
RECOVERY PLAN PERFORMANCE REPORT

Coronavirus Local Fiscal Recovery Fund
Municipality of San Juan

2025



MIGUEL A. ROMERO LUGO | MAYOR



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EXECUTIVE SUMMARY

The American Rescue Plan Act (ARPA) of 2021, a \$1.9 trillion economic stimulus package enacted by the 117th U.S. Congress and signed into law on March 11, 2021, was created to address the far-reaching public health and economic impacts of the COVID-19 pandemic. As part of this legislation, the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program provides critical resources to states, territories, local governments, and tribal entities to support immediate pandemic response efforts and to build the foundation for long-term recovery and resilience.

In alignment with the goals of ARPA, the Municipality of San Juan (“the Municipality”) delivered targeted relief to its residents, maintained essential public services, and supported a resilient and inclusive economic recovery. Through this plan, the Municipality is actively addressing the ongoing effects of the pandemic while laying the foundation for a more inclusive and resilient future for San Juan.

The Municipality’s Recovery Plan Performance Report presents a strategic framework for investing CSLFRF funds, describing a series of initiatives and projects that have either been completed or are currently underway. These initiatives focus on revitalizing multiple sectors, enhancing public infrastructure, supporting vulnerable populations, and strengthening the Municipality’s capacity to respond to future crises or pandemics.

To ensure the effective administration of CSLFRF funds, the Municipality of San Juan enacted Municipal Ordinance Number 8 on August 20, 2021, which authorized the Mayor to receive and manage these resources. The ordinance established a comprehensive administrative and legal framework that ensured full compliance with U.S. Treasury guidelines, support fiscal accountability, and ensure transparency in the use of public funds. The Municipality implemented internal controls and reporting mechanisms to monitor program implementation and evaluate and assess the outcomes and effectiveness of funded initiatives.





The projects are categorized across the following key areas:

01

Public Health & Economic Response

- Domestic and Sexual Violence Project
- Surveillance and Community Safety
- Acquisition of Ambulances for San Juan Emergency Medical Services
- Homecare Assistance Program
- Improvements to the Municipal Hospital
- Rechargeable Electric Portable Batteries
- Recreational Community Parks Improvements
- Adolfo Dones Recreational Park Improvements
- Josefa Fontan Recreational Park Improvements
- Barbosa Recreational Park Improvements
- Caparra Heights Recreational Park Improvements
- Acquisition of School Buses for the Schools of San Juan
- San Juan Virtual Technological Educational Project
- Home Improvement and Rehabilitation Donation Program
- Rehiring Police Officers
- Public Sector Rehiring
- Data Center Infrastructure

02

Premium Pay

- Premium Pay 2021
- Premium Pay 2022
- Premium Pay 2023

03

Revenue Loss

- Asphalt Road Replacement
 - Phase 1
 - Phase 2
 - Phase 3
 - Phase 4
- Municipality Equipment Acquisition, Facilities and Green Areas Maintenance

04

Water, Sewer & Broadband Infrastructure

- Power Backup Generators for PRASA Water Systems

The Recovery Plan serves as both a compliance document and a strategic roadmap for how CSLFRF resources are deployed to meet local needs. It outlines 28 initiatives across critical sectors, including public health and safety, economic recovery, infrastructure development, and municipal capacity enhancement. These programs are currently being executed to address the most pressing recovery needs, mitigate ongoing effects of the COVID-19 pandemic, and enhance the effectiveness of service delivery—particularly in communities that have been disproportionately impacted.

Each initiative is guided by a results-driven approach, grounded in evidence-based practices and supported by performance indicators to facilitate continuous monitoring and adaptive management. Equity is embedded as a core principle, with a focus on reducing disparities, broadening access to public resources, and ensuring that investments benefit historically disadvantaged populations. Throughout the development and implementation



of these projects, the Municipality has actively engaged community stakeholders and residents, incorporating their feedback into program design and prioritization.

The Municipality has prepared its fifth Recovery Plan in accordance with the *Guidance on Recipient Compliance and Reporting Responsibilities* issued by the U.S. Department of the Treasury (“Treasury”) and includes the following sections:

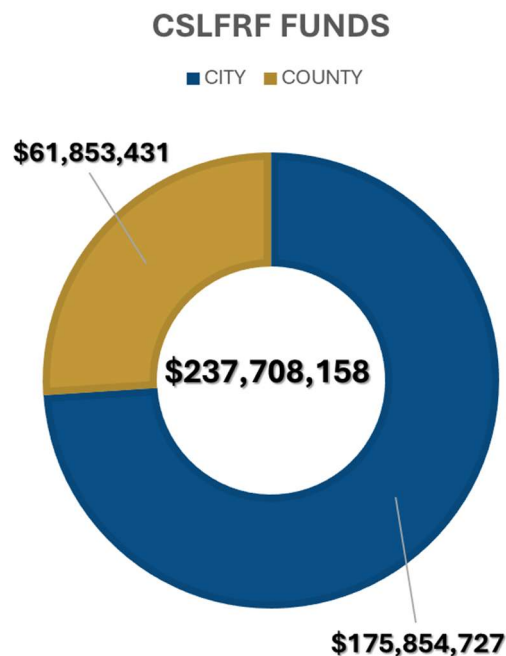
- [Executive Summary](#)
- [Community Overview](#)
- [Uses of Funds](#)
- [Promoting Equitable Outcomes](#)
- [Community Engagement](#)
- [Labor Practices](#)
- [Use of Evidence](#)
- [Performance Report](#)
- [Table of Expenses by Expenditure Category](#)
- [Project Inventory](#)

Through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, the Municipality of San Juan received an allocation of \$237,708,158. These funds were allocated to address a wide range of pandemic-related challenges.

The Municipality strategically deployed them to sustain essential government services, support families and businesses affected by the pandemic, and lay the foundation for a resilient and inclusive long-term recovery.

The Recovery Plan outlines completed projects and their outcomes, as well as ongoing and planned initiatives funded through this allocation. Serving as a guiding framework, the Plan has demonstrated the effective and equitable use of resources. Its primary purpose is to ensure that the Municipality’s recovery priorities, program objectives, and intended outcomes remain aligned and responsive to evolving community needs.

This report covers the period from July 1, 2024, to June 30, 2025, and is submitted to the U.S. Department of the Treasury in compliance with federal reporting requirements by July 31, 2025, in accordance with the Treasury reporting calendar.



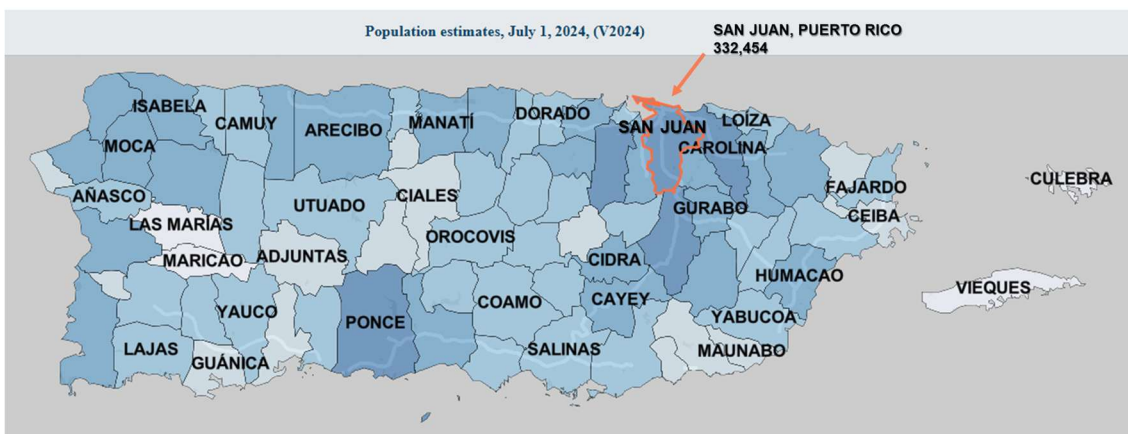


Annual Report	Period Covered	Due Date
1	Award Date – July 31, 2021	August 31 st , 2021
2	July 1, 2021 – June 30, 2022	July 31, 2022
3	July 1, 2022 – June 30, 2023	July 31, 2023
4	July 1, 2023 – June 30, 2024	July 31, 2024
5	July 1, 2024 – June 30, 2025	July 31, 2025
6	July 1, 2025 – June 30, 2026	July 31, 2026
7	July 1, 2026 – December 31, 2026	March 31, 2027

1. COMMUNITY OVERVIEW

The Municipality of San Juan, founded in 1521, is the capital and largest municipality in Puerto Rico and serves as the island’s principal seaport. It is located on the northern coast of Puerto Rico, serves as the capital and is the most populous municipality on the Island. Founded in 1521, San Juan covers an area of approximately 123.85 square kilometers (47.5 square miles). It functions as the central hub for government, finance, education, culture, and tourism.

The municipal government is composed of an elected Mayor and a 17-member Municipal Legislature, with both branches elected every four years during the general elections. The Mayor is responsible for setting and executing public policy, managing the daily operations of the municipal government, and appointing senior officials to lead the Municipality’s departments. The Municipal Legislature enacts ordinances and resolutions and approves the Municipality’s annual operating budget, ensuring oversight and fiscal accountability.



Source: <https://www.census.gov/quickfacts/fact/map/sanjuanmunicipiopiortorico/PST045224>



The Municipality provides a wide range of essential public services to its residents, including public safety, health and welfare, education, urban planning, economic development, culture, recreation, and community affairs. The Municipality is composed of 18 distinct neighborhoods (barrios): Caimito, El Cinco, Cupey, Gobernador Piñero, Hato Rey Central, Hato Rey Norte, Hato Rey Sur, Monacillo, Monacillo Urbano, Oriente, Pueblo de Río Piedras, Quebrada Arenas, Sabana Llana Norte, Sabana Llana Sur, San Juan Antiguo, Santurce, Tortugo, and Universidad. Each of these barrios reflects the city's diverse social, cultural, and geographic makeup.

As of July 1, 2024, San Juan's estimated population is 332,454, according to U.S. Census estimates. This represents a reduction of 62,872 residents since the 2010 Decennial Census, which recorded a population of 395,326. The most significant population decrease occurred around 2020, during the peak of the COVID-19 pandemic, when the 2020 Decennial Census reported 342,259 residents. This demographic shift is largely attributed to outward migration to neighboring municipalities and mainland U.S. jurisdictions, particularly along the East Coast. Despite these challenges, San Juan continues to serve as a critical anchor for economic recovery and social resilience in Puerto Rico.

A. Census Data for San Juan

The Municipality of San Juan serves as Puerto Rico's primary center for commercial, economic, cultural, educational, tourism, social, and political activity. It hosts the majority of the Island's municipal, state, and federal government offices, alongside the headquarters of numerous private sector organizations. This concentration of institutions and services establishes San Juan as a vital hub of influence and coordination across diverse sectors.



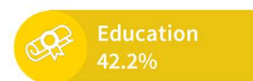
Total Population according to the 2023 Census estimates



The Municipality of San Juan has a total of 193,244 housing units



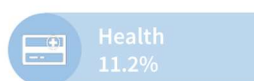
The median household income in 2023



Persons aged 25 years and older in San Juan has a bachelor's degree



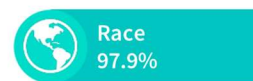
Population aged 16 years and older



Persons under age 65 years lacks medical coverage



According to a survey done among employers, this represents the number of jobs created



326,011 living in San Juan are hispanic

Old San Juan, the city's historic district, is renowned for its rich colonial heritage and cultural significance. Landmark sites such as San Cristóbal Castle, El Morro Fort, San Juan City Hall, Plaza de Armas, Plaza Colón, and La Fortaleza, the official residence of the Governor of Puerto Rico, embody the area's unique architectural charm and historical value. These iconic cobblestone streets and preserved buildings contrast with the modern



urban sectors, which serve as the administrative, financial, commercial, healthcare, and service core of Puerto Rico. This unique blend of historic character and contemporary functionality defines San Juan's distinctive identity.

As the Capital City, San Juan offers an extensive array of entertainment and event venues, that accommodate a broad spectrum of activities, from intimate cultural gatherings to large-scale international conventions and sporting events. Key facilities include the José Miguel Agrelot Coliseum, the Dr. Pedro J. Rosselló González Puerto Rico Convention Center, anchoring the dynamic T-Mobile District and Coca-Cola Music Hall as well as the Roberto Clemente Coliseum, Hiram Bithorn Municipal Stadium, Pedrín Zorrilla Coliseum, and the Luis A. Ferré Fine Arts Center. These venues contribute significantly to the city's cultural vibrancy and attract both local and international audiences. In addition, Plaza Las Américas in Hato Rey is recognized as the largest shopping mall in the Caribbean, serving as a major commercial and retail hub for residents and visitors alike.

Tourism remains a cornerstone of San Juan's economy, supported by an estimated 16,000 to 20,000 endorsed hotel rooms, primarily concentrated in Old San Juan, Condado, Miramar, and Ocean Park. The Port of San Juan ranks among the busiest in the Caribbean, annually welcoming over 1.5 million cruise ship passengers, which bolsters the city's hospitality and service industries.

San Juan is also Puerto Rico's premier educational center, home to many leading academic institutions. These include the University of Puerto Rico and its Medical Sciences Campus, Interamerican University, Sacred Heart University, Polytechnic University, Ana G. Méndez University, Carlos Albizu University, Puerto Rico School of Plastic Arts, Technology College of San Juan, and the Conservatory of Music of Puerto Rico, among others. Collectively, these institutions cultivate a strong academic and research environment that reinforces innovation and fosters long-term economic development.

In the healthcare sector, San Juan functions as a major healthcare hub, hosting many of Puerto Rico's principal healthcare institutions. These encompass the Puerto Rico Medical Center, Puerto Rico Cardiovascular Center, Comprehensive Cancer Center, Veterans Affairs Caribbean Healthcare System, San Juan Hospital, Metro Pavia Hospital, Ashford Presbyterian Community Hospital, Doctor's Center, El Maestro Hospital, and San Jorge Children & Women's Hospital.

The Municipality also operates nine (9) Regional Health Centers providing primary and secondary ambulatory care, with a focus on disease prevention, health maintenance, and early diagnosis. These centers are in disadvantaged communities such as Río Piedras, San José, Sabana Llana, Luis Lloréns Torres, Puerta de Tierra, Puerto Nuevo, Barrio Obrero, La Perla, and Santurce.

While San Juan benefits from an extensive road network infrastructure and accessibility through major highways and avenues, several communities remain significantly



disadvantaged due to historical underinvestment, challenging geographic conditions, and the effects of gentrification and uneven development.

Neighborhoods such as Israel and Bitumul, Plebiscito III and IV, Buen Consejo, Sierra Maestra, Capetillo, La Perla, Altos del Cabro, Seboruco, Quebrada Arenas, Playita, Parcelas Falú, Las Monjas, Parada 27, El Checo, Cantera, Villa Clemente, Shangai, Barriada Figueroa, Barriada Venezuela, Barriada Borinquen, Comunidad Morcelo, and Comunidad Buena Vista experience ongoing social and economic challenges. These areas are characterized by high vulnerability to flooding, inadequate housing conditions, limited access to healthcare and education, and elevated unemployment rates. In addition, many residents are elderly, living with disabilities, or managing chronic health conditions, underscoring the need for targeted investments and comprehensive recovery strategies to enhance resilience and equity across the Municipality.



2. USES OF FUNDS

The Municipality implemented decisive measures to ensure a robust and equitable recovery from the COVID-19 pandemic and the economic downturn.

As part of our continued commitment to achieving a strong recovery from the COVID-19 pandemic and the associated economic recession, the Government of Puerto Rico implemented a comprehensive plan centered on the delivery of essential services and the promotion of safe, healthy communities. Efforts have also been directed toward advancing socio-economic development through initiatives in key areas such as recreation and sports, education, and urban infrastructure.

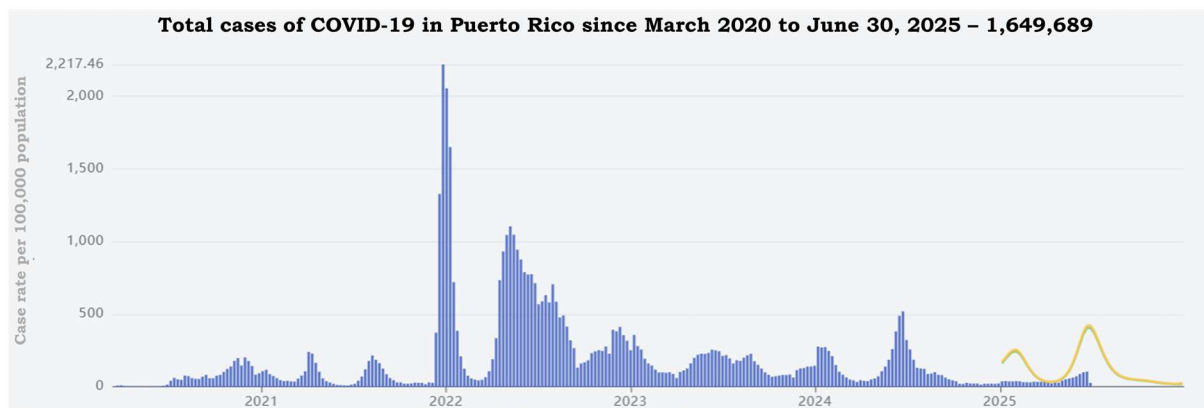
In collaboration with the Federal Government, measures have been taken to secure economic and fiscal relief. The financial assistance received represents a critical opportunity for sustained growth and development across the island.

The Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) have been instrumental in helping jurisdictions respond to the economic and public health impacts of COVID-19. These funds continue to support strategic initiatives aimed at alleviating the pandemic's effects on residents, communities, and local economies.



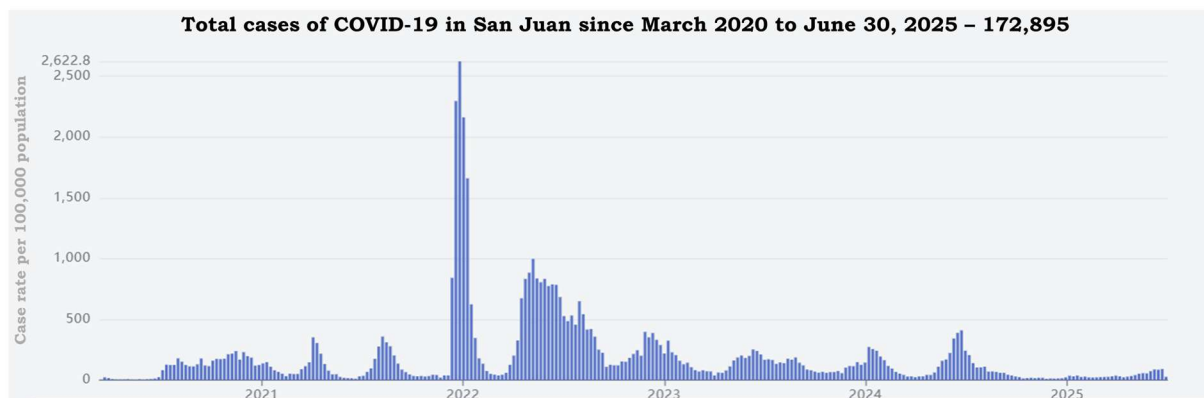
The COVID-19 pandemic has had a significant and lasting impact on Puerto Rico, affecting both public health and the economy. According to the Puerto Rico Department of Health, a total of 1,649,689 confirmed COVID-19 cases were reported from March 2020 through June 30, 2025, including 172,895 cases in the Municipality of San Juan (see Graph 1 and Graph 2, respectively). As of June 30, 2025, Puerto Rico has recorded 7,953 deaths associated with COVID-19 (see Graph 3).

Department of Health of Puerto Rico, Graph 1 -Total cases of COVID-19 in Puerto Rico



Source: <https://datos.salud.pr.gov/covid-19/cases?startDate=2020-03-15&endDate=2025-06-30>

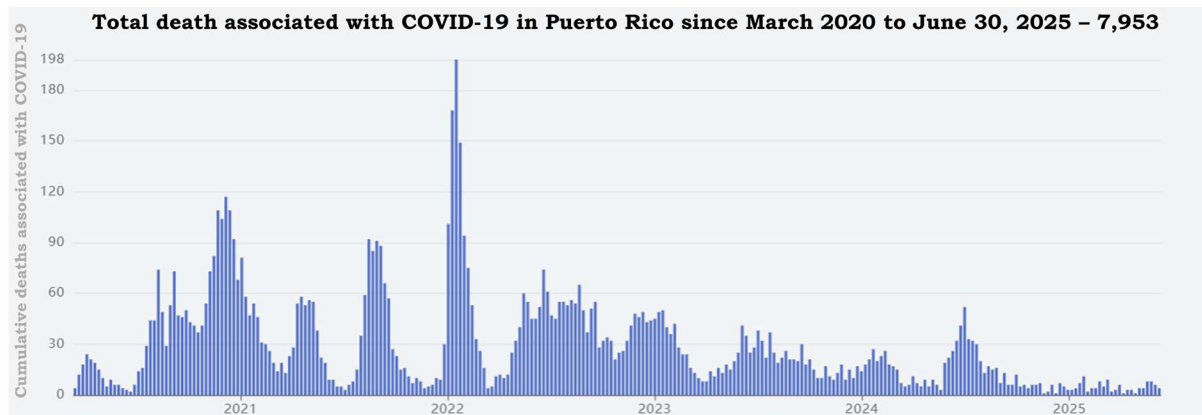
Department of Health of Puerto Rico, Graph 2 -Total cases of COVID-19 in San Juan



Source: <https://datos.salud.pr.gov/covid-19/cases?startDate=2020-03-15&endDate=2025-06-30&city=San%20Juan>



Department of Health of Puerto Rico, Graph 3 – 7,520 deaths associated with COVID-19 in Puerto Rico.



On Monday, April 10, 2023, the President of the United States signed into law: H.J.Res.7 which terminates the national emergency related to the Covid-19 pandemic.

As for expenditures on the allocated resources, CSLFRF resources will be expended in accordance with the 2022 Final Rule, the 2023 Interim Final Rule and the Obligation Interim Final Rule issued by the Treasury, and applicable costs following seven of the ten statutory categories:

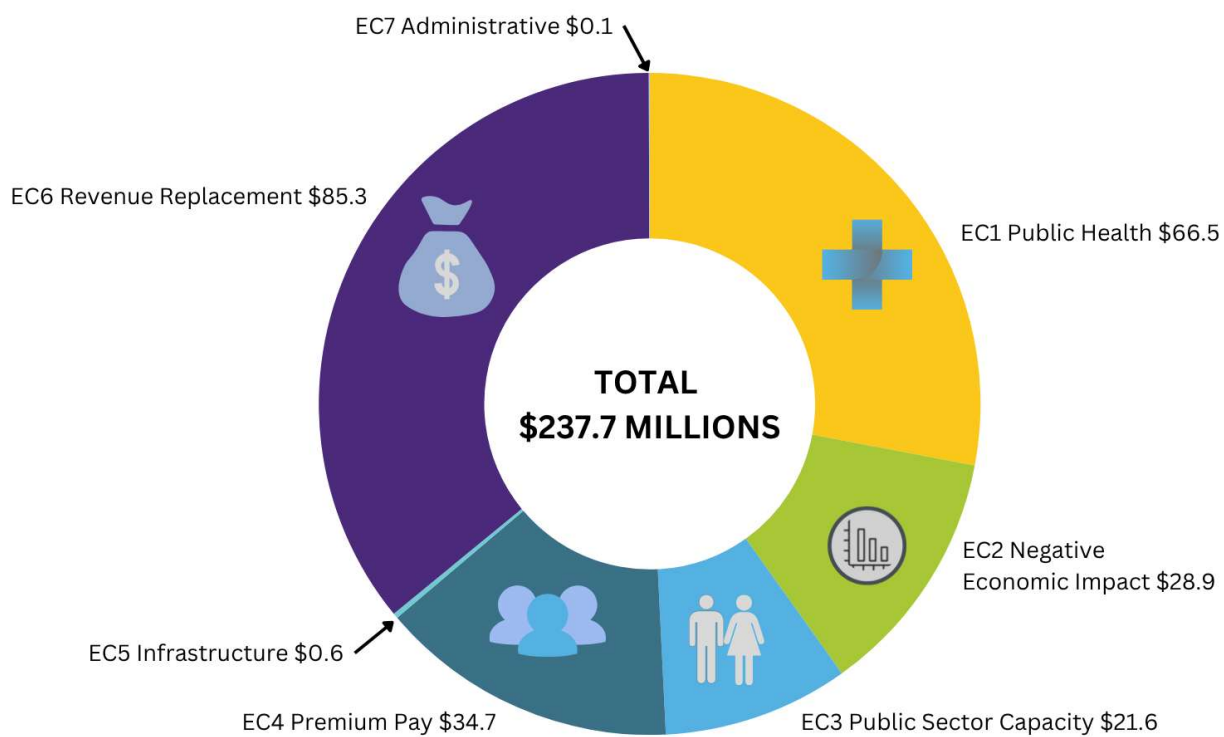


	EC 1 PUBLIC HEALTH ▪ Financed COVID-19 mitigation efforts, medical expenses, mental health support, and certain public health and safety personnel.
	EC 2 NEGATIVE ECONOMIC IMPACTS ▪ Responded to the economic impacts on workers, families, small businesses, affected industries, and the public sector.
	EC 3 PUBLIC SECTOR CAPACITY ▪ Funds were used to restore and strengthen public sector capacity, which supported the government's ability to deliver critical services during COVID-19. They were also used to increase employment in the public sector.
	EC 4 PREMIUM PAY ▪ They were awarded to those employees who provided additional support to individuals who had the greatest health risks due to their service during the pandemic.
	EC 5 WATER, SEWER & BROADBAND INFRASTRUCTURE ▪ This category is intended to support initiatives that improve wastewater and stormwater infrastructure, as well as expand access to high-speed, reliable, and affordable broadband coverage.
	EC 6 REVENUE REPLACEMENT ▪ Section 603(c)(1)(C) of the Act establishes that CLFRF's funds were used—and continue to be used—to provide governmental services in proportion to the revenue loss caused by the COVID-19 public health emergency, based on the reduction in revenues compared to the most recent full fiscal year prior to the pandemic.
	EC 7 ADMINISTRATIVE ▪ This category allows recipients to use funds for administering the SLFRF program. It includes eligible costs such as consultant services to support effective management, oversight, and ensure compliance with legal, regulatory, and other program requirements.

The goals and objectives in this Recovery Plan were informed by community assessments and are structured around seven Programmatic Areas. Each area was designed to address key community needs and continues to support an equitable recovery from the COVID-19 pandemic and the related economic challenges.



Accordingly, the Municipality of San Juan has allocated \$237.7 million in Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) across the following categories:



All figures are expressed in millions of dollars

The following section presents project descriptions organized by category, highlighting both complete and ongoing initiatives. It demonstrates how each effort contributes to a robust and equitable recovery from the COVID-19 pandemic and its associated economic impacts.



**EC 1
PUBLIC HEALTH**

PROJECT

GOAL

OVERALL STRATEGY

**Surveillance and
Community Safety
Program**

Increase police presence in communities to enhance security and prevent the rise of criminal incidents.

This crime-fighting strategy relied on improved communication and collaboration between municipal police officers and the residents of San Juan, fostering trust and community engagement to effectively address safety concerns.

**Domestic and Sexual
Violence Project**

Ensure that victims of domestic violence, sexual violence, and harassment receive psychosocial services, legal assistance, and counseling, while promoting the recognition of their rights.

Immediate support is provided through the confidential 24/7 telephone line (939-CONTIGO). In addition, victims receive crisis intervention, psychological first aid, and brief guidance on their rights and legal procedures to ensure timely and compassionate assistance.

**Acquisition of
Ambulances for
San Juan Emergency
Medical Services**

Provide faster services when people call the emergency center for ambulances and do not rely on private services.

The Municipality acquired 11 ambulances to effectively respond to emergency medical calls, including suspected or positive cases of COVID-19, patients with post-COVID-19 sequels, and mental health patients, among other patients who require emergency medical services.

Project Name	Allocation	Expenditures	Balance
Surveillance and Community Safety	\$ 60,268,019	\$ 60,268,019	\$ -
Domestic and Sexual Violence Project	4,374,107	2,826,293	1,547,814
Acquisition of Ambulances	1,822,023	1,822,023	-
Public Health Total	\$ 66,464,149	\$ 64,916,335	\$ 1,547,814



EC 2 NEGATIVE ECONOMIC IMPACTS

PROJECT

Homecare Assistance Program

GOAL

Offers services to low-and moderate-income households with members that are disabled and/or citizens of 60 years of age and over who face difficulties in their daily functioning, are limited in their daily activities, and/or are dependent on others

OVERALL STRATEGY

The Municipality contracted care helpers to support households disproportionately impacted by the COVID-19 pandemic. This included low- and moderate-income families, elderly individuals, and people with disabilities. These populations, already facing significant disadvantages before the pandemic, experienced intensified needs that demanded expanded access to in-home care and supportive services to protect their health, safety, and overall well-being.

Rechargeable Electric Portable Batteries

Distribute portable power batteries with solar panels to citizens that are bedridden and disabled persons with chronic conditions and with low and moderate income, whose lives depend on being connected to different medical equipment to survive.

The Municipality provided an alternative energy source to reduce the health and safety risks associated with power outages, particularly for individuals who rely on assistive medical equipment. By distributing rechargeable electric portable batteries, the program ensured that essential medical devices—as well as critical household appliances—remain operational during emergencies, thereby protecting vulnerable residents and enhancing community resilience.

Improvements to Barbosa Recreational and Sport Complex

The Project's objective is to improve the physical and emotional well-being of individuals and families affected by the pandemic restrictions and isolation measures to reduce and mitigate the spread of the coronavirus.

The Municipality uses CSLFRF funds to enhance multiple recreational facilities and public spaces across San Juan. These targeted investments are revitalizing parks, green spaces, and community gathering areas to promote physical and mental well-being, foster outdoor activity, and strengthen public health and safety outcomes. These improvements support the city's ongoing recovery while laying the foundation for a higher quality of life and long-term community well-being.

Home Repair and Rehabilitation

Rehabilitate or rebuild San Juan's stakeholders' homes to meet minimum standards of quality of life without leaving their current places where they have lived for years.

This program provides repairs or complete reconstruction of homes based on the specific needs of eligible residents. Delivered as direct assistance, the support will function as a grant to affected households, enabling them to rehabilitate their homes and restore safe, stable living



PROJECT

GOAL

OVERALL STRATEGY

San Juan Municipal Hospital Improvements

Improve the San Juan Municipal Hospital for current or future public health emergency.

conditions. The program is designed to assist families disproportionately impacted by the COVID-19 pandemic, particularly those with limited resources to recover independently.

The Municipality uses CSLFRF funds to adapt and modernize areas of the hospital that were not originally designed to handle the demands of a public health emergency such as the COVID-19 pandemic. As the facility was constructed in the 20th century, updates are necessary to ensure it can effectively serve the community during health crises. These improvements enhance the hospital's capacity, functionality, and readiness to respond to future emergencies while improving the overall standard of care.

School Generalized Underdevelopment Platform

This Platform will add value to all efforts for the continuation of face-to-face and/or distance education, interacting with tools and educational information within a digital content.

This program sought to strengthen instructional practices and address learning gaps resulting from the COVID-19 pandemic through the implementation of the School Generalized Underdevelopment Platform. The platform strengthens core academic skills, offers advanced educational tools, and increases student engagement and participation. It is focused on supporting students most affected by pandemic-related disruptions, fostering long-term academic recovery and sustained educational success.

Acquisition of School Transportation Buses

Increase the capacity of the education transportation services and be able to offer the educational support that Municipality's school community needs

The Municipality acquired electric school buses to improve the reliability and continuity of student transportation services. These vehicles facilitate dependable access to academic programs by supporting daily commutes to and from school, as well as travel to sporting events, extracurricular activities, and other educational experiences and opportunities. This initiative also advances the Municipality's broader sustainability goals by promoting cleaner, energy-efficient transportation solutions that reduce environmental impact.



PROJECT

Improvements to Caparra Heights Recreational Complex

Recreational Community Parks Facilities Improvements

San Juan Regional Healthcare Centers' Improvements

Improvements to the Josefa Fontán Recreational Park

Improvements to Central Park

GOAL

The Project's objective is to improve the physical and emotional well-being of individuals and families affected by the pandemic restrictions and isolation measures to reduce and mitigate the spread of the coronavirus.

The Recreational Community Parks Facilities Improvements Project aims to build neighborhoods that promote and improve health and safety outcomes.

Improvements to address the pandemic preparedness due to the COVID-19 pandemic.

The Project's objective is to improve the physical and emotional well-being of individuals and families affected by the pandemic restrictions and isolation measures to reduce and mitigate the spread of the coronavirus.

The Project's objective is to improve the physical and emotional well-being of individuals and families

OVERALL STRATEGY

The Municipality uses CSLFRF funds to enhance multiple recreational facilities and public spaces across San Juan. These targeted investments are revitalizing parks, green areas, and community gathering spaces to promote physical and mental well-being, foster outdoor activity, and strengthen public health and safety outcomes. These improvements support the city's ongoing recovery while laying the foundation for a higher quality of life and long-term community well-being.

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The Municipality sought to implement a project that incorporates new facility designs, infrastructure upgrades, and equipment acquisition, with the primary goal of saving lives and ensuring a safe working environment for employees and healthcare professionals

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The Municipality uses CSLFRF funds to enhance multiple recreational facilities and public spaces across San Juan. These targeted investments are revitalizing



PROJECT

Recreational and Sport Complex

Improvements to the Adolfo Dones Recreational Park

GOAL

affected by the pandemic restrictions and isolation measures to reduce and mitigate the spread of the coronavirus.

The Project's objective is to improve the physical and emotional well-being of individuals and families affected by the pandemic restrictions and isolation measures to reduce and mitigate the spread of the coronavirus.

OVERALL STRATEGY

parks, green areas, and community gathering spaces to promote physical and mental well-being, foster outdoor activity, and strengthen public health and safety outcomes. These improvements support the city's ongoing recovery while laying the foundation for a higher quality of life and long-term community well-being.

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Project Name	Allocation	Expenditures	Balance
Homecare Assistance Program	\$ 8,137,524	\$ 8,137,524	\$ -
Rechargeable Electric Portable Batteries	5,815,666	4,911,769	903,897
Improvements to Barbosa Recreational Sport Complex	3,373,151	2,515,588	857,563
Home Repair and Rehabilitation	3,006,610	2,663,316	343,294
San Juan Municipal Hospital Improvements	2,133,612	1,107,433	1,026,179
School Generalized Underdevelopment Platform	1,798,531	1,798,531	-
Acquisition of School Transportation Buses	1,371,000	1,371,000	-
Improvements to Caparra Heights Park	1,307,088	918,982	388,106
Recreational Community Parks Facilities Improvements	1,163,418	1,155,548	7,870
San Juan Regional Healthcare Centers' Improvements	461,136	415,022	46,114
Improvements to Central Park	111,000	-	111,000
Improvements to Adolfo Dones Park	103,500	91,825	11,675
Improvements to Josefa Fontán Park	84,000	34,667	49,333
Negative Economic Impacts Total	\$ 28,866,236	\$ 25,121,205	\$ 3,745,031



EC 3 PUBLIC SECTOR CAPACITY

PROJECT

**Public Sector
Staff Rehiring**

GOAL

Ensure the provision of essential government services.

OVERALL STRATEGY

The Municipality implemented a workforce recovery initiative to restore and sustain essential public services disrupted by the COVID-19 pandemic. This project included the organization of job fairs and the execution of targeted recruitment strategies to address critical staffing shortages and establish service delivery capacity. In addition, it supported stronger municipal operations, job creation, and the continued delivery of essential services

**Police Officers
Rehiring**

To rehire police officers in order to increase law enforcement capacity, enhance the Municipality's ability to prevent and respond to crime, and ensure the continued delivery of public safety services in compliance with applicable regulations and health measures.

The Municipality rehired and trained police officers to strengthen its public safety infrastructure. This effort was aligned with eligible activities under the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF), which allow the rehiring of public sector employees up to pre-pandemic staffing levels. The project was designed to restore essential law enforcement services and support community well-being through improved public safety.

**Infrastructure
Technology for
Data Centers**

To modernize the technology infrastructure, including servers, backup systems, and related equipment—critical to the delivery of government services in response to the COVID-19 pandemic.

The Municipality upgraded the infrastructure of its primary data centers located at (1) the Municipal Tower and (2) the Municipal Hospital. This modernization effort included the acquisition and installation of new hardware, software, and enhanced network capabilities. These improvements strengthened operational resilience, ensured continuity of essential services, and improved the Municipality's ability to respond to actual and future public health emergencies.

Project Name	Allocation	Expenditures	Balance
Public Sector Staff Re-Hiring	\$ 16,835,701	\$ 16,654,799	\$ 180,902
Police Officers Rehiring	3,197,945	3,193,262	4,683
Infrastructure Technology for Data Centers	1,632,074	1,580,924	51,150
Public Sector Capacity Total	\$ 21,665,720	\$ 21,428,985	\$ 236,735



EC 4 PREMIUM PAY

PROJECT

GOAL

OVERALL STRATEGY

Premium Pay
2021

The Municipality establishes the Premium Pay to reward those essential municipal workers who performed and continue doing critical tasks to guarantee the operations of the municipality to safeguard the public health and wellness of the residents.

Premium Pay
2022

A second round of the special incentive program for employees who did critical and essential duties for the continuity of municipal services and to protect the health and well-being of their residents and visitors.

Premium Pay
2023

A third round of the special incentive program for employees who did critical and essential duties for the continuity of municipal services and to protect the health and well-being of their residents

The Premium Pay program provided compensation to eligible municipal employees who performed essential in-person duties during the COVID-19 pandemic. This included workers whose roles involved regular face-to-face interactions, or the physical handling of items frequently touched by others. The initiative recognized and rewarded the heightened risk undertaken by frontline personnel in maintaining critical public services throughout the public health emergency.

Project Name		Allocation	Expenditures	Balance
Premium Pay 2021	\$	10,773,760	\$ 10,773,760	\$ -
Premium Pay 2022		10,542,713	10,542,713	-
Premium Pay 2023		13,374,868	13,374,868	-
Premium Pay Total	\$	34,691,341	\$ 34,691,341	\$ -



EC 5
WATER, SEWER & BROADBAND
INFRASTRUCTURE

PROJECT

**Power Backup
Generators for PRASA
Water Systems**

GOAL

To strengthen the Puerto Rico Aqueduct and Sewer Authority (PRASA) water infrastructure by mitigating the effects of power outages and severe weather events, thereby ensuring the continued delivery of safe drinking water to local communities.

OVERALL STRATEGY

The Municipality of San Juan signed a Memorandum of Understanding (MOU) with PRASA for the installation of six (6) power backup generators at essential water pump stations across the municipality. These generators are intended to provide emergency power to sustain water services during outages, thereby strengthening the resilience of the water infrastructure and safeguarding public health during natural disasters and other emergencies.

Project Name	Allocation	Expenditures	Balance
Power Backup Generators for PRASA Water Systems	\$ 570,197	\$ 570,197	\$ -
Infrastructure Total	\$ 570,197	\$ 570,197	\$ -



EC 6 REVENUE REPLACEMENT

PROJECT

Road Repavement Programs

- Phase 1
- Phase 2
- Phase 3
- Phase 4

Municipality Equipment Acquisition and Green Areas Maintenance

GOAL

As a result of revenue losses and the urgent need to redirect resources toward public health services during the COVID-19 pandemic, investments in road maintenance were deferred. Consequently, the Municipality's Road Infrastructure has deteriorated and now requires significant reconstruction. This program aims to improve the overall quality of life for residents, support local businesses, and enhance the experience of visitors by restoring critical transportation routes.

To enhance the frequency and quality of maintenance for public green infrastructure across the Municipality, improving the environment and overall well-being of residents and visitors.

OVERALL STRATEGY

The Municipality developed a comprehensive and proactive plan to rehabilitate its road network. The strategy included scarification and resurfacing of streets, as well as the reconstruction of avenues, roads, and sidewalks. These improvements are intended to support the economic recovery of local communities by providing safer, faster, and more reliable access to workplaces, commercial areas, and essential services.

The Municipality acquired new equipment and contracted professional maintenance services to restore and sustain parks, green spaces, and other public areas. This project supported community wellness, encouraged outdoor activity, and contributed to the revitalization of public spaces.

Project Name	Allocation	Expenditures	Balance
Road Repavement Program Phase 1	\$ 30,448,141	\$ 30,359,030	\$ 89,111
Road Repavement Program Phase 2	10,882,809	10,323,062	559,747
Road Repavement Program Phase 3	11,755,345	11,475,502	279,843
Road Repavement Program Phase 4	21,913,477	20,111,716	1,801,761
Equipment Acquisition and Green Areas Maintenance	10,303,248	9,479,556	823,692
Revenue Replacement Total	\$ 85,303,020	\$ 81,748,866	\$ 3,554,154



EC 7 ADMINISTRATIVE

PROJECT

Administrative

- Single Audit

GOAL

To provide oversight, coordination, and effective management of the fiscal, institutional, and administrative activities associated with the Municipality's response to the COVID-19 pandemic.

OVERALL STRATEGY

The Municipality is committed to the effective administration of federally funded programs by applying sound management practices that ensure compliance with program objectives and federal requirements. This includes implementing robust internal controls, maintaining accurate documentation, and conducting ongoing monitoring to safeguard the proper use of funds. These efforts are essential to achieving transparency, accountability, and successful program outcomes.

Project Name	Allocation	Expenditures	Balance
Single Audit	\$ 147,495	\$ 147,495	\$ -
Administrative and Other Total	\$ 147,495	\$ 147,495	\$ -



3. PROMOTING EQUITABLE OUTCOMES

Empowering Communities for an Equitable Recovery

The Municipality of San Juan has allocated funds to address specific community needs stemming from the COVID-19 pandemic, with a focus on programs that serve the most significantly affected populations. The central goal is to ensure a fair and inclusive recovery by prioritizing social and economic equity across all sectors. Recovery programs are designed and implemented through strategies that reduce disparities, provide essential services, and strengthen long-term community resilience.

To achieve these outcomes, departments within each Programmatic Area have developed targeted initiatives to address negative economic impacts, enhance access to services, and improve quality of life in disadvantaged communities. The Municipality is also actively identifying infrastructure and development needs in socioeconomically constrained areas to guide investments that foster inclusive growth.

As San Juan reopened following pandemic-related closures, rising crime rates highlighted the urgent need for strengthened public safety. The Surveillance and Community Safety Program equipped the Municipal Police with essential tools—such as patrol vehicles,



protective vests, and body cameras—to enhance operational capacity and community engagement.

Since its implementation, the program has contributed to a reduction in violent crime. Community policing efforts have strengthened trust between law enforcement and residents, encouraging greater public participation and cooperation. In addition, components, such as surveillance cameras, crime analytics, and collaboration with community leaders, help police proactively monitor and respond to high-risk areas.

The Municipality is dedicated to supporting households within its jurisdiction by systematically addressing the impacts of the COVID-19 pandemic. This strategy is informed by a comprehensive assessment of community vulnerabilities, strengths, and interdependencies, with the objective of providing targeted and effective measures. Emphasis has been placed on assisting low-income and underserved groups, including minorities, older adults, disadvantaged youth, the unemployed, formerly incarcerated individuals, veterans, and persons with disabilities.

To achieve these objectives, the Municipality launched a range of assistance initiatives that provided guidance, resources, and direct support to help households prevent and respond to pandemic-related challenges. These programs were designed to empower individuals and families, promote resilience, and improve overall community well-being. Recognizing the critical importance of meeting basic needs during a crisis, the Municipality also implemented housing initiatives aimed to address homelessness and housing instability. These initiatives foster safer, more equitable communities by reducing exclusion and promoting meaningful social integration.

One such initiative is the *Home Improvement and Rehabilitation Donation Program*, which provides grants to eligible families for the rehabilitation or repair of their homes. The program is designed to help residents meet minimum quality-of-life standards without requiring them to leave their long-standing homes or communities. By supporting those who were unable to make necessary repairs due to the economic effects of the pandemic, the program enhances housing stability, reduces social stressors, and fosters a greater sense of safety, motivation, and optimism. Outcomes include improved living conditions and quality of life for residents, particularly those in vulnerable or marginalized situations.

The *Recreational Community Parks Facilities Project* focuses on revitalizing public spaces to promote health, safety, and community well-being. The project's primary goal is to create neighborhoods that support active, healthy lifestyles by improving several community parks. Enhancements include upgraded green spaces, recreational facilities, sidewalks, and pedestrian safety features. These improvements aim to foster improved community health, increased opportunities for outdoor recreation, and stronger social cohesion.

The Recovery Plan also focuses on key pillars of our society such as education, public safety, security, housing, recreation, and sports. The San Juan Virtual Technological Educational Project program provides students with technological teaching tools to ensure



the continuity of educational services. The program offers students the necessary materials to support academic instruction and strengthen skills affected by the pandemic. The Municipality also acquired new school buses to ensure the security of transportation for students participating in extracurricular and school activities. The outcomes of these educational initiatives include sustained academic progress, improved access to education, and increased student participation in school activities.

Under the broader *Social Development* strategy, the *Portable Rechargeable Electric Batteries Program* was created to address the unreliable electric power system in Puerto Rico—an ongoing issue that places vulnerable populations at risk. This program provides alternative energy sources to households with bedridden, elderly, or special needs individuals who rely on assistive medical equipment. The portable generators ensure the operation of critical devices, appliances, and medication storage during outages. As a result, the program enhances the health, safety, and dignity of these residents during emergency situations.

The *Home Assistance Program*, led by the Department of Community and Social Development, delivered in-home living support to low- and moderate-income households that include elderly or disabled individuals. Care helpers provided services such as personal care, meal preparation, and bathing assistance, enabling these residents to retain independence and maintain a higher quality of life.

The *Office for the Integral Development of Women (ODIM)* plays a vital role in advancing gender equity within the Recovery Plan. ODIM serves women from communities experiencing economic, educational, and social disadvantages, including survivors of domestic and sexual violence. Informed by CDC-identified public health equity challenges—such as discrimination based on immigration status, housing conditions, or income—ODIM staff are professionally trained in trauma-informed practices. The office is also working to resume group therapy services for domestic violence survivors. Program outcomes include increased access to health and support services, improved mental well-being, and strengthened community-based care networks for women in need.

The Municipality of San Juan’s recovery initiatives demonstrate commitment to promoting equitable outcomes by empowering communities that have been historically underserved and disproportionately affected by the COVID-19 pandemic. Each program described in this section, ranging from housing rehabilitation and public safety enhancements to education continuity and women-focused services, has been developed through an equity-centered lens to address systemic barriers and meet the specific needs of vulnerable populations.

These interventions are guided by community input and an understanding of local conditions, ensuring that resource allocation is both responsive and targeted. By prioritizing social inclusion, reducing disparities, and improving access to essential services, the Municipality sought to create the conditions necessary for all residents to participate fully in the recovery process. This approach not only addressed the immediate



impacts of the pandemic but also strengthened long-term community resilience and capacity. As implementation advances, the Municipality reaffirms its commitment to policies and investments that foster the equitable development of all communities, particularly those that have historically faced barriers to opportunity and support.



4. COMMUNITY ENGAGEMENT

The Municipality undertook a planning process to establish funding priorities and develop a spending plan that responds effectively to the diverse needs of the constituents of San Juan. The Recovery Plan reflects a collaborative approach grounded in the principles of the Municipality's Strategic Plan and guided by community input. It sought to build on shared goals among different sectors of the Municipality to ensure an equitable and resilient recovery.

Plan priorities were developed in part from public and stakeholder engagement consultation, including:

- Low Income people
- Community Groups
- Public Housing Residents
- Nonprofit entities serving disadvantaged populations.
- Businesses
- Economic development organizations



The information for the preparation of the Recovery Plan was gathered from a formal consultation process. The Municipality published an invitation for Virtual Public Hearings on August 10, 2021, in the edition of El Nuevo Día newspaper, an island-wide circulation newspaper. The virtual public hearing was held on August 13, 2021. The hearing was attended by 25 registered individuals.

The hearings were transmitted using the following technologies: Microsoft Power Point and GoToMeeting. Both systems allow participants to receive accessible communication and to request assistance as needed. In the case of Microsoft Power Point, the system transcribed in real time the spoken words and displayed them on-screen as captions in the same language the presenter was speaking, or as subtitles translated to another language. PowerPoint technology helped accommodate individuals in the audience who may have been deaf or hard of hearing, or more familiar with another language, respectively. In addition, there were also position, size, color, and other appearance options for the captions and subtitles to accommodate different environments and audience needs. Regarding GoToMeeting this technology provided the following accessibility features: 1) color contrasts and font size help with visual communication and improve information access for users with vision impairment or compromised vision, and 2) Live Chat for keyboard interaction between presenter and the participants. Questions could be asked privately or to be seen by all participants. A chat area was provided to present comments, and all participants were provided with an opportunity to present their needs and questions.

The presentation included a description of the ARP Act and the CSLFRF; description and purpose of the Recovery Plan, the planning process, and its integration; the community consultation process; identification of needs; and the design of strategies, goals, and objectives. The consultation process was explained further, to include the legal framework, objectives, and the importance of promoting participation of persons with low and moderate income, elderly persons, persons with physical and mental disabilities, homeless persons, persons with HIV/AIDS, residents of Qualified Census Tracts.

In addition, participants were allowed to present their comments by email through (arpa@sanjuan.pr).

The consultation process is one of the main elements within the Municipality's public policy. This policy results in a local government model that effectively responds to the population and communities' demand for services and efficiently addresses the needs of all community components.

Citizen participation and consultation processes were incorporated during each phase of the preparation of the Initial Recovery Plan and will continue during the annual revisions of the document.

To attain participative, efficient, and democratic governance, innovative public management is required. Citizen participation has strengthened our collaborative model.



San Juan will continue integrating different sectors, such as municipal officials and the community, low-income persons, nonprofit organizations, business, civic, labor, and professional sectors.

Municipal strategies concerning citizen participation have proven to be a successful key to enforce and broaden the citizen participation plan used in the development of other Community Plan (Like HUD's Consolidated Plan). However, citizen participation is not limited to the development of the plans. Some of the actions to be taken to encourage the participation of all municipal residents include:

1. Publishing notices in general circulation newspapers: (a) public hearings, (b) funds distribution, and (c) annual reports.
2. Providing technical assistance and guidance for submitting proposals.
3. Posting copies of public notices in the municipal building bulletin boards.
4. Sending copies of public notices and instructions to organizations through e-mail.
5. Conducting meetings related to projects, regulations and needs.
6. Conducting meetings with communities, Municipal Staff and Community Promoters to solve ongoing issues.
7. Posting information on social media and the official webpage of the Municipality (sanjuan.pr).



5. LABOR PRACTICES

For all infrastructure projects or capital expenditures funded with CSLFRF funds, the Municipality is committed to implementing and reporting on appropriate labor practices as encouraged in published CSLFRF guidance, and report on the use of such practices as required by the Compliance and Reporting Guidance issued by the Treasury.

As for this reporting period, the Municipality identified eight (8) infrastructure projects 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 were applicable.

I. Current Infrastructure Projects or Capital Expenditures:

- i. San Juan Municipal Hospital Improvements
- ii. Barbosa Recreational Sport Complex Improvements
- iii. Caparra Heights Park and Recreational Facilities Improvements
- iv. Adolfo Dones Park and Recreational Facilities Improvements



- v. San Juan Central Park and Recreational Facilities Improvements
- vi. Josefa Fontán (La Merced) and Recreational Facilities Improvements
- vii. Recreational Community Parks Facilities Improvements
- viii. Municipal Road Repavement Program

All third-party contractor engaged in these projects with the Municipality of San Juan are contractually required to comply will all applicable federal and state laws, regulations, executive orders, FEMA policies, procedures, and directives. This compliance includes but is not limited to the following.

A. Compliance with Equal Opportunity and Non-Discrimination

- i. The third-party contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor 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, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:
 - a. 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 contractor 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.
- ii. The third-party contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- iii. The third-party contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted



by the employer, or is consistent with the contractor's legal duty to furnish information.

- iv. The third-party contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment
- v. The third-party contractor 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.
- vi. The third-party contractor 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.
- vii. In the event of the third-party contractor'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 contractor 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 [Executive Order 11246 of September 24, 1965](#), or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- viii. The third-party contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) 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 subcontractor or vendor. The contractor 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 a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the



administering agency, the third-party contractor may request the United States to enter into such litigation to protect the interests of the United States.

B. Compliance with the Copeland "Anti-Kickback" Act

- i. The third-party contractor shall comply with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The salaries of personnel performing work under this contract shall be paid unconditionally and not less often than once a month without payroll deduction or rebate on any account except for only such payroll deductions as are mandatory by law or permitted by the applicable regulations.
- ii. The third-party contractor or subcontractors shall insert in any subcontracts the clause above and such other clauses as the Municipality may by appropriate instructions require, and a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime third-party contractor shall be responsible for the compliance by any subcontractors or lower-tier sub-contractors with all these contract clauses.
- iii. The third-party contractor or subcontractors must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled.
- iv. 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.

C. Compliance with the Contract Work Hours and Safety Standards Act

Applicable to construction contracts exceeding \$100,000 that involve the employment of mechanics or laborers: Contractor must comply with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each third-party contractor must be required to compute the wages of every mechanic and laborer based on a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked, more than 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction



work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

D. TITLE VI of the Civil Rights Act of 1964 and Administration Laws

- i. Third-party contractors shall comply with all statutes and regulations prohibiting discrimination applicable to contractors, including, without limitation, the following:
 - a. Title VI of the Civil Rights Act of 1964 (42 U.S.C. §§ 2000d et seq.) and Treasury’s implementing regulations at 31 C.F.R. Part 22, which prohibit discrimination based on race, color, or national origin under programs or activities receiving federal financial assistance.
 - b. The Fair Housing Act, Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§ 3601 et seq.), which prohibits discrimination in housing based on race, color, religion, national origin, sex, familial status, or disability.
 - c. Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794), which prohibits discrimination based on disability under any program or activity receiving federal financial assistance.
 - d. The Age Discrimination Act of 1975, as amended (42 U.S.C. §§ 6101 et seq.), and Treasury’s implementing regulations at 31 C.F.R. Part 23, which prohibit discrimination based on age in programs or activities receiving federal financial assistance; and
 - e. Title II of the Americans with Disabilities Act of 1990, as amended (42 U.S.C. §§ 12101 et seq.), which prohibits discrimination based on disability under programs, activities, and services provided or made available by state and local governments or instrumentalities or agencies thereto.
- ii. The third-party contractor, subcontractor, successor, transferee, and assignee shall comply with Title VI of the Civil Rights Act of 1964, which prohibits recipients of federal financial assistance from excluding from a program or activity, denying benefits of, or otherwise discriminating against a person on the basis of race, color, or national origin (42 U.S.C. § 2000d et seq.), as implemented by the Department of the Treasury’s Title VI regulations, 31 CFR Part 22, which are herein incorporated by reference and made a part of this contract (or agreement). Title VI also includes protection to persons with “Limited English Proficiency” in any program or activity receiving federal financial assistance, 42 U.S.C. § 2000d et seq., as implemented by the Department of the



Treasury's Title VI regulations, 31 CFR Part 22, and herein incorporated by reference and made a part of this contract or agreement.

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

Third-party contractors who apply or bid for an award of \$100,000 or more shall file the required certification for contracts found on 31 CFR 21, Appendix A. 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 up to the recipient.



6. USE OF EVIDENCE

In leveraging opportunities provided by CSLFRF, the Municipality prioritized the development of service delivery initiatives aimed at strengthening its long-term response to the sustained impacts of the pandemic. These initiatives are intended to not only improve the continuity and quality of essential services, but also to mitigate community vulnerabilities and foster a resilient and inclusive economic recovery.

The subsequent sections outline the data and rationale for each project included in this Recovery Plan. These initiatives are deliberately structured to address economic and racial equity, ensuring that resources are directed toward populations most adversely impacted by the pandemic. Additionally, the Municipality remains dedicated to maximizing programmatic impact and delivering outcomes that are effective, efficient, and equitable for all residents.



I. Department of Municipal Police and Public Safety

The Municipality faced a significant challenge: due to increasing incidents of gun violence fueled by drug trafficking. To address concerns regarding public safety, the Municipality undertook a data driven and evidence-based approach. This included implementing a coordinated strategy aimed at addressing the issue, which included the following initiatives:

- Phase 1: Enhanced Visibility and Rapid Response - The deployment strategy included acquiring 68 patrol vehicles placed in high-crime areas and 50 police motorcycles for rapid response and proactive patrols, particularly in narrow streets and alleys. This initiative not only increased patrol frequency, serving as a deterrent to criminal activity and bolstering public safety, but also significantly improve response times due to optimized incidents deployment and greater mobility. Visible patrol presence, both by car and motorcycle, acted as a deterrent by increasing the perceived risk of apprehension, especially in high-crime areas. Police motorcycles offered the advantage of navigating congested areas quickly, potentially preventing crimes in progress and boosting community confidence in police responsiveness. Their ability to access narrow streets and alleys improves patrol coverage and crime prevention efforts across diverse terrains.

In addition, the strategy involves targeted hot-spot policing, where the combination of patrol vehicles and police motorcycle focused resources in areas with high crime rates, leading to significant crime reduction, as evidenced by studies like the Philadelphia's Comprehensive Crime Reduction Program. This focused approach ensures efficient resource allocation, maximizing their impact. Moreover, the increased visibility and approachability of motorcycles foster easier interaction with residents, enhancing community engagement and relationship building. Positive police-community relationships lead to increased trust and cooperation, encouraging residents to report crimes and share valuable information. This collaboration contributes to improved community safety, with residents and police working together to proactively address community concerns.

References for evidence-based examples:

- Philadelphia's Comprehensive Crime Reduction Program: This program combined increased patrol vehicles and police motorcycles in high-crime areas with community engagement and social services. It led to a 25% reduction in violent crime in target neighborhoods.
<https://thephiladelphiacitizen.org/wp-content/uploads/2020/07/CrimePreventionViolenceReductionActionPlan62020.pdf>
- A 2021-2023 study in Dallas provides strong evidence that targeted hot spots policing in Dallas led to a significant citywide reduction in violent crime, 14%



over two years, compared to smaller or adverse trends in nearby cities. The reduction was driven by focused, rotating enforcement in 313 high-crime grids, with treated areas showing a 56% decrease in violent crime, contrasting with a 21.5% increase in untreated areas. The findings suggest that hot spots policing is a cost-effective, scalable strategy for reducing violent crime, [More than meets the eye: examining the impact of hot spots policing on the reduction of city-wide crime | Crime Science](#)

- A 2020 study in Pittsburg tested hot-spot-based policing by deploying officers to predict chronic and temporary violent crime areas. The study found a 25.3% overall reduction in serious violent crimes and a 39.7% decrease in non-white victims, with foot patrols, especially in temporary hot spot, proving most effective. Importantly, the approach showed no evidence of crime displacement or over-policing of minority. <https://arxiv.org/pdf/2011.06019>
- **Phase 2: Strengthening Our Force** - The strategy focuses on a significant investment in personnel and training to enhance community safety and effective law enforcement. The municipality hired and trained 36 new officers who are specifically chosen for their skills and commitment to community policing. Additionally, approximately 730 current officers have been assigned to support the implementation of our strategic response. The training was designed with a focus in gun violence prevention and drug interdiction techniques to equip officers with the necessary skills. Emphasizing community-oriented policing principles will help build trust and collaboration with residents, fostering a safer and more cohesive community.

References for evidence-based examples:

- Chicago's Hot-Spot Policing Experiment (2011): This initiative was modeled to reduce violent crime by identifying gangs, guns, and drug-related hot spots and deploying specialized units for targeted suppression, compared to control areas, the hot spots experienced a 13-57% reduction in crime, during the first year of implementation. [Gang Hot Spots Policing in Chicago: An Evaluation of the Deployment Operations Center Process](#)
- Philadelphia's Comprehensive Crime Reduction Program (2014-present): This multi-pronged initiative combined increased police patrols in high-crime areas with social services, community engagement, and targeted crime prevention strategies. An ongoing evaluation by the University of Pennsylvania shows a 25% reduction in violent crime in target neighborhoods since the program's inception. <https://thephiladelphiacitizen.org/wp-content/uploads/2020/07/CrimePreventionViolenceReductionActionPlan62020.pdf>



- More Cops, Less Crime (2018): A study by Princeton University economist Steven Mellow analyzed data from over 200 U.S. cities over two decades. It found that a 10% increase in the police force size is associated with a 3% decrease in violent crime and a 5% decrease in property crime.
<https://www.princeton.edu/~smello/papers/cops.pdf>
- Phase 3: Protecting Our Officers and Building Trust - The strategy for equipment enhancement included providing 700 officers with new bulletproof vests for their safety and equipping 250 officers with body cameras to promote transparency and accountability. Although the overall impact of body cameras on crime reduction remains under discussion, evidence suggests they can deter police misconduct by increasing officer accountability and encouraging professional behavior, thereby building trust with the community. Body camera footage served as valuable crucial evidence during investigations, clarify disputed situations, and ensures justice for both victims and suspects. In addition, the awareness of being filmed may help de-escalate tense situations and reduce incidents of use of force. This footage will be used for training, evidence gathering, and community outreach, with open communication and regular progress updates to keep residents informed and engaged.

References for evidence-based examples:

- A 2019 updated research, originally published in 2014, from the University of Cambridge's Institute of Criminology (IoC) found that the use of body cameras in Rialto, California, led to a 59% reduction in citizen complaints against police officers over a three-year period. [The Effect of Police Body-Worn Cameras on Use of Force and Citizens' Complaints Against the Police: A Randomized Controlled Trial | Journal of Quantitative Criminology](#)
- A 2016 study in Phoenix, Arizona, showed that officers wearing body cameras were 13% less likely to use force compared to those who did not. [Officer Perceptions of Body-Worn Cameras Before and After Deployment](#)
- Review on the effectiveness of body-worn cameras (BWCs) on police and citizen outcomes:
<https://www.repository.cam.ac.uk/items/ae85f0c2-9309-4c65-9e5d-37e9f7d85314>
- A. Phase 4 - Leveraging Technology for Intelligence and Prevention: The strategy integrated citywide cameras and police surveillance with other crime prevention methods previously mentioned. This multi-faceted approach aims to yield positive



outcomes by enhancing situational awareness, improving crime mapping and analysis, and fostering community engagement and transparency.

- **Enhanced Situational Awareness and Response:** Cameras provide real-time data on crime hotspots and ongoing incidents, enabling more efficient resource deployment. Patrols can be directed to active crime areas, improving response times and preventive measures. In addition, officers can remotely assess situations to choose appropriate interventions, potentially reducing unnecessary use of force. Footage also aids in identifying and apprehending suspects, facilitating prosecution.
- **Improved Crime Mapping and Analysis:** Analyzing camera recordings and other data sources helps identify crime patterns, trends, and hotspots. This data-driven approach allows for more strategic allocation of personnel and resources, increasing the likelihood of preventing or disrupting criminal activity. It also supports the development of targeted crime prevention strategies, addressing specific types of crimes prevalent in certain areas for more effective crime reduction.
- **Community Engagement and Transparency:** Sharing relevant footage with the public can increase community trust and partnership. Transparency fosters collaboration between police and residents, enhancing information sharing and crime prevention efforts. Furthermore, public awareness of camera presence can act as a deterrent, potentially reducing criminal activity in monitored areas.

References for evidence-based examples:

- A study by Eric L. Piza, PhD from the School of Criminology & Criminal Justice of Northeastern University concluded that the use of CCTV camera footage and other data to identify and respond to crime incidents in progress was associated with a 13% reduction of crime in target areas as compared to control areas. [CCTV Surveillance for Crime Prevention: A 40-Year Systematic Review with Meta-Analysis – Eric L. Piza, Ph.D.](#)
- A real-time crime center (RTCC) pilot report from the City of Seattle (2024) detailed system architecture that merges live CCTV feeds with CAD (dispatch data), officer AVL (Automatic Vehicle Location), and 911 call, all displayed on a GIS dashboard. The report shares practical examples such as live camera tracking of a suspected vehicle fleeing a shooting scene, enabling camera operators to direct patrols and guide first responders in real time, and aiding detective work post-incident [2024 rtcc sir final.pdf](#)
- A 2009 study by Welsh and Farrington, titled "Public Area CCTV and Crime Prevention: An Updated Systematic Review and Meta-Analysis," reviewed 44 high-quality evaluations of CCTV systems in urban environments and found an



average 16% reduction in overall crime. The most significant impacts were observed in parking lots (51% reduction), followed by public transportation systems (23%), and city centers (7%). The study concluded that CCTV is most effective when combined with active monitoring, coordinated police patrols, and clear public signage, highlighting the importance of community awareness and transparency in maximizing both trust and crime deterrence. [Public Area CCTV and Crime Prevention: An Updated Systematic Review and Meta-Analysis](#)

- B. Phase 5: Community Partnerships and Holistic Solutions - Our strategy emphasized collaboration, focusing on building robust partnerships with community organizations, social service providers, and residents. By addressing the root causes of crime, the Municipality aims to tackle issues through education, job training, and social programs. Offering viable alternatives to street life and providing support for those struggling with addiction and poverty are key components.

II. Education

The COVID-19 pandemic has positioned barren the deep educational disparities that persist in our communities. Students from low-income families and disadvantaged communities often face significant challenges accessing quality educational resources. Accordingly, the Municipality took leverage of CSLFRF to invest in public service promoting educational equity in San Juan.

Phase 1: Public Transportation for School' Students - The strategy will focus on:

- Expanding routes that connect disadvantaged communities directly to high-performing schools. This could involve extending existing bus lines, establishing entirely new routes, or even exploring partnerships with private transportation providers; and/or
- The acquisition of new school buses for schools with limited service or outdated fleets.

References for evidence-based examples:

- A study published by Sage Journals found that students who used public transportation to attend choice higher-performing schools showed significant academic improvements compared to those who remained in their assigned schools.
(<https://journals.sagepub.com/stoken/default+domain/SPZM6APTAH53WTVGPZJK/full>)



- A report by The Education Trust, published by the Brookings Institution suggests that well-designed school bus systems can significantly reduce transportation barriers and improve students' health and academic performance, particularly for students in low-income communities.
(<https://www.brookings.edu/articles/fixing-school-buses-is-an-effective-and-cheap-way-to-improve-students-health-and-academic-performance/>)

Phase 2: Public Virtual Education Platforms - The strategy will focus on:

- Increasing access to quality education by connecting students in remote or disadvantaged areas to participate in high-level courses and instruction, regardless of their geographic location. This can open doors to specialized programs or connect them with teachers they wouldn't have access to in their local schools. In addition, virtual platforms offer enhance flexibility in scheduling. Students with work or family commitments can participate in education at their own pace.
- Personalizing learning has the unique potential to provide diverse learning styles and needs. Virtual platforms may use adaptive learning software that adjusts the difficulty and pace of instruction based on their individual needs. This personalized approach can significantly improve student engagement and comprehension. Beyond curriculum-based learning, online platforms offer access to a wide range of educational resources. Students can explore topics beyond the traditional classroom setting, fostering a love for lifelong learning and developing independent learning skills.

References for evidence-based examples:

- Research published by the National Center for Education Statistics (NCES) highlights the findings on the influence on student achievement outcomes of K–12 online and blended face-to-face and online learning programs that offer differentiated learning options.
(<https://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=REL2017228>)
- A study reveals that while some U.S. schools adapted well to the digital learning environment during the COVID-19 pandemic, high-needs school, often in socioeconomically disadvantaged urban and rural area, faced significant challenges. The study identified that when online learning was thoughtfully implemented, it could offer meaningful educational opportunities.
(<https://files.eric.ed.gov/fulltext/EJ1359227.pdf>)



III. Domestic Violence

The COVID-19 pandemic has exacerbated domestic violence, primarily affecting women who have lost their jobs or had to quit due to the pandemic. Extended periods of home confinement have led to an increase in domestic violence incidents. Accordingly, the Municipality has expanded its program addressing domestic and sexual violence by allocating more resources to the 939-CONTIGO hotline, ensuring continued support for this vulnerable population. This strategy highlights the urgent need for targeted interventions and support services as follows:

- Phase 1: Enhanced Hotline Services - Strengthening the 939-CONTIGO hotline to provide immediate assistance, counseling, and referrals for victims of domestic violence, ensuring they have access to essential support services.
- Phase 2: Crisis Intervention - Implementing crisis intervention programs that offer immediate psychological support and safety planning for victims, helping to mitigate the immediate risks associated with domestic violence.
- Phase 3: Legal Assistance and Advocacy - Providing legal assistance and advocacy services to help victims obtain protective orders, navigate the legal system, and access their rights and resources.
- Phase 4: Integrated Health Services - Offering integrated health services, including mental health counseling and medical care, to address the comprehensive needs of domestic violence victims and promote their long-term well-being.

References for evidence-based examples:

- The Arizona Coalition to End Sexual & Domestic Violence (ACESDC) published in June 2020 the *Best Practices Manual for Domestic Violence Programs* to provide a reference and resource document for agencies planning, developing, implementing and improving domestic violence victim service programs. <https://vawnet.org/material/best-practices-manual-domestic-violence-programs>
- The George Washington University published the *Short-Term Outcomes for Users of the National Domestic Violence Hotline and loveisrespect* to evaluate the impact of services provided by *The Hotline and loveisrespect* (LIR). Funded by the Administration for Children and Families, the study examined changes in knowledge, emotional well-being, and behavioral intentions among individuals who contacted the hotlines. Outcomes were measured both immediately after the interaction and again two weeks later to assess the short-term effectiveness



of these interventions. The study also found that callers were more likely than chatters to report abuse and complete follow-up surveys, highlighting the need for tailored approaches to different modes of contact, [Short-Term Outcomes for Users of the National Domestic Violence Hotline and loveisrespect](#).



7. PERFORMANCE REPORT

States, territories and metropolitan cities and counties with a population more than 250,000 residents (i.e., Tier 1 beneficiaries) must publish and submit to Treasury the Recovery Plan performance report ("Recovery Plan"). The Recovery Plan must be published on a website on the same date that the beneficiary submits the report to Treasury. Accordingly, the Municipality of San Juan 2025-2026 Recovery Plan will be available at <https://sanjuan.pr/>, on the home page for easy access.

The San Juan Office of Management and Budget ("SJOMB") is in-charge of the implementation of the Municipality's Key Performance Indicators (KPIs) by leading the Municipality's strategic planning work. KPIs reflect how the CLFRR program outcomes are achieved in an effective, efficient, and equitable manner to the individuals, families, and businesses served. The SJOMB monitors performance of CSLFRF funded projects on a quarterly basis and provides the annual performance report as an integral part of the Recovery Plan after the completion of each fiscal year.



The SJOMB expanded its existing performance indicator management framework to ensure effective monitoring and oversight for the major CSLFRF funded projects, to include measuring the impact of the investments on our most vulnerable residents.

The Municipal Dependencies with responsibilities for providing federal stimulus funding performance data for specific expenditure categories (ECs) are required to include and submit the applicable key performance indicators that align with those categories to the SJOMB. The end of the fiscal year, KPIs results will be captured in next year's Recovery Plan.

The mandatory KPIs as required by the Treasury are listed below:

1. Assistance with Households (EC 2.1 to 2.28):
 - Number of households served rechargeable batteries.
 - Number of households served with homecare assistance.
 - Number of households served with home repairs and rehabilitations.
 - Number of households served with educational services.
 - The National Center for Education Statistics District ID
2. Negative Economic Impact: Public Sector Capacity (EC 3.1 to EC 3.5):
 - Number of FTE rehired for public sector staff.
3. Premium Pay (EC 4.1 to EC 4.2):
 - Number of public sector workers served.
4. Water and Sewer Infrastructure (EC 5.1 to EC 5.18)
 - Median household income of the service area
 - Lowest quintile income of the service area

As of the reporting period the KPIs for the projects completed or underway are as follows:

Project Title	Expense Category	Key Performance Indicator
Surveillance and Community Safety Program	1.11 Community Violence Interventions	147,795 households served. 18 communities engaged. 150 law enforcement body cameras acquired 68 Vehicles and patrols



Project Title	Expense Category	Key Performance Indicator
		50 Police Motorcycles 756 Police Bulletproof Vests
Domestic and Sexual Violence Program	1.11 Community Violence Interventions	29,709 services to victims of domestic violence were provided. 3,312 calls received by the 939-CONTIGO line. 23,434 services provided by the 939-CONTIGO line. 9,692 educational services provided to walk-in victims and individuals from the community. 20,851 people attended workshops and community outreach activities
Acquisition of Ambulances	1.14 Other Public Health Services	17,251 medical patient transports provided. 13 minutes average EMS response time. 66,429 calls received at the Emergency Communications Center (July 2023 – June 2025). 11 fully equipped ambulances acquired.
Homecare Assistance Program	2.18 Housing Support: Other Housing Assistance	948 care workers created or retained. 838 households served homecare assistance. 90,760 services provided.



Project Title	Expense Category	Key Performance Indicator
Rehabilitation and Home Improvement Donation Program	2.18-Housing Support: Other Housing Assistance	82 Number of households served with home repairs and rehabilitations
Rechargeable Electric Portable Batteries with Solar Technology	2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	3,275 households who received rechargeable batteries
Acquisition of School Buses	2.25 Addressing Educational Disparities: Academic, Social, and Emotional Services	3 Electric school buses acquired National Center for Education Statistics District ID: 7200030
Public Sector Staff Re-Hiring	3.2 Public Sector Workforce: Rehiring Public Sector Staff	355 FTE rehired public sector staff.
Rehiring of Municipal Police Officer	3.2 Public Sector Workforce: Rehiring Public Sector Staff	36 FTE rehired of Municipal Police officers.
Premium Pay - San Juan 2021	4.1 Public Sector Employees	4,426 workers were served. 347 workers served in K-12 schools
Premium Pay - San Juan 2022	4.1 Public Sector Employees	3,983 workers were served. 128 workers served in K-12 schools.
Premium Pay - San Juan 2023	4.1 Public Sector Employees	4,182 workers were served. 338 workers served in K-12 schools.
Power Backup Generator for PRASA Water Systems	5.11 Drinking water: Transmission & Distribution	Public Water System ID 2591 \$23,642 Median household income of the service area \$9,550 Lowest quintile income of the service area
Road Repavement Programs • Phase 1 • Phase 2 • Phase 3 • Phase 4	6.1 Provision of Government Services	1,305,992.84 tons of asphalt applied in 5,811,660.64 linear miles.



Project Title	Expense Category	Key Performance Indicator
School generalized underdevelopment platform	2.25 Addressing Educational Disparities: Academic, Social, and Emotional Services	13,954 student participants or enrolled 47 schools served
Infrastructure Technology for Data Centers	3.4 Public Sector Capacity: Effective Service Delivery	Municipal Tower Data Center with a capacity of 42.97TB , of which 21.37TB has already been used. Municipal Hospital Data Center with a capacity of 64.88TB , of which 26.9TB has already been used.

From the Municipality of San Juan inventory of projects not started or underway, the following KPIs have been developed by expenditure category for future publications of the Recovery Plan:

Project Title	Expense Category	Key Performance Indicator
Improvements to Barbosa Recreational Sport Complex	2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	- Number of recreational park visitors - Number of programs conducted
Improvements to Caparra Heights Recreational Facilities	2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	- Number of recreational park visitors - Number of programs conducted
Improvements to Josefa Fontán Recreational Facilities	2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	- Number of recreational park visitors - Number of programs conducted
Improvements to Central Park Recreational and Sport Complex	2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	- Number of recreational park visitors - Number of programs conducted
Adolfo Dones Improvements to Recreational Facilities	2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	- Number of recreational park visitors - Number of programs conducted



Project Title	Expense Category	Key Performance Indicator
Community Recreational Parks Improvements	2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	- Number of recreational park visitors. - Number of programs conducted



8. TABLE OF EXPENSES BY EXPENDITURE CATEGORY

The Municipality of San Juan allocated CSLFRF resources across a broad range of eligible expenditure categories. The projects listed in this Recovery Plan were already defined and reflect strategic priorities across public health, economic recovery, essential public services, workforce stabilization, and infrastructure improvements. This section provides a detailed accounting of how SLFRF funds have been utilized to date and during the most recent reporting period.

The following Table of Expenses by Expenditure Category outlines both cumulative expenditures and amounts spent since the previous Recovery Plan update. It is organized by U.S. Department of the Treasury expenditure categories and subcategories, enabling transparent tracking of fund deployment across program areas. Notable investments include significant support for public health through community violence intervention



initiatives, assistance to households and disproportionately impacted communities, payroll support for rehiring public sector workers, and the provision of premium pay to essential employees. The table also reflects the use of revenue replacement provisions to sustain core municipal operations.

The summary below presents the financial breakdown by expenditure category as follows:

Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
1	Public Health	\$64,916,335	\$937,002
	COVID-19 Mitigation & Prevention	\$0	\$0
1.1	COVID-19 Vaccination	\$0	\$0
1.2	COVID-19 Testing	\$0	\$0
1.3	COVID-19 Contact Tracing	\$0	\$0
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)	\$0	\$0
1.5	Personal Protective Equipment*	\$0	\$0
1.6	Medical Expenses (including Alternative Care Facilities)	\$0	\$0
1.7	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$0	\$0
1.8	COVID-Assistance to Small Businesses	\$0	\$0
1.9	COVID-19 Assistance to Non-Profits	\$0	\$0
1.10	COVID-19 Aid to Impacted Industries	\$0	\$0
	Community Violence Interventions	\$63,094,312	\$937,002
1.11	Community Violence Interventions	\$63,094,312	\$937,002
	Behavioral Health	\$0	\$0
1.12	Mental Health Services	\$0	\$0
1.13	Substance Use Services	\$0	\$0
	Other	\$1,822,023	\$0
1.14	Other Public Health Services^	\$1,822,023	\$0
2	Negative Economic Impacts	\$25,121,204	\$14,942,094
	Assistance to Households	\$25,121,204	\$14,942,094
2.1	Household Assistance: Food Programs	\$0	\$0
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	\$0	\$0
2.3	Household Assistance: Cash Transfers	\$0	\$0
2.4	Household Assistance: Internet Access Programs	\$0	\$0
2.5	Household Assistance: Paid Sick and Medical Leave	\$0	\$0
2.6	Household Assistance: Health Insurance	\$0	\$0
2.7	Household Assistance: Services for Un/Unbanked	\$0	\$0
2.8	Household Assistance: Survivor's Benefits	\$0	\$0



Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
2.9	Unemployment Benefits or Cash Assistance to Unemployed Workers	\$0	\$0
2.10	Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment support or incentives)	\$0	\$0
2.11	Healthy Childhood Environments: Child Care	\$0	\$0
2.12	Healthy Childhood Environments: Home Visiting	\$0	\$0
2.13	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System	\$0	\$0
2.14	Healthy Childhood Environments: Early Learning	\$0	\$0
2.15	Long-term Housing Security: Affordable Housing	\$2,663,316	\$336,622
2.16	Long-term Housing Security: Services for Unhoused Persons	\$0	\$0
2.17	Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities	\$0	\$0
2.18	Housing Support: Other Housing Assistance	\$8,137,524	\$4,906,847
2.19	Social Determinants of Health: Community Health Workers or Benefits Navigators	\$0	\$0
2.20	Social Determinants of Health: Lead Remediation	\$0	\$0
2.21	Medical Facilities for Disproportionately Impacted Communities	\$1,522,455	\$927,582
2.22	Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	\$9,628,378	\$5,601,512
2.23	Strong Healthy Communities: Demolition and Rehabilitation of Properties	\$0	\$0
2.24	Addressing Educational Disparities: Aid to High-Poverty Districts	\$0	\$0
2.25	Addressing Educational Disparities: Academic, Social, and Emotional Services	\$3,169,531	\$3,169,531
2.26	Addressing Educational Disparities: Mental Health Services	\$0	\$0
2.27	Addressing Impacts of Lost Instructional Time	\$0	\$0
2.28	Contributions to Unemployment Insurance Trust Funds	\$0	\$0
Assistance to Small Business		\$0	\$0
2.29	Loans or Grants to Mitigate Financial Hardship	\$0	\$0
2.30	Technical Assistance, Counseling, or Business Planning	\$0	\$0
2.31	Rehabilitation of Commercial Properties or Other Improvements	\$0	\$0



Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
2.32	Business Incubators and Start-Up or Expansion Assistance	\$0	\$0
2.33	Enhanced Support to Microbusinesses	\$0	\$0
	Assistance to Non-Profits	\$0	\$0
2.34	Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)	\$0	\$0
	Aid to Impacted Industries	\$0	\$0
2.35	Aid to Tourism, Travel, or Hospitality	\$0	\$0
2.36	Aid to Other Impacted Industries	\$0	\$0
	Assistance to Other	\$0	\$0
2.37	Economic Impact Assistance: Other	\$0	\$0
3	Public Health-Negative Economic Impact: Public Sector Capacity	\$21,428,984	\$4,170,590
	General Provisions	\$21,428,984	\$4,170,590
3.1	Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers	\$0	\$0
3.2	Public Sector Workforce: Rehiring Public Sector Staff & Rehiring Police Officers	\$19,848,060	\$3,582,936
3.3	Public Sector Workforce: Other	\$0	\$0
3.4	Public Sector Capacity: Effective Service Delivery	\$1,580,924	\$587,654
3.5	Public Sector Capacity: Administrative Needs	\$0	\$0
4	Premium Pay	\$34,691,341	\$457
4.1	Public Sector Employees	\$34,691,341	\$457
4.2	Private Sector: Grants to other employers	\$0	\$0
5	Expenditure Category: Infrastructure	\$570,196	\$0
	Water and Sewer	\$570,196	\$0
5.1	Clean Water: Centralized Wastewater Treatment	\$0	\$0
5.2	Clean Water: Centralized Wastewater Collection and Conveyance	\$0	\$0
5.3	Clean Water: Decentralized Wastewater	\$0	\$0
5.4	Clean Water: Combined Sewer Overflows	\$0	\$0
5.5	Clean Water: Other Sewer Infrastructure	\$0	\$0
5.6	Clean Water: Stormwater	\$0	\$0
5.7	Clean Water: Energy Conservation	\$0	\$0
5.8	Clean Water: Water Conservation	\$0	\$0
5.9	Clean Water: Nonpoint Source	\$0	\$0
5.10	Drinking water: Treatment	\$0	\$0



Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
5.11	Drinking water: Transmission & Distribution	\$570,196	\$0
5.12	Drinking water: Transmission & Distribution: Lead Remediation	\$0	\$0
5.13	Drinking water: Source	\$0	\$0
5.14	Drinking water: Storage	\$0	\$0
5.15	Drinking water: Other water infrastructure	\$0	\$0
5.16	Water and Sewer: Private Wells	\$0	\$0
5.17	Water and Sewer: IJJA Bureau of Reclamation Match	\$0	\$0
5.18	Water and Sewer: Other	\$0	\$0
6	Expenditure Category: Revenue Replacement	\$81,748,867	\$16,350,377
6.1	Provision of Government Services	\$81,748,867	\$16,350,377
6.2	Non-federal Match for Other Federal Programs	\$0	\$0
7	Administrative and Other	\$147,495	\$90,000
7.1	Administrative Expenses	\$147,495	\$90,000
7.2	Transfers to Other Units of Government	\$0	\$0
8	Emergency Relief from Natural Disasters	\$0	\$0
8.1	Temporary Emergency Housing	\$0	\$0
8.2	Food Assistance	\$0	\$0
8.3	Financial Assistance for Lost Wages	\$0	\$0
8.4	Other Immediate Needs: Emergency Protective Measures	\$0	\$0
8.5	Other Immediate Needs: Debris Removal	\$0	\$0
8.6	Other Immediate Needs: Public Infrastructure Repair	\$0	\$0
8.7	Other Immediate Needs: Home Repairs for Uninhabitable Primary Residences	\$0	\$0
8.8	Other Immediate Needs: Cash Assistance for Uninsured or Underinsured Expenses	\$0	\$0
8.9	Other Immediate Needs: Cash Assistance for Low Income Households	\$0	\$0
8.10	Other Immediate Needs: Increased Operational and Payroll Costs	\$0	\$0
8.11	Other Emergency Relief: Natural Disaster that Has Occurred/Expected to Occur Imminently	\$0	\$0
8.12	Mitigation Activities	\$0	\$0
9	Surface Transportation	\$0	\$0
9.1	Surface Transportation Projects receiving funding from DOT	\$0	\$0



Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
9.2	Surface Transportation Projects not receiving funding from DOT: Streamlined Framework	\$0	\$0
9.3	Non-federal share requirements for a Surface Transportation project or repaying a TIFIA loan	\$0	\$0
10	Title I Projects	\$0	\$0
10.1	Acquisition of real property	\$0	\$0
10.2	Acquisition, construction, reconstruction, or installation of public works, sites, or other public purposes	\$0	\$0
10.3	Code enforcement in deteriorated or deteriorating areas	\$0	\$0
10.4	Clearance, demolition, removal, reconstruction, and rehabilitation	\$0	\$0
10.5	Removal of barriers restricting mobility and accessibility of elderly and handicapped persons	\$0	\$0
10.6	Payments to housing owners for losses of rental income for holding units for relocation of displaced persons	\$0	\$0
10.7	Disposition or retention of real property	\$0	\$0
10.8	Provision of public services	\$0	\$0
10.9	Payment of non-federal match or cost-share requirements of a federal financial assistance program in support of activities that would be eligible under Title I	\$0	\$0
10.10	Payment of the cost of completing a project funded under title I of the Housing Act of 1949	\$0	\$0
10.11	Relocation payments and assistance for displaced individuals, families, businesses, organizations, and farm operations	\$0	\$0
10.12	Community development plan or policy-planning-management capacity development	\$0	\$0
10.13	Payment of reasonable administrative costs related to establishing and administering federally approved enterprise zones, administering the HOME program, or planning and executing community development and housing activities.	\$0	\$0
10.14	Provision of assistance for activities carried out by public or private nonprofit entities	\$0	\$0
10.15	Assistance to carry out a neighborhood revitalization or community economic development or energy conservation project, or for development of shared housing opportunities	\$0	\$0



Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
10.16	Development of energy use strategies	\$0	\$0
10.17	Assistance to private, for-profit entities to carry out economic development projects	\$0	\$0
10.18	Rehabilitation or development of housing assisted under 42 U.S.C. 1437o	\$0	\$0
10.19	Technical assistance to public or nonprofit entities to increase their capacity to carry out neighborhood revitalization or economic development activities	\$0	\$0
10.20	Housing services	\$0	\$0
10.21	Assistance to institutions of higher education	\$0	\$0
10.22	Assistance to public and private organizations, agencies, and other entities to facilitate economic development	\$0	\$0
10.23	Activities necessary to make essential repairs and to pay operating expenses to maintain habitability of housing units acquired through tax foreclosure proceedings	\$0	\$0
10.24	Direct assistance to facilitate and expand homeownership	\$0	\$0
10.25	Construction or improvement of tornado-safe-shelters and assistance to nonprofit and for-profit entities for such construction or improvement	\$0	\$0
10.26	Lead-based paint hazard evaluation and reduction	\$0	\$0



9. PROJECT INVENTORY

The Municipality has fully allocated its CSLFRF across a diverse portfolio and broad range of programs. This section provides an overview of each authorized project as of June 2025, organized by expenditure category. Where applicable, it includes project name, a brief project description, the allocation of funds, descriptions of evidence-based practices and required performance indicators. As outlined in the Performance Report section, the Municipality has also developed additional metrics for each expenditure category and remains committed to applying best practices to refine these indicators and systematically collect and analyze performance data as projects advance.



Category: EC- 01 Public Health

I. Surveillance and Community Safety Program

Description: The Surveillance and Community Safety Program is a crime prevention initiative focused on strengthening communication and collaboration between municipal police officers and San Juan residents. The Program targets key security issues that contribute to violent crimes involving firearms.

- **Project Allocation:**
 - \$60,268,019
- **Expense Category:**
 - EC 1.11 Community Violence Interventions
- **Key Performance Indicators:**
 - Number of households served.
 - Number of neighborhoods engaged.
 - Law enforcement equipment was acquired.
- **Uses of Funds:**
 - The Project features evidence-based design and programming principles using the S.A.R.A. Model of problem-oriented policing and other holistic efforts in collaboration with the New York Police Department.





II. Domestic and Sexual Violence Program

Description: The Municipality operates a Domestic and Sexual Violence Hotline to ensure that victims have access to critical services, including shelter placement, crisis intervention, legal assistance, counseling, medical support, and care from social workers and psychologists.

- **Project Allocation:**
 - \$4,374,107
- **Expense Category:**
 - EC 1.11 Community Violence Interventions
- **Key Performance Indicators:**
 - Number of incidents of domestic and sexual violence addressed.
 - Number of calls received by the 939-CONTIGO line.
 - Number of services provided by the 939-CONTIGO line.
 - Number of educational services provided to walk-in victims and individuals from the community.
- **Uses of Funds:**
 - The project is supported by the domestic and sexual victims' comprehensive intervention model; and is based on self-determination, respect, gender perspective, cognitive behavioral approach, and resiliency.
 - The principles are quick response, accessibility, understanding, confidentiality, equity, and justice.





III. Acquisition of Ambulances for San Juan Emergency Medical Services

Description: The Municipality acquired eleven (11) fully equipped ambulances to reduce response time during emergency medical services and responses

- **Project Allocation:**
 - \$1,822,023
- **Expense Category:**
 - EC 1.14 Other Public Health Services
- **Key Performance Indicators:**
 - Number of medical patient transportation served.
 - EMS average response time.
 - Number of fully equipped ambulances acquired
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs





Category: EC- 02 Negative Economic Impacts

I. Homecare Assistance Program

Description: The Municipality delivered support services to low- and moderate-income households with members who are disabled or aged 60 and older, and who experience limitations in daily activities, reduced independence, or rely on others for care.

- **Project Allocation:**
 - \$8,137,524
- **Expense Category:**
 - EC 2.18 Housing Support: Other Housing Assistance
- **Key Performance Indicators:**
 - Number of care workers created or retained.
 - Number of households served with homecare assistance.
 - Number of services provided.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





II. Rechargeable Electric Portable Batteries

Description: The Municipality provided portable solar-powered battery units to low- and moderate-income residents who are bedridden or disabled with chronic conditions, and whose survival depends on continuous access to medical equipment.

- **Project Allocation:**
 - \$5,815,666
- **Expense Category:**
 - EC 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety.
- **Key Performance Indicators:**
 - Number of households who received rechargeable batteries.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





III. Improvements to the Barbosa Recreational Sport Complex

Description: The improvements to several Recreational Sport Complex facilities include, among others, parks, green spaces, recreational amenities, sidewalks, and pedestrian safety features such as crosswalks. This project seeks to promote the physical and emotional well-being of individuals and families impacted by the pandemic by creating safe, accessible, and engaging public spaces for recreation, social connection, and recovery.

- **Project Allocation:**
 - \$3,373,151
- **Expense Category:**
 - 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
- **Key Performance Indicators:**
 - Number of recreational park visitors.
 - Number of programs conducted.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





IV. Home Repair and Rehabilitation

Description: The Municipality is assessing and addressing the housing needs of eligible residents by carrying out approved rehabilitation and improvement projects to correct deficiencies in their homes caused by regular use and structural wear over time.

- **Project Allocation:**
 - \$3,006,610
- **Expense Category:**
 - 2.18 Housing Support: Other Housing Assistance.
- **Key Performance Indicators:**
 - Numbers of households served with home repairs and rehabilitations.
- **Uses of Funds**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





V. San Juan Municipal Hospital Improvements

Description: The Municipality is investing in physical infrastructure improvements at the Municipal Hospital to support COVID-19 mitigation efforts and enhance preparedness for future pandemics.

- **Project Allocation:**
 - \$2,133,612
- **Expense Category:**
 - EC 2.21 Medical Facilities for Disproportionately Impacted Communities
- **Key Performance Indicators:**
 - Number of outpatient visits.
 - Number of inpatient lengths stay.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





VI. School Generalized Underdevelopment Platform

Description: The Municipality implemented a Virtual Technological Educational Platform to enhance student learning by enabling interactive participation from any location. This platform complements face-to-face instruction by integrating digital content and interactive tools that enrich the educational experience. By supporting modern teaching methods and promoting student engagement, the platform strengthens learning outcomes and ensures greater access to educational resources.

- **Project Allocation:**
 - \$1,798,531
- **Expense Category:**
 - 2.25 Addressing Educational Disparities: Academic, Social, and Emotional Services
- **Key Performance Indicators:**
 - Number of student participants or enrolled
 - Number of services provided
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs s.





VII. Acquisition of School Transportations Buses

Description: The Municipality acquired three (3) school bus units to provide transportation service to students at the schools: the School of San Juan, the School of Sports, and the School of Science and Mathematics.

- **Project Allocation:**
 - \$1,371,000
- **Expense Category:**
 - 2.25 Addressing Educational Disparities: Academic, Social, and Emotional Services
- **Key Performance Indicators:**
 - Number of student participants or enrolled
 - Number of transportation service provided
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





VIII. Caparra Heights Park and Recreational Facilities Improvements

Description: The improvements to the Caparra Heights Park and Recreational facilities include, among others, parks, green spaces, recreational amenities, sidewalks, and pedestrian safety features such as crosswalks. This project aims to promote the physical and emotional well-being of individuals and families impacted by the pandemic by creating safe, accessible, and engaging public spaces for recreation, social connection, and recovery.

- **Project Allocation:**
 - \$1,307,088
- **Expense Category:**
 - 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
- **Key Performance Indicators:**
 - Number of recreational park visitors.
 - Number of programs conducted.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





IX. Recreational Community Parks Facilities Improvements

Description: The Community Recreational Facilities Project is aimed at building neighborhoods that promote and improve health and safety outcomes. The Project takes place in twenty-seven (27) disproportionately impacted communities throughout San Juan. The scope of work includes the development and enhancement of parks, green spaces, recreational facilities, sidewalks, pedestrian safety features such as crosswalks, and other public space revitalization efforts aimed at improving quality of life and promoting community well-being

- **Project Allocation:**
 - \$1,163,418
- **Expense Category:**
 - EC 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
- **Key Performance Indicators:**
 - Number of recreational park visitors.
 - Number of programs conducted.

Uses of Funds:

- Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





X. San Juan Regional Health Centers' Improvements

Description: The Municipality invests in physical plant improvements at its regional healthcare centers. The project includes redesigned spaces and structural upgrades to enhance infection control, implement COVID-19 mitigation measures, and ensure the facilities are better prepared for future public health emergencies.

- **Project Allocation**
 - \$461,136
- **Expense Category**
 - EC 2.21 Medical Facilities for Disproportionately Impacted Communities
- **Key Performance Indicators**
 - Number of outpatient visits.
 - The number of inpatient lengths stay.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





XI. Josefa Fontán (La Merced) Recreational Facilities Improvements

Description: The improvements to the Josefa Fontán (La Merced) Recreational facilities include, among others, parks, green spaces, recreational amenities, sidewalks, and pedestrian safety features such as crosswalks. This project aims to promote the physical and emotional well-being of individuals and families impacted by the pandemic by creating safe, accessible, and engaging public spaces for recreation, social connection, and recovery.

- **Project Allocation:**
 - \$84,000
- **Expense Category:**
 - 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
- **Key Performance Indicators:**
 - Number of recreational park visitors.
 - Number of programs conducted.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





XII. San Juan Central Park Improvements

Description: The improvements to Central Park include, among others, parks, green spaces, recreational amenities, sidewalks, and pedestrian safety features such as crosswalks. This project aims to promote the physical and emotional well-being of individuals and families impacted by the pandemic by creating safe, accessible, and engaging public spaces for recreation, social connection, and recovery.

- **Project Allocation:**
 - \$111,000
- **Expense Category:**
 - 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
- **Key Performance Indicators:**
 - Number of recreational park visitors.
 - Number of programs conducted.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





XIII. Adolfo Dones Recreational Park Improvements

Description: The improvements to the Adolfo Dones facilities include, among others, parks, green spaces, recreational amenities, sidewalks, and pedestrian safety features such as crosswalks. This project aims to promote the physical and emotional well-being of individuals and families impacted by the pandemic by creating safe, accessible, and engaging public spaces for recreation, social connection, and recovery.

- **Project Allocation:**
 - \$103,500
- **Expense Category:**
 - 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
- **Key Performance Indicators:**
 - Number of recreational park visitors.
 - Number of programs conducted.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.





Category: EC- 03 Public Sector Capacity

I. Public Sector Staff Re-Hiring

Description: The Municipality of San Juan uses funds from the CSLFRF to defray the costs associated with rehiring municipal staff. Specifically, the Municipality pays the payroll and benefits related to the recruitment of Municipal employees.

- **Project Allocation:**
 - \$16,835,701
- **Expense Category:**
 - 3.2 Public Sector Workforce: Rehiring Public Sector Staff
- **Key Performance Indicators:**
 - Number of FTE rehired for public services.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





II. Police Officers Rehiring

Description: The Municipality hired new police officers to strengthen its law enforcement capacity to prevent and respond to crime and support and ensure public safety services in compliance with applicable regulations and health measures.

- **Project Allocation:**
 - \$3,197,945
- **Expense Category:**
 - Public Sector Workforce: Rehiring Public Sector Staff
- **Key Performance Indicators:**
 - Number of FTE police officers rehired for public safety services.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs .





III. Infrastructure Technology for Data Centers

Description: The Municipality upgraded its technology infrastructure, servers, including servers, backup systems, internet capacity, and cybersecurity tools. These enhancements are essential to ensuring the continuity and resilience of government operations in response to the challenges posed by the COVID-19 pandemic and to better serve residents through secure and reliable digital services.

- **Project Allocation:**
 - \$1,632,074
- **Expense Category:**
 - 3.4 Public Sector Capacity: Effective Service Delivery
- **Key Performance Indicators:**
 - Number of data sets stored.
 - Usage metric – visitors and data interactions
 - Number of analysis projects conducted
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





Category: EC- 04 Premium Pay

I. Premium Pay Phase 1, Phase 2, and Phase 3

Description: This incentive program provided premium pay to municipal employees who performed critical and essential duties that ensured the continued delivery of public services and safeguarded the health and well-being of San Juan’s residents and visitors. Eligible employees who worked on-site during the designated period received compensation in recognition of their face-to-face service under challenging conditions.

- **Project Allocation:**
 - 2021 - \$10,773,760
 - 2022 - \$10,542,713
 - 2023 - \$13,374,868
- **Expense Category:**
 - 4.1-Public Sector Employees
- **Key Performance Indicators:**
 - Number of workers served.
 - Number of workers to be served with premium pay in K-12 schools.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs .





Category: EC- 05 Water, Sewer, and Broadband Infrastructure

I. Power Backup Generators for PRASA Water Systems

Description: The Municipality installed six (6) power generators at various water pump stations to supply drinking water to different communities in San Juan.

- **Project Allocation:**
 - \$570,197
- **Expense Category:**
 - 5.11-Drinking water: Transmission & Distribution
- **Key Performance Indicators:**
 - Median household income of the service area.
 - Lowest quintile income of the service area.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs s.



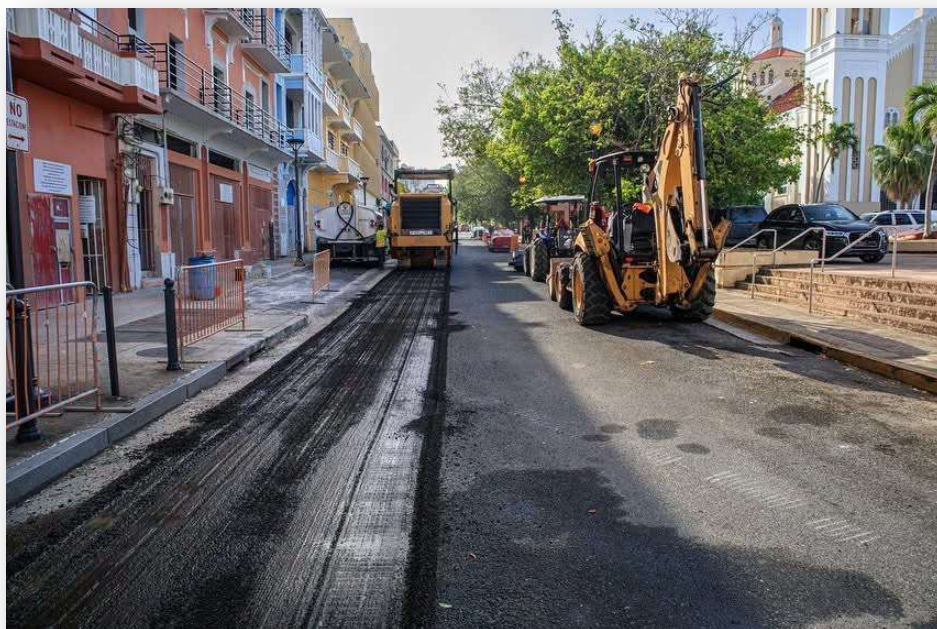


Category: EC- 06 Revenue Replacement

I. Municipal Road Repavement Program, Phase 1, Phase 2, Phase 3 and Phase 4

Description: This program supported the reconstruction, scarification, and resurfacing of critical municipal roads, streets, and avenues whose maintenance had been deferred due to prior revenue losses. The project aimed to restore safe and efficient transportation access for residents, workers, and visitors, thereby contributing to the economic recovery of affected communities by improving connectivity to jobs, businesses, and essential services.

- **Project Allocation:**
 - Phase 1 \$30,448,141
 - Phase 2 \$10,882,809
 - Phase 3 \$11,755,345
 - Phase 4 \$21,913,477
- **Expense Category:**
 - 6.1-Provision of Government Services
- **Key Performance Indicators:**
 - Number of tons of asphalt applied.
 - Number of lineal miles.
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.

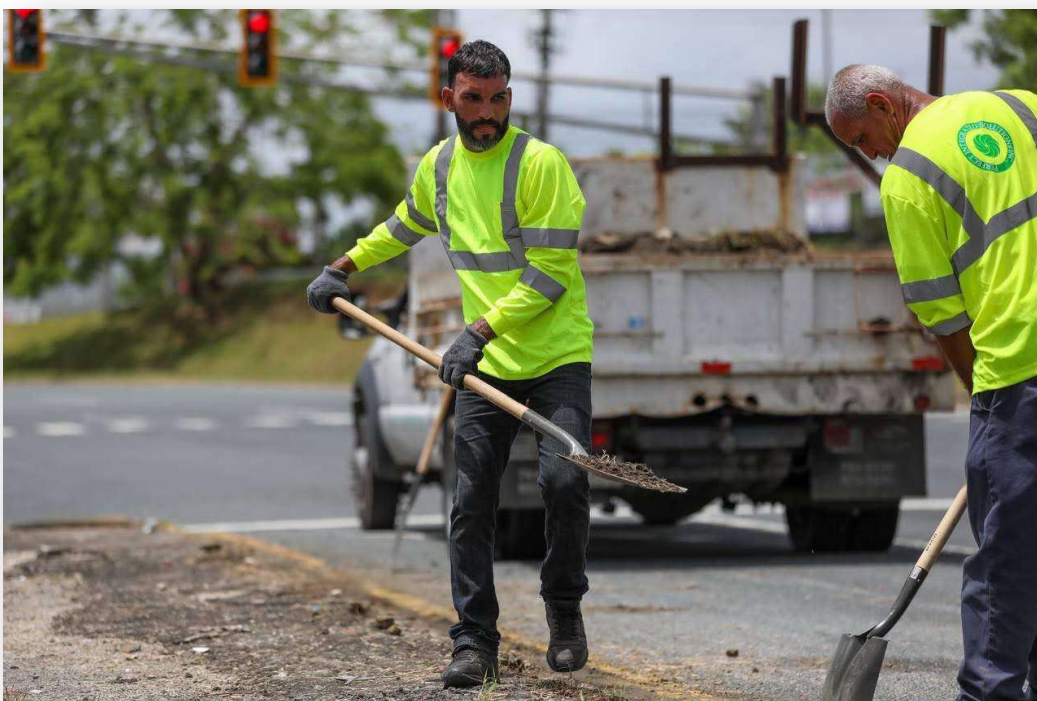


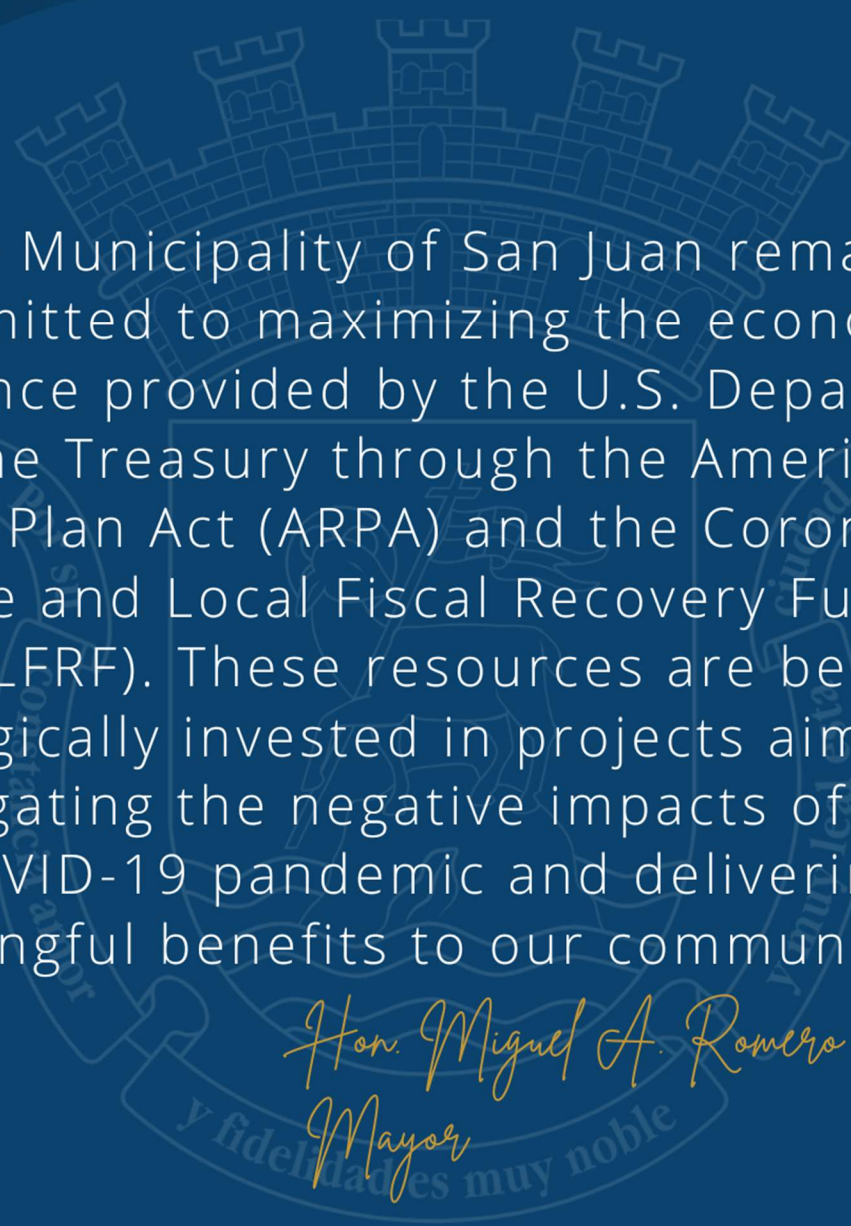


II. Municipality Equipment Acquisition and Green Areas Maintenance

Description: The Municipality enhanced the maintenance and improvement of the green areas and facilities in the Municipality's jurisdiction. Specifically, the Municipality provided maintenance of the green spaces and facilities in San Juan. The services encompassed lawn mowing, tree trimming, cleaning and light trash pickup and cleanup, curb cleaning, and maintenance of playgrounds and recreational areas.

- **Project Allocation:**
 - \$10,303,248
- **Expense Category:**
 - 6.1-Provision of Government Services
- **Key Performance Indicators:**
 - Not applicable
- **Uses of Funds:**
 - Although CSLFRF funds will not be used to implement evidence-based interventions for this project, the initiative will enhance our capacity to evaluate and strengthen existing programs.





"The Municipality of San Juan remains committed to maximizing the economic assistance provided by the U.S. Department of the Treasury through the American Rescue Plan Act (ARPA) and the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF). These resources are being strategically invested in projects aimed at mitigating the negative impacts of the COVID-19 pandemic and delivering meaningful benefits to our communities."

*Hon. Miguel A. Romero Lugo,
Mayor*