

Coronavirus State Fiscal Recovery Fund



2021-2022 Recovery Plan Performance Report

Published July 30, 2022

GOVERNMENT OF PUERTO RICO





Commonwealth of Puerto Rico

Recovery Plan

State and Local Fiscal Recovery Funds

2021-2022 Report

OMB Control Number: 1505-0271

OMB Expiration Date: 04/30/2025

Note: The Recovery Plan Performance Report will provide the public and the U.S. Treasury with information on the projects the Government of Puerto Rico is undertaking to ensure program outcomes are achieved in an effective, efficient, and equitable manner.

Government of Puerto Rico

Recovery Plan Performance Report

Contents

General Overview.....	4
Executive Summary	4
Uses of Funds	6
Promoting Equitable Outcomes.....	11
Community Engagement	13
Labor Practices.....	14
Use of Evidence.....	18
Performance Report.....	27
Project Inventory	30

General Overview

This report is submitted by the Government of Puerto Rico pursuant to Section 602(d)(2) of the American Rescue Plan Act of 2021 ("ARPA"). It is intended to provide the U.S. Department of the Treasury ("Treasury") and the Puerto Rican residents with an overview of current, and planned activities with respect to the use of the \$2.47 billion in Coronavirus State Fiscal Recovery Funds ("CSFRF") allocated to Puerto Rico under ARPA.

Executive Summary

As Puerto Rico emerges from the COVID-19 pandemic, it has continued to address the lingering public health emergency while targeting areas and industries in need of economic and infrastructure development.

Despite many future unknowns, the Government of Puerto Rico plans to use the CSFRF by focusing on four strategic objectives: *Economic Development*, *Quality of Life*, *Future Projects*, and *Government of Excellence*. All while ensuring *Compliance, Transparency, & Accountability*.



The four strategic objectives are a path to facilitate a strong and equitable recovery from the COVID-19 pandemic and economic downturn, to promote and protect public health, mitigate negative economic impacts, provide services to disproportionately impacted communities, and complete infrastructure projects.

In Governor Pedro R. Pierluisi's conference with the White House at the one-year anniversary of the ARPA funds, he expressed his commitment to the recovery and the importance of these funds to the recovery of the island.

"The American Rescue Plan has been instrumental and key in our efforts to mitigate the consequences of the COVID-19 pandemic, as well as to boost Puerto Rico's recovery including our economic development. As governor, I am extremely grateful to the Biden-Harris administration and Congress because in this aid package they have treated Puerto Rico equally. Definitely, as we look to a bright and sustainable future, this deal from the federal government has made a huge difference."

Despite the anticipated challenges to achieving the aforementioned strategic objectives, the Government of Puerto Rico has been successful in engaging and partnering with public and private actors to implement and facilitate successful outcomes. This plan details how Puerto Rico will leverage CSFRF funds to achieve its strategic objectives.

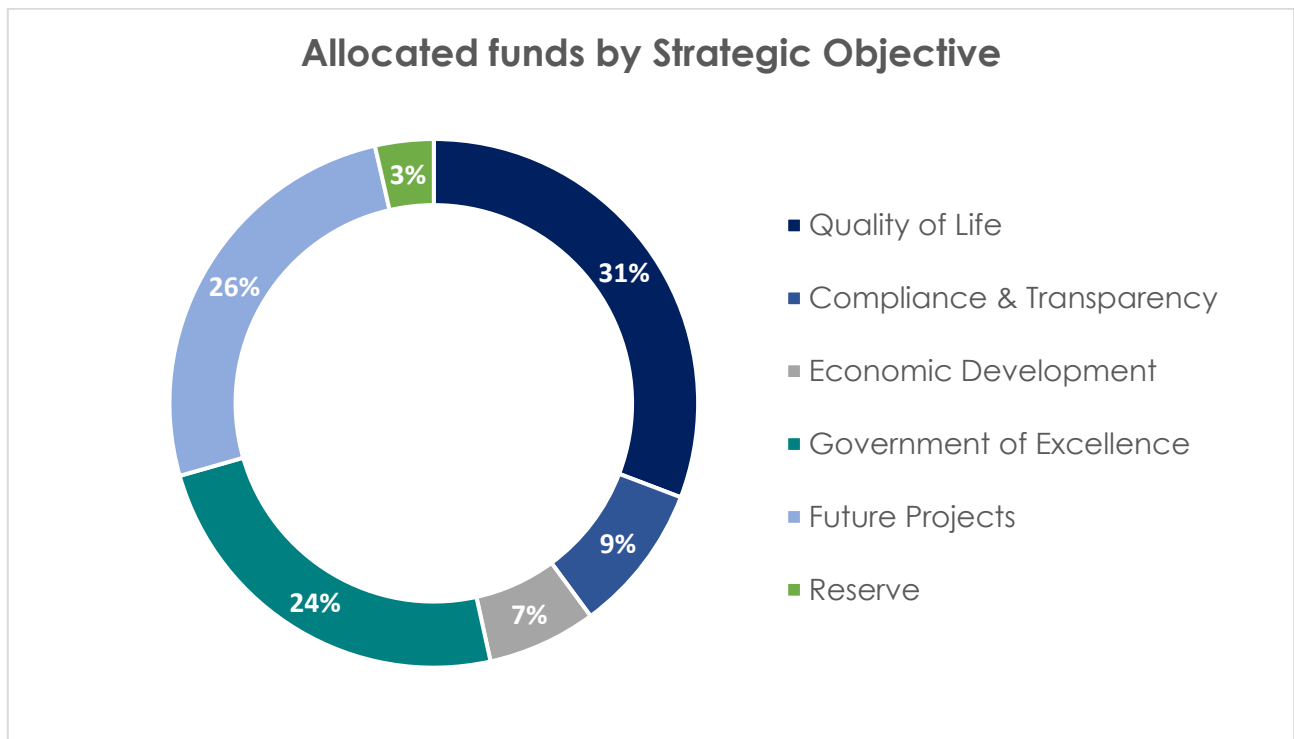
Uses of Funds

All disbursements of these funds are subject to the strictest standards to ensure compliance with federal regulations and best practices. Therefore, each request for disbursement, both by the public, and private sectors, is duly documented and subject to controls and future audits.

The Government of Puerto Rico, through all its agencies, and in partnership with private organizations, and local governments, provides services to more than 3.2 million people. As stated before, Puerto Rico's path through recovery is to utilize CSFRF funds to deliver these important services, as well as to support a sustainable and equitable recovery for its population, while monitoring the performance of its efforts through metrics related to the program output and outcomes.

Each strategic objective is composed of enabling programs that bring a robust strategy to efficiently invest the funds received under the CSFRF program.

Of the \$2.47 billion allocated by ARPA to Puerto Rico, the government has allocated \$134.5 million for economic development, \$790.4 million for the public health system and quality of life, \$573 million to address critical infrastructure through future projects, \$658 million to improve government services to citizens, and \$225 million to guarantee compliance and transparency.



Public Health (EC 1):

Mitigating the impact of COVID-19 continues to require an unprecedented public health response from the Government of Puerto Rico. CSFRF provides resources to meet these needs through the provision of care for those impacted by the virus and through services that address disparities in public health that have been exacerbated by the pandemic. This funding is being used to address a broad range of public health needs across COVID-19 mitigation, medical expenses, and public health resources.¹

The public health strategies that the government of Puerto Rico has implemented with the support of the private sector, have positioned the island in the first place in vaccination rates in the entire United States and its territories. The allocated funds provided resources to curb the spread of the virus as well as ensure that the island could return to its economic activities safely.

Breakdown by Program	Allocated Amount	Disbursed Amount	Balance
Public Health	\$61,500,000.00	\$13,711,853.49	\$47,788,146.51
Digital Vaccine Certificate	\$1,500,000.00	\$225,300.00	\$1,274,700.00
Strengthen Genomic Surveillance	\$35,000,000.00	\$10,150,406.50	\$24,849,593.50
Vaccination Incentives	\$10,000,000.00	\$2,543,250.40	\$7,456,749.60
Well-being and Mental Health	\$15,000,000.00	\$792,896.59	\$14,207,103.41

Negative Economic Impacts (EC 2):

The COVID-19 public health emergency resulted in significant economic hardship for many Puerto Ricans. A substantial number of jobs were lost with the onset of the pandemic beginning in early 2020 as businesses closed, consumers stayed home, schools shifted to remote education, and travel declined precipitously. Although many sectors have made progress returning employees to the workforce, the economy is still striving to recover to its pre-pandemic state. To help alleviate the economic hardships caused by the pandemic and accelerate citizens into the workforce, CSFRF enables the Government of Puerto Rico to provide a wide range of assistance to individuals and households, businesses, impacted industries, and non-profits.²

In December 2020, when the most dramatic closures due to the pandemic were still prevailing, the unemployment rate in Puerto Rico was at 10.5 percent. However, the statistics continue to decline, as there is a dramatic change in the labor force participation rate. In fact, in December 2020 the rate of labor participation was 39.9 percent and in just one year rose to 44.2 percent with the unemployment rate dropping to 7.5 percent.

Breakdown by Program	Allocated Amount	Disbursed Amount	Balance
Negative Economic Impacts	\$234,525,000.00	\$24,269,927.79	\$210,255,072.21

¹ FLFRP Fact Sheet May 2021

² FLFRP Fact Sheet May 2021

Assistance to Non-Profit Organizations (NGOs)	\$30,000,000.00	\$2,380,973.60	\$27,619,026.40
Energy Incentive Program	\$20,000,000.00	\$131,753.50	\$19,868,246.50
Low Income Housing Repairs	\$50,000,000.00	\$2,057,036.00	\$47,942,964.00
Promote Puerto Rico	\$122,000,000.00	\$10,425,164.69	\$111,574,835.31
Puerto Rico Convention District Authority	\$3,600,000.00	\$3,600,000.00	\$0.00
Puerto Rico Tourism Company	\$5,000,000.00	\$1,750,000.00	\$3,250,000.00
Return to Work	\$3,925,000.00	\$3,925,000.00	\$0.00

Premium Pay (EC 4):

The Government of Puerto Rico wanted to recognize the heroic contributions of essential workers with incentives for them to continue their service. Since the start of the public health emergency, essential workers have put their physical well-being at risk to meet the daily needs of their communities, and to provide care for others. Until now, many of these essential workers have not received compensation for the heightened risks they have faced and continue to face.³

The "Premium Pay" incentives have benefited more than 245 thousand workers with almost \$700 million. With these funds, the government is contributing to a recovery process that will drive Puerto Rico to a better future.

Breakdown by Program	Allocated Amount	Disbursed Amount	Balance
Premium Pay	\$526,000,000.00	\$504,140,295.20	\$21,859,704.80
"Premium Pay" to Essential Public & Private Sector Workers	\$436,000,000.00	\$420,849,495.20	\$15,150,504.80
Assistance to Hospitals & CDT Workers	\$90,000,000.00	\$83,290,800.00	\$6,709,200.00

Water, sewer, and broadband infrastructure (EC 5)

The Government of Puerto Rico allocated significant funding for improvements to the water and sewer infrastructures of the Commonwealth that are of the highest priority for local communities.⁴

For example, partial estimates indicate that the restoration of the Caño Martín Peña ("Caño") ecosystem will inject \$587 million into the economy of Puerto Rico, while mitigating up to \$773 million in potential costs associated with property loss and health impacts during a 100-year recurrence rain event.

Breakdown by Program	Allocated Amount	Disbursed Amount	Balance
Water, sewer, and broadband infrastructure	\$223,275,899.14	\$93,273,356.98	\$130,002,542.16

³ FLFRP Fact Sheet May 2021

⁴ FLFRP Fact Sheet May 2021

Assistance to Puerto Rico Aqueducts and Sewers Authority	\$65,431,136.32	\$65,431,136.32	\$0.00
Caño Martín Peña	\$130,000,000.00	\$0.00	\$130,000,000.00
Hydraulic Pumping Infrastructure	\$27,844,762.82	\$27,842,220.66	\$2,542.16

Revenue Replacement (EC 6):

Due to the COVID-19 public health emergency, the Government of Puerto Rico, like many other State, local, and Tribal governments, experienced a reduction in revenue of about 3.5 billion dollars.

In addition, an increase in spending needs to maintain services to citizens, is a significant budget shortfall, which can lead to devastating impacts on local communities within the Commonwealth.

Furthermore, none of these objectives would be possible without establishing mechanisms for Compliance, Transparency, and Accountability to demonstrate that CSFRF funds were used in a compliant manner that was focused on equitable and impactful outcomes.

Breakdown by Program	Allocated Amount	Disbursed Amount	Balance
Revenue Replacement	\$959,265,820.77	\$338,749,214.78	\$620,516,605.99
Adoption and Family Service Centers	\$13,500,000.00	\$0.00	\$13,500,000.00
Assistance to First Responders	\$142,888,263.00	\$0.00	\$142,888,263.00
Assistance to Puerto Rico Electric and Power Authority	\$76,000,000.00	\$76,000,000.00	\$0.00
Assistance to the Puerto Rico Port Authority	\$20,000,000.00	\$19,402,222.11	\$597,777.89
Assistance to the University of Puerto Rico	\$94,000,000.00	\$94,000,000.00	\$0.00
Call Center Support	\$361,120.00	\$278,766.67	\$82,353.33
Cardiovascular Center of PR and the Caribbean	\$1,200,000.00	\$859,332.00	\$340,668.00
Cultural Rescue	\$50,000,000.00	\$2,071,114.88	\$47,928,885.12
DTOP - Road Maintenance	\$100,000,000.00	\$4,108,339.72	\$95,891,660.28
Elderly Assistance Centers	\$16,500,000.00	\$0.00	\$16,500,000.00
Environmental Conservation and Natural Resources Program	\$10,000,000.00	\$0.00	\$10,000,000.00
Improvements to Educational Institutions	\$276,808,591.98	\$120,686,370.60	\$156,122,221.38
Legal Assistance to the Citizens	\$15,000,000.00	\$0.00	\$15,000,000.00
Legislature and Judiciary	\$53,700,000.00	\$7,274,465.03	\$46,425,534.97
Road Maintenance Program	\$8,307,845.79	\$436,086.00	\$7,871,759.79
Service of Excellence to Citizens	\$50,000,000.00	\$13,632,517.77	\$36,367,482.23

Administrative and Other:

Breakdown by Program	Allocated Amount	Disbursed Amount	Balance
Administrative and Other	\$377,000,000.00	\$55,224,711.62	\$321,775,288.38
Compliance, Transparency & Accountability	\$225,000,000.00	\$3,224,711.66	\$221,775,288.34
Municipal Strengthening Fund	\$152,000,000.00	\$51,999,999.96	\$100,000,000.04

Promoting Equitable Outcomes

In alignment with the January 20, 2021, Presidential Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, the Government of Puerto Rico is committed to ensuring CSFRF resources are used in a way that promotes equitable outcomes for the people of Puerto Rico.

Included below, are representations of how equitable outcomes are being promoted through the programs implemented with CSFRF funds.

Economically Disadvantaged Communities

The U.S. Treasury recognizes that individuals in low-income communities may have been disproportionately impacted by the economic and public health effects of the COVID-19 public health emergency. Because of this, the U.S. Treasury determined that services and programs in low-income communities, identified as Qualified Census Tracts ("QCTs"), will be presumed to be responding to the public health emergency. A QCT is defined by the U.S. Treasury in the Final Rule as "a common, readily accessible, and geographically granular method of identifying communities with a large proportion of low-income residents." There are 209 communities in Puerto Rico that are home to over 400,000 citizens.

The Hydraulic Pumping Infrastructure program and the Caño Martín Peña are targeting Puerto Rico Economically Disadvantaged Communities

Hydraulic Pumping Infrastructure

This program is focused on updating and upgrading flood control pump stations (FCPS) to guarantee the operation and reliability of the services provided to its nearby communities. The initiative not only requires the replacements of the old inefficient units but also an increase in capacity ranging from 18% to 25% to comply with the new FEMA Flood Control Maps.

The pump houses were built for flood control, so they are located in areas that are flooded or prone to flooding. They have a pumping system that releases runoff water into the sea through canals.

In addition, the pumping system prevents the entry of seawater into lakes and pipes, vital to prevent flooding. In this way, the lives and property of the citizens who live and transit in these floodplains are protected.

Caño Martín Peña

This initiative aims to make water and infrastructure investments as part of the restoration project of Caño Martín Peña ("Caño"). While CSFRF will make just water and sewer infrastructure investments, the overall "ENLACE Project" is not just only dredging, but involves access to basic infrastructure, decent housing, economic development, social transformation, environmental awareness, development of critical thinking, democratic participation, community organization, adult literacy, violence prevention and recovery of public spaces. The more than 14,000 residents in the eight communities surrounding Caño are the protagonists of this process, which is a sustainable and fair development that does not displace poverty from one side to the other but overcomes economic inequality and social marginalization.

Low Income Workers

The following program is targeting low-income workers.

“Premium Pay” to Essential Public & Private Sector Workers

The program’s objective is to recognize, and reward essential public, and private sector workers who responded to the effects of COVID-19. Because this program only includes workers with wages of \$40,000 or less, this aid prioritizes compensation for lower income eligible workers that perform essential services.

Promoting Equity

The following programs are notable examples of how the Government of Puerto Rico is promoting equity in the legal system and supporting low-income households.

Legal Assistance to the Citizen

The Legal Assistance to the Citizens program provides resources to facilitate access to justice, improve witness protection services, and provide improvements to victim shelters. This initiative aims to ensure access to legal solutions not only to improve outcomes for those who would seek assistance, but as a measure to save public dollars in the long term by preventing problems like homelessness or health issues that can be extremely costly and harmful to individuals and the public.

Low Income Housing Repairs

This program’s purpose is to improve the living conditions of Puerto Rican’s families by removing health and safety hazards from housing units. This program will provide funds to help low-income homeowners to afford necessary repairs or replace deteriorated roofing systems that cause a serious threat to their health, safety, and welfare.

Community Engagement

The various agencies of the Government of Puerto Rico, local government leaders, and the Governor's Office are in constant contact with constituents and continually solicit and receive input regarding community needs and best interests, including those in traditionally underserved groups.

Many of the programs are based on needs communicated directly by constituents. Some of the avenues for soliciting and receiving community input include, but are not limited to, press conferences, Q&A sessions, press releases, webinars, input from local government leaders, non-profit organizations, and social media outreach.

The Caño Martín Peña program is a great example of a program developed in response to constituents defining a need. Also, the Call Center Support program is an initiative from the government to be in direct contact with its citizens and to provide information of government services, including services related to COVID-19.

Furthermore, the Government of Puerto Rico recognizes that one of the main objectives is to ensure that funds reach citizens in need. This was addressed by directly allocating \$152 million to the Municipal Strengthening Fund.

Labor Practices

As of this reporting period, the Government of Puerto Rico has identified four infrastructure project that are currently being rolled out.

Once the programs are fully initiated, future reports will highlight the relevant workforce practices that utilize strong labor standards to promote effective and efficient delivery of high-quality infrastructure while also supporting the economic recovery through equitable employment opportunities for workers where applicable.

Currently Planned Infrastructure Projects:

- Caño Martín Peña-reconnecting lagoons and canals of San Juan
- Hydraulic Pumping Infrastructure- protecting citizens from flooding
- Low Income Housing Repairs- providing infrastructure repairs to homes of low-income families
- Improvements to Educational Institutions- repairing schools structural damages

All sub-recipients working with the Government of Puerto Rico on currently planned infrastructure projects are contractually required to comply with all applicable federal law, regulations, executive orders, program related policies, procedures, and directives. This compliance includes but is not limited to the following:

Compliance with Non-Discrimination

- 1) The SUB-RECIPIENT will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The SUB-RECIPIENT will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The SUB-RECIPIENT agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
- 2) The SUB-RECIPIENT will, in all solicitations or advertisements for employees placed by or on behalf of the SUB-RECIPIENT, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin.
- 3) The SUB-RECIPIENT will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided advising said labor union or workers' representatives, of the SUB-RECIPIENT's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- 4) The SUB-RECIPIENT will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- 5) The SUB-RECIPIENT will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary

of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

- 6) In the event of the SUB-RECIPIENT's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the SUB-RECIPIENT may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions as may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- 7) The SUB-RECIPIENT will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each sub-contractor or vendor. The SUB-RECIPIENT will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, that in the event the SUB-RECIPIENT becomes involved in, or is threatened with, litigation with a sub-contractor or vendor as a result of such direction by the administering agency, the SUB-RECIPIENT may request the United States to enter into such litigation to protect the interests of the United States.

Compliance with the Copeland "Anti-Kickback" Act

- 1) The SUB-RECIPIENT shall comply with 18 U.S.C. § 874, 40 S.C. § 3145, and the requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.
- 2) Subcontracts. The SUB-RECIPIENT or subcontractors shall insert in any subcontracts the clause above and such other clauses as the DEPARTMENT may by appropriate instructions require, and also a clause requiring the sub-contractors to include these clauses in any lower tier subcontracts. The prime SUB-RECIPIENT shall be responsible for the compliance by any sub-contractors or lower tier sub-contractors with all these contract clauses.
- 3) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clause above and such other clauses as the FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all these contract clauses.
- 4) Breach. A breach of the CONTRACT clauses above may be ground for termination of the CONTRACT, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.

Compliance with the Contract Work Hours and Safety Standards Act

- 1) Overtime requirements. No SUB-RECIPIENT or sub-contractors contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
- 2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section, the SUB-RECIPIENT and any sub-contractors responsible therefore shall be liable for the unpaid wages. In addition, such SUB-RECIPIENT and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.
- 3) Withholding for unpaid wages and liquidated damages. The DEPARTMENT shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the SUB-RECIPIENT or sub- contractor under any such contract or any other Federal contract with the same prime SUB-RECIPIENT, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime SUB-RECIPIENT, such sums as may be determined to be necessary to satisfy any liabilities of such SUB-RECIPIENT or sub-contractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.
- 4) Subcontracts. The SUB-RECIPIENT or sub-contractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the sub-contractor to include these clauses in any lower tier subcontracts. The prime SUB-RECIPIENT shall be responsible for compliance by any sub-contractor or lower tier sub-contractor with the clauses set forth in paragraphs (1) through (4) of this section.

Byrd Anti-Lobbying Amendment 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier, continuing up to the recipient.

Use of Evidence

The Government of Puerto Rico is ensuring that implemented programs have underlying evidence-based confirmation that the outcomes will have the intended benefit to the people of Puerto Rico. In this sense, every agency receiving funds is required to submit an application explaining the intent of the funds and how performance will be evaluated. Also, every program guideline has as a requirement, the periodic submission of performance reports including relevant output and outcome measures.

To maximize programmatic impact and effective, efficient, and equitable outcomes, the Government of Puerto Rico has a team dedicated to supporting each agency by analyzing and reporting performance through output and outcome indicators. All programs are being scrutinized and monitored to correctly gauge their efficacy.

Starting on the next page you will see some notable programs and their evidence-based intervention justifications.

VACCINATION INCENTIVE PROGRAM

Evidence base source	Link
Conditional cash lotteries increase COVID-19 vaccination rates	https://www.sciencedirect.com/science/article/pii/S0167629621001636

Justification

Supporting President's Biden initiative to boost vaccination rates, protect communities and save lives, this intervention aims to increase vaccination rates in Puerto Rico by providing cash incentives to people who remain unvaccinated against the COVID-19 virus.

In the study "Conditional cash lotteries increase COVID-19 vaccination rates" researchers found that Ohio's incentive scheme increased the vaccinated share of the state population by 1.5 percent, costing on average sixty-eight dollars per person persuaded to vaccinate. From a decision-making perspective, a person's choice to (not) be vaccinated boils down to whether their expected benefit outweighs the cost of vaccination. Due to the significant number of people with hesitations about the vaccine, numerous states have attempted to increase vaccination rates by providing citizens with an opportunity to win monetary prizes/incentives only if they get vaccinated against COVID-19.

Thus, in the case of Puerto Rico's "*Vacunar te Paga al instante*" the program is based on the same methodology and results while evaluating the number of people receiving the incentive, the total amount of incentives paid, and the final reflection on vaccination rates for that period in the island.

STRENGTHEN GENOMIC SURVEILLANCE

Evidence base source	Link
Genomic surveillance to combat COVID-19: challenges and opportunities	https://www.sciencedirect.com/science/article/pii/S266652472100121X

Justification

Protecting and preventing the Puerto Rican people from future COVID-19 outbreaks is a fundamental part of the pandemic recovery. Detecting variants of concern and developing a public health response to them requires a robust genomic surveillance program.

As President Biden announced in February 2021, given the levels of transmission in the USA, the establishment of a systematic, widespread surveillance system will be crucial in monitoring the evolution of domestic variants of concern, along with those from other countries.

Since performing genomic surveillance of this type of virus is the scientific standard, in Puerto Rico, the COVID-19 Variant Surveillance Initiative was implemented geared towards tracking and confirming threatening COVID-19 variants, triggering early epidemiological interventions, and evaluating the neutralization potency of sera from vaccinated recipients against detected virus variants. The main objective is to offer data, wisdom, and guidance in public policy decision-making to protect the people of Puerto Rico from COVID-19.

DIGITAL VACCINE CERTIFICATE – VACU ID

Evidence base source	Link
Quantifying the Public-Health Benefits of a Covid Pass	https://institute.global/policy/pass-time-quantifying-public-health-benefits-covid-pass

Justification

The balance between supporting the economy while containing the spread of COVID-19 has been the main challenge for governments throughout the pandemic. For that matter, vaccination passports can help society reopen despite high infection risks and new virus variants because they allow protected people to resume normal activities while keeping people vulnerable to infection out of high-risk environments.

Much of the theory behind the design of this project was based on the U.K. COVID Pass intervention, studied, and evaluated by the Tony Blair Institute for Global Change. The study evaluated the effects of this policy and found that mandatory use of the COVID pass at large events and gatherings could prevent between a quarter and a third of the projected cases and reduce the number of deaths in England alone by between 6,000 and 12,000. The peak number of infections and hospitalizations would also be dramatically reduced.

The study named: "Quantifying the Public-Health Benefits of a Covid Pass" (Published at <https://institute.global/policy/pass-time-quantifying-public-health-benefits-covid-pass> on July 6, 2021) analysis the use of the COVID Pass app against the variation in the vaccination rate and the variation between the projected and actual COVID-19 infection rates for the period before and after the Pass was implemented.

Specifically, for Vacu Id we will analyze the number of new certificates issued, a sour indicator of the application use, against the COVI-19 Vaccination Rate, Positive test Rate, and the number of positive cases as our proxies for our intended outcomes.

ENERGY INCENTIVE PROGRAM

Evidence base source	Link
Are renewable energy subsidies effective? Evidence from Europe	https://www.sciencedirect.com/science/article/pii/S1364032116310905?via%3Dihub
Department of Energy's \$53 Million in grants for small businesses pursuing clean energy and climate solutions	https://www.energy.gov/articles/doe-announces-53-million-small-businesses-pursuing-clean-energy-and-climate-solutions

Justification

After Hurricanes Irma and Maria, most of the energy infrastructure and distribution collapsed, sending Puerto Rico into one of the longest blackouts in U.S. history and leaving residents in some parts of the territory without electricity for almost a year.

Some of the lessons learned identified that the island needs to support strategies that help mitigate the risks of future disruptions and strengthen Puerto Rico's infrastructure. In reaction to the Puerto Rico Energy Public Policy Act of 2019 (Act 17-2019) and with the support of the American Rescue Plan Act of 2021 (ARPA) the Energy Incentive Program will provide grants for small to medium businesses to develop energy conservation initiatives, green energy investments and achieve the ultimate goal of 100% renewable energy in the island by 2050

Taking into initiatives such as the U.S. Small Business Green Recovery Fund and the Department of Energy's \$53 Million in grants for small businesses pursuing clean energy and climate solutions, our initiative understands that this type of financial incentives has been widely implemented to support renewable energy and energy efficiency market development globally.

Furthermore, findings from the study "Are renewable energy subsidies effective? Evidence from Europe" (Nicolini & Tavoni, 2017) pointed out that there is a positive correlation between subsidies and the production of incentivized energy. Their model states that a 1% (1c€) increase in the incentive leads to an increase in renewable generation of 0.4–1% (18–26%).

In terms of our program, we understand, based on high-quality evidence referred, there will be a positive impact based on the number and total value of grants award and the increase in renewable energy generation in the island.

LOW INCOME HOUSING REPAIRS

Evidence base source	Link
Clearinghouse Database – Housing rehabilitation loan & grant programs	https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/housing-rehabilitation-loan-grant-programs

Justification

The primary objective of the program is to provide decent, safe, and sanitary housing to householders, especially low-income underserved, and other special populations, by the rehabilitation of substandard, single-family, occupied dwelling units. In this sense, housing rehabilitation grant programs provide funding to repair, improve, or modernize dwellings and remove health or safety hazards from those dwellings.

This type of program is most likely to make a difference in the community, as shown by the multiple sources in the Results First Clearinghouse database, which points out that this type of strategy has been tested in many robust studies with consistently positive results. For example, the US Department of Agriculture (USDA) Rural Development program's Section 504 Home Repair program, known as the Single-Family Housing Repair Loans & Grants program, offers loans to very low-income homeowners and grants to very low-income elderly individuals to improve housing quality and remove safety and health hazards.

RETURN TO WORK

Evidence base source	Link
Impact of the Reemployment and Eligibility Assessment (REA) Initiative in Nevada (Michaelides et al. 2012)	https://clear.dol.gov/Study/Impact-Reemployment-and-Eligibility-Assessment-REA-Initiative-Nevada-Michaelides-et-al-2012

Justification

With a vast number of U.S. States implementing this type of incentive as a way to boost their economy and reduce their expenses in Unemployment Benefits, this type of initiative has gained popularity. Although interventions like this varied a great deal in what they offered, all had found effectiveness. The conceptual theory points out that the majority of reemployment interventions reduced the amount of unemployment benefits paid.

According to "Impact of the Reemployment and Eligibility Assessment (REA) Initiative in Nevada (Michaelides et al. 2012)", reemployment bonuses substantially reduced the average duration and amount of UI benefits receipt, increased employment rates, and increased earnings. The quality of causal evidence presented in this study is high because it is based on a well-implemented randomized controlled trial. This means we are confident that the estimated effects are attributable to the REA services, and no other factors.

In terms of the Puerto Rico experience, the program will monitor the number of workers receiving the benefit and the total amount paid as the output indicators, with the increase in the employment rate in the months posterior to the start of the program as the outcome indicator.

CARDIOVASCULAR CENTER OF PR AND THE CARIBBEAN

Evidence base source	Link
Surgeon Contribution to Hospital Bottom Line	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1402352/pdf/20051000s00008p530.pdf

Justification

Over the past year, the Cardiovascular Center of Puerto Rico, and the Caribbean ("CCPRC") lost two (2) cardiovascular surgeons, not only causing \$7 million in lost revenues, but leaving an entire population without medical care, being the only Institution in Puerto Rico to offer pediatric cardiothoracic surgery and heart transplants.

Since the beginning of the COVID-19 pandemic, professionals in the public health system have been on the front lines. Health risks have created a situation in which some of these professionals have decided to step back or accept better job offers in other parts of Puerto Rico as well as the United States mainland. This creates a state of necessity in which Hospitals and Public Health Institutions lack the resources to attract professionals needed to continue operations.

Much of the theory behind the design of this project was based on the investigation Surgeon Contribution to Hospital Bottom Line, conducted in many hospitals. The data collected shows that there are advantages for hospitals to provide support for selected specialties, or even look toward a full-time employment model. Surgeons contribute significantly to hospital margin with certain specialties being more profitable than others.

For the purpose of this program, we will analyze the benefits of contracting a cardiovascular surgeon through the number of procedures performed and patients treated and its impact on the hospital revenue.

IMPROVEMENTS TO EDUCATIONAL INSTITUTIONS

Evidence base source	Link
The Impact of School Infrastructure on Learning - A Synthesis of the Evidence	https://www.researchgate.net/publication/332133565_Safe_and_Healthy_School_Buildings

Justification
<p>In “The Impact of School Infrastructure on Learning - A Synthesis of the Evidence”, World Bank researchers pointed out that if school buildings are prone to be flooded by intensive rains, swept away by high winds, exposed to hazardous materials, or decaying for lack of maintenance, it hinders both teaching and learning, making it harder to produce the level of academic results that are possible in a safe and healthy building. The study claims there is compelling evidence that infrastructure that considers local climatic and cultural conditions positively contributes to pupils' attendance and academic outcomes in the long run.</p> <p>In the case of Puerto Rico, after the earthquake and COVID, it was understood that schools needed upgrades and repairs (columns) to withstand future natural disasters and, as a result, bring a sense of safety that will generate a positive effect on school attendance.</p>

Performance Report

Each program or their sub-project(s), where applicable, are grounded in key metrics (both output and outcome performance indicators) to show the measurable impact resulting from the use of CSFRF resources. This section summarizes the progress made against these measurements, so citizens of Puerto Rico understand the benefit gained through the programs funded by CSFRF.

Quality of Life Programs

Program Name	Type	Performance Indicator	Base Value	Current Value	Progress
"Premium Pay" to Essential Private and Public Sector Workers	Output	Number of Incentives distributed	0	210,423	210,423
"Premium Pay" to Essential Private and Public Sector Workers	Output	Total amount of incentives disbursed	\$0.00	\$420,845,495.20	\$420,845,495.20
Assistance to Hospitals & CDT Workers	Output	Number of Incentives distributed	0	67,966	67,966
Assistance to Hospitals & CDT Workers	Output	Total amount of incentives disbursed	\$0	\$88,392,800	\$88,392,800
Digital Vaccine Certificate	Output	Number of new certificates issued	0	1,395,582	1,395,582
Digital Vaccine Certificate	Outcome	COVID-19 Vaccination Rate	62.08%	82.00%	0.1992
Digital Vaccine Certificate	Outcome	COVID-19 Positive Test rate	8.83%	20.74%	0.1191
Digital Vaccine Certificate	Outcome	COVID-19 Number of cases	128,590	292,095	163,505
Strengthen Genomic Surveillance	Output	No. of samples sequenced by the PRSTRT	0	1660	1660
Strengthen Genomic Surveillance	Outcome	No. of variants monitored by CDC classification by PRSTRT (VBM)	0	90	90
Strengthen Genomic Surveillance	Outcome	No. of variants monitored by CDC classification by PRSTRT (VOC)	0	1569	1569
Vaccination Incentives	Output	Number of Incentives distributed	0	10,000	10,000
Vaccination Incentives	Output	Total amount of incentives disbursed	\$0	\$1,000,000	\$1,000,000
Vaccination Incentives	Outcome	Number of vaccinated individuals	2,152,138	2,267,387	115,249
Vaccination Incentives	Outcome	COVID-19 Vaccination Rate	70%	73.80%	0.038

Future Projects Programs

Program Name	Type	Performance Indicator	Base Value	Current Value	Progress
Energy Incentive Program	Output	Number of Incentives distributed	Not Started	Not Started	N/A
Energy Incentive Program	Output	Total amount disbursed	Not Started	Not Started	N/A
Energy Incentive Program	Outcome	Renewable Generation in percentage of total electricity	Not Started	Not Started	N/A
Improvements to Educational Institutions	Output	Number of repaired columns	0	26,425	26,425
Improvements to Educational Institutions	Outcome	Number of completed schools	0	230	230
Improvements to Educational Institutions	Outcome	Number of opened schools	0	0	0

Economic Development

Program Name	Type	Performance Indicator	Base Value	Current Value	Progress
Puerto Rico Convention District Authority	Output	Number of event viewers	-	19,600,000	19,600,000
Puerto Rico Convention District Authority	Outcome	Total amount of publicity (ads) generated	\$0.00	\$32,169,699.87	\$32,169,699.87
Puerto Rico Tourism Company	Output	Total number of candidates page views	-	1.7 billion	1.7 billion
Puerto Rico Tourism Company	Output	Total number of YouTube channel promotional material views	-	9,171,891	9,171,891
Puerto Rico Tourism Company	Outcome	Number of candidate social media votes	-	80,100,000	80,100,000
Puerto Rico Tourism Company	Outcome	Total amount of lodging taxes directly related to the event	0%	\$46,380.20	\$46,380.20
Return to Work	Output	Number workers receiving full incentive - \$ 2,000	-	1,799	1,799
Return to Work	Output	Number of workers receiving initial bonus only - \$ 500	-	710	710
Return to Work	Outcome	Total amount disbursed	\$0	\$3,953,000	\$3,953,000
Return to Work	Outcome	Unemployment Rate	8.40%	6.40%	-2.00%

Government of Excellence

Program Name	Type	Performance Indicator	Base Value	Current Value	Progress
Assistance to Puerto Rico Electric and Power Authority	Output	Amount allocated	\$0.00	\$76,000,000.00	\$76,000,000.00
Assistance to Puerto Rico Electric and Power Authority	Outcome	Consumers Impacted	-	1,490,072	1,490,072
Assistance to Puerto Rico Electric and Power Authority	Outcome	Reduction in \$/kWh fees	-	0.018	0.018
Call Center Support	Output	Average number of outbound calls per month	-	958.17	958.17
Call Center Support	Output	Total number outbound calls per period	-	5,749	5,749
Call Center Support	Output	Average call duration (in min)	-	2.89	2.89
Cardiovascular Center of PR and the Caribbean	Output	Number of procedures performed	102	76	-26
Cardiovascular Center of PR and the Caribbean	Outcome	Hospital Net Patient Revenue - (Facility Component)	\$1,122,917.00	\$1,939,236.28	\$816,319.28
Cardiovascular Center of PR and the Caribbean	Outcome	Hospital Net Patient Revenue - (Professional Component)	\$306,250.00	\$45,569.88	-\$260,680.12
Cardiovascular Center of PR and the Caribbean	Outcome	Hospital Net Patient Revenue - (Professional visits and consultation Component)	\$58,625.00	\$2,047.94	-\$56,577.06
Low Income Housing Repairs	Output	Number of houses inspected	Not Started	Not Started	N/A
Low Income Housing Repairs	Output	Number of houses receiving funds	Not Started	Not Started	N/A
Low Income Housing Repairs	Output	Number of houses repaired	Not Started	Not Started	N/A
Low Income Housing Repairs	Outcome	Number of safety/hazard conditions removed	Not Started	Not Started	N/A
Low Income Housing Repairs	Outcome	Number of families returning to their homes	Not Started	Not Started	N/A
Municipal Strengthening Fund	Output	Number of incentives given	0	80	80
Municipal Strengthening Fund	Output	Total amount of incentives disbursed	\$0	\$52,000,000	\$52,000,000

Project Inventory

Starting next page is a summary of each enabling program (grouped by strategic objective) that the Government of Puerto Rico is currently undertaking to promote the greatest benefit to the people of Puerto Rico in its expenditures under CSFRF. Additional programs are currently being defined and will be included in subsequent reports.