

New York City

Recovery Plan

American Rescue Plan Act

State and Local Fiscal Recovery Funds

2023 Report

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Executive Summary

The U.S. Treasury's American Rescue Plan Act (ARPA) has provided over \$350 billion in State and Local Fiscal Recovery Funds (SLFRF) to state, local, territorial, and Tribal governments to stimulate recovery from the COVID-19 pandemic. Over the past three years, New York City has directed \$5.88 billion in allocated stimulus towards pandemic response and recovery programs that promote equity, support working people, create jobs that pay well, and make the city a safe and clean place to live, work, and raise a family.

This report describes how New York City's use of SLFRF funds meets federal and local goals of engaging community, promoting equity, implementing sound labor practices, increasing neighborhood safety and using evidence-based program design, in compliance with Treasury's reporting requirements. While this report does not serve as a comprehensive report on the city's recovery, it offers a description of how funds have been directed through the city's SLFRF portfolio. Because of the flexible nature of the SLFRF funds, New York City has been able to tailor its recovery programs to meet its most immediate needs while supporting its long-term goals. The city thanks the Biden-Harris administration, Majority Leader Schumer, and the New York Congressional delegation for their leadership in ensuring that the city received stimulus funds that were essential to the city's recovery.

Federal stimulus aid, including SLFRF funds, has undoubtedly bolstered the city's pandemic recovery and supported budgetary balance and government operations that may have otherwise been severely impacted by the city's lagged economic recovery.¹ There is good news about the effectiveness of the city's recovery efforts: 98% of pandemic-related job losses have been recovered,² and over 56 million tourists visited in 2022, with 63 million projected in 2023.³ The pandemic also drew attention to the need for mental health care in the city's population at large, and the "Care, Community, Action: A Mental Health Plan for New York City" plan released in March 2023 details the city's commitment to protect, promote, and treat mental health for the city's residents. While there are still challenges ahead, including mixed economic signals, a projected slowdown of tax revenue growth, and an increasing need to dedicate substantial resources towards asylum seekers, New York City will continue to work towards a safer, cleaner, more equitable city. The projects discussed here show some of the ways that SLFRF funding has been applied towards achieving those goals.

¹ Fitch Ratings, *Fitch Rates New York City, NY's \$1.6B Fiscal 2023 Ser F, Ser G and Ser 1 GO Bonds 'AA'; Outlook Stable*, (May 18, 2023), <https://www.nyc.gov/assets/investorrelations/downloads/pdf/fitch-report-go-05-18-2023.pdf>.

² Mayor's Office of Management and Budget, *Message of the Mayor: The City of New York Executive Budget, Fiscal Year 2024*, (April 26, 2023), Page 6, <https://www.nyc.gov/assets/omb/downloads/pdf/mm4-23.pdf>.

³ "Message of the Mayor," 21.

Uses of Funds

The \$5.88 billion in SLFRF funds is a significant portion of the city's federal pandemic funding. The city also received approximately \$7.70 billion from the Federal Emergency Management Agency (FEMA), \$7.68 billion in Education Stimulus funds, \$1.78 billion from the Center for Disease Control and Prevention (CDC), and \$1.45 billion from the Coronavirus Relief Fund (CRF) established through the Coronavirus Aid, Relief, and Economic Security Act (CARES), as well as other smaller funding streams.

Revenue Replacement under SLFRF

In previous Annual Reports, New York City reported funding under multiple expenditure categories. The decision was made in Fiscal Year 2023 (FY23) to reclassify all spending under Expenditure Category 6: Revenue Replacement, both currently as well as retroactively for all previous reported spending. This reclassification does not change how the city allocates its funding; it only changes the category under which spending is reported to Treasury.

In order to provide further transparency and insight into the programming that SLFRF supports within the Expenditure Category 6: Revenue Replacement, the city has organized its projects into the following program areas for this report:

- Government Operations
- Public Health
- Economic and Workforce Development
- Community Aid
- Housing
- Public Safety

Government Operations

The pandemic created severe economic strain on the city, increasing the need for essential services while at the same time driving revenue forecasts downward, challenging the city's ability to maintain service capacity. SLFRF investments in public sector capacity and operational support in previous fiscal years included funds for uniformed personnel costs for the New York City Police Department (NYPD) and the Fire Department of the City of New York (FDNY) and to provide city-wide sanitation services performed by the New York City Department of Sanitation (DSNY). The New York City Department of Education (DOE) received funds for personnel costs, in part to make sure that each school had access to nursing services. Overall, SLFRF funds have supported the ability of many city agencies to deliver critical services.

In FY23, government operations funds went towards the city's overhaul of its procurement management system, which serves to improve the efficiency, effectiveness, and transparency for vendors, city agencies, and the general public.

Public Health

From the first days of the pandemic, New York City has organized its public health response around addressing the long-standing inequalities that led to COVID-19's disproportionate impacts on communities of color and low-income populations. The city developed new approaches to providing testing, treatment and education to underserved populations, like partnerships with community-based care providers, targeted education campaigns in multiple languages, mobile operations in underserved neighborhoods, and efforts to protect vulnerable populations such as seniors through in-home vaccination.

To meet the public's emerging needs, the city's response evolved from initial test and trace operations to the New York City Health + Hospitals' Test & Treat program, which focused on identifying and breaking chains of transmission, and in 2021 to the AfterCare program, which provided people experiencing the health, social and economic consequences of Long COVID with resources beyond traditional medical treatment, such as mental health care, community support, and financial benefits including paid sick leave. Now a permanent element of the city's healthcare system, three COVID-19 Centers of Excellence have been opened in communities that were hardest-hit by the pandemic. These sites treat the unique needs of those who contracted the virus and also offer comprehensive primary care health services including cancer screenings, dental and vision care, diabetes management, podiatry, adult medicine, pediatrics, and more.⁴ In February 2023, the NYC Test and Treat Corps announced that the AfterCare program had reached out to over 500,000 New Yorkers recovering from COVID-19 and referred more than 57,000 people to critical resources. Priority for outreach was given to the 33 neighborhoods identified by the city's Taskforce on Racial Equity and Inclusion (TRIE) as the hardest hit by the pandemic.⁵ More information on the importance and impact of TRIE can be found in the Promoting Equitable Outcomes section of this report.

In March 2023, the city announced a coordinated effort to address mental health, another long-standing public health challenge that has been exacerbated by the pandemic. "Care, Community, Action: A Mental Health Plan for New York City," is a comprehensive mental health strategy that sets a clear vision for recovery and healing, focusing on three groups of New Yorkers with urgent needs: children, youth and families; people with serious mental illness, and people at risk of drug overdose. Two programs that use SLFRF funds administered through the Department of Health and Mental Hygiene (DOHMH) are important to this effort: Mobile Mental Health and Clubhouses. Both holistically address the needs of people with serious mental illness, who may have had recent and frequent contact with mental health, criminal justice, and homeless services systems; recent behavior that was unsafe or escalating; or who have been underserved by traditional treatment models.

The Mobile Mental Health project includes the Intensive Mobile Treatment (IMT) initiative and the Continuous Engagement between Community and Clinic Treatment (CONNECT) initiative. IMT teams include mental health, substance use, and peer specialists who provide counseling, advocacy, and

⁴ New York City Health + Hospitals Corporation, *A Recovery For All: Mayor de Blasio, NYC Test & Trace Corps Launch Aftercare to Support New Yorkers Living with Long COVID*, (April 8, 2021), <https://www.nychealthandhospitals.org/pressrelease/test-trace-corps-launches-aftercare-to-support-new-yorkers-living-with-long-covid/>.

⁵ New York City Health + Hospitals Corporation, *NYC Test & Treat Corps' Aftercare Program Completes a Half Million Outreach Calls for New Yorkers Recovering From COVID-19*, (February 23, 2023), <https://www.nychealthandhospitals.org/pressrelease/test-treat-corps-aftercare-program-completes-half-million-outreach-calls/>.

connections to housing and services. They help to divert people in mental health crisis from unnecessary hospitalizations or follow up with them after hospital discharge to connect them to community care. CONNECT is an innovative, holistic model for mental health care that engages with clients beyond the traditional doctor-patient intervention and is designed to improve the quality of care by helping those with serious mental illness receive treatment and support in the communities they know and trust.

Clubhouses are one-stop facilities that provide treatment, peer support, access to a spectrum of services and benefits including Medicaid care management, housing, health care and more. Over the last year, Clubhouses have enrolled more than 1,000 new members.⁶ This means more New Yorkers have been welcomed into safe, supportive communities where they can advance their quality of life, and engage in social, educational and employment activities, while reducing their vulnerability to crises. This continued growth speaks to ongoing demand for these services, and SLFRF funds have enabled the city to provide help and create community for people with serious mental illness.

Likewise, the School Health and Safety project has helped keep another segment of the city's vulnerable populations safe- children. The project contributed to operations in schools that included health screenings, free take-home test kits, frequent daily cleaning of surfaces, readily available sanitizing supplies, additional on-site nursing staff and more. Every classroom was provided with two air purifiers, and ventilation systems were updated to meet or exceed guidance from the CDC. The New York City Department of Education (DOE) makes information on every school's ventilation upgrades available on its website.

This massive undertaking required new systems for collecting information and sharing it between agencies and with the public. To meet this need, the city developed a Situation Room that centrally managed all activities needed to track COVID-19 cases and facility status throughout the school system and provided official guidance on school policies and public health measures for children of all ages. Ensuring that students feel welcome, safe, and well-cared for in school communities and classrooms continues to be a top priority for NYC schools.

Community Aid

Community Aid projects provided services to households and communities most impacted by the pandemic, including seniors, people experiencing food insecurity, and other vulnerable populations. These initiatives often provided multiple benefits, from meeting basic food and housing needs to educational programming. Efforts that addressed the needs of specific vulnerable populations include the Senior Support and Youth Programming projects. Other initiatives, such as Emergency Food Funding and the Neighborhood Support Network, reached individuals through community-based efforts.

The two largest SLFRF allocations in the Senior Support program for FY23 are the Community Care Investments and Naturally Occurring Retirement Communities (NORCs) initiatives, administered by the New York City Department for the Aging (DFTA). Community Care funds enabled the city to provide community-based services to a greater number of older New Yorkers at Older Adult Centers (OACs) in order to serve more people both on-site and through new virtual and hybrid programming. The

⁶ Department of Health and Mental Hygiene, *Care Community, Action: A Mental Health Plan for NYC*, (March 2023), <https://www.nyc.gov/assets/doh/care-community-action-mental-health-plan/index.html>.

programs and services provided through the OACs are designed to promote the well-being of seniors and include help with managing benefits, meals, physical and mental health programs, technology education and more. Mobility programs, social, and general health support such as those in the Senior Support program have been shown to be especially valuable interventions.⁷

Emergency Food Funding helped individuals who were already food insecure, or who were made so by the pandemic, by funding 650 community-based kitchens and food pantries throughout the city. Beginning in FY23, the program implemented a new allocation process that accounts for the level of neighborhood need in addition to provider capacity as a way to target funds. Neighborhood need is determined by the Supply Gap neighborhood prioritization score, which combines the Supply Gap (the shortfall between local need and the food supply) and other need variables (the presence of vulnerable populations, the unemployment rate, etc.). This data-driven approach has resulted in 35% more pantries being served since its implementation.

The Neighborhood Support Network project amplifies citywide crisis prevention efforts at the neighborhood level. Recognizing the importance of serving people in their own communities, the project provides crisis prevention support to individuals through a network of community and faith-based organizations and peers. This holistic program includes mental and behavioral care providers and social service organizations, as well as housing, emergency food, and other social needs.

Economic and Workforce Development

The city continues to make significant and equitable investments to sustain small businesses and contribute to neighborhood recovery, particularly for areas hardest hit by the pandemic. The New York City Department of Small Business Services (SBS) administered multiple projects, including the Small Business Financial Assistance program that increased resources for small business owners like loans, legal services to assist with commercial leases, easier pathways through permitting and regulatory requirements, and grants for local recovery investments. The Avenue NYC Commercial Revitalization program bolstered the capacity of community-based development organizations in low-and-moderate-income communities through competitive grants. In addition, the Small Business Opportunity Fund partnered with local Community Development Financial Institutions and the private sector, including Goldman Sachs' One Million Black Women and the Mastercard Center for Inclusive Growth, to support New York City-based small businesses that include businesses located in low- and moderate-income communities, woman-owned businesses, Black, Indigenous, People of Color (BIPOC)-owned businesses, immigrant business owners, new start-ups or early-stage businesses and rebuilding and recovering businesses. The Small Business Opportunity Fund, which includes SLFRF funds, made available low-interest loans of up to \$250,000 to businesses with revenue less than \$5 million.

Restaurants and their employees were hit especially hard by the impact of social distancing and shelter in place requirements. On March 16, 2020, Governor Cuomo restricted indoor dining. By April, restaurant employment had dropped by 70% from 2019 levels.⁸ In response, the city launched Open

⁷ Paula Span, "The Pandemic Has Made Many Seniors Less Active," *The New York Times*, February 5, 2022, <https://www.nytimes.com/2022/02/05/health/covid-elderly-mobility.html>.

⁸ "New York State Industry Sector Dashboards: Restaurant Sector," Office of the New York State Comptroller, accessed July 13, 2023, <https://www.osc.state.ny.us/osdc/reports/nyc-sectors/restaurant>.

Restaurants in June 2020 as a plan to keep restaurants open by permitting outdoor dining space on sidewalks and parking spaces. This policy, in combination with the city’s aggressive vaccination program and the eventual easing of restrictions, helped stabilize the sector as the city recovered. By May of 2023, restaurant jobs had recovered to roughly pre-pandemic levels⁹. Open Restaurants has increased outdoor dining establishments throughout the city, with over 13,000 restaurants participating.¹⁰ Data also suggests that the Open Restaurants program fostered the growth of outdoor dining beyond Manhattan, with the four outer boroughs increasing their share of Open Restaurants to about 50%. Low income and communities of color also benefited from the program, with shares of Open Restaurants in those communities roughly doubling by 2022.¹¹

Paired with investments in supporting employers, workforce development opportunities, funded in part with SLFRF, provided pathways for New Yorkers to obtain well-paying jobs that can drive long-term career growth. The NYC Artist Corps, for example, employed artists and cleaned and beautified public spaces, bolstering a key economic sector for the city and supporting its valuable workforce. In FY23, New York City Housing Authority (NYCHA) residents were hired to create artwork that engaged the public in their communities. Career development opportunities for youth included funding for the Department of Youth and Community Development’s Summer Youth Employment Program, which served over 90,000 youth during the summer of 2022.

Housing

Pandemic-related job losses exacerbated the city’s existing housing crisis, especially for renters, who were more likely to be employed in industries hardest hit by the pandemic, such as tourism and food service. One study estimated that 735,000 households that rented had at least one member who lost their job due to the pandemic.¹² SLFRF funds were deployed through a number of programs designed to support unhoused people and those at risk of losing housing, including Support to Unhoused Persons; Rental Assistance Voucher Funding; Eviction Counsel Access; and NYC Housing Connect Enhancements.

Supporting Unhoused Persons programming, administered through the New York City Department of Homeless Services (DHS), helped residents leave the shelter system and provided wraparound services and greater outreach for the homeless, focusing on street “hot spots” and certain subway stations. The end of the public health emergency on May 11, 2023, lifted certain tenant protections, which increased the demand for legal service. The city funded free tenant legal assistance to households with an annual income at or below 200% of federal poverty guidelines to protect against eviction and harassment.

⁹ Ibid.

¹⁰ New York City Department of Transportation, *Streets for Recovery: The Economic Benefits of the NYC Open Streets Program*, (October 2022), <https://www.nyc.gov/html/dot/downloads/pdf/streets-for-recovery.pdf>.

¹¹ Dominic T Sonkowsky and Mitchell L Moss, "Open Restaurants in New York", (Robert F. Wagner Graduate School of Public Service, New York University, 2022), 1, <https://wagner.nyu.edu/impact/research/publications/open-restaurants-new-york>.

¹² Ingrid Gould Ellen, "Impacts of COVID-19 on New York Renters and the Housing Stock," (NYU Furman Center, 2020), Page 4, https://www.newyorkfed.org/medialibrary/media/outreach-and-education/Event_0625-2020_Ellen-NYU%20Furman.

Public Safety

COVID-19 transformed the city's streetscape in many ways, with SLFRF funds contributing to the [NYC Streets Plan](#) to make streets that are more accessible and safer for bus users, pedestrians and cyclists. To date, 47.4 miles of bike lanes have been installed, with a goal of 50 more miles per year between 2022 and 2026.¹³ In 2022, 26.3 miles of protected bike lanes were created, and 10 miles of existing bike lanes were upgraded, using sturdier materials to delineate bike lanes and better protect cyclists. The Open Streets program, funded in part by SLFRF funds in FY22 as part of the Community Revitalization project, also furthered public space improvements such as seating, landscaping and green infrastructure in areas designated by the Public Space Equity Program. These upgrades to public spaces enabled community-based organizations working with the New York City Department of Transportation (DOT) and SBS to scale public space programming that helped drive economic recovery and support small businesses.

Promoting Equitable Outcomes

As noted in previous annual reports, the pandemic made it clear that the city's communities of color have been disproportionately impacted by long-term and widespread inequities in public health, housing, jobs, and more. In response, the city started TRIE in April 2020. The Taskforce brought together over 100 leaders from 67 agencies and offices, representing diverse neighborhoods across the city, to monitor the COVID-19 response and identify solutions for the hardest-hit communities. By January 2021, TRIE had analyzed multiple health and socioeconomic factors to identify 33 priority neighborhoods. By collecting feedback from hundreds of community members, TRIE subcommittees identified immediate and long-term needs that included housing and food security, health, digital access, mistrust of government, support and services for undocumented residents, and educational support.¹⁴ TRIE's efforts were the basis for many of the allocations and outcomes of the SLFRF funding.

The crucial work done by TRIE during the early days of the pandemic has grown and expanded into citywide efforts to operationalize and institutionalize a racial equity lens to in policymaking. In spring 2022, Mayor Adams launched the Office of Equity (MOE) with the following mission:

“With an overarching and unrelenting commitment to equity for all, the City of New York will ensure that every resident can thrive. MOE will dismantle explicit and implicit bias in municipal government functions, provide meaningful, unburdened access to resources, and create avenues [to] economic support for mobility, health, housing and social well-being across all boroughs.”¹⁵

MOE uses an intersectional approach to equity and is made up of multiple offices and commissions, including the Commission on Gender Equity, the Racial Justice Commission, the Pay Equity Cabinet, the

¹³ New York City Department of Transportation, *NYC Streets Plan Update 2023*, (2023), <https://www.nyc.gov/html/dot/downloads/pdf/nyc-streets-plan-update-2023-spread.pdf>.

¹⁴ Taskforce on Racial Inclusion & Equity, *TRIE Progress Report*, (2020), <https://www.nyc.gov/assets/trie/downloads/pdf/TRIE-Report-Final-2020-Recap.pdf>.

¹⁵ “Mission & Vision,” The Mayor’s Office of Equity, Accessed July 13, 2023, <https://www.nyc.gov/site/equity/about/mission-vision.page>.

Unity Project, the Young Men's Initiative and the Taskforce on Racial Inclusion & Equity. Members of an advisory board to implement the Racial Justice Charter Amendments were announced in April 2022.

Further, on Nov 8, 2022, New Yorkers voted to adopt three ballot proposals that promote racial equity in New York City government, including adding language on racial equity to the City Charter, requiring the city government to measure the true cost of living by tracking and reporting on the actual cost of meeting essential needs, and establishing an office of racial equity.

More specific measures to advance racial equity across programs and processes in New York City can be found at the agency level and are reflected in the Mayor's Management Report, released twice a year. For the purposes of this report, equitable outcomes more closely tied to SLFRF funding can be found under the Uses of Funds section.

Community Engagement

SLFRF funds have been allocated through New York City's regular budget process, which includes multiple points for community engagement. NYC releases financial plans four times during the fiscal year, beginning with the Adopted Budget in June. During budget season, City Council committees hold public hearings where commissioners of city agencies testify regarding their plan for service delivery and all are welcome to voice their opinions and concerns, including Borough Presidents and Community Boards, lobbyists, advocates, and the general public. New Yorkers also have the opportunity to share their opinions and suggestions with their Borough President, local Community Board, and City Council member.

New York City has also implemented a Participatory Budgeting process, where community members directly decide how to spend part of a budget. This process plays an important role in offering communities the ability to directly impact decision-making by sharing ideas, developing proposals, and voting on community projects. NYC offers two ways for the community to participate. The first is through City Council, where community members help brainstorm, refine, submit, and vote on physical infrastructure projects that must benefit the public, cost at least \$50,000, and have a lifespan of at least 5 years. The other, called "The People's Money" and run by the city's Civic Engagement Commission, allows anyone over the age of 11 to vote on how to distribute \$5M among community-generated ideas for projects centered in the 33 priority neighborhoods identified by TRIE.

Labor Practices

New York City used SLFRF to fund projects that create jobs, foster upward mobility, and strengthen worker protections. While reporting specifically on labor practices that were followed on stimulus-funded infrastructure investments is not mandated by Treasury, all work on these projects adhered to applicable wage requirements. Additionally, on top of existing safety practices, new safety protocols were instituted for construction sites throughout the city. The Department of Buildings (DOB) enforced worker protections created through COVID-19 Emergency Executive Orders and distributed guidance to workers in multiple languages.

Examples of related projects include bike lanes built as part of DOT's Green Wave initiative, which aims to install 250 miles of new bike lanes by 2026. The Jobs for the 21st Century project includes the Precision Employment initiative, which trains individuals at risk of gun violence with well-paying green jobs; the Build On Ramps to Green Jobs programs trains NYCHA residents and New Yorkers from economically disadvantaged communities to meet the goals of the citywide Project Labor Agreement; and the Employee Apprentice program which allowed people to earn while they learned in sectors where the city will see growth in the coming years.

Use of Evidence

The city has used an evidence-based lens to design, implement, and evaluate SLFRF-funded programs. For example, approximately \$91 million of FY22 SLFRF funding went towards increasing vaccination rates among populations who had been reluctant to vaccinate by offering a \$100 prepaid debit card as an incentive. The program was rolled out to sites such as homeless shelters, congregate settings, and public hospitals, and was particularly aimed at younger and immigrant populations that showed lower vaccination rates. Approximately 900,000 people received a vaccine or booster as a result of this specific pot of funding. The city's vaccine program was the subject of a peer-reviewed article, published in September 2022 in the *Lancet*, that found that the combination of proof-of-vaccination requirements, incentive payments, and employer-based mandates implemented in NYC were associated with an additional 410,201 adults receiving at least one dose of a COVID-19 vaccine, corresponding to a 6.2% increase in the vaccination rate.¹⁶

Other SLFRF projects that address public health challenges arose from evidence-based models. As detailed in the FY22 Annual Report, programs administered by the Department of Health and Mental Hygiene (DOHMH) including Clubhouses, Mobile Mental Health, and NYC Well build on established models of care and were also funded by SLFRF in FY23. The Clubhouse model has been used in NYC for 75 years, and research has shown that it reduces people's hospitalization and contact with the criminal justice system and improves their overall health and wellness. The Mobile Mental Health Initiative increased the capacity of multiple programs, including Intensive Mobile Treatment, CONNECT (Continuous Engagement between Community and Clinic Treatment) and Mobile Crisis Teams. DOHMH plans to evaluate the success of these interventions more rigorously in the future.

To provide additional evidence-based support for the city's pandemic response, the NYC Recovery Data Partnership formed a collaboration whereby private and civic organizations were asked to share their data with the city to aid in COVID-19 response and recovery. The partnership was chaired by the Mayor's Office of Policy and Planning, the Mayor's Office of Data Analytics, and the Mayor's Office of Operations, with counsel from the city's Chief Privacy Officer. 15 partners contributed data, including StreetEasy, LinkedIn, FourSquare, Kinsa, Mastercard, and the Metropolitan Museum of Art. Participants in this innovative approach reported the collaboration to be an important source of insight on the

¹⁶ Ezra Cohn, Michael Chimowitz, Theodore Long, and Jay K Varma, "The effect of a proof-of-vaccination requirement, incentive payments, and employer-based mandates on COVID-19 vaccination rates in New York City: a synthetic-control analysis," *The Lancet* 7, no.9 (2022), [https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667\(22\)00196-7/fulltext](https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667(22)00196-7/fulltext).

impacts of the pandemic, and that it was relevant both for short-term response and for medium- to long-term planning.¹⁷

Performance Report

Through the first three years of the grant award, the city has used its SLFRF funding to support urgent public health initiatives, restore employment and government services to their pre-pandemic levels, and help people meet their basic needs like food, housing, and healthcare. The long-term goal is to surpass those levels through initiatives that promote equity as they strengthen the economy. While key performance metrics and programmatic data are no longer a required component of this report, the city does maintain a focus on performance goals that intersect with its SLFRF program objectives.

New York City was on a path of strong economic growth and increasing equity before the pandemic. The economic disruption of the pandemic and especially its disproportionate impacts on people of color and low-income communities have affirmed the city's commitment to building an economy with more and better opportunities for all.

¹⁷ Open Data Policy Lab, *A Data Collaborative Case Study: NYC Recovery Data Partnership*, (March 2023), https://incubator.opendatapolicylab.org/files/Case%20Study_NYC%20RDP.pdf.