/hmis/read-2020-point-time-count
[13] https://dhcd.baltimorecity.gov/sites/default/files/Vacants%20Q&A%20website.pdf

the next pandemic occurs. To that end, the Scott Administration made investments in violence prevention efforts like victim services, workforce development, and job placement for returning citizens. The Food Insecurity investment will build and improve the local BIPOC food supply chain, increase online SNAP participation, and pilot a Produce Rx program at a hospital located in a QCT. Finally, improvements in recreation spaces will take place in 33 neighborhoods. Within those neighborhoods, 32 out of 45 planned recreation projects are in a QCT.

Low-income families, children, and youth that experienced disproportionate negative economic impacts or learning loss. Programs that will benefit youth and families with children are also a critical part of Baltimore's ARPA strategy.

- Broadband and Digital Equity is focused on addressing the digital divide that prevents many low-income residents from fully participating in work, school, civic life, and health services. Children without access to high-speed, reliable broadband are particularly vulnerable to learning loss.
- Guaranteed Income is targeted to young parents (ages 18-24) experiencing poverty. This baseline income will provide more stability for young parents, which will benefit their overall well-being and the well-being of their children.
- YouthWorks and Youth Academy are expansions of existing, successful programming to engage youth, provide a source of income, and provide exposure to career opportunities throughout the City.
- Hire Up and Train Up are available to opportunity youth: residents between the ages of 16 and 24 who are not working and are not in school.
- The new library in Park Heights—the first in this community in 20 years—will provide access to physical and digital resources that will benefit the thousands of residents, including families and children that call this community home.[14]

Small, minority, and women-owned businesses that experienced negative economic impacts. There are several ARPA-funded initiatives that prioritize small Minority Business Enterprises (MBE)/Women's Business Enterprises (WBE) businesses. The largest effort to-date, the Economic Recovery Fund (ERF), funded small businesses, nonprofits organizations, and childcare providers, prioritizing the following:

- organizations that have not previously received funding from local, state, or federal COVID-19 relief program such as the Paycheck Protection Program or the Economic Injury Disaster Loan Program;
- organizations in a QCT in Baltimore City;
- organizations that provide services such as assistance with food, housing, and other basic needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, returning citizens, veterans, and people with disabilities); and other organizations that provide disadvantaged groups with access to education, jobs, and opportunity;

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[14] https://www.bizjournals.com/baltimore/news/2019/02/27/enoch-pratt-library-plots-first-branch-in-park.html

- MBE/WBE/Disadvantaged Business Enterprises (DBE)/Veteran or other economically disadvantaged qualification from the City, State, or Federal Government;
- organizations that employ 50% or more of Baltimore City Residents as W2 employees; and
- organizations with 20 or fewer full-time employees

Figure 7: Demographic Data of ERF Grant Recipients

Project	Located in QCT During Application	Located in Current QCT	Reported Demographic Information	Minority-Led	Women Led	Minority and Women Led
Baltimore Civic Fund Recovery Assistance	54%	35%	97%	58%	72%	43%
Baltimore Development Corporation Recovery Assistance	73%	51%	100%	87%	81%	68%
Family League of Baltimore Recovery Assistance	53%	58%	73%	98%	89%	86%
Visit Baltimore Recovery Assistance	51%	16%	38%	57%	0%	0%
	61%	47%	88%	81%	78%	64%

Note: Data as of June 2022. The Baltimore Office of Promotion and the Arts has not yet awarded grant funding, but expects to provide grants in the coming weeks.

In addition, upon completion of the Lexington Market renovation and build-out, the goal is to increase women-and minority vendor participation to 50% and 46% respectively. Also, as discussed in "Use of Funds" section, MOED implemented a small business wage subsidy program to help unemployed and underemployed residents connect to work by providing funding to small businesses to provide wages to workers. Among other eligibility criteria, the business must have 100 or fewer employees and 51% or more of the business share is minority and/or woman-owned.

Finally, there are several initiatives that benefit the City as a whole since all residents, businesses, and nonprofits were impacted by the COVID-19 public health emergency. Examples include public health projects managed by the Health Department, including testing, vaccination, and contact tracing; the vaccine incentive offered to all City government employees; and public amenities like enhanced recreation and park spaces, public wi-fi, and efforts to improve public safety through violence prevention and interruption.

2B: Awareness

There are several methods that the Recovery Office is using to ensure that City residents are aware of the programs and services funded by ARPA.

- *Existing communication networks*: Subawardees are sharing information about ARPA programs and services through their websites, social media, and interactions with staff, when possible. using existing networks to advise residents. For example, residents who visit one of the MOED American Jobs Centers can obtain information about the Hire Up and Train Up programs. To help residents apply for the

Guaranteed Income pilot, the CASH Campaign of Maryland, Inc, had staff located at several libraries across the City.

- *Relationships with community-based organizations*: City agencies are partnering with organizations that have a strong network of relationships within certain communities and populations. For example, MOED is engaging three nonprofits to conduct outreach and provide work readiness services to residents in community spaces rather than a government building. As noted, much of MONSE's violence prevention programming involves the issuance of subgrants to potentially 120+ community-based organizations which are selected through a rigorous community grant-review process, with the intention of furthering and expanding relationships with community-based organizations that support the Mayor's violence reduction strategy.

Figure 8: Instagram Post from the Baltimore Civic Fund

- *Funding for communications*: When necessary, the Recovery Office has provided funding specifically for communication and community engagement efforts. The Health Department, for example, runs campaigns about vaccinations, testing, and other COVID-19 related services.

- *Press conferences and public briefings:* Since summer of 2021, the Mayor has conducted more than 10 press conferences to share news about ARPA-funded projects and initiatives with the public and create awareness about each investment. Each quarter the Recovery Office provides briefings to the City Council Ways and Means Committee. These are made available to the public through Charm City TV via livestream on its website and on Youtube. Council members also receive a monthly report that is posted on the Recovery Office website. This information can be used to share more information about ARPA-funded projects and initiatives with constituents.

- *Public-facing ARPA website:* The Recovery Office website provides an overview of all investments, all monthly, quarterly, and annual reports, and a regularly updated dashboard about funding commitments and spending.

2C: Access and Distribution

Baltimore City has chosen to fund a broad set of high-impact initiatives that span all five of Mayor Scott's priorities. While this strategy has many advantages, it makes generalizations challenging. Methods used to actively promote access and distribution of ARPA resources vary greatly from project to project. For funded projects, defined tactics emerge from the equity assessment portion of the application and the program design that funded City agencies, quasi-governmental and nonprofit organizations (subrecipients) propose because

of their own commitment to equity in the City. The following provide concrete illustrations of the ways that the Recovery Office and subrecipients are promoting equitable access and distribution of these historic ARPA resources.

2C – 1: Access to Nonprofits

The Scott Administration committed to providing funding to nonprofit organizations, including those that have not traditionally received federal funding or those that have been historically under-resourced. To assist organizations in navigating the application process, the Recovery Office held a webinar for over 400 nonprofit representatives about how to apply for ARPA funding; and provided all nonprofits with technical assistance throughout the application process. For nonprofits that receive funding, the Recovery Office will provide a training on the reporting and compliance rules associated with federal funding, prepare templates and job aids, and provide other technical assistance as needed.

2C – 2: Public Health

Health Department and Small MBE/WBE Procurement

Baltimore City is committed to equity and promoting opportunities in procuring services from contractors and providers from minority and women-owned/led businesses and organizations in the City. To that end, the Baltimore City Health Department (BCHD) is in the process of issuing Requests for Proposals to competitively bid for contracts for COVID-19 response programs and initiatives that will use ARPA funds. The City requires that contracts over $50,000 must meet goals set by the Minority and Women-Owned Business Office related to a percentage of expenditures going to MBEs and WBEs.

Community Outreach and Mobile Services for Vaccination

BCHD's COVID-19 response includes the creation of several positions within the Health Department designated for outreach and mobile service provision. For example. BCHD created positions for mobile vaccination clinical health workers and supervisors and for a community outreach worker to administer vaccines and create awareness in underserved communities and populations, particularly those with the lowest rates of vaccination. Additionally, BCHD will contract human service providers to conduct targeted vaccination campaigns for specific minority and underserved populations, such as Black/African American communities, persons with disabilities, those who are unhoused, Latinx and immigrant populations, and Orthodox Jewish communities.

Lastly, BCHD has staff dedicated to implementing a comprehensive communications campaign to conduct targeted outreach to underserved communities and populations with general COVID-19 safety information, in addition to providing awareness about BCHD's COVID-19-related services.
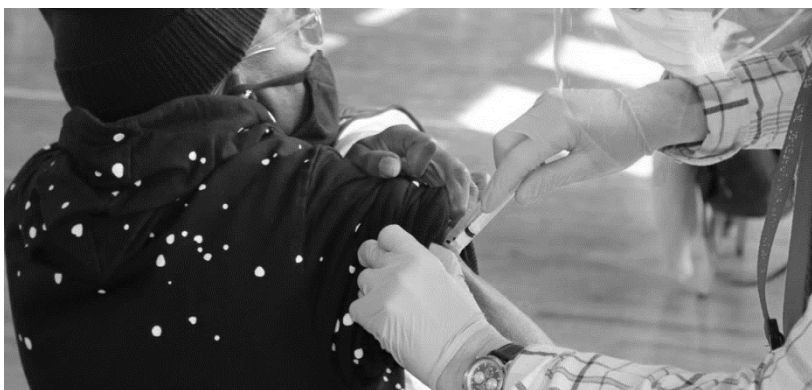
2C – 3: Negative Economic Impacts

Economic Recovery Fund Application Process

Each fiscal agent administering the Economic Recovery Fund (ERF) employed an application window during which prospective awardees could apply. The application dates, requirements, and eligibility criteria were well advertised, and each fiscal agent offered technical assistance either through one-on-one support and outreach, or through a town-hall information session. For example, Visit Baltimore conducted outreach to every accommodation provider in Baltimore City to raise awareness of the funding opportunity. Fiscal agents also informed applicants of eligibility criteria. For awards to small businesses, nonprofits, and childcare providers, award amounts were determined based on a sliding scale of operating budgets. Awards to hotels, bed & breakfast establishments, and other accommodations providers were awarded on a flat, per-room rate. Finally, individual artists receive the same grant award amount. These award amount determinations were made to ensure that the Baltimore City could distribute funds through an equity lens to benefit traditionally underserved entities.

Guaranteed Income Application Process

Prior to the launch of the Guaranteed Income pilot application, the lead organizations met with dozens of community organizations that served the eligible population to prepare for outreach to families. To provide broad access to eligible residents regardless of circumstance, the lead organizations for the Guaranteed Income pilot trained 50 community members and organizations to provide technical assistance at over 12 community-based sites across the City. Furthermore, the CASH Campaign, the administrator for the program:

- Prepared the application itself in and supporting materials in English, Spanish, and French. The application was pilot-tested by community members to ensure it was consistent with local dialects. The website also had a button to translate via Google.
- Conducted media outreach and advertised in Spanish-speaking news outlets to encourage people to apply and to clarify specific concerns related to immigration status.
- Provided the entire on-boarding process and related forms in English and Spanish.
- Completed the entire on-boarding process virtually to minimize transportation, childcare, or time off work barriers. Selected participants receive multiple communication requests via email, phone, and courier mail before being "de-selected," which helps to address those with housing instability, and phone and internet access challenges.

Rideshare App Transportation Pilot

Let's Ride to Work (LRTW) is part of Baltimore City's workforce development strategy. Public transportation is limited in the city and as a result, thousands of city residents, particularly Black and Brown residents, have been shut out of employment opportunities for decades.[15] Access to a private vehicles is also limited in the City, with 28 percent of households lacking such access. Unemployed and underemployed Baltimore residents

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[15] https://americanhealth.jhu.edu/sites/default/files/2021-09/JHU-016%20Transit%20Equity%20Report-FINAL_0.pdf

typically name transportation as one of their most pressing barriers to getting a job.[16] Baltimore's Let's Ride to Work program is meant to expand residents' job opportunities by providing transportation to work sites that are typically unavailable until the program participant can cover the cost of travel on their own or find another way to get to work.[17] The program also expands the pool of candidates available to employers. Let's Ride to Work offers up to one month of rides to and from work to residents who have a stated transportation need and have been impacted by COVID-19. This program will increase access to opportunity, promote local job growth, support low-income households, benefit historically underinvested neighborhoods, and create wealth in communities of color.

The City's ARPA grant funds a full-time Transportation Assistance Coordinator to schedule rides for program participants. Other grants cover the rideshare costs.

2C – 4: Services to Disproportionately Impacted Communities
MONSE and Grants to Small Community-Based Organizations
Much of the Violence Prevention programming conducted by the Mayor's Office of Neighborhood Safety and Engagement (MONSE) involves issuing subgrants to an estimated 120 nonprofits and other organizations who will conduct programming in the areas of Gun Violence and Community Violence Intervention, Neighborhood Stabilization and Policing Plan development, Client-centered Re-entry Services, Pre-release Employment Services, Victim Services, Youth and Trauma Harm Reduction and Addiction services, and Youth Violence Prevention services. MONSE has structured its subgrants to be single-year or multi-year awards, the smallest of which amounts to $10,000 for a single-year grant and ranging to $50,000 over multiple years.

MONSE has a robust grant application evaluation process involving technical and content reviews by staff and members of the community to determine which organizations will receive funding for violence prevention programming. After applications are reviewed by internal staff for their completeness, community grant reviewers consider whether applicants propose a programming approach that is rooted in equity, aligns with the programming area (i.e. re-entry services, youth and trauma, etc.), and that the proposal and budget demonstrate the organization's capacity to deliver its intended goals/outcomes.

2C – 5: Premium Pay
The Baltimore City's premium pay efforts have focused on direct service workers who provide in-home care. In Maryland, these workers are 90 percent women and more than 60 percent Black. However, most Maryland home care workers earn very low wages of $12 to $13 per hour. Not only are wages for these workers lower, but these workers also did not have the access to the benefits other essential workers received as a result of the pandemic. These challenges resulted in high turnover rates and a shortage of direct service workers. It is the City's goal to improve retention and lower turnover rates, improve the

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[16] https://assets.aecf.org/m/resourcedoc/kingslow-evaluationofonebaltimoreforjobs-2018.pdf
[17] https://moed.baltimorecity.gov/news/press-releases/2022-04-07-mayor-scott-announces-baltimore-citys-%E2%80%9Clets-ride-work%E2%80%9D-transportation

continuity and quality of care, and further the goals of race and gender equity in the field of healthcare.

2C – 6: Broadband

The City is focusing ARPA resources on broadband and digital equity efforts in neighborhoods most impacted by the digital divide—meaning where quantifiable gaps in access to affordable, high-speed broadband connections exists.[18] In addition to establishing the infrastructure for public wi-fi access points in key locations, there are also plans to bring broadband connectivity to a set of public housing developments and connect all recreation centers to the City's fiber network. The priority is neighborhoods where there are quantifiable gaps in access.

2C – 7: Revenue Replacement

Baltimore City has addressed revenue replacement by obligating funds to underinvested neighborhoods that have been impacted by a lack of equitable investment in their infrastructure, home purchasing, and green spaces. The communities affected experienced a decrease in property maintenance, service requests, solid waste removal, and critical city public works services as a result of COVID-19. As a result, Baltimore City is planning to fund a neighborhood cleaning program funded by ARPA. Neighborhood selection will be based on the following criteria:

- percent of service requests from 2021 for high grass and weeds, littered alleys, cleaning and vacant house boarding
- population at or above 80% Black, Indigenous, and/or people of color
- bottom quartile in average median income
- top quartile of the ratio of private vacant lots to the number of parcels in neighborhoods
- population decreases of 15% or more based on 2020 census data
- decrease in household units and an increase in vacant housing units between 2010-2020

In addition, the Baltimore City has obligated funds to the development of a resident survey to align performance and budget measures with resident priorities and identify the city services most impacted as a result of COVID-19. This initiative will be executed by a third-party surveying organization and rely on a resident outreach manager from the Mayor's Office of Performance and Innovation to solicit resident input in survey planning.

2D: Outcomes

Programs are meant to address disparities and make progress on achieving more equitable outcomes. Baltimore has experienced decades of disinvestment and systemic racism therefore it is not possible to close gaps and achieve equity in all areas. City leadership views ARPA as seed funding to improve neighborhoods and quality of life for residents who have been further disproportionately impacted by the pandemic. The focus on businesses

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[18] https://21cc.jhu.edu/research/current-baltimore-research/achieving-digital-equity-in-baltimore/

and nonprofit organizations that were negatively economically impacted further bolsters the economic well-being and stability of Baltimore City residents.

The focus on closing gaps in access to and distribution of resources is evident in the program design. There are multiple efforts designed to close gaps in access to and distribution of resources among low-income communities, including the Housing investments, Homeless Services, and Guaranteed Income. In addition to prioritizing equity in program design, the Recovery Office will monitor progress throughout implementation. The Recovery Office requests all funded agencies and organizations to disaggregate performance data by multiple demographic characteristics. The Recovery Office is also geocoding ARPA investments to neighborhoods to show the relationship between disinvested communities and the Scott Administration's ARPA investments and priorities.

3. Community Engagement

Overview

Baltimore City's funding commitments reflect a wide range of input from the community. The Recovery Office and partner organizations have used a variety of strategies to reach the community to allow for this input. These engagement strategies advance progress on creating equitable outcomes for residents through Baltimore's ARPA investment

3A: Project Proposals

As discussed in the 2021 Recovery Plan, the Recovery Office implemented an application process to solicit project proposals from City agencies, quasi-government agencies, and nonprofit organizations. The project proposals allowed for agencies and community-based groups to provide their perspective on program and service needs and how ARPA funds should be expended. From August 2021 through March 2022, the Recovery Office received 515 project proposals. Of those, 341 were submitted by nonprofit organizations. Of the proposals received from nonprofit organizations, most proposals focused on Training and Education, followed by Housing, and Health Services (see Figure 9).

Figure 9: Topic Areas Addressed by Nonprofit Project Proposals
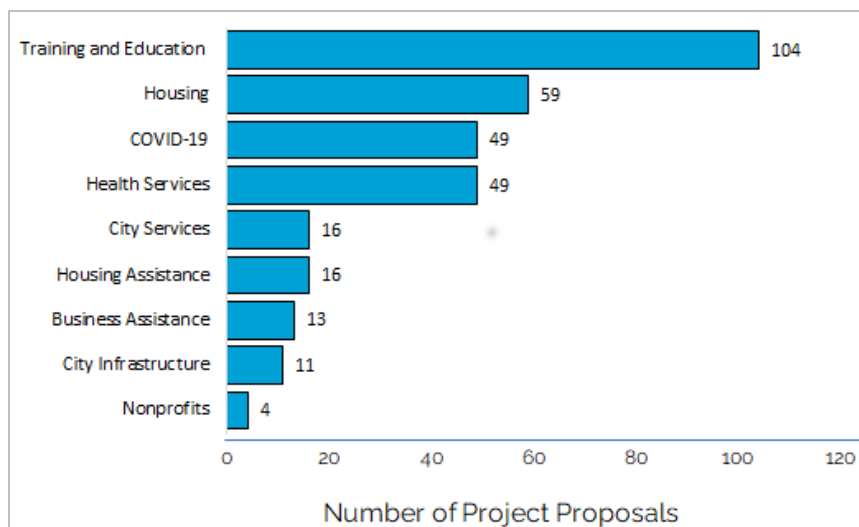
Note: Data as of June 30, 2022. Includes all 341 project proposals received from nonprofit organizations during the application period of October 1, 2021 to December 31, 2021.

To provide in depth understanding of the application process, the Recovery Office hosted a training for nonprofit organizations on September 28, 2021. The training was [recorded](#) and remains available, with written instructions, on the Recovery Office's [website](#).

3B: Public Feedback Survey

The Recovery Office created an online feedback form made available to the public in September 2021, and continues to garner responses from the community to date. As of the reporting period, 1,173 individuals have provided 1,209 responses on how ARPA funding should be expended. The topic areas cited the most are reducing gun violence, followed by youth programming, neighborhood development, and broadband access. As decisions were made on which project proposals to fund, the Recovery Office referenced community input received through the online public feedback form. These topic areas are reflected in some of the largest funding commitments Baltimore City has made to date: $50 million for violence intervention strategies; $41 for recreation and parks targeted for youth; $7 million targeted for employment for youth; $100 million for housing initiatives; and $35 million for broadband and digital equity. Additionally, as of the reporting period, the Recovery Office awarded $7.3 million to nonprofits for various projects championed by community groups. The Recovery Office anticipates funding more nonprofits directly in the coming months.

3C: Community Meetings

The Recovery Office also hosted an [ARPA Townhall](#). City residents could participate through a webinar or via telephone, enabling residents who may not have internet access to call and have their ARPA-related questions and concerns addressed. Over 3,000 individuals participated in the townhall. In the post-townhall participant survey, 75% of participants answered that they had a clearer understanding of ARPA after the discussion. Participants were also asked how they would like to see funding expended, and similar to the results of the online feedback form, 40.5% thought Baltimore City should use ARPA funding to prioritize public safety.

3D: Issue-Specific Engagement

In addition to this broad community feedback, the Recovery Office has also sought community engagement on specific issues from stakeholders. Agencies with committed funding allocations have made various community engagement efforts on the specific issues their allocation seeks to relieve. Agencies will continue to employ these engagement mechanisms on a project by project basis.

3D-1: Health Department

The Health Department conducts community engagement in the following ways:
- Testing:
  - Engages with community partners to identify locations for testing sites within the community.
  - Evaluates disease epidemiology to determine the location of community testing sites.
  - Solicits feedback regularly through other community groups (i.e., the Vaccine Task Force, the HIV Planning Group & Commission, community providers, and provider meetings).

- Canvassing as staff time permits to ensure communities are aware of testing availability.
- Rapid test kit distribution:
  - Makes tests available through several venues including via library locations.
  - Engaged in an RFP process to identify CBOs to assist with distribution of rapid test kits based on BCHD's established Value Communities initiative that was established in 2021 to ensure specific vulnerable populations are included in planning and implementing COVID response activities.
- Case Investigation/Contact Tracing (CI/CT):
  - Conducts community canvassing and outreach during periods of low case counts.
  - Engages in targeted vaccination education and outreach with the Values Communities.
  - Advertises the COVID Call center on their website and via multiple partner's websites.
- Food Assistance:
  - Advertises home delivered grocery box flyers throughout social media and with community partners.
  - Educates call centers on all food resources. Older adult residents who call 211 and Maryland Access Point (MAP) can be referred to any of these services.
  - Partner with Hispanic and Latinx community groups to connect Spanish speaking residents to these resources.

3D-2: Mayor's Office of Employment Development
- Delivers programs through community-based organizations.
- Provides wage subsidies to small businesses throughout the city to residents who reside throughout the city.
- Funds Community Connectors to further extend neighborhood reach.
- Promotes programs widely on social media channels and gathers feedback through those channels.
- Discusses ARPA-funded projects at Baltimore Workforce Development Board meetings, which are open to the public.
- Shares program information at Practice Advisory, the citywide networking body for workforce programs and supportive services.

3D-3: Mayor's Office of Neighborhood Safety and Engagement
- Utilizes community grant reviewers, who review applications and make funding recommendations.
- Offers trauma-informed care training for residents (January 2023).
- Hosts a webinar to offer opportunities for questions and provide input on proposals for a trauma-informed care training provider (2023).
- Conducts Neighborhood Listening Tours, in alignment with the ARPA violence prevention investment and the Mayor's Action Plan (2023).

3D-4: Planning Department-Food Insecurity
- Provides emergency feeding operations in predominantly BIPOC neighborhoods with high rates of food insecurity and low vaccination rates with the goal of minimizing the impact of already existing health disparities in these communities.

3D-5: Baltimore Development Corporation
- Held a summit in June 2022 to obtain input and feedback and program design from small businesses that received ARPA funding.

3D-6: Family League of Baltimore
- Engages in outreach to and sustained contact with childcare providers (those who received grants and those that did not).
- Held a pre-proposal conference.
- Attends and participates in Child Care Coalition meetings.
- Amplifies engagement efforts through successful partnership with: Baltimore City Child Care Resource Center, Baltimore City Child Care Coalition and the Maryland State Family Child Care Association.

3D-7: Baltimore Office of Promotion and Arts
- Held grant workshops to help prospective artists navigate the application process and improve access to funds for individuals who have not completed applications before.
- Hosted a conversation on equity with the Mayor's Chief Equity Officer.
- Established a working group of local artists to discuss grant guideline criteria and community needs which became the hardship criteria used to choose grantees.
- Advertised the grant opportunity through social media pages and newsletter.
- Developed and shared a set of FAQ infographics to help with eligibility criteria and application challenges.
- Sent digital promotion materials directly to City Council members to help increase the awareness of grant funding opportunities in every district.

3E: Digital Campaigns and Transparency

The Recovery Office is also committed to transparency and informs the community how ARPA funding is being allocated and expended through various digital campaigns. First, the Recovery Office created the ARPA Reporting Center dashboard to share details regarding proposals, funded projects, and project performance (see Figures 10 and 11).

The Recovery Office also posts funding announcements for all large ARPA projects. In addition to the dashboard's detailed, data-based information, the Recovery Office has also created a digital campaign called "ARPA Impact Stories," which provides stories about ARPA funding recipients and the on-the-ground impacts of the funding received. Additionally, the Recovery Office reports monthly to the Baltimore City Council on all expenditures and project status. These reports, along with all reports submitted to Treasury, are available to the public on the Recovery Office's website. All digital campaigns are further amplified through the Recovery Office's social media presence on Instagram and Twitter.

Figure 10 and 11: Screenshots from ARPA Reporting Center

Funding commitments as proportion of ARPA funding

$641M
Total ARPA funding
awarded to
Baltimore City

- Housing
- Training and Education
- COVID-19 Response
- Public Space and Parks
- Household Assistance
- City Infrastructure
- Violence Prevention
- Public Workforce
- Business Assistance
- Administration
- Nonprofit Relief
- Health Services
- Budget Stabilization
- Uncommitted Funds

COVID-19 Response
$45.6M committed to date
23% has been spent through May 2022

'COVID-19 Response' currently includes these funding topics:

COVID-19 Public Health Response and Health Equity

Organizations currently funded to address this topic:

Baltimore City Health Department (BCHD)
City of Baltimore (City)

Breakdown of current commitments and expenditures

	Commitment Description	Funding Recipient	Committed Amount	Spent
▶	Vaccine Incentive	City	$10.3M	$10.3M
▶	PPE	BCHD	$9M	$0M
▶	Testing	BCHD	$8.5M	$0M
▶	Vaccination	BCHD	$7.9M	$0M
▶	Contact Tracing	BCHD	$5.2M	$0M
▶	Operational Support	BCHD	$3M	$0M
▶	Communications	BCHD	$1M	$0M
▶	Miscellaneous	BCHD	$0.6M	$0M

3F: Equity and Engagement

With each community engagement effort, the Recovery Office has worked to advance equitable outcomes for all Baltimore City residents. The Scott Administration includes community engagement efforts as a factor when making decisions about funding. As previously noted, Baltimore City is one of the few jurisdictions to directly solicit proposals for funding from nonprofit organizations. This allowed organizations to amplify the voices of residents that have historically faced significant barriers to services. An analysis of proposals submitted shows that 86.8% of the proposals submitted were from nonprofit organizations who are planning to serve individuals with low socioeconomic status or were affected by persistent poverty, and 85.9% served Black, Indigenous, and/or people of color.

The underserved populations which the City seeks provide more equitable outcomes has influenced the project funding decisions that Mayor Scott has made to date. So far, projects that have been awarded funding have specifically sought to provide services to LGBTQIA+ populations, immigrants, refugees, Limited English Proficiency individuals, religious minorities, individuals with mental illness, and youth. All allocations to City agencies have also been committed with a lens of equity. For example, Baltimore City is committing $50 million for violence intervention strategies because persistently high levels of gun violence disproportionately affect historically disinvested Black communities. One hundred million

dollars has been committed for housing-related initiatives because workers in low-income households were more likely to lose their job or experience reductions in pay during the COVID-19 public health emergency which resulted in economic hardships like trouble paying utility bills, and affording rent or mortgage payments. Another $35 million was committed to digital equity because 80% of homes lacking computers are in the bottom half of the city's income distribution, and homes with children are disproportionately represented. When schools and employers were forced to pivot to a virtual environment due to the COVID-19 pandemic, those who lacked reliable, high-speed internet access were left disconnected or without easy access to the internet.

The Recovery Office has sought to be equitable in the community engagement process by deploying multiple strategies to reach groups that otherwise may not have the opportunity to voice their opinions on the use of ARPA funds. The Recovery Office recognized that the feedback received from the online public feedback form did not demographically represent Baltimore City, and therefore hosted the ARPA Townhall to expand representation and to allow those without access to the internet to participate in the conversation. The Recovery Office has also encouraged agency partners to adhere to language access requirements. For example, the Health Department's weekly testing schedule is published in both English and Spanish. In addition, English and Spanish speaking staff are present at community testing sites and language line translation are also available at these sites.

4. Labor Practices

Mayor Scott has committed funding for various infrastructure projects related to housing and parks and recreation. While these projects have not yet started, Baltimore City is committed to promoting strong labor standards in collaboration with City agencies, workforce development partners and stakeholders. To affirm our commitment to strong labor standards and practices, the Recovery Office executes a formal agreement with funded agencies and organizations, which includes a section on prevailing wages and reporting requirements.

5. Use of Evidence

Overview

The Recovery Office is pursuing evidence-based interventions and making evidence-based decisions across its ARPA project portfolio at each stage of the grant lifecycle. University partners provide technical assistance, on request, program design, implementation, and program evaluation. To learn more about the role of the university partners, see "Use of Funds."

5A: Program Design

While refining budgets and program design, the Recovery Office also works with City agencies and other subrecipients to identify the academic and evidence-based literature that inform their program design. For example, the Mayor's Office of Employment Development (MOED) proposed a subsidized employment program. To better understand the rationale for the funding requested and anticipated outcomes, the Recovery Office asked MOED to provide evidence for fully-subsidized transitional jobs programs. MOED prepared a memorandum citing academic literature, findings from policy and research

organizations, and performance outcomes from similar programs MOED previously administered. The Mayor's Office of Neighborhood Safety and Engagement (MONSE) also provided research on evidence-based practices for community violence intervention initiatives. Finally, the Mayor's Office of Homeless Services prepared an analysis of other cities that have pursued acquisition of hotels or motels to serve as non-congregate shelters; and many other funded organizations cited evidence or past performance to make a strong case for their projects within the formal application for ARPA funding submitted to the Recovery Office.

5B: Implementation

Organizations have outcomes-focused measures, activity-focused measures, and performance targets, and data for these measures must be reported monthly to the Recovery Office (as applicable). The findings from quantitative data are part of Baltimore's "learning agenda," putting the City in a position to more quickly course-correct and see what is working. University partners are also advising on establishing meaningful performance measures and benchmarks.

5C: Program Evaluation

In addition to the two planned program evaluations described in the below section, the Recovery Office is also working with the University of Baltimore to identify projects that merit robust program evaluation. Because it is not practicable or necessary to complete a program evaluation for every project, UB developed a rubric in collaboration with the Recovery Office that will help to prioritize and then select projects for evaluation in addition to the standard performance reporting and oversight required by the City.

Program Evaluation Prioritization Criteria
- Novelty of the Project
- Existing Evidence
- Evaluation Planning
- Sustainability
- Equity
- Implementation Risks
- Size of Project (ARPA dollars Budgeted)
- Stakeholders

5D: Funding Allocated to Evidence-Based Interventions

There are six projects that meet the Treasury's reporting requirement for evidence-based interventions. The Recovery Office anticipates that one or more additional projects will meet this requirement and be included in future Recovery Plan Performance Reports.

For the Baltimore City Workforce Development project, ID 08H2D7, MOED is planning an evaluation for Hire Up and Train Up at the end of those programs. Among other objectives, the evaluation will use U.S. Department of Labor Unemployment Insurance (UI) records to identify the earnings of program completers in the months after each participant completed the program. While there is already strong evidence for programs like Hire Up and Train Up, as described in this section, the planned program evaluation will continue to strengthen MOED's approach to workforce development and support for the broader workforce system overall.

Evidence-Based Classification and Rationale
Baltimore City Workforce Development – Project ID 08H2D7

	Evidence-Based Classification and Rationale
Hire Up	Type of Service: Transitional Jobs **Strong Evidence** – There are a number of national peer-reviewed evaluations of Transitional Jobs programs that demonstrate that they can create work opportunities and assist with transitions to regular/permanent employment. Selected Citation - *Transitional Jobs: Background, Program Models, and Evaluation Evidence[19]* – Meta analysis of multiple studies.
Train Up	Type of Service: Occupational Skills Training **Strong Evidence:** There are a number of national peer-reviewed evaluations of occupational skills training that demonstrate increased employment and earnings outcomes of basic and occupational skills training. Selected Citation: - *Providing Public Workforce Services to Job Seekers: 15-month Impact Findings on the WIA Adult and Dislocated Worker Programs.[20]*
Youth Works	Type of Service: Youth Training **Strong Evidence:** There are a number of national peer-reviewed evaluations of the national Youth Opportunity program, with findings supporting positive impacts on placements and graduation. Selected Citations: - *Opportunities Youth Demonstration and Evaluation: Implementation Evaluation: Findings from Pilot Sites in Baltimore and Boston;[21] and* - *Bridging the Opportunity Divide for Low Income Youth: Implementation and Early Impacts of the Year Up Program.[22]*
Workforce Supports	Type of Service: Workforce Supports **Strong evidence:** There have been multiple evaluations of the role of workforce supports. The results have been mixed, with the citation below

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[19] https://www.mdrc.org/sites/default/files/transitional_jobs_background_fr.pdf

[20] https://wdr.doleta.gov/research/FullText_Documents/ETAOP-2016-04_15-Month-Impact-Report-(accessible%20pdf).pdf

[21] https://www.dol.gov/sites/dolgov/files/OASP/legacy/files/Opportunities_Youth_Implementation.pdf

[22] https://www.yearup.org/sites/default/files/2019-03/Year-Up-PACE-Full-Report-2018.pdf and https://www.straighttalkonevidence.org/2020/12/15/national-rct-of-year-up-program-finds-major-five-year-earnings-gains-for-low-income-minority-young-adults/

Evidence-Based Classification and Rationale	
	finding that in some of the sites – workforce supports enhanced training participation and earnings in some of the sites funded. Selected Citation: • *Strategies to Help Low-Wage Workers Advance IMPLEMENTATION AND FINAL IMPACTS OF THE WORK ADVANCEMENT AND SUPPORT CENTER (WASC)DEMONSTRATION.*[23]

Reducing Violence in Baltimore - Improving Community Violence Interventions – Project ID 07H3D16

Note: MONSE is in the process of selecting partner organizations that are proposing program designs. Once awarded, MONSE will make sub-grants to these organizations. Evaluations of evidence-based interventions will follow, and this section will be updated in subsequent reports with additional detail and potentially different types of services.

MONSE Interagency Coordination and Data Sharing	Type of Service: Interagency Coordination and Data Sharing **Moderate Evidence:** Coordinating strategies amongst stakeholder agencies and data sharing may result in the reduction of violent crime, including homicide. Selected Citations: • *Developing the Capacity to Understand and Prevent Homicide: An Evaluation of the Milwaukee Homicide Review Commission*[24] • *Strategies for Reducing Homicide: The Comprehensive Homicide Initiative in Richmond, California* [25]
Gun Violence Reduction Strategy	Type of Service: Gun Violence Reduction Programs **Moderate evidence:** A review of the National Institute of Justice's Crime Solutions database indicated promising support for gun violence reduction strategies. A meta-analysis of 29 studies found that "interventions were associated with a significant decrease in violent gun crime (r = −0.144). This indicates that these programs overall had a moderate to weak effect on gun crime." Neighborhood-specific, targeted violence reduction interventions may be a promising method for reducing crime according to one study. Selected Citations:

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[23] https://www.mdrc.org/sites/default/files/full_627.pdf
[24] https://www.ojp.gov/pdffiles1/nij/grants/240814.pdf
[25] https://www.ojp.gov/pdffiles/168100.pdf

Evidence-Based Classification and Rationale	
	• *The Effectiveness of Policies and Programs That Attempt to Reduce Firearm Violence: A Meta-Analysis*[26] • *Community Policing in Chicago, Year 10: An Evaluation of Chicago's Alternative Policing Strategy*[27]
Case Management	Type of Service: Case Management **Preliminary evidence:** Strategies employing case management as a strategy towards violence crime reduction have been met with mixed results. In one study in Massachusetts there were no statistically measurable effects of targeted case management however targeted outreach through Ceasefire has been promising. Case management programming for domestic violence abusers may yield more promising evidence for success. <u>Selected Citations</u>: • *A Randomized Control Trial of a Targeted High-Risk Offender Program Across Three Jurisdictions*[28] • *Problem-Oriented Policing, Deterrence, and Youth Violence: An Evaluation of Boston's Operation Ceasefire*[29] • *Assessing States' Intimate Partner Violence Offender Treatment Standards using a Principles of Effective Intervention Framework*[30]
Youth Programming	Type of Service: Youth Programming **Strong evidence:** Interventions geared towards youth diversion, mentoring, and programming around addressing substance abuse have resulted in a higher likelihood of positive outcomes for young people. <u>Selected Citations</u>: • *The Adolescent Diversion Project: 25 Years of Research on an Ecological Model of Intervention*[31] • *Mentoring—A Proven Delinquency Prevention Strategies*[32]

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[26] https://journals.sagepub.com/doi/abs/10.1177/0011128708321321

[27] http://www.skogan.org/files/Community_Policing_in_Chicago_Year_Ten.pdf

[28] https://journals.sagepub.com/doi/abs/10.1177/1098611118807771

[29] https://www.d.umn.edu/~jmaahs/MA%20Theory%20Articles/Braga_problem_oriented%20policing_deterrence.pdf

[30] https://journals.sagepub.com/doi/abs/10.1177/08862605211050091

[31] https://www.researchgate.net/profile/Shabnam-Javdani/publication/267026307_An_Ecological_Model_for_Intervention_for_Juvenile_Justice-Involved_Girls_Development_and_Preliminary_Prospective_Evaluation/links/54b1ced90cf220c63cd129b7/An-Ecological-Model-for

[32] https://ojjdp.ojp.gov/library/publications/mentoring-proven-delinquency-prevention-strategy

Evidence-Based Classification and Rationale	
Baltimore Development Corporation – Technical Assistance - Project ID 06H2D9S818800	
Technical Assistance	Type of Service: Business Technical Assistance **Moderate evidence** – There are a large number of national peer-reviewed evaluations of federal and state/local business technical assistance programs. Selected Citations: • *Impact Study of Entrepreneurial Dynamics: Office of Entrepreneurial Development Resource Partners' Face-to-Face Counseling.*[33] • *The Evaluation of the U.S. Small Business Administration's Regional Innovation Cluster Initiative Year Three Report.*[34]
Family League of Baltimore Recovery Assistance - Project ID 06H3D6S692000	
Grants for Child Care Providers	**Preliminary evidence**: Studies have assessed the economic importance and impacts of the childcare sector.
Baltimore Office of Promotion and the Arts Recovery Assistance - Project ID 06H2D12S378700	
Grants for Individual Artists	**Preliminary evidence**: Studies have assessed the economic importance and impacts of the arts sector.
Guaranteed Income - Project ID 11incomeH2D3	
Planned Evaluation	In this randomized control trial (RCT) evaluation, quantitative and qualitative data will be analyzed across multiple core domains, including recipients' physical functioning, mental health, income volatility, spending, consumption, employment, education, family dynamics and parenting, stress and coping, hope and mattering, household food security, and COVID-19 variables.

6. Performance Report

Overview

In addition to the required performance measures prescribed by Treasury, the Recovery Office collaborates with funded agencies and organizations to develop additional performance measures to help demonstrate outcomes of ARPA-funded projects. These measures are a combination of input, output, process and outcome measures. Since many ARPA-funded projects are at the beginning stages of execution, some measures are preliminary and subject to change as projects and data collection efforts are being finalized.

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[33] https://www.sba.gov/sites/default/files/2020-11/Impact_Study_of_Entrepreneurial_Development_Resources_2013_09.pdf
[34] https://www.sba.gov/sites/default/files/2020-11/Evaluation_of_the_SBA_Regional_Cluster_Initiative_Year_3_Report_2014_11.pdf

6A: Performance Data

The performance data included in the following tables represents a selection of measures. There are other measures, including demographic dis-aggregations of the following, that the Recovery Office receives on a regular basis. All data as of June 30, 2022.

6A – 1: COVID-19 Public Health Response

Measure	Results To-Date	Type
Percent of population vaccinated	73.7%	Point-In-Time
Percent of population vaccinated - Fully vaccinated, all eligible	69.3%	Point-In-Time
*Number of households served by food distribution programs	406	Cumulative Total
Number of total COVID-19 tests	741,389	Cumulative Total
Number of mobile clinics	114	Monthly Average
Number of clients served at each mobile clinic	17	Monthly Average
Number of vaccine doses given	12,268	Cumulative Total
*Number of government FTEs responding to COVID-19 supported under this authority	94	Point-in-Time

* Required by The U.S. Treasury Department

6A – 2: Baltimore Civic Fund Recovery Assistance

Measure	Results To-Date	Type
Total amount of grant funds granted	$4,237,026	Cumulative Total
Number of nonprofits receiving grant awards	160	Cumulative Total
Number of nonprofit applicants	300	Cumulative Total
Percent of nonprofits applicants receiving grant awards	53.3%	Cumulative Total

6A – 3: Baltimore Development Corporation Recovery Assistance

Measure	Results To-Date	Type
Number of eligible businesses applying for grants or loans	621	Cumulative Total
*Number of small businesses served to date	217	Cumulative Total
Total amount of grant funds granted	$2,521,257	Cumulative Total

*Required by The U.S. Treasury Department

6A – 4: Family League of Baltimore Recovery Assistance

Measure	Results To-Date	Type
*Number of children served by childcare and early learning to date (pre-school/pre-K/ages 3-5)	1,201	Cumulative Total
Number of applicants	307	Cumulative Total
Number of grants awarded	182	Cumulative Total
Total dollars awarded	$1,880,000	Cumulative Total
Percent of applicants funded	59%	Cumulative Total

*Required by The U.S. Treasury Department

6A – 5: Baltimore City Workforce Development - Jobs Programs and Occupational Training

Measure	Results To-Date	Type
*Number of workers enrolled in sectoral job training programs	66	Cumulative Total
*Number of workers completing sectoral job training programs	0	Cumulative Total
*Number of people participating in summer youth employment programs	0	Cumulative Total
Number of previously unemployed or underemployed residents obtaining employment at small minority- or women-owned businesses	26	Cumulative Total
Number of small minority- or women-owned businesses (hiring up to 3 employees each) receiving subsidy for hires	17	Cumulative Total
Percent of hires offered longer-term employment by their subsidized employer	100%	Point-in-Time
Percent of survey respondents reporting increase in job readiness due to YouthWorks Academy	67%	Point-in-Time

*Required by The U.S. Treasury Department

Note: Data as of June 2022. Enrollment in occupational skills training started in April for a small number of residents and enrollment expanded in May and June. Training programs are several weeks in length. The YouthWorks summer employment program is from July 5 to August 5, 2022.

6A – 6: MONSE – Violence Intervention

Measure	Results To-Date	Type
Number of grant letters of intent received for programming	43	Cumulative Total
Number of grant applications received for programming	17	Cumulative Total
Number of grant applications selected for award	7	Cumulative Total
GVRS – Count of unique participants	35	Cumulative Total
GVRS – Number of participants enrolled in case management services	5	Average
GVRS – Number of unique participants utilizing housing assistance benefits	13	Cumulative Total

Note: Group Violence Reduction Strategy (GVRS) programming started in January 2022, and the average represented above reflects the mean of monthly point-in-time counts. Additional metrics are being refined and will be presented in subsequent reports.

6A – 6: Visit Baltimore Recovery Assistance

Measure	Results To-Date	Type
Aggregate dollar amount of eligible grants made by the grantee from grant funds	$2,350,002	Cumulative Total
Total number of eligible grants made by the grantee from grant funds	37	Cumulative Total

6B: Performance Measure Examples

Project	Performance Measure
Baltimore City Workforce Development	Previously unemployed or underemployed residents hired into subsidized positions with City agencies or other organizations*
Baltimore City Workforce Development	Participants complete 6-month subsidized position or obtain other employment before 6-month tenure ends*
Baltimore City Workforce Development	(Hire Up) Percent of Hire Up participants who complete at least 3 months of the subsidized position or become otherwise employed
Baltimore City Workforce Development	(Hire Up) Participants attending program for at least 2 weeks obtain unsubsidized employment following program

Baltimore City Workforce Development	(Hire Up) Participants complete 6-month subsidized position or obtain other employment before 6-month tenure ends
Baltimore City Workforce Development	(Hire Up) Previously unemployed or underemployed residents hired into subsidized positions with City agencies or other organizations
Baltimore City Workforce Development	(Train Up) Percent of completers obtaining unsubsidized employment earning at least $15.00 per hour after program
Baltimore City Workforce Development	(Train Up) Percent of participants completing occupational training
Baltimore City Workforce Development	(Train Up) Percent of participants working at least 30 hours per week when entering unsubsidized employment after program
Baltimore City Workforce Development	(YouthWorks) Number of youth employed each summer under YouthWorks with City ARPA funds
Baltimore City Workforce Development	(YouthWorks) Total wages paid to YouthWorkers supported with City ARPA funds
Broadband and Digital Equity – Phase I	Number of recreation center fiber build-outs complete
Broadband and Digital Equity – Phase I	Number of recreation center fiber build-outs under construction
Broadband and Digital Equity – Phase I	Percent of the Baltimore's QCT-designated area within ¼ mile of free public wi-fi
Broadband and Digital Equity – Phase I	Percent of the city within ¼ mile of free public wi-fi
COVID-19 Health Response	Percent of eligible senior beneficiaries participating in SNAP
Family League of Baltimore Recovery Assistance	Number of funded centers reporting at the six-month follow-up that award funds helped them remain in business
Food Insecurity	Number of BIPOC growers who have completed the Farm Alliance training program
Food Insecurity	Number of pounds of produce distributed through produce box distribution
Food Insecurity	Number of sites distributing produce boxes
Food Insecurity	Number of HABC households using online SNAP
Food Insecurity	Number of patients enrolled in Produce Rx pilot
Food Insecurity	Number of produce boxes distributed to residents
Guaranteed Income	Retention of program participants
Guaranteed Income	Number of financial coaching appointments

Guaranteed Income	Percent of participants reporting satisfaction with program staff, ease of accessing funds, and sentiment towards overall program
Homeless Services	Number of new landlords willing to accept people experiencing homelessness
Homeless Services	Percent of program participants who are housed within 90 days of accepting a referral to a permanent housing program
Homeless Services	Percent of households matched to a rehousing program who do not return to homelessness within two years
Lexington Market	Percent of Vacant Stalls in Lexington Market
Lexington Market	Number of Leased Kiosk Stalls
Lexington Market	Number of Black-owned, women-owned, and minority-owned businesses
Affordable Housing	Number of properties stabilized
Affordable Housing	Number of affordable homeownership outcomes for households below percentage of average median income
Affordable Housing	Number of affordable rental outcomes for households below percentage of average median income
Improving Baltimore's Recreation Infrastructure	Percent of residents who rate overall quality of recreation centers, facilities and parks as good or very good
Improving Baltimore's Recreation Infrastructure	Percent of projects whose Final Completion (100%) is met within 30 days before or after the date set in the Project Schedule

* Data for these performance measures can be disaggregated by demographic characteristics such as gender, ethnicity, race, age, and neighborhood.

7. Project Inventory

Overview

The projects listed in this section - as well as their descriptions, identification numbers, expenditures and obligations - align with information entered into Treasury's reporting portal. Calculations used for expenditures and obligations follow those described by Treasury. In summary, expenditures include project-related spending of June 30, 2022, as recorded in the city's General Ledger. An adopted budget is established once City Council and the Mayor adopt the annual budget or supplemental appropriations. Obligations are established once the budget has been adopted or supplemental appropriation approved for a given fiscal year. For most of our projects, the adopted budget equals the total obligations, except for the ARPA Administration project, where salaries to individuals are reported as they are spent.

7A: Overview of Obligations and Expenditures

Table 2: Overview of Projects with Obligations and Expenditures

Project Name	Adopted Budget	Total Obligations	Total Expenditures
Increasing economic security through guaranteed income (pilot program)	$2,400,000.00	$2,400,000.00	$2,400,000.00
Improving Baltimore's Recreation Infrastructure	$50,603.83	$50,603.83	$0.00
Visit Baltimore Recovery Assistance	$2,500,000.00	$2,500,000.00	$2,500,000.00
Food Insecurity Funding	$2,302,300.00	$2,302,300.00	$0.00
Baltimore Development Corporation - Technical Assistance	$2,680,000.00	$2,680,000.00	$2,680,000.00
Vaccine Incentives for Employees	$10,444,630.80	$10,444,630.80	$10,444,630.80
Lexington Market	$4,917,957.00	$4,917,957.00	$0.00
ARPA Project and Progress Evaluation	$465,494.00	$465,494.00	$20,855.00
ARPA Administration	$2,850,575.85	$2,589,888.60	$2,448,189.65
Baltimore City Workforce Development	$3,768,937.85	$3,768,937.85	$929,190.87
Reducing Baltimore Violence - Improving Community Violence Interventions	$7,279,057.75	$7,279,057.75	$191,115.35
Reducing Baltimore Violence - Visitation Center Benefit Navigators	$68,310.00	$68,310.00	$0.00
Reducing Baltimore Violence - Job Training Assistance	$2,955,000.00	$2,955,000.00	$0.00
Family League of Baltimore Recovery Assistance	$2,000,000.00	$2,000,000.00	$2,000,000.00
Baltimore Office of Promotion and the Arts Recovery Assistance	$500,000.00	$500,000.00	$500,000.00
Baltimore Development Corporation Recovery Assistance	$9,020,000.00	$9,020,000.00	$9,020,000.00
Baltimore Civic Fund Recovery Assistance	$8,300,000.00	$8,300,000.00	$8,300,000.00
Broadband and Digital Equity - Phase I	$1,776,788.15	$1,776,788.15	$27,990.24
COVID19 Health Response - Staffing and payroll costs	$8,202,869.00	$8,202,869.00	$1,256,235.57
Household Food Assistance	$3,049,000.00	$3,049,000.00	$0.00
COVID19 Health Response - Communication and Operational Support	$2,017,814.00	$2,017,814.00	$30.50
COVID19 Health Response - Personal Protective Equipment	$2,516,000.00	$2,516,000.00	$0.00
COVID19 Health Response - Contact Tracing	$1,855,000.00	$1,855,000.00	$0.00
COVID19 Health Response – Testing	$3,225,000.00	$3,225,000.00	$0.00
COVID19 Health Response – Vaccinations	$6,985,000.00	$6,985,000.00	$0.00
Total	$92,130,338.23	$91,869,650.98	$42,718,237.98

Notes: Data as of June 2022. The City accounting department considers each month's accounting records closed by the 10th business day of the following month. For example, the accounting records for June 2022 are considered closed by July 14, 2022. Changes to account numbers, accruals, delayed data entry, or other accounting related transactions impact the accuracy of spending data month-to-month. At the end of the fiscal year, the City of Baltimore follows year-end closing procedures to finalize records of all financial activity. Expenditure data should not be considered final until that time.

7B: Projects and Descriptions

COVID-19 Health Response – Vaccinations

Project Identification Number	02H1D1
Adopted Budget	$6,985,000
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$6,985,000
Sub Category	1.1-COVID-19 Vaccination
Total Obligations	$6,985,000
Total Expenditures	$0

Project Description: Funding from ARPA SLFRF will be used to address the COVID-19 public health emergency through vaccination efforts. The Baltimore City Health Department (BCHD) will create an Immunization Office and a mobile vaccination team to increase vaccination rates among vulnerable and hesitant communities and populations disproportionately affected by COVID-19. BCHD will focus on demographic groups within Baltimore City with disproportionally higher rates of COVID-19 infection, hospitalization, and/or death, evidence of high levels of transmission, lower availability of or access to testing (this includes uninsured/underinsured), and traditionally underserved/at-risk populations. The Department's goal is to increase the vaccination rate to 80% of all Baltimore city residents by February 2022. Performance measures include number of vaccine doses given and the number of people and percent of population vaccinated, among other measures.

Vaccine Incentives for Employees

Project Identification Number	10H1D1
Adopted Budget	$10,444,630.80
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$10,444,630.80
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$10,444,630.80
Sub Category	1.1-COVID-19 Vaccination
Total Obligations	$10,444,630.80
Total Expenditures	$10,444,630.80

Project Description: Funding from ARPA SLFRF will be used to address the COVID-19 public health emergency through vaccine incentives. Vaccine incentives will be provided to Baltimore City employees who have received their vaccines. The goal is to encourage City employees to get vaccinated.

Reducing Baltimore Violence - Improving Community Violence Interventions

Project Identification Number	07H3D16
Adopted Budget	$7,279,057.75
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$191,115.35
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$7,279,057.75
Sub Category	1.11-Community Violence Interventions
Uses Evidence-based Interventions	Yes

Amount Allocated for Evidence-based Interventions	$4,757,956
Total Obligations	$7,279,057.75
Total Expenditures	$191,115.35

Project Description: The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will fund various efforts, including community violence intervention, youth justice, and community healing. MONSE will offer programs and services throughout the city, though some efforts will be targeted to Qualified Census Tracts (QCTs). Performance measures include but are not limited to the number of homicides (all weapons, not police involved or self-inflicted), the number of non-fatal shootings, and the number of participants receiving survivor wraparound services.

Note on Evidence-Based Interventions: A description of the evidence available is provided in the "Use of Evidence" section. The Amount Allocated for Evidence-based Interventions in the Project Inventory includes programming related to gun violence reduction strategies, interagency coordination and data sharing, and youth programming, as those are supported by moderate or stronger evidence. Direct program costs and indirect administrative costs, such as positions supporting gun violence reduction strategies, data analysis, and interagency coordination, were included in this calculation. Excluded here are programs related to case management, which are only supported by preliminary evidence, and anything that did not fit into the aforementioned categories are considered "other" and were excluded.

COVID-19 Health Response – Testing

Project Identification Number	02H1D2
Adopted Budget	$3,225,000
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$3,225,000
Sub Category	1.2-COVID-19 Testing
Total Obligations	$3,225,000
Total Expenditures	$0

Project Description: The Baltimore City Health Department (BCHD) will also use funding to increase COVID-19 testing. BCHD will provide tens of thousands of at-home, laboratory, and rapid COVID-19 tests and dedicated testing staff. Performance measures include the number of total tests, the number of mobile clinics and clients served, among other measures.

COVID-19 Health Response - Contact Tracing

Project Identification Number	02H1D3
Adopted Budget	$1,855,000
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$1,855,000
Sub Category	1.3-COVID-19 Contact Tracing
Total Obligations	$1,855,000
Total Expenditures	$0

Project Description: The Baltimore City Health Department (BCHD) will fund contact tracing services to prevent and control COVID-19 infection (or transmission) among populations at higher risk and that are underserved, including racial and ethnic minority groups and people living in rural communities. Performance measures include percent of contacts and cases reached.

COVID-19 Health Response - Personal Protective Equipment

Project Identification Number	02H1D5
Adopted Budget	$2,516,000
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$2,516,000
Sub Category	1.5-Personal Protective Equipment
Total Obligations	$2,516,000
Total Expenditures	$0

Project Description: The Baltimore City Health Department (BCHD) will also use funding to purchase, manage, and store personal protective equipment. Performance measures include overall burn rate of PPE supply, and loss/damage rate of PPE supply in storage.

COVID-19 Health Response - Communication and Operational Support

Project Identification Number	02H1D8
Adopted Budget	$2,017,814.00
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0

Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$2,017,814.00
Sub Category	1.7-Other COVID-19 Public Health Expenses including Communications Enforcement Isolation Quarantine
Total Obligations	$2,017,814.00
Total Expenditures	$30.50

Project Description: The Baltimore City Health Department (BCHD) will use ARPA funding to provide COVID-19 communication efforts and operational support targeted to Baltimore City residents. Performance measures include the total number of visits to coronavirus.baltimorecity.gov, total engagement by social media platform, and potential reach.

Baltimore City Workforce Development

Project Identification Number	08H2D7
Adopted Budget	$3,768,937.84
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$410,850.87
Total Expenditures Greater Than 50k	$518,340
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$3,768,937.84
Sub Category	2.10-Assistance to Unemployed or Underemployed Workers
Uses Evidence-based Interventions	Yes
Amount Allocated for Evidence-based Interventions	$2,929,349.55
Total Obligations	$3,768,937.84
Total Expenditures	$929,190.87

Project Description: The Mayor's Office of Employment Development (MOED) will use ARPA funds to aid those who are unemployed or underemployed, support youth employment, and fund sector-based job training in high-growth industries through four key areas: Hire Up, Train Up, Youthworks, and Small Business Wage Subsidy. The purpose of this funding is to provide direct support to struggling small businesses with wages for impacted workers; summer jobs and needed income to city youth, subsidized employment to adult residents, and occupational training that will enable residents to skill up and obtain jobs in high-demand industries in the region. This impact will be measured through the number of small businesses served, the number of workers enrolled in sectoral job training programs, the number of workers completing sectoral job training programs, and the number of people participating in summer youth employment programs, among other measures.

Note on Evidence-Based Interventions: A description of the evidence available is provided in the "Use of Evidence" section. The Amount Allocated for Evidence-based Interventions in the Project Inventory includes obligations for Hire Up, Train Up, Workforce Supports, and YouthWorks programs as of June 30, 2022. It excludes overall administration costs.

Reducing Baltimore Violence - Job Training Assistance

Project Identification Number	07H2D7
Adopted Budget	$2,955,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$2,955,000
Sub Category	2.10-Assistance to Unemployed or Underemployed Workers
Total Obligations	$2,955,000
Total Expenditures	$0

Project Description: The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will provide funding for job training assistance to decrease violence by funding violence prevention efforts, including re-entry services. This impact will be tracked by the number of individuals participating in the program and the number of individuals transitioned into employment upon

Food Insecurity Funding

Project Identification Number	XXH2D1
Adopted Budget	$2,302,300
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$0
Sub Category	2.1- Household Assistance: Food Programs
Total Obligations	$2,302,300
Total Expenditures	$0

Project Description: Funding will support various programs for residents aimed at reducing food insecurity including continuing COVID-19 emergency produce box distribution; increasing Online Supplemental Nutritional Assistance Program SNAP participation to address the inequitable access to home delivered groceries; expanding nutrition incentives at farmer's markets; implementing a Produce Prescription program at MedStar Harbor Hospital; and building the Black, Indigenous and people of color (BIPOC) local food production supply chain to shift away from emergency food and towards improving the local supply food chain release.

Household Food Assistance

Project Identification Number	02H2D1
Adopted Budget	$3,049,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$3,049,000
Sub Category	2.1-Household Assistance: Food Programs
Total Obligations	$3,049,000
Total Expenditures	$0

Project Description: The Baltimore City Health Department (BCHD) will use ARPA funds to help combat food insecurity. BCHD provide home delivery boxes and grab-and-go meals, which are instrumental in keeping Baltimore seniors, people with disabilities, and vulnerable residents fed during the pandemic, while limiting exposure to the virus. BCHD will measure impact by tracking the number of participants who report improved food availability/access and the number of food boxes distributed per month.

Family League of Baltimore Recovery Assistance

Project Identification Number	06H3D6S692000
Adopted Budget	$2,000,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$2,000,000
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$2,000,000
Sub Category	2.11-Healthy Childhood Environments Child Care
Uses Evidence-based Interventions	No
Amount Allocated for Evidence-based Interventions	$0
Total Obligations	$2,000,000
Total Expenditures	$2,000,000

Project Description: The Family League of Baltimore City (FLBC) provided financial assistance to Baltimore providers of child care services negatively impacted by the COVID-19 public health emergency. FLBC will track the number and percent of funded centers who operate in Qualified Census Tracts, and the number and percent of funded centers that report that the funds helped them to remain in business at the six-month follow-up.

Reducing Baltimore Violence - Visitation Center Benefit Navigators

Project Identification Number	07H3D14
Adopted Budget	$ 68,310
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$68,310
Sub Category	2.19-Social Determinants of Health Community Health Workers or Benefits Navigators
Total Obligations	$68,310
Total Expenditures	$0

Project Description: The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will provide funding for the Baltimore City Visitation Center, which offers supervised visitation and safe exchange services for victims of intimate partner violence and child sexual abuse. This impact will be tracked by the number of non-custodial parent and child interactions supervised.

Improving Baltimore's Recreation Infrastructure

Project Identification Number	13H2D22
Adopted Budget	$50,603.83
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$0
Sub Category	2.22- Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Total Obligations	$50,603.83
Total Expenditures	$0

Project Description: The improvement of parks, recreation centers, pools, and associated recreational spaces to meet the intensified demand since the COVID-19 epidemic. These improvements will enhance overall user experience, reduce operating costs, ensure compliance with all health and safety codes, increase environmental sustainability and allow opportunities for enhanced programming.

Baltimore Development Corporation Recovery Assistance

Project Identification Number	06H2D9S818800
Adopted Budget	$9,020,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$9,020,000
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$9,020,000
Sub Category	2.29-Loans or Grants to Mitigate Financial Hardship
Total Obligations	$9,020,000
Total Expenditures	$9,020,000

Project Description: The Baltimore Development Corporation BDC will provide financial assistance to small businesses in Baltimore City negatively impacted by the COVID-19 public health emergency. BDC will track the percent of businesses served that are Black, Indigenous, and people of color. BIPOC owned the average percent increase in revenue and the number of jobs created.

Increasing Economic Security through Guaranteed Income (Pilot Program)

Project Identification Number	11incomeH2D3
Adopted Budget	$2,400,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$2,400,000
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$2,400,000
Sub Category	2.3 - Household Assistance: Cash Transfers
Uses Evidence-based Interventions	Evaluation planned
Amount Allocated for Evidence-based Interventions	$2,400,000
Total Obligations	$2,400,000
Total Expenditures	$2,400,000

Project Description: The launch of a two-year guaranteed income pilot program to increase economic security among low-income residents and families; those most affected by COVID-19 economic impacts. This program will provide 200 young parents, between 18-and 24 years old, with an unconditional cash payment of $1,000 per month over the course of 24 months. When families have a baseline income, they are more equipped to handle material barriers, reduce nutritional insecurity, pay for childcare, cover unexpected medical bills, and seek and retain employment.

Baltimore Development Corporation - Technical Assistance

Project Identification Number	06H2D9S818800
Adopted Budget	$2,680,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$2,680,000
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$2,680,000
Sub Category	2.30-Technical Assistance Counseling or Business Planning
Uses Evidence-based Interventions	Yes
Amount Allocated for Evidence-based Interventions	$2,680,000
Total Obligations	$2,680,000
Total Expenditures	$2,680,000

Project Description: The Baltimore Development Corporation will match small business grantees with technical assistance providers in Baltimore City negatively impacted by the COVID-19 public health emergency. Categories of technical assistance include e-commerce, technology, marketing, accounting, legal services, special initiatives and COVID-19 safety. BDC will track the percent of businesses served that are Black, Indigenous and people of color BIPOC-owned, the average percent increase in revenue, and the number of jobs created.

Lexington Market

Project Identification Number	11H2D31
Adopted Budget	$ 4,917,957
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$4,917,957
Sub Category	2.31-Rehabilitation of Commercial Properties or Other Improvements
Total Obligations	$4,917,957
Total Expenditures	$0

Project Description: Funding from ARPA SLFRF will be provided to the Baltimore Public Markets Corporation to fund stall build-out assistance at Lexington Market for small businesses impacted by the COVID-19 public health emergency. Funds provided to Lexington Market will offset these capital increases and allow small businesses largely minority and women-owned to open successfully. The success of this program will be indicated by the percentage of vendors out of the slated 48 who can open their businesses at Lexington Market by August 15, 2022. Other performance measures include the total

number of small businesses served increasing minority and women-owned businesses to over 75 of stalls at Lexington Market, increasing merchant revenue, and creating culinary and retail job opportunities.

Baltimore Civic Fund Recovery Assistance

Project Identification Number	06H2D10S843100
Adopted Budget	$8,300,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$8,300,000
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$8,300,000
Sub Category	2.34-Assistance to Impacted Nonprofit Organizations
Total Obligations	$8,300,000
Total Expenditures	$8,300,000

Project Description: The Baltimore Civic Fund (BCF) will provide financial support and technical assistance to nonprofit organizations in Baltimore City negatively impacted by the COVID-19 public health emergency. The Baltimore Civic Fund will be tracking the number of nonprofits receiving grant awards among other performance measures.

Visit Baltimore Recovery Assistance

Project Identification Number	06H2D11S419500
Adopted Budget	$2,500,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$2,500,000
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$2,500,000
Sub Category	2.35-Aid to Tourism Travel or Hospitality
Total Obligations	$2,500,000
Total Expenditures	$2,500,000

Project Description: Visit Baltimore will provide financial assistance to accommodations providers in Baltimore City negatively impacted by the COVID-19 public health emergency, such as hotels and bed & breakfast (B&B) facilities. Visit Baltimore will track the average percent increase in revenue of hotel/B&B recipients, among other measures.

Baltimore Office of Promotion and the Arts Recovery Assistance

Project Identification Number	06H2D12S378700
Adopted Budget	$500,000
Project Expenditure Category	2-Negative Economic Impacts
Total Aggregate Expenditures Less Than 50K	$0
Total Expenditures Greater Than 50k	$500,000
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$500,000
Sub Category	2.36-Aid to Other Impacted Industries
Uses Evidence-based Interventions	No
Amount Allocated for Evidence-based Interventions	$0
Total Obligations	$500,000
Total Expenditures	$500,000

Project Description: The Baltimore Office of Promotion & the Arts (BOPA) will provide financial and technical assistance to individual artists in Baltimore City negatively impacted by the COVID-19 public health emergency. BOPA will be tracking the number of individual artists receiving grant awards.

COVID-19 Health Response - Staffing and payroll costs

Project Identification Number	02H1D9
Adopted Budget	$8,202,869
Project Expenditure Category	1-Public Health
Total Aggregate Expenditures Less Than 50K	$1,256,235.57
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$8,202,869
Sub Category	3.1-Public Sector Workforce Payroll and Benefits for Public Health Public Safety or Human Services Workers
Total Obligations	$8,202,869
Total Expenditures	$1,256,235.57

Project Description: The Baltimore City Health Department (BCHD) will strengthen existing healthcare infrastructure through staffing and payroll costs. The Health Department will provide additional funding for social work and case management staff to provide more individualized attention for the roughly 180 older adults for which the Health Department serves as a guardian. Performance measures include the number of adult guardianship cases, the ratio of clients to case manager, the number of contacts made per client.

ARPA Project and Progress Evaluation

Project Identification Number	04H7D2
Adopted Budget	$465,494
Project Expenditure Category	3-Public Health-Negative Economic Impact Public Sector Capacity
Total Aggregate Expenditures Less Than 50K	$20,855
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$465,494
Sub Category	3.4-Public Sector Capacity Effective Service Delivery
Total Obligations	$465,494
Total Expenditures	$20,855

Project Description: The Mayor's Office of Recovery Programs will partner with the University of Baltimore and Morgan State University to support program evaluation, research, and evidence-based decision-making about programs and services created or expanded using ARPA funds. The University partners will provide the Mayor's Office of Recovery Programs with implementation advice and impact evaluation, best practices research, administrative data analysis, and performance management. Deliverables include a final report at the end of funding, monthly reports, data analysis to include in the annual Recovery Plan, and ad hoc reporting and analysis as requested.

Broadband and Digital Equity - Phase I

Project Identification Number	05H5D16
Adopted Budget	$1,776,788.15
Project Expenditure Category	5-Infrastructure
Total Aggregate Expenditures Less Than 50K	$27,990.24
Total Expenditures Greater Than 50k	$0
Total Aggregate Obligations Less Than 50K	$0
Obligations Subawards	$1,776,788.15
Sub Category	5.19-Broadband Last Mile projects
Total Obligations	$1,776,788.15
Total Expenditures	$27,990.24

Project Description: The Mayor's Office of Broadband and Digital Equity (MOBDE) will use ARPA funding to expand public internet access in disinvested neighborhoods with a focus on the following key areas: Administration, Public Wi-Fi Network, Fiber Buildout, and Network Operations. Phase I will extend the City broadband network to 23 recreation centers and establish at least 100 public Wi-Fi access points in ten West Baltimore neighborhoods. The purpose of these investments is to deliver free broadband internet service to a defined set of neighborhoods and communities where existing internet service

is unavailable or unaffordable. Broadband performance measures include: percent of the city within 1/4 mile of free public wi-fi, percent of the Baltimore's QCT-designated area within 1/4 mile of free public wi-fi, and the number of recreation center fiber build-outs complete, among other performance measures.

ARPA Administration

Project Identification Number	00H7D1
Adopted Budget	$ 2,850,575.85
Project Expenditure Category	7-Administrative and Other
Total Aggregate Expenditures Less Than 50K	$ 993,668.60
Total Expenditures Greater Than 50k	$ 1,454,521.05
Total Aggregate Obligations Less Than 50K	$ 993,668.60
Obligations Subawards	$ 1,596,220
Sub Category	7.1-Administrative Expenses
Total Obligations	$ 2,589,888.60
Total Expenditures	$ 2,448,189.65

Project Description: Mayor Brandon M. Scott established the Mayor's Office of Recovery Programs to administer ARPA funds on behalf of the City via an application process where city agencies and nonprofits can propose programs and services to aid the city in recovering from the negative health and economic impacts of the COVID-19 public health emergency. The Recovery Office will administer all aspects of ARPA funding and regularly reporting to the federal government, and other stakeholders. In addition, ARPA funding will be used to engage a consulting firm for project management and compliance consulting for the use of ARPA funds.

Conclusion

ARPA SLFRF is providing Baltimore City with assistance to mitigate the negative health and economic impacts resulting from the COVID-19 public health emergency. Equally as important, this funding provides the City a once in a generation opportunity to advance progress on equity for historically underserved residents and minority communities. The funding commitments determined by the Scott Administration and as outlined in this report align with the spirit of ARPA and include strategic investments that will help improve outcomes for Baltimore City residents. In the next year of performance, the Recovery Office will commit all remaining funds and make further progress on project implementation.

APPENDIX

MAYOR'S OFFICE OF
**RECOVERY
PROGRAMS**
BALTIMORE CITY

CITY OF BALTIMORE

Brandon M. Scott
Mayor

ARPA Impact Stories

Introducing ARPA Impact Stories

The American Rescue Plan Act (ARPA) provided $641 million to the City of Baltimore in response to the COVID-19 public health emergency and its negative economic impacts. Mayor Brandon M. Scott established the Mayor's Office of Recovery Programs to transparently and effectively administer this funding on behalf of the City. Since July 2021, Mayor Brandon M. Scott has allocated over $450 million in American Rescue Plan Act (ARPA) funds. **ARPA Impact Stories** will share the impact of funded programs through this office. For more details regarding proposals, funded projects, and project progress visit [our website](#).

ARPA Impact Stories: COVID-19 Childcare Stability Grant

COVID-19 Childcare Stability Grant

In the wake of the COVID-19 public health emergency, many childcare providers are closing their programs—unable to sustain operations with diminishing enrollment. Other providers are staying open despite the physical risk, to support the needs of working families in their community. **The childcare workforce, 40% of which are minorities and almost entirely female, lost more than 150,000 jobs by the end of 2020.**

In November 2021, Mayor Brandon M. Scott allocated $2 million to Family League of Baltimore (Family League) to execute the Childcare COVID-19 Stability Grant through the ARPA-funded [Economic Recovery Fund.](#) **Family League disbursed these funds to 182 childcare providers** impacted by the COVID-19 public health emergency. The grant was established to supplement childcare centers that, in many instances, **already operate on thin profit margins and struggle to provide quality services** given the requirement to maintain a safe environment and appropriately sized workforce for the safety of the children in their care during the COVID-19 public health emergency.

As of November 2019, regulated early care and education, including public pre-kindergarten programs, was available for approximately 48% of the city's children under the age of five but only 12% of infants under the age of 2 ([2020 Baltimore Early Childhood Care and Education Report](#)). The negative economic impacts of the COVID-19 public health emergency have only exacerbated these numbers. According to Childcarerelief.org, many childcare providers went out of business months into government-mandated shutdowns and others were forced to shut their doors due to increased operating costs and reduced enrollment revenue.

The impact of ARPA funding stretches beyond the childcare providers and the children they serve. This funding is essential in recovering Baltimore's economy from COVID-19 by giving parents and guardians an opportunity to return to work while ensuring their children have safe, licensed care. This newsletter will allow you to meet some of the childcare providers that received ARPA funding and are dedicated to nurturing Baltimore's future.

Meet La-Faye Connor and Lisa Brooks

La-Faye Conner and Lisa Brooks have over 50 years of combined childcare experience. Together, they run Shining Stars Childcare Center in Southwest Baltimore serving children from

2 months old to 12 years old. They applied for the Childcare Stability Grant to assist with payroll, personal protection equipment, and cleaning supplies that assist with cleaning and social distancing protocols. Before the COVID-19 public health emergency, Shining Stars provided care to 22 children. Currently, they serve about 7-8 children and their families. The Childcare Stability Grant allowed for Brooks and Connor to pay staff despite decreases in enrollment. The grant also allowed them **to subsidize tuition at the childcare center so that low-income parents did not have to pay out of pocket for childcare costs.** "We do it for the children and the families," Brooks said. "Parents need to get to work. And they need experienced professionals who can care for their children while they are there. This grant allows our doors to stay open and help the families who need it most."

Meet Martina Johnson

Martina Johnson has been running Tina Tot's Childcare, a family childcare center, since 2010. Her childcare center has felt the trickle-down effects the COVID-19 public health emergency is having on the families she serves. Parents were unable to pay tuition timely, so bills became a juggling act.

Despite challenges, Johnson has been able to maintain her enrollment levels and serve the same families throughout the pandemic. Her ability to maintain these relationships with her families and students speaks to the importance of childcare providers and how closely interwoven they are with the fabric of our communities.

Johnson described the grant as **a "security blanket" and one of the best things that could have happened to her childcare center.** As places for recreation became limited through the COVID-19 public health emergency, the importance to have on-site recreation activities became even more important. Johnson used **the ARPA funds she received to purchase a playground for the center.**

"The pandemic has brought on some scary and hard times. As a person with pre-existing health conditions, the grant allowed me to purchase the necessary personal protective equipment to keep everyone here safe," said Johnson. "On behalf of all providers, I want to thank Mayor Brandon M. Scott, The Mayor's Office of Recovery Programs, and Family League. We really would not be able to survive without grant opportunities like these."

About Family League of Baltimore

Family League of Baltimore (Family League) is a 501(c)(3) non-profit organization and the designated Local Management Board for the City of Baltimore. Since 1991, it has served as an architect of change in Baltimore by promoting data-driven, collaborative initiatives and aligning resources to create lasting outcomes for children, families, and communities. Stewardship, performance, trust, respect, and innovation are the core values that guide its work. In Fiscal Year 2018, Family League provided more than $13 million to 73 funded partners. Learn more about Family League at www.familyleague.org. Join us on Facebook, Instagram, LinkedIn, and Twitter.

ARPA Impact Stories: Lexington Market

In March 2022, Mayor Brandon M. Scott allocated $4.9 million of Baltimore's American Rescue Plan Act (ARPA) funding to complete the redevelopment of Lexington Market, for the 45+ diverse merchants who will call the new market home. The new merchant mix will increase minority-owned businesses and women-owned businesses. The market's redevelopment marks a new era for the nearly 240-year-old institution.

Construction for the new and improved Lexington Market was halted due to the COVID-19 public health emergency. As the market prepared to continue with reopening plans, the cost of materials and labor dramatically increased. Without additional financial resources, these costs would be passed down to vendors - impacting minority vendor participation in the market.

Baltimore's small businesses have been resilient in enduring the challenges caused by the COVID-19 public health emergency, including supply chain shortages and increased costs of operation. ARPA funding will be used to support recovery and enhance resiliency for legacy and new vendors at Lexington Market and the surrounding community.

Meet Keiller Kyle of Ovenbird

Keiller Kyle opened Ovenbird Bakery to the public on June 17, 2020. Like other small business owners, they persisted through the unknowns of the yearly lockdown, employee shortages, and increasing safety measures for customers and staff. "Our business is a child of the pandemic and we are still only able to have one person through our doors at a time to ensure proper spacing to keep everyone safe," Kyle said. "We have grown exponentially in the first two years of our business, and that growth has been despite COVID throwing curveballs at us."

The ARPA funding has allowed vendors in the new Lexington Market to focus on other problems complicated by the COVID-19 public health emergency. Kyle said "**Lowering the cost of entry to Lexington Market means everything to our business.** We are in the midst of expanding our production facility while also growing our retail presence in the Market. We would not be able to do both of these things at the same time without the ARPA funds. Personally, knowing the Lexington Market folks are truly working for the benefit of the vendors allows me a lot more sleep at night."

Meet Alex Kofman of Kofman's Shoe Repair

A legacy vendor at Lexington Market, Kofman's provides a level of craftsmanship and professionalism in a classic trade. They repair shoes, do custom-dye work, and make keys, among other things. Kofman's Shoe Repair has been in Lexington Market since the 1930s.

The COVID-19 public health emergency has put businesses like Kofman's Shoe Repair in "stand-by mode." **The store saw a 65% reduction in income**, making just enough money to stay open. Alex Kofman, a fourth-generation cobbler and owner, is excited about moving into the new market. "The past two years have been exceedingly difficult, but if that's the cost to pay to get to the proverbial light at the tunnel's end, it will have been worth it!"

Meet DeShaun D. Scott of Hominy's Kitchen

"If I had to sum it up in one word, it would be legacy," said Scott. "Our main objective has always been to provide something tangible for our children to be able to carry on what we started." Hominy Kitchen is a **black-owned business that has been in Lexington Market since March 2021**. Deshaun Scott's provides a classic Southern cuisine with food bought fresh daily and made to order. He said the inability to plan was the most challenging part of the COVID-19 public health emergency. He looks forward to moving into the market and continuing to serve quality food to the people of Baltimore.

Meet Angela Chester-Johnson of PlumGood

Founded in 2011 by Angela Chester-Johnson, PlumGood specializes in ethically sourced spices and spice blends, dried and loose teas, delicious sauces and rubs, as well as spiced popcorn. Chester-Johnson has fond memories of coming to Lexington Market. "Joining the new Lexington Market is uber exciting. I love Baltimore and **believe that the market will play an important role in the city center's revitalization**" said Chester-Johnson. "I am confident that the spices, sauces, and teas that we will sell at our stand, will flavor our customers' meals and raise their culinary and wellness IQs. Monetary support is key to small businesses regaining stability."

About the Mayor's Office of Recovery Programs

The American Rescue Plan Act (ARPA) provided $641 million to the City of Baltimore in response to the COVID-19 public health emergency and its negative economic impacts. Mayor Brandon M. Scott has established the Mayor's Office of Recovery Programs to transparently and effectively administer this funding on behalf of the City.

For the most up-to-date information regarding proposals, funded projects, and project progress visit our ARPA Reporting center at arp.baltimorecity.gov/dashboard