

State and Local Fiscal Recovery Funds

RECOVERY PLAN PERFORMANCE REPORT

Municipality of San Juan

2024



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EXECUTIVE SUMMARY

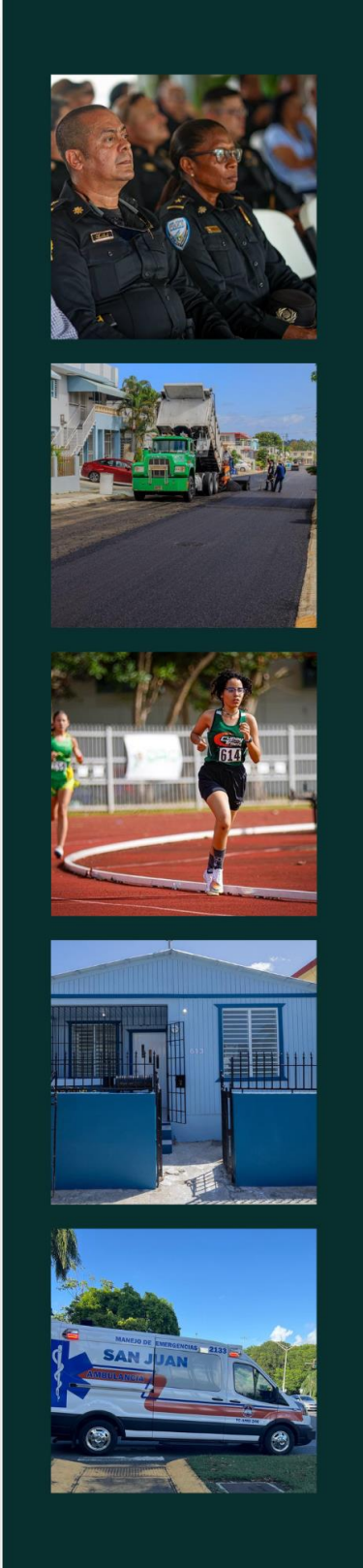
The American Rescue Plan Act (ARPA) of 2021, also known as the COVID-19 Stimulus Package or American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by the President on March 11, 2021. The primary objective of ARPA is to assist the United States and its territories in addressing the multifaceted challenges posed by the COVID-19 pandemic and to stimulate economic recovery.

In alignment with ARPA’s goals, the Municipality of San Juan (the “Municipality”) has committed to providing essential relief to its residents. This effort aims to support continued protection against COVID-19, address the evolving needs of local communities, and rebuild a more robust and resilient economy. By leveraging this funding, all sectors within the Municipality are empowered to support families and businesses struggling with the economic and public health impacts of the pandemic. Additionally, this initiative seeks to maintain crucial public services despite declining public health resources and to foster a strong, resilient, and equitable recovery through targeted investments that promote growth and opportunity.

The Recovery Plan Performance Report of the Municipality of San Juan (the “Recovery Plan”) outlines a comprehensive and ambitious strategy designed to tackle the various social and economic challenges exacerbated by the pandemic. This recovery effort is not just a response but an opportunity to transform San Juan, the Capital City of Puerto Rico. The Recovery Plan includes the development and identification of several cost-effective projects, all with the aim of revitalizing the city and enhancing the quality of life for its residents.

To ensure the effective implementation of these initiatives, the [Municipality of San Juan](#) adopted the [Municipal Ordinance Number 8 of August 20, 2021](#). This ordinance authorizes the Mayor to receive, manage, and establish necessary programs and activities utilizing the funds from the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF). The ordinance mandates compliance with all stipulated requirements, terms, and conditions to ensure accountability and transparency in the use of these funds.

The Municipality is actively working on several projects funded by CSLFRF, each designed to benefit its citizens in significant ways.



These projects are distributed in several areas as follows:

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 provides a comprehensive overview of the accomplishments during the fiscal year ended June 30, 2024, and presents a detailed work plan for the coming period. It ensures that the allocated resources are effectively utilized to advance projects in alignment with the public policy and vision set forth by the Municipality. The overarching objective remains the revitalization of the Municipality, with a strategic focus extending beyond the year 2025. These 28 programs have been meticulously crafted to address the most critical COVID-19 recovery needs, ensuring that negative economic impacts are mitigated, and essential services are provided to communities disproportionately affected by the pandemic.

The Municipality has prepared its fourth 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:

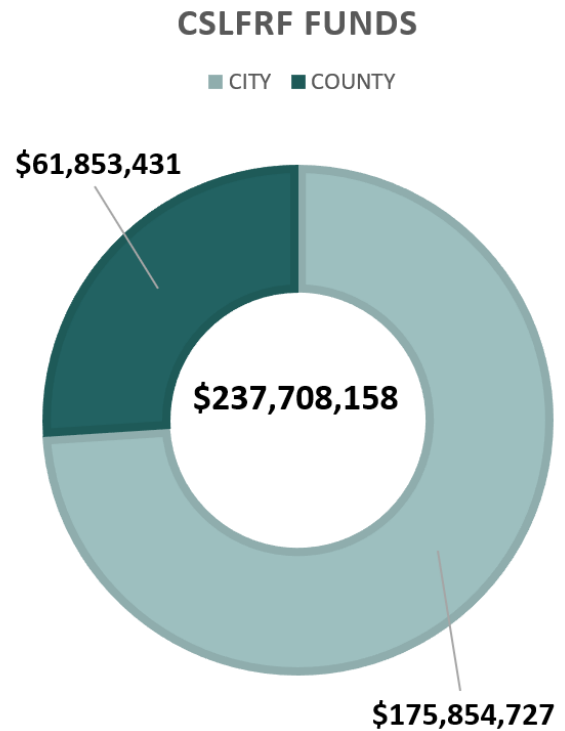
- [Executive Summary](#)
- [Community Overview](#)
- [Uses of Funds](#)

- [Promoting Equitable Outcomes](#)
- [Community Engagement](#)
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- [Table of Expenses by Expenditure Category](#)
- [Project Inventory](#)

Through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, the Municipality received an allocation of \$237,708,158. This funding is dedicated to addressing a wide range of pandemic-related challenges. The Municipality has utilized these funds to provide critical health services, offer support to families and businesses facing economic impacts, maintain essential public services, and build a resilient recovery framework.

The Recovery Plan provides information on the services and projects ongoing and projected with this funding package and is intended to guide the use of funds and ensure that program outcomes are achieved in an effective and equitable manner.

This Recovery Plan covers the period from July 1st, 2023, to June 30th, 2024, and is submitted to Treasury according to requirements by July 31st, 2024, and continue to follow the Treasury 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 is the largest municipality and the principal seaport of Puerto Rico, serving as the main governmental, financial, academic, cultural, and tourism hub. The Municipality’s government is composed of an elected Mayor, and a Municipal Legislature of 17 members elected in general elections every four years.

The Mayor is responsible for establishing and carrying out the policymaking, overseeing the day-to-day operations of the municipal government and appointing the senior municipal officials of the Municipality’s departments. The Municipal Legislature is responsible, among other matters, for approving ordinances and resolutions, including the annual operating budget of the Municipality.



Source: <https://www.census.gov/quickfacts/fact/table/sanjuanmunicipiopuertorico/PST045222>

The Municipality provides a range of services to its citizens, including public safety, urban affairs, culture and recreation, health and welfare, urban development, education, economic development, and other general services.

The Municipality of San Juan is located on the north coast of Puerto Rico and has an area of 123.85 square kilometers (47.5 miles²). It is the capital of Puerto Rico and was founded in 1521.

It is the most populated municipality of Puerto Rico, with a population of 333,005 inhabitants, according to the population estimates, July 1st, 2023, U.S. Census population. However, its population has experienced a

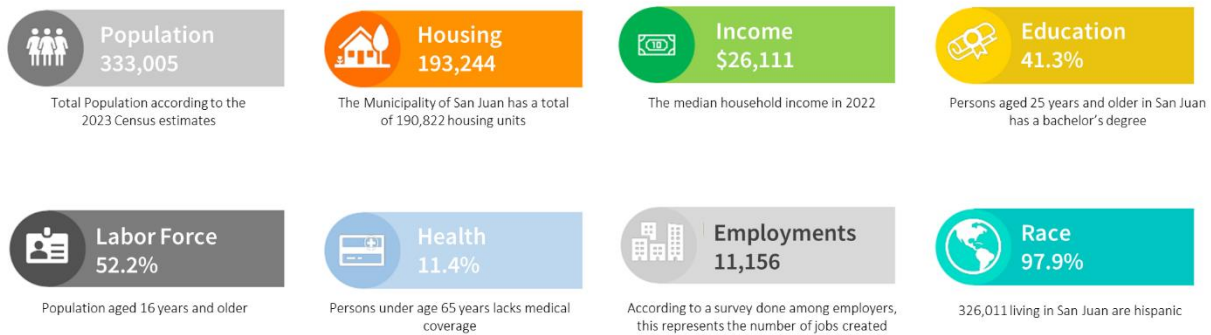


decrease in recent decades, because of the population moving to adjacent municipalities and abroad, mainly to other jurisdictions on the east coast of the United States.

The Municipality is divided into 18 neighborhoods: 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.

The total population of San Juan for the year 2023 is estimated at 333,005, which represents a reduction of 62,321 inhabitants compared to the 2010 Decennial Census, whose population was 395,326. The most significant population reduction occurred in 2018, following the passage of Hurricane Maria through our Island of Puerto Rico. In the population estimate for the year 2023, San Juan showed a less drastic population decrease of 9,254 inhabitants in relation to the 2020 Decennial Census, which resulted in a total population of 342,259 inhabitants in San Juan.

A. Census Data for San Juan



The Municipality of San Juan is the main hub for commercial, economic, cultural, educational, touristic, social, and political activities in Puerto Rico. It hosts most of the island's municipal, state, and federal government offices, along with the headquarters of numerous private companies. This centralization makes San Juan pivotal in various sectors.

Old San Juan is particularly significant for its historical and cultural attractions. Key sites include San Cristobal Castle, El Morro Fort, San Juan City Hall, and several notable plazas such as Plaza de Armas and Plaza Colón. The Governor's residence, La Fortaleza, and the iconic cobblestone streets further enhance the historic charm of this area. The modern part of the city houses Puerto Rico's main administrative, financial, commercial, health, and service centers, offering a blend of historical allure and contemporary functionality.

The Capital City of Puerto Rico boasts a diverse array of venues for entertainment activities, ranging from passive to large-scale events, conventions, and sporting activities. Key facilities include the José Miguel Agrelot Coliseum, the Dr. Pedro J. Rosselló González Puerto Rico Convention Center—featuring nighttime activities in the T-Mobile District and

the Coca Cola Music Hall—the Roberto Clemente Coliseum, Hiram Bithorn Municipal Stadium, Pedrín Zorrilla Coliseum, and the Luis A. Ferré Fine Arts Center. These venues not only attract numerous activities and visitors but also significantly contribute to the city’s vibrant social and cultural life. Additionally, Plaza Las Americas, located in Hato Rey, is the largest shopping mall in the Caribbean and a major retail hub.

Tourism is a vital component of San Juan’s economy. The city boasts approximately 5,600 endorsed hotel rooms, with high-quality lodging alternatives in Old San Juan, Condado, Miramar, and Ocean Park. The Port of San Juan welcomes over one million cruise ship passengers annually, further bolstering the tourism sector.

San Juan is also a major educational center, home to the most important institutions in Puerto Rico. 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 San Juan Campus, Puerto Rico School of Plastic Arts, Technology College of San Juan, and the Conservatory of Music of Puerto Rico, among others. These institutions foster a vibrant academic environment that supports research, innovation, and economic growth.

San Juan is also a healthcare hub, featuring the island’s main healthcare centers. These include the Puerto Rico Medical Center, Puerto Rico Cardiovascular Center, Comprehensive Cancer Center, Veterans Hospital, San Juan Hospital, Metro Pavia Hospital, Ashford Presbyterian Community Hospital, Doctor’s Center, El Maestro Hospital, and San Jorge Hospital.

In addition, the Municipality operates nine (9) Regional Health Centers that provide primary and secondary ambulatory services, focusing on health maintenance, disease prevention, and early diagnosis. The centers are in the low- and moderate-income sectors of Río Piedras, San José, Sabana Llana, Luis Lloréns Torres, Puerta de Tierra, Puerto Nuevo, Barrio Obrero, La Perla, and Santurce.

The Municipality’s comprehensive road infrastructure enhances accessibility from any geographic area, surrounded by highways and main avenues. However, despite these strengths, San Juan has communities that suffer from inadequate locational conditions and have been historically underserved. Development processes in Puerto Rico have often led to a lack of opportunity and gentrification, particularly affecting certain neighborhoods.

Communities facing significant challenges include 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. These areas are characterized by severe vulnerability to flooding, inadequate housing conditions, health threats, declining education, and job losses. They also have high concentrations of elderly populations and individuals with disabilities and chronic health conditions.



2. USES OF FUNDS

Decisive actions to support a strong and equitable recovery from the COVID-19 pandemic and the economic crisis.

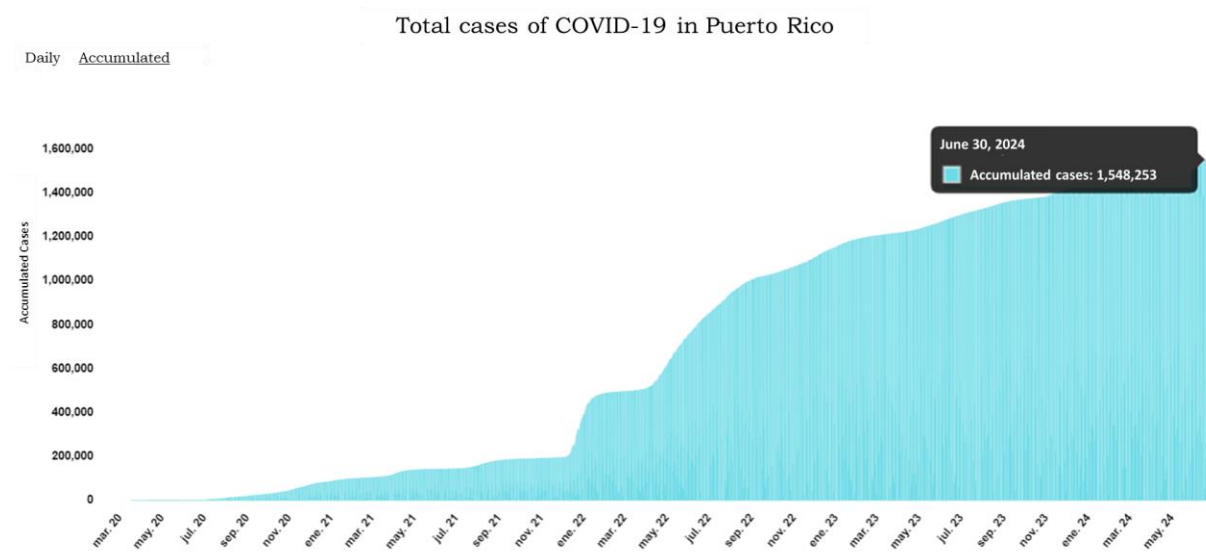
We have continued working with the plan to achieve a strong recovery from the COVID-19 pandemic and thus from the economic recession it caused. Our focus has been on providing essential services to the population and promoting safe and healthy communities. Supporting socio-economic development through activities that strengthen areas such as recreation and sports, education, urban environments, among others.

Measures have been taken to achieve economic and fiscal relief with the assistance received from the Federal Government, which represents new opportunities for growth and development.

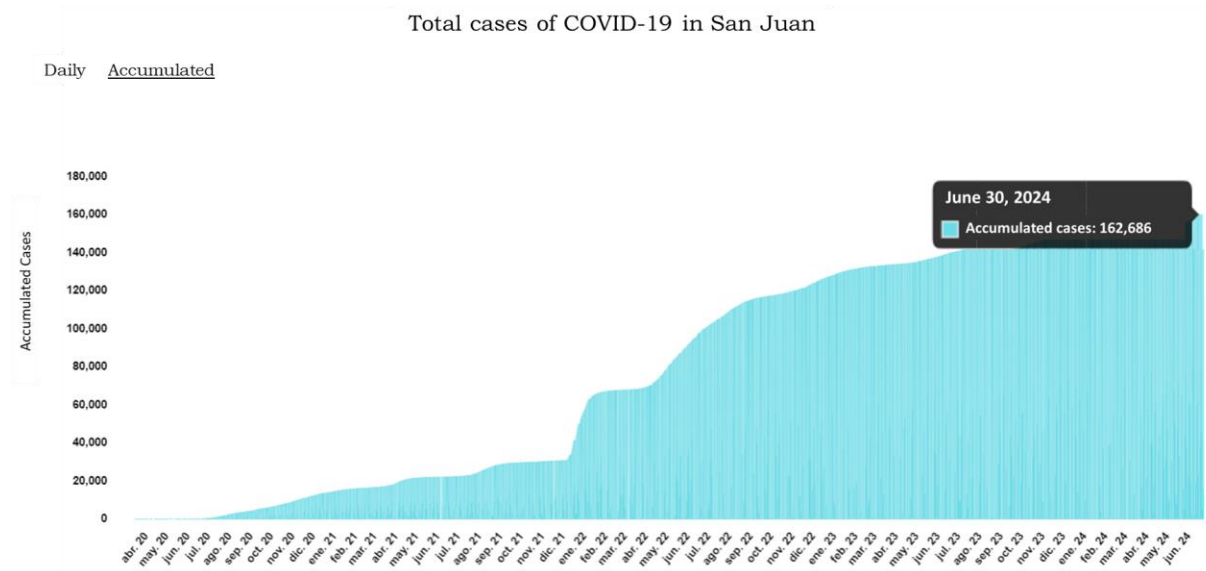
The Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) support jurisdictions in addressing the economic and public health impacts of COVID-19. These funds are crucial in efforts to mitigate the pandemic's effects on communities, residents, and economic development.

The COVID-19 pandemic has had a severe impact on Puerto Rico, affecting both the health of its residents and the island's economy. According to data from the Department of Health of Puerto Rico, from the beginning of the pandemic in March 2020 until June 30, 2024, 1,548,253 cases have been reported in Puerto Rico, Graph 1, of which 162,686 have been in San Juan. As of June 30, 2024, Puerto Rico has suffered the deaths of 7,520 persons, deaths that are associated with COVID-19, Graph 3.

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

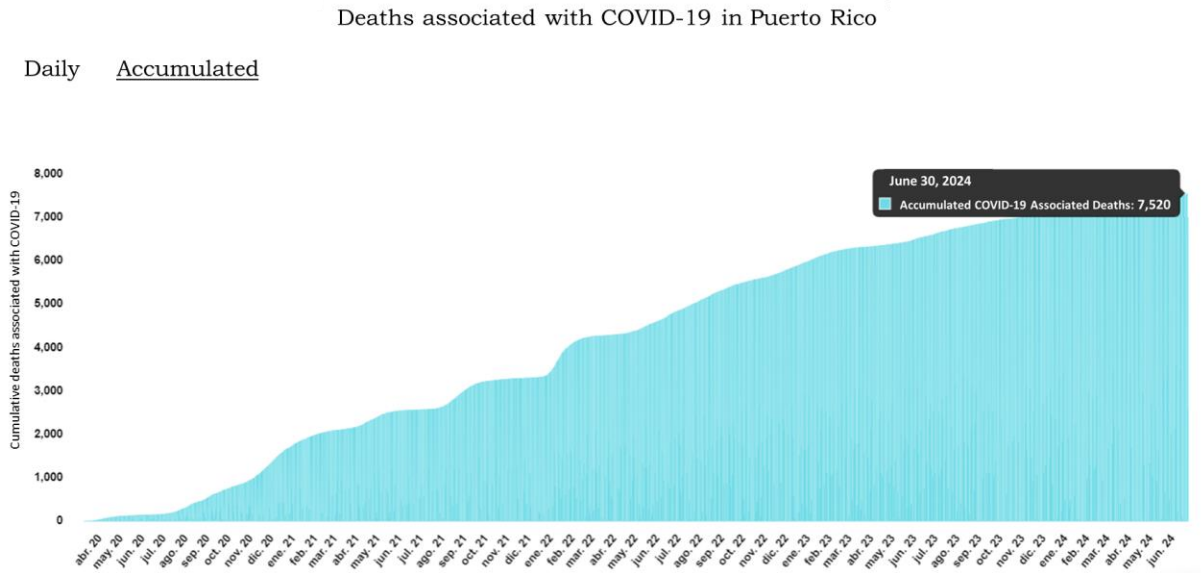


Department of Health of Puerto Rico, Graph 2 -Total cases of COVID-19 in San Juan



Source: https://www.salud.pr.gov/estadisticas_v2#casos

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



Source: https://www.salud.pr.gov/estadisticas_v2#defunciones

On April 10, 2023, the President of the United States terminated the coronavirus national emergency first declared in March 2020.



Source: <https://www.whitehouse.gov/briefing-room/legislation/2023/04/10/bill-signed-h-j-res-7/>

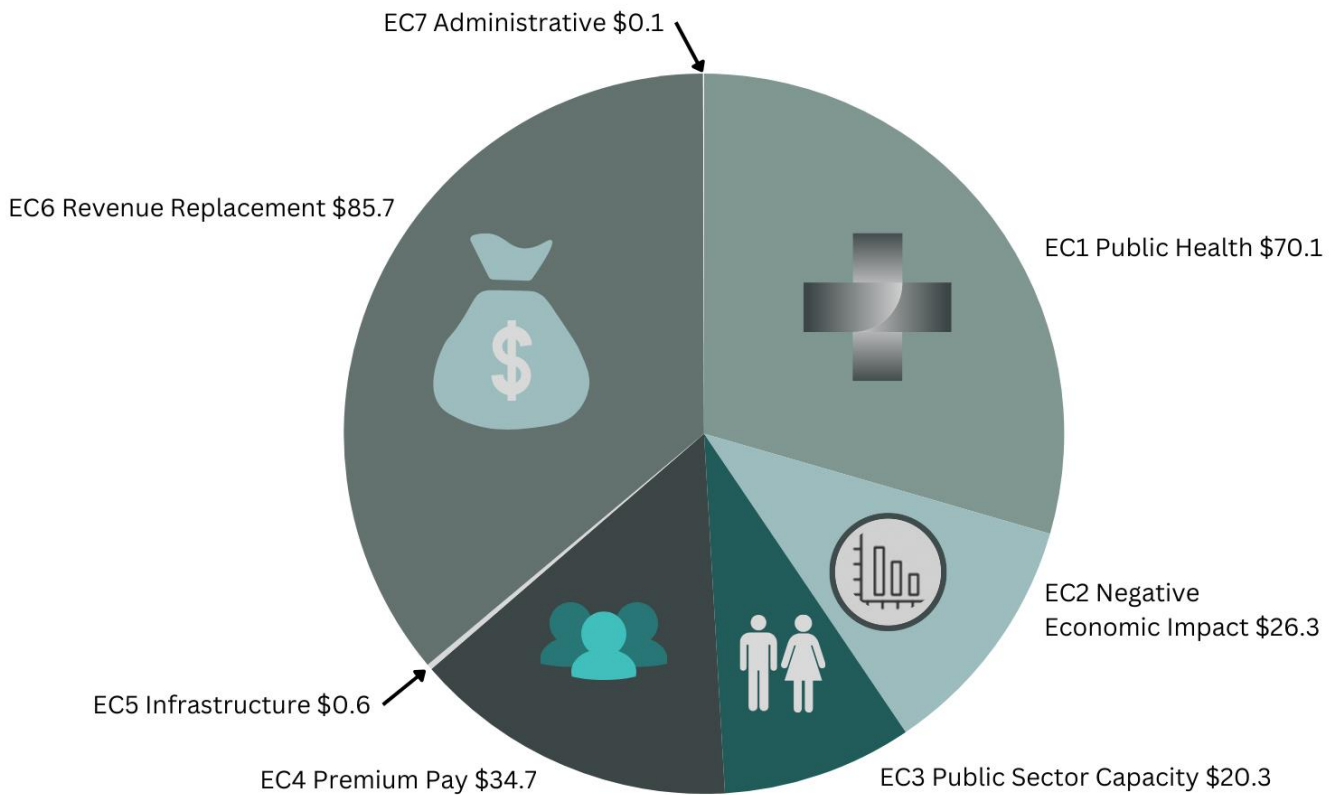
As for expenditures of the allocated resources, CSLFRF resources will be expended in accordance with the 2022 Final Rule, the 2023 Interim Final Rule and the Obligation Interim Final Rule issued by the Treasury, and applicable costs following seven of the ten statutory categories:

	<p>EC 1 PUBLIC HEALTH</p>	<ul style="list-style-type: none"> ▪ Financing COVID-19 mitigation efforts, medical expenses, mental health support, and certain public health and safety personnel.
	<p>EC 2 NEGATIVE ECONOMIC IMPACTS</p>	<ul style="list-style-type: none"> ▪ Respond to the economic impacts of workers, families, small businesses, affected industries and the public sector.
	<p>EC 3 PUBLIC SECTOR CAPACITY</p>	<ul style="list-style-type: none"> ▪ Funds to restore and strengthen public sector capacity, which support the government's ability to deliver critical services COVID-19. They are being used to increase employment in the public sector.
	<p>EC 4 PREMIUM PAY</p>	<ul style="list-style-type: none"> ▪ They have been awarded to those employees who have given additional support to those who have and will have the greatest health risks due to their service during the pandemic.
	<p>EC 5 WATER, SEWER & BROADBAND INFRASTRUCTURE</p>	<ul style="list-style-type: none"> ▪ In order to improve our wastewater and stormwater infrastructure, the Municipality will carry out an aggressive plan for the sediment control, construction and reconstruction of storm drainage systems. ▪ Municipal Hospital Data Center Project, Municipal Tower Data Center Project.
	<p>EC 6 REVENUE REPLACEMENT</p>	<ul style="list-style-type: none"> ▪ Section 603(c)(1)(C) of the Act establishes that CLFRF's funds may be used to provide governmental services up to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency.
	<p>EC 7 ADMINISTRATIVE</p>	<ul style="list-style-type: none"> ▪ Recipients may use funds for administering the SLFRF program, including costs of consultants to support effective management and oversight, including consultation for ensuring compliance with legal, regulatory, and other requirements

The goals and objectives outlined in this Recovery Plan are based on thorough community assessments and are organized into six Programmatic Areas. These areas are designed to address community needs comprehensively and promote an equitable recovery from both the COVID-19 pandemic and the economic downturn.

Accordingly, the Municipality of San Juan has allocated \$237.7 million of CSLFRF funds into the following categories:

TOTAL \$237.7 million



*All figures are expressed in millions of dollars

As follows is a description of the projects by their category and how they are contributing and supporting a strong and equitable recovery from the COVID-19 pandemic and economic downturn.



**EC 1
PUBLIC HEALTH**

PROJECT	GOAL	OVERALL STRATEGY
Surveillance and Community Safety Program	Increase police presence in communities to provide security and prevent the rise in criminal incidents.	The crime-fighting strategy is based on better communication and collaboration between municipal police officers and residents of the San Juan community.
Domestic and Sexual Violence Project	Ensure that victims of domestic violence, sexual violence, and harassment receive psychosocial services, legal assistance, and legal counseling and promote the recognition of their rights.	First aid to victims of domestic violence is given through the confidential telephone line (939-CONTIGO), which operates 24 hours a day, 7 days a week. In addition, support is provided in crisis interventions, psychological first aid and a brief orientation on your rights and legal procedures.
Acquisition of Ambulances for San Juan Emergency Medical Services	Provide faster services when people call to the emergency center for ambulances and 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, mental health patients, among other patients who require emergency medical services.

Project Name	Allocation	Expenditures	Balance
Surveillance and Community Safety	\$ 60,435,108	\$ 60,232,372	\$ 202,736
Domestic and Sexual Violence Project	5,049,490	1,924,938	3,124,552
Acquisition of Ambulances	1,822,023	1,822,023	-
Public Health Total	\$ 67,306,621	\$ 63,979,333	\$ 3,327,288



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 will hire care helpers to provide support to households that have been disproportionately impacted by the COVID-19 pandemic, including low- and moderate-income households, the elderly, and the disabled. These populations were already underserved and, because of the pandemic, need more support and care for their 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.

This Project aims to provide an alternative energy source to minimize the impact of the lack of electricity on the health and safety of patients who depend on assistive equipment to live. In case of power outages, the power generators will keep medical equipment running, as well as other appliances and devices, to keep them safe.

Improvements to the 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 will use CSLFRF funds to carry out improvements in several of the recreational facilities in San Juan to revitalize public spaces. Promote and improve health and safety outcomes. Improvements to the park, green spaces, recreational facilities, among others.

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.

Through the Program, the houses will be repaired or rebuilt at their total capacity according to resident's needs. The Program will work as a donation to the affected families, who, with this donation, will be able to rehabilitate their homes.

San Juan Municipal Hospital Improvements

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

The Hospital will adapt spaces that were not initially designed to meet the function of serving the population in times of COVID-19 pandemic, since the facility was built in the 20th Century.



EC 2 NEGATIVE ECONOMIC IMPACTS

PROJECT

School Generalized Underdevelopment Platform

Acquisition of School Transportation Buses

Improvements to the Caparra Heights Recreational Complex

Recreational Community Parks Facilities Improvements

San Juan Regional Healthcare Centers' Improvements

GOAL

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.

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

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 pandemia.

OVERALL STRATEGY

Teaching methods would be reinforced by using this Platform, strengthen the skills that may have been affected by the pandemic that will provide advanced learning with the benefit of capturing the attention and participation of students, this public educational service will be available to support the students.

These electric school buses have been acquired to improve the continuity of educational transportation services for the students, especially by offering transportation to sporting events, extracurricular educational activities.

The Municipality will use CSLFRF funds to carry out improvements in several of the recreational facilities in San Juan to revitalize public spaces. Promote and improve health and safety outcomes. Improvements to the park, green spaces, recreational facilities, among others.

The Municipality will use CSLFRF funds to carry out improvements to the recreational facilities in several communities and revitalize their public spaces. Promote and improve health and safety outcomes.

The San Juan Health Department has the need to present a project that contemplates new designs, changes in infrastructure and the purchase of equipment with the main objective of saving lives and providing a safe place to work for employees and health professionals.



EC 2 NEGATIVE ECONOMIC IMPACTS

PROJECT

Improvements to the Josefa Fontán Recreational Park

Improvements to the Central Park Recreational and Sport Complex

Improvements to the Adolfo Dones Recreational 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.

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OVERALL STRATEGY

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EC 2 NEGATIVE ECONOMIC IMPACTS

Project Name	Allocation	Expenditures	Balance
Homecare Assistance Program	\$ 8,190,000	\$ 3,230,677	\$ 4,959,323
Rechargeable Electric Portable Batteries	5,725,109	2,872,830	2,852,279
Improvements to Barbosa Recreational Sport Complex	3,373,151	408,306	2,964,845
Home Repair and Rehabilitation	3,000,000	2,326,694	673,306
San Juan Municipal Hospital Improvements	2,202,091	594,873	1,607,218
School Generalized Underdevelopment Platform	1,798,531	899,265	899,266
Acquisition of School Transportation Buses	1,371,000	548,400	822,600
Improvements to Caparra Heights Park	1,307,088	-	1,307,088
Recreational Community Parks Facilities Improvements	1,159,205	672,705	486,500
San Juan Regional Healthcare Centers' Improvements	552,394	-	552,394
Improvements to Josefa Fontán Park	186,647	-	186,647
Improvements to Central Park	111,000	-	111,000
Improvements to Adolfo Dones Park	103,500	73,025	30,475
Negative Economic Impacts Total	\$ 29,079,715	\$ 11,626,774	\$ 17,452,941



EC 3 PUBLIC SECTOR CAPACITY

PROJECT

GOAL

OVERALL STRATEGY

Public Sector Staff Rehiring

Ensure the provision of essential government services.

To ensure the provision of essential services, the municipality organizes job fairs to recruit staff and maintain the continuity of services those affected by the pandemic.

Police Officers Rehiring

Rehire police officers to increase its law enforcement officers to prevent and respond to crime, support, and ensure public safety services comply with applicable regulations and health measures.

The Municipality will rehire and train police officers within the next three years to enhance the public safety capacity, as an eligible activity under the CSLFRF which allows rehiring public sector employees up to the pre-pandemic staffing level.

Infrastructure Technology for Data Centers

Modernize the technology infrastructure, servers, and backup equipment necessary for the provision of government services in response to the pandemic.

Modernize the infrastructure of the data centers located at (1) the Municipal Tower; and (2) the Municipal Hospital provide them with new technology hardware, software and network access.

Project Name	Allocation	Expenditures	Balance
Public Sector Staff Re-Hiring	\$ 15,401,464	\$ 13,131,304	\$ 2,270,160
Police Officers Rehiring	3,188,100	3,133,820	54,280
Infrastructure Technology for Data Centers	1,696,613	993,270	703,343
Public Sector Capacity Total	\$ 20,286,177	\$ 17,258,394	\$ 3,027,783



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.	The premium pay compensates any eligible municipal employee who has worked on a face-to-face basic duty involving regular in-person interactions or regular physical handling of items that were also handled by others.
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	

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	13,374,411	13,374,411	-
Premium Pay Total	\$ 34,690,884	\$ 34,690,884	\$ -



**EC 5
WATER, SEWER & BROADBAND
INFRASTRUCTURE**

PROJECT

**Power Backup
Generators for PRASA
Water Systems**

GOAL

Strengthen the Puerto Rico Aqueduct and Sewer Authority ("PRASA") water infrastructure affected by the power outages and severe weather events to provide safe drinking water to the communities.

OVERALL STRATEGY

The Municipality of San Juan signed a Memorandum of Understanding ("MOU") with the Puerto Rico Aqueduct and Sewer Authority ("PRASA") as an agreement to install six (6) power generators at various pump stations with purpose of supplying drinking water to different communities in the municipality during 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

Due to the loss of revenue and the effects of the pandemic, the Municipality directed its limited resources to provide health services to respond to the emergency. As a result, the Municipality Road System continued to suffer, and it needs to invest in the reconstruction of roads to improve the quality of life of its residents, businesses, and visitors.

Increase the frequency of public green infrastructure maintenance services to the municipality sectors and benefit its visitors and residents.

OVERALL STRATEGY

The Municipality strategized an aggressive plan that includes scarification and resurfacing of streets and reconstruction of avenues, streets, roads, and sidewalks that will help the economic recovery of those communities by providing better, faster and safety access to their jobs and businesses in the area.

The maintenance of green areas was one of the most affected services in the Municipality, so we are buying equipment and contracting maintenance services for green areas to promote the well-being of the communities.

Project Name	Allocation	Expenditures	Balance
Road Repavement Program Phase 1	\$ 31,001,921	\$ 30,351,091	\$ 650,831
Road Repavement Program Phase 2	11,276,553	10,317,992	958,562
Road Repavement Program Phase 3	12,721,525	10,986,556	1,734,970
Road Repavement Program Phase 4	20,000,000	4,262,421	15,737,579
Equipment Acquisition and Green Areas Maintenance	10,609,084	9,480,430	1,128,654
Revenue Replacement Total	\$ 85,609,084	\$ 65,398,490	\$ 20,210,594



EC 7 ADMINISTRATIVE

PROJECT

Administrative

- Single Audit
- Other

GOAL

The main purpose of the engagement is to manage, oversight and coordinate the fiscal, institutional and management activities in response to the COVID-19 pandemic.

OVERALL STRATEGY

The Municipality is responsible for effectively managing federally funded programs. Accordingly, it entails applying sound management practices to ensure compliance with program objectives and the terms and conditions of the award. Moreover, it underscores the necessity of implementing robust internal controls and effective monitoring practices.

Project Name	Allocation	Expenditures	Balance
Single Audit	\$ 57,495	\$ 57,495	\$ -
Other	107,985	-	107,985
Administrative and Other Total	\$ 165,480	\$ 57,495	\$ 107,985



3. PROMOTING EQUITABLE OUTCOMES

Empowering Communities for an Equitable Recovery

The Municipality has allocated funds to address specific needs related to recovering from the pandemic, with a focus on targeted programs for the sectors most significantly affected. The primary goal is to ensure an equitable recovery for all residents by addressing the specific disproportionate impacts within each sector. In establishing these recovery programs, the Municipality seeks to achieve the most equitable results by prioritizing economic and social equity in its everyday operations. Various departments within each Programmatic Area have developed implementation strategies designed to reduce negative economic impacts and provide essential services to communities that have been disproportionately affected. Additionally, the Municipality is committed to identifying community infrastructure development needs and programming projects that enhance the quality of life in socioeconomically constrained areas. Through these efforts, the Municipality endeavors to create a more resilient, inclusive, and equitable community for all its residents.

The Surveillance and Community Safety Program is a critical project for the Municipality, especially as the city reopens following pandemic-mandate closures. The rise in crime rates during this period demanded a program that provides essential equipment to the Municipal Police. This initiative empowers the police force to establish strategies to effectively address various situations, ensuring the safety and security of San Juan's residents. Since the program's implementation, it has been pivotal in reducing violent crimes, as evidenced by a decrease in such incidents during the first six months of 2024. Equipped with patrol vehicles, sturdy vests, and state-of-the-art body cams, the police can now perform their duties safely and efficiently. Beyond the tangible benefits, the initiative has strengthened the bond between law enforcement and the community through proactive community

policing and outreach programs. This fosters trust and understanding, encouraging citizens to engage in community activities without fear.

The program emphasizes preventive measures, enabling officers to monitor high-risk areas and prevent potential crime hotspots. Public participation is also key, with community members encouraged to report suspicious activities promptly, contributing to the program's success. The program stands as a pillar of support, equipping the police force with necessary tools and fostering a safer environment. Collaboration between law enforcement and the community ensures continued protection and well-being for San Juan's residents. The establishment of safety cameras, communication with community leaders, and analytical tools provide intelligence to prepare surveillance strategies addressing high-risk areas.

The Municipality is committed to supporting households within its jurisdiction by comprehensively addressing the pandemic's impacts. This approach focuses on understanding vulnerabilities, strengths, and interdependencies to create effective solutions. Accordingly, the Municipality places a strong emphasis on aiding low-income communities and underserved segments, including minorities, the elderly, disadvantaged youth, the unemployed, formerly incarcerated individuals, veterans, and persons with disabilities.

To achieve these goals, the Municipality has implemented a diverse range of assistance initiatives. These initiatives include providing valuable guidance and resources to help households prevent and respond to pandemic-related challenges, empowering the community to navigate these difficult times with resilience. Recognizing the critical importance of meeting basic needs during crises, the Municipality has established housing programs to address housing instability or homelessness. This support fosters a sense of security and stability within the community. As a result, families have experienced improved stability and security, reducing the pressures of marginalization and discrimination.

The Home Improvement and Rehabilitation Donation Program aims to rehabilitate or improve homes to meet minimum quality of life standards without requiring residents to leave their long-term homes. This program provides grants to affected families to rehabilitate their homes according to the eligible scope of work and needed improvements. Families unable to repair their homes due to the pandemic's negative economic impact can now avoid social pressures related to marginalization and discrimination. This initiative promotes greater security, motivation, and optimism among residents, contributing to a healthier population. The program's outcomes include enhanced housing stability and improved quality of life for residents.

The rehabilitation or improvement of Recreational Community Parks Facilities Project focuses on revitalizing public spaces to promote and improve health and safety outcomes. The project's main objective is to build neighborhoods that support health and safety, eventually creating well-being programs and promoting healthier living environments. The activity involves improvements to several community parks, including enhancements to parks, green spaces, recreational facilities, sidewalks, and pedestrian safety features. The

outcomes of this project include improved community health and safety, increased opportunities for outdoor recreation, and enhanced 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 is also acquiring 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 Social Development topic, the city developed the Portable Rechargeable Electric Batteries program to address the unreliable electric and power system in Puerto Rico. This condition is detrimental to the health and well-being of the bedridden, elderly, and special needs populations who need reliable electricity services to survive. This project aims to provide alternative energy sources to minimize the impact of power outages on the health and safety of patients' dependent on assistive equipment. The electric generators will keep medical equipment running and other household appliances and devices functioning, allowing for the preparation and maintenance of food and medicines at appropriate temperatures. The outcomes of this program include enhanced health and safety for vulnerable populations, ensuring that essential medical and daily needs are met during power outages.

The Department of Community and Social Development developed the Home Assistance Program to provide at-home living assistance services to low- and moderate-income households with disabled persons and/or citizens 60 years or older who face difficulties in daily functioning. Care helpers will support these families by providing care services, meal preparation, bathing assistance, and other services. The outcomes of this program include improved daily functioning and independence for disabled persons and elderly citizens, allowing them to maintain a higher quality of life.

The Office for the Integral Development of Women (ODIM) is a cornerstone of the San Juan Recovery Plan. This office serves women from communities with economic, social, educational, and occupational disadvantages and those who have been victims or survivors of domestic and sexual violence. The CDC has identified several factors affecting public health equity, such as discrimination in healthcare based on social status, immigration, education, occupation, housing, and economic capacity. ODIM staff are professionally trained in best practices to address the needs of these populations, and the office urgently needs to resume group therapies for domestic violence victims. The outcomes of ODIM's efforts include increased access to healthcare and support services for women facing disadvantages, improved mental health and well-being for victims of violence, and enhanced community support networks.

Overall, the Municipality's comprehensive strategy to support households during the pandemic highlights its unwavering dedication to inclusivity and equity. By focusing on the

needs of vulnerable communities and implementing a wide array of supportive measures, the Municipality ensures that no resident is overlooked. These targeted efforts aim to reduce disparities, improve quality of life, and foster a stronger, more resilient community. Through collaboration and innovative programs, the Municipality is committed to promoting equitable outcomes and building a brighter future for all its residents. This commitment serves as a powerful testament to the Municipality's vision of fostering a more inclusive and equitable community for years to come.



4. COMMUNITY ENGAGEMENT

The Municipality is undertaking a planning process to establish funding priorities and develop a spending plan that will best support the needs of the constituents of San Juan. The Recovery Plan after the COVID 19 pandemic requires building on common goals between the different sectors of the Municipality. The specific strategies of the Recovery Plan will be consistent with the principles of the Strategic Plan of the Municipality and citizen input.

Plan priorities will be developed in part from the public and stakeholder consultation, including:

- Low Income persons
- 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. The 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 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 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 any infrastructure projects or capital expenditures funded with CSLFRF funds, the Municipality will consider the appropriateness of relevant 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 of this reporting period, the Municipality has identified seven (7) 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.

A. Currently Infrastructure Projects or Capital Expenditures:

- i. San Juan Municipal Hospital Improvements
- ii. Power Backup Generator for PRASA Water Systems
- iii. Barbosa Recreational Sport Complex Improvements
- iv. Caparra Heights Park and Recreational Facilities Improvements
- v. Josefa Fontán (La Merced) and Recreational Facilities Improvements
- vi. Recreational Community Parks Facilities Improvements
- vii. Municipal Road Repavement Program

All third-party contractor working with the Municipality of San Juan on currently planned infrastructure projects 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.

B. 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.

C. 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"). 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 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.

D. 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 in excess of 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.

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

- i. Third-party contractor shall comply with all statutes and regulations prohibiting discrimination applicable to contractor, 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 on the basis of 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 on the basis of 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 on the basis of 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.

F. 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 considering opportunities with CSLFRF, the Municipality has planned to develop initiatives for service delivery first to a better and continued response to the sustained pandemic situation and to reduce vulnerabilities and promote economic recovery. Projects have been organized under evaluations and understanding of the community's present conditions and needs.

Narratives below include data and information that refers to the needs and justifications for the projects proposed in this Recovery Plan and have been references used to prioritizing economic and racial equity as a goal and seeking maximization of programmatic impact, effective, efficient, and equitable outcomes.

I. Department of Municipal Police and Public Safety

The Municipality faces a critical challenge: the escalating tide of gun violence fueled by drug trafficking. Decisive action, grounded in data and evidence, to restore safety and security to our streets. In response to the increase crime rates the Municipality were implementing a comprehensive, multi-pronged attack on this complex issue that include the following items:

- Phase 1: Enhanced Visibility and Rapid Response: The deployment strategy includes adding 68 patrol vehicles strategically placed in high-crime areas and 50 police

motorcycles for rapid response and proactive patrols, particularly in narrow streets and alleys. This initiative increases patrol frequency to deter criminal activity and enhance public safety while improving response times to incidents through strategic deployment and enhanced mobility. Visible patrol presence, both by car and motorcycle, acts as a deterrent by increasing the perceived risk of apprehension, especially in high-crime areas. Police motorcycles offer 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.

- Additionally, the strategy involves targeted hot-spot policing, where the combination of patrol vehicles and police motorcycle focuses resources in areas with high crime rates, leading to significant crime reduction, as evidenced by studies like the Chicago hot-spot policing experiment. 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 of evidence-based examples:

- Philadelphia's Comprehensive Crime Reduction Program: This program combined increased patrol vehicles and police motorcycle 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>
- Rialto, California: The implementation of a focused police motorcycle program in Rialto resulted in a 48% decrease in property crimes and a 39% decrease in violent crimes over three years.
- London's Metropolitan Police: Their Safer Neighborhoods Initiative combined targeted patrol vehicles and police motorcycle with community engagement in high-crime areas. The program resulted in a 10% reduction in overall crime and a 16% reduction in violent crime.
- A 2017 study in Chicago found that hot-spot policing (concentrating patrols in high-crime areas) reduced crime by 13-25%, but the effect faded over time. Motorcycles may be useful for rapid response and visibility, but their effectiveness in reducing crime is less studied. Chicago hot-spot policing study:

- Phase 2: Strengthening Our Force: The strategy focuses on a significant investment in personnel and training to enhance community safety and effective policing. The municipality will hire and train 36 new officers who are specifically chosen for their skills and commitment to community policing. Additionally, The Municipality will assign approximately 730 current officers to support the actions of our strategic response. The training will be specialized in gun violence prevention and drug interdiction tactics 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 connected community.

References of evidence-based examples:

- New York City's 1,000-Officer Addition (2016-2019): A 2019 study by the RAND Corporation found that adding 1,000 officers to the NYPD led to a 7% reduction in overall crime rates over three years. The study attributes this decrease to increased police visibility, quicker response times, and improved community relations in high-crime areas.
 - Chicago's Hot-Spot Policing Experiment (2011-2017): This randomized controlled trial deployed additional officers to specific high-crime "hot spots" for 16 hours a day, five days a week. Compared to control areas, the hot spots experienced a 13-25% reduction in crime, with the effect lasting for several months after the intervention ended.
 - 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 includes providing 700 officers with new bulletproof vests for their safety and equipping 250 officers with body cameras to promote transparency and accountability. While the overall impact of body cameras on crime reduction is still debated, evidence suggests they can deter police misconduct by increasing officer accountability and encouraging professional behavior, thereby building trust with the community. Body camera footage can also provide crucial evidence in investigations,

clarify disputed situations, and support justice for both victims and suspects. Additionally, 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 collection, and community outreach, with open communication and regular progress updates to keep residents informed and engaged.

References of evidence-based examples:

- A 2019 research 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.
- 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.
- In Camden, New Jersey, a 2018 study found that the implementation of body cameras coincided with a 27% decrease in police use of force and a 31% decrease in citizen complaints.
- 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 will integrate 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 of evidence-based examples:

- **Los Angeles, USA:** The LAPD's Real-Time Crime Center utilizes camera footage and other data to identify and respond to crime incidents in progress, leading to a reported 13% reduction in violent crime in targeted areas.
 - **Richmond, Virginia:** The city's Strategic Analysis Center combines camera data with crime reports and other information to identify crime trends and develop targeted prevention strategies, resulting in a 15% decrease in property crime.
 - **Ghent, Belgium:** A study in this city found that a combination of CCTV cameras, community policing, and social programs led to a 20% reduction in crime in high-risk areas over five years.
- B. Phase 5: Community Partnerships and Holistic Solutions: Our strategy emphasizes collaboration, focusing on building robust partnerships with community organizations, social service providers, and residents. By addressing the root causes of crime, the Municipality aim 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 underserved neighborhoods 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 underserved 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 of 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 underserved areas to high-quality courses and instruction, regardless of their physical 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 greater flexibility in learning schedules. 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. A virtual platform can offer 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 understanding. Beyond curriculum-based learning, online platforms offer access to a wealth of educational resources. Students can explore topics beyond the traditional classroom setting, fostering a love for lifelong learning and developing independent learning skills.

References of evidence-based examples:

- A 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>)

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 enhanced its program against 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 of 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>



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 2023-2024 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 CLFRF 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 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 Treasury are listed below:

1. Assistance to Households (EC 2.1 to 2.28):
 - Number of households served for 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	142,829 households served. 18 neighborhoods engaged. 150 law enforcement body cameras acquired 68 Vehicles and patrols 50 Police Motorcycles 700 Police Bulletproof Vests
Domestic and Sexual Violence Program	1.11 Community Violence Interventions	19,008 services to victims of domestic violence were provided. 2,001 calls received by the 939-CONTIGO line. 13,049 services provided by the 939-CONTIGO line.

Project Title	Expense Category	Key Performance Indicator
		<p>9,692 educational services provided to walk-in victims and individuals from the community.</p> <p>16,061 people attended workshops and community outreach activities</p>
Acquisition of Ambulances	1.14 Other Public Health Services	<p>7,938 medical patient transportation served.</p> <p>13 minutes EMS average response time.</p> <p>11 fully equipped ambulances acquired.</p>
Homecare Assistance Program	2.18 Housing Support: Other Housing Assistance	<p>409 care workers created or retained.</p> <p>500 households served with homecare assistance.</p> <p>53,370 services provided.</p>
Rehabilitation and Home Improvement Donation Program	2.18-Housing Support: Other Housing Assistance	74 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	1,129 households who received rechargeable batteries
Acquisition of School Buses	2.25 Addressing Educational Disparities: Academic, Social, and Emotional Services	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	<p>4,426 workers were served.</p> <p>347 workers served in K-12 schools</p>

Project Title	Expense Category	Key Performance Indicator
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 <ul style="list-style-type: none"> • Phase 1 • Phase 2 • Phase 3 • Phase 4 	6.1 Provision of Government Services	167,041.89 tons of asphalt applied in 734,207.55 linear miles.

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

Project Title	Expense Category	Key Performance Indicator
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
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
Acquisition of school buses	2.25 Addressing Educational Disparities: Academic, Social, and Emotional Services	- Number of student participants or enrolled - Number of transportation service provided
School generalized underdevelopment platform	2.25 Addressing Educational Disparities: Academic, Social, and Emotional Services	- Number of student participants or enrolled - Number service provided
San Juan Municipal Hospital Improvements	2.21 Medical Facilities for Disproportionately Impacted Communities	- Brief description of structure and objectives of assistance program(s). - how a recipient's response is related and reasonably proportional to a public health or negative economic impact of COVID-19.
Infrastructure Technology for Data Centers	3.4 Public Sector Capacity: Effective Service Delivery	- Number of data sets stored. - Usage metric – visitors and data interactions - Number of analysis projects conducted



8. TABLE OF EXPENSES BY EXPENDITURE CATEGORY

Interventions in this Recovery Plan will be possible using CSLFRF funds and are detailed in the Project Table, which includes the CSLFRF category to be impacted, the project name, a brief description of the project, the geographic area and clientele to be served and an estimated cost of the project.

The Municipality is still developing a more comprehensive spending plan. It is anticipated that the plan will continue to evolve as additional guidance from the federal government is received. In addition, priorities, activities, and programs will change when more input from stakeholders is received in response to community needs.

Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
1	Public Health	\$63,979,333	\$7,260,542
	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

Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
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	\$62,157,310	\$7,260,542
1.11	Community Violence Interventions	\$62,157,310	\$7,260,542
	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	\$11,626,775	\$10,087,901
	Assistance to Households	\$11,626,775	\$10,087,901
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
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 supports 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	\$2,326,694	\$2,323,231
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	\$3,230,677	\$3,070,061

Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
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	\$594,873	\$591,274
2.22	Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	\$4,026,866	\$3,563,776
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	\$1,447,665	\$539,559
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
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	\$17,258,394	\$7,225,308
	General Provisions	\$17,258,394	\$7,225,308
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	\$16,265,124	\$7,117,308
3.3	Public Sector Workforce: Other	\$0	\$0

Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
3.4	Public Sector Capacity: Effective Service Delivery	\$993,270	\$108,000
3.5	Public Sector Capacity: Administrative Needs	\$0	\$0
4	Premium Pay	\$34,690,884	\$936,851
4.1	Public Sector Employees	\$34,690,884	\$936,851
4.2	Private Sector: Grants to other employers	\$0	\$0
5	Expenditure Category: Infrastructure	\$570,196	\$570,196
	Water and Sewer	\$570,196	\$570,196
5.1	Clean Water: Centralized Wastewater Treatment	\$0	\$0
5.2	Clean Water: Centralized Wastewater Collection and Conveyance	\$0	\$0
5.3	Clean Water: Decentralized Wastewater	\$0	\$0
5.4	Clean Water: Combined Sewer Overflows	\$0	\$0
5.5	Clean Water: Other Sewer Infrastructure	\$0	\$0
5.6	Clean Water: Stormwater	\$0	\$0
5.7	Clean Water: Energy Conservation	\$0	\$0
5.8	Clean Water: Water Conservation	\$0	\$0
5.9	Clean Water: Nonpoint Source	\$0	\$0
5.10	Drinking water: Treatment	\$0	\$0
5.11	Drinking water: Transmission & Distribution	\$570,196	\$570,196
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	\$65,398,490	\$(8,372,306)
6.1	Provision of Government Services	\$65,398,490	\$(8,372,306)
6.2	Non-federal Match for Other Federal Programs	\$0	\$0
7	Administrative and Other	\$57,495	\$57,495
7.1	Administrative Expenses	\$57,495	\$57,495
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

Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
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
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

Category		Cumulative expenditures to date	Amount spent since last Recovery Plan
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
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 funding to a variety of programs. This section outlines each project that has received authorization for funding as of June 2024, organized by expenditure category. Where applicable, it includes descriptions of evidence-based practices and required performance indicators for each project. As detailed in the Performance Report section, the Municipality has also identified additional metrics for each expenditure category and will continue to apply best practices to refine these metrics, as well as to collect and analyze performance data as projects commence key activities.

A. Category: EC- 01 Public Health

I. Surveillance and Community Safety Program

Description: The Surveillance and Community Safety Program (the “Program”) will be a crime-fighting strategy built on improved communication and collaboration between the municipal police officers and San Juan’s community residents. The program will address several security issues that lead to committing violent crimes using firearms.

- **Project Allocation:**
 - \$60,435,108
- **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 will feature 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 provides the Domestic and Sexual Violence Hotline to ensure domestic and sexual victims services such as locating victims in shelters, crisis intervention, legal advice and counseling, medical assistance, and social workers and psychologist services.

- **Project Allocation:**
 - \$5,049,490
- **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 will be 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, comprehensive, confidentiality, equity, and justice.



III. Acquisition of Ambulances for San Juan Emergency Medical Services

Description: The Municipality acquired and operated 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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



B. Category: EC- 02 Negative Economic Impacts

I. Homecare Assistance Program

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

- **Project Allocation:**
 - \$8,190,000
- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



II. Rechargeable Electric Portable Batteries

Description: The Municipality is providing portable power batteries with solar panels to citizens that are bedridden and/or disabled persons with chronic conditions and with low and moderate income, whose lives depend on being connected to different medical equipment to survive.

- **Project Allocation:**
 - \$5,725,109
- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



III. Improvements to the Barbosa Recreational Sport Complex

Description: The improvements to several Recreational Sport Complex facilities will include, among others, parks, green spaces, recreational facilities, sidewalks, pedestrian safety features like crosswalks, and other projects to revitalize public spaces to address the physical and emotional well-being of individuals and families affected by the pandemic.

- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



IV. Home Repair and Rehabilitation

Description: The Municipality is identifying and addressing the housing needs of eligible persons to carry out eligible rehabilitations and improvements to correct existing deficiencies in the homeowners' homes caused by continuous use and normal deterioration of the structure.

- **Project Allocation:**
 - \$3,000,000
- **Expense Category:**
 - 2.18 Housing Support: Other Housing Assistance.
- **Key Performance Indicators:**
 - Number of households served with home repairs and rehabilitations.
- **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.



V. San Juan Municipal Hospital Improvements

Description: The Municipality will invest in physical plant improvements for the Municipal Hospital to implement COVID-19 mitigation initiatives and be pandemic-ready.

- **Project Allocation:**
 - \$2,202,091
- **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:**
 - While CSLFRF funds will not be used for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



VI. School Generalized Underdevelopment Platform

Description: The Municipality is implementing a Virtual Technological Educational Platform to support student learning and allows them to interact and participate from anywhere. This Platform will add value to all efforts to continue face-to-face education, interacting with information within digital content. Teaching methods would be reinforced by using this Platform, which will provide advanced learning with the benefit of capturing the attention and participation of students.

- **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 service provided

- **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.



VII. Acquisition of School Transportations Buses

Description: The Municipality will acquire 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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



VIII. Caparra Heights Park and Recreational Facilities Improvements

Description: The improvements to the Caparra Heights Park and Recreational facilities will include, among others, parks, green spaces, recreational facilities, sidewalks, pedestrian safety features like crosswalks, and other projects to revitalize public spaces to address the physical and emotional well-being of individuals and families affected by the pandemic.

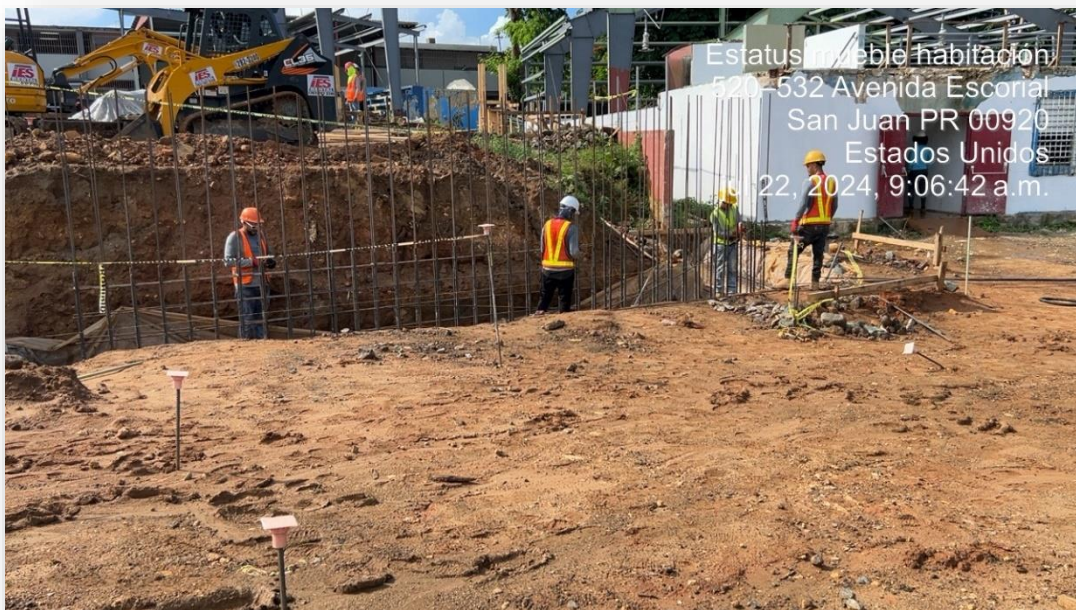
- **Project Allocation:**
 - \$1,307,088

- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



IX. Recreational Community Parks Facilities Improvements

Description: The Community Recreational Facilities Project is aimed to build neighborhoods that promote and improve health and safety outcomes. The Project will take place in twenty-seven (27) disproportionately impacted communities in San Juan. The scope of work entails, among others, parks, green spaces, recreational facilities, sidewalks, pedestrian safety features like crosswalks, and other projects to revitalize public spaces.

- **Project Allocation:**
 - \$1,159,205

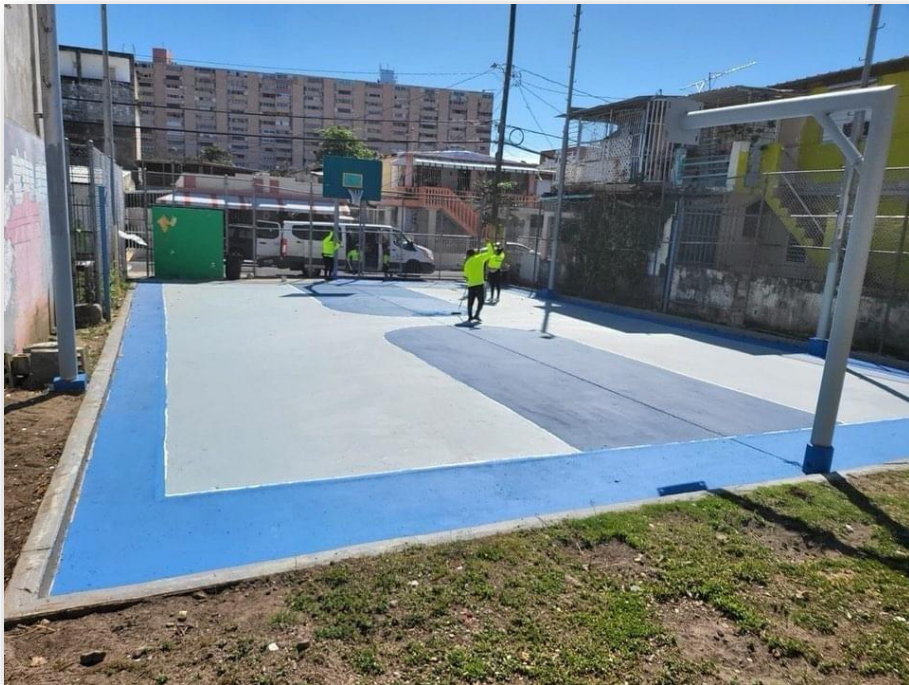
- **Expense Category:**
 - EC 2.22 Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

- **Key Performance Indicators:**
 - Number of recreational park visitors.

 - Number of programs conducted.

Uses of Funds:

- Although CSLFRF funds will not be used for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



X. San Juan Regional Health Centers' Improvements

Description: The Municipality will invest in physical plant improvements in its regional healthcare centers in new designs and changes in infrastructure to implement COVID-19 mitigation initiatives and be pandemic-ready.

- **Project Allocation**
 - \$552,394

- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



XI. Josefa Fontán (La Merced) Recreational Facilities Improvements

Description: The improvements to the Josefa Fontán (La Merced) Recreational facilities will include, among others, parks, green spaces, recreational facilities, sidewalks, pedestrian safety features like crosswalks, and other projects to revitalize public spaces to address the physical and emotional well-being of individuals and families affected by the pandemic.

- **Project Allocation:**
 - \$186,647

- **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.



XII. Central Park Improvements

Description: The improvements to the Central Park will include, among others, parks, green spaces, recreational facilities, sidewalks, pedestrian safety features like crosswalks, and other projects to revitalize public spaces to address the physical and emotional well-being of individuals and families affected by the pandemic.

- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



XIII. Adolfo Dones Recreational Park Improvements

Description: The improvements to the Adolfo Dones facilities will include, among others, parks, green spaces, recreational facilities, sidewalks, pedestrian safety **features** like crosswalks, and other projects to revitalize public spaces to address the physical and emotional well-being of individuals and families affected by the pandemic.

- **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.



C. Category: EC- 03 Public Sector Capacity

I. Public Sector Staff Re-Hiring

Description: The Municipality of San Juan will use funds from the CSLFRF to defray the costs associated with rehiring municipal staff. Specifically, the Municipality will pay the payroll and benefits to recruit Municipal employees.

- **Project Allocation:**
 - \$15,401,464

- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



II. Police Officers Rehiring

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

- **Project Allocation:**
 - \$3,188,100
- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



III. Infrastructure Technology for Data Centers

Description: The Municipality will upgrade its technology infrastructure, servers, backup equipment, internet capability, and cyber security tools necessary to provide government services in response to the pandemic.

- **Project Allocation:**
 - \$1,696,613

- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



D. Category: EC- 04 Premium Pay

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

Description: A particular 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 the residents and visitors of San Juan. The premium pay compensated any eligible municipal employee who worked face-to-face during a suitable period.

- **Project Allocation:**
 - 2021 - \$10,773,760
 - 2022 - \$10,542,713
 - 2023 - \$13,374,411
- **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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



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

I. Power Backup Generators for PRASA Water Systems

Description: The Municipality will install 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 for evidence-based interventions for this project, this will support our ability to evaluate our existing programs.



F. Category: EC- 06 Revenue Replacement

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

Description: The Municipality's Road System maintenance is a recurring task postponed due to revenue loss. The Municipality strategized an aggressive plan that includes scarification and resurfacing of streets and reconstruction of avenues, streets, and roads that will help the economic recovery of those communities by providing better and faster access to their jobs and businesses in the area.

- **Project Allocation:**
 - Phase 1 \$31,001,921
 - Phase 2 \$11,276,553
 - Phase 3 \$12,721,525
 - Phase 4 \$20,000,000
- **Expense Category:**
 - 6.1-Provision of Government Services
- **Key Performance Indicators:**
 - Number of tons of asphalt applied.
 - Number of lineal miles.
- **Uses of Funds:**
 - Altho While the utilization of CSLFRF funds may not be allocated towards evidence-based interventions for this particular project, it will nonetheless enhance our capacity to assess and evaluate our current programs.



II. Municipality Equipment Acquisition and Green Areas Maintenance

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

- **Project Allocation:**
 - \$10,609,084

- **Expense Category:**
 - 6.1-Provision of Government Services

- **Key Performance Indicators:**
 - Not applicable

- **Uses of Funds:**
 - While the utilization of CSLFRF funds may not be allocated towards evidence-based interventions for this particular project, it will nonetheless enhance our capacity to assess and evaluate our current programs.



The Municipality of San Juan continues to work to maximize the economic assistance granted by the United States Department of the Treasury through the American Recovery Plan Act (ARPA) and the Coronavirus Local Fiscal Recovery Fund (CSLFRF) to mitigate the negative impact caused by the COVID-19, in projects for the benefit of the community.

