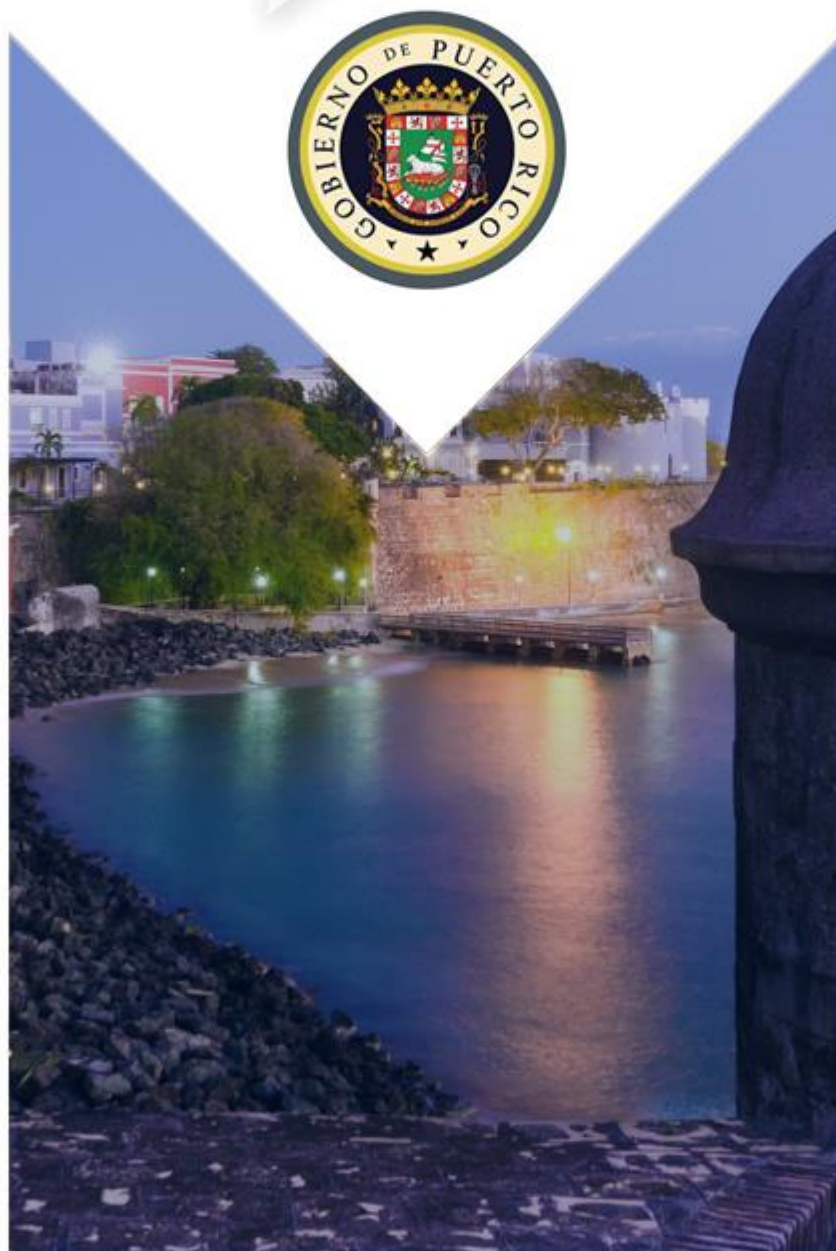


# PUERTO RICO

## DISASTER RECOVERY ACTION PLAN

FOR THE USE OF CDBG-DR FUNDS IN RESPONSE TO 2017 HURRICANES IRMA AND MARIA



### **ACTION PLAN AMENDMENT TWO**

SUBMITTED TO HUD: AUGUST 16, 2019

EFFECTIVE DATE: AUGUST 23, 2019



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DATE	SUMMARY OF CHANGES
11/16/18	<p><b>AMENDMENT 1: SUBSTANTIAL AMENDMENT</b></p> <p>Changes to incorporate \$8,220,783,000 in additional CDBG-DR funds allocated to Puerto Rico through Federal Register 83 FR 40314. Changes include amending program scope and budget in some of the original 19 programs from the initial Action Plan, as well as adding eight additional programs for unmet need. Data in the unmet needs assessment was updated, and consideration of the Puerto Rico 12 and 24-month plan was included. Changes are highlighted in grey, and changes to tables or figures are indicated by a grey box around the visual.</p>
08/15/19	<p><b>AMENDMENT 2: NON-SUBSTANTIAL AMENDMENT</b></p> <p>Changes include increased caps for homes in the Home Repair, Reconstruction or Relocation Program (R3) and clarified priorities. Reallocated \$45 million from Mortgage Catch-Up Program (Program previously not approved by HUD) and \$25 million from Strategic Projects and Commercial Redevelopment to the Home Repair, Reconstruction or Relocation Program and Workforce Training Program under the first allocation. Therefore, the \$70 million reallocation was used to increase the R3 program budget by \$50 million in order to meet estimated demand, as well as to increase the Workforce Training Program Budget by \$20 million under the first allocation. Changes were also made to clarify the subrecipient agreement hierarchy in Small Business Financing, Tourism &amp; Business Marketing, and the Construction and Commercial Revolving Loan Programs.</p>



# EXECUTIVE SUMMARY

In response to Hurricane Maria and Irma, Puerto Rico has developed a storm recovery plan to define how Puerto Rico will address the urgent humanitarian needs of island residents while also developing and implementing a transformative recovery. This recovery is based on the available funding to recover and rebuild, and just as importantly, to stimulate economic growth in every affected community. This Action Plan is based on a thoughtful, coordinated approach as the next step in the rebirth of the island.

More so than any other United States (US) recovery in modern times, Puerto Rico cannot simply rebuild damaged homes, or repave damaged roads. Every program implemented, every dollar spent, must rebuild families and communities, and must also generate a long-term investment in social capital, fortify the economy, and set the stage for stability and continuity in government modernization and efficiency for decades to come.

The true impact of these hurricanes will not be known for generations. As humanitarian aid continues and structural rebuilding increases, delivering a truly resilient recovery will take time and significant resources. Two (2) months after the storms, in November 2017, Governor Ricardo Rosselló commissioned an initial damage assessment, the Build Back Better report, that identified an estimated \$94 billion in recovery need from fourteen (14) possible funding sources.<sup>1</sup> The Amended Action Plan outlined in the following pages includes further analysis of early damage estimates and informs an initial program design to address these needs with the first \$1.5 billion authorized by Public Law 115-56 and Public Law 115-72, and announced through Federal Register 83 FR 5844, and the second tranche of \$8.2 billion announced through Federal Register 83 FR 40314. The U.S. Department of Housing and Urban Development (HUD) is the federal oversight agency for these funds, which are administered through the Community Development Block Grant – Disaster Recovery (CDBG-DR) framework overseen by HUD.

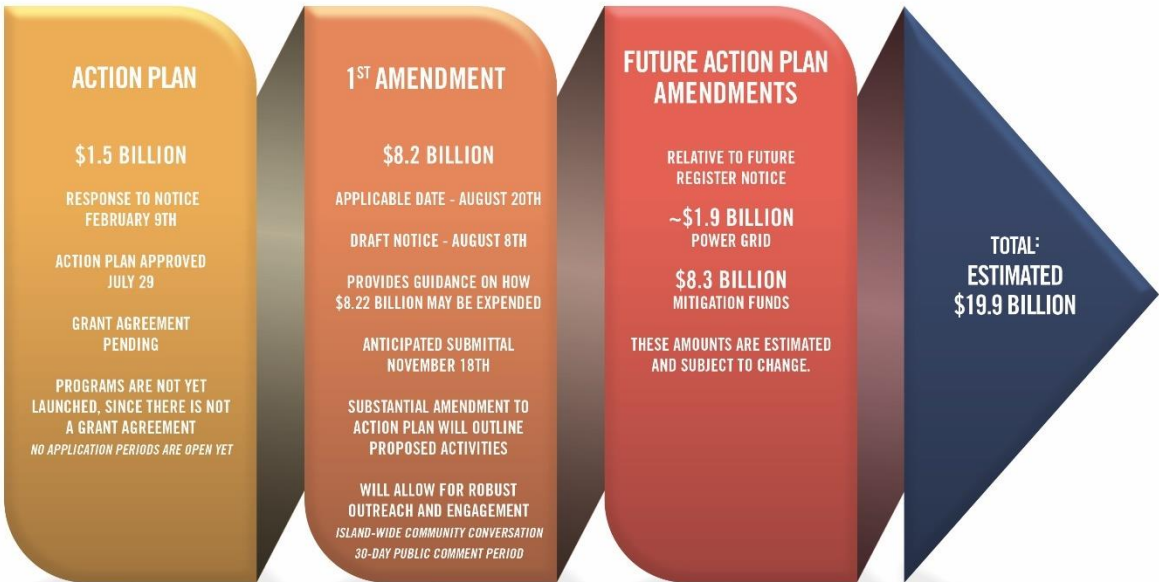
The first Action Plan outlined the uses for the approximately \$1.5 billion in CDBG-DR made available by Congress on February 1, 2018. On April 10, 2018, Congress made available an additional \$18.5 billion in recovery funds, including funds targeted to the electric grid and mitigation activities. The parameters within which the remaining funds may be spent will be outlined in forthcoming federal guidelines, and its proposed uses determined in subsequent action plans.

The unmet needs profiled in this Action Plan are based on current available data gathered from federal government sources, the Government of Puerto Rico, and the public. Public comments are incorporated as part of this professional analysis and report; a testament to the voice of the Puerto Rican people in the mission to rebuild the Island.

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<sup>1</sup> Build Back Better Puerto Rico, Request for Federal Assistance for Disaster Recovery, November 2017

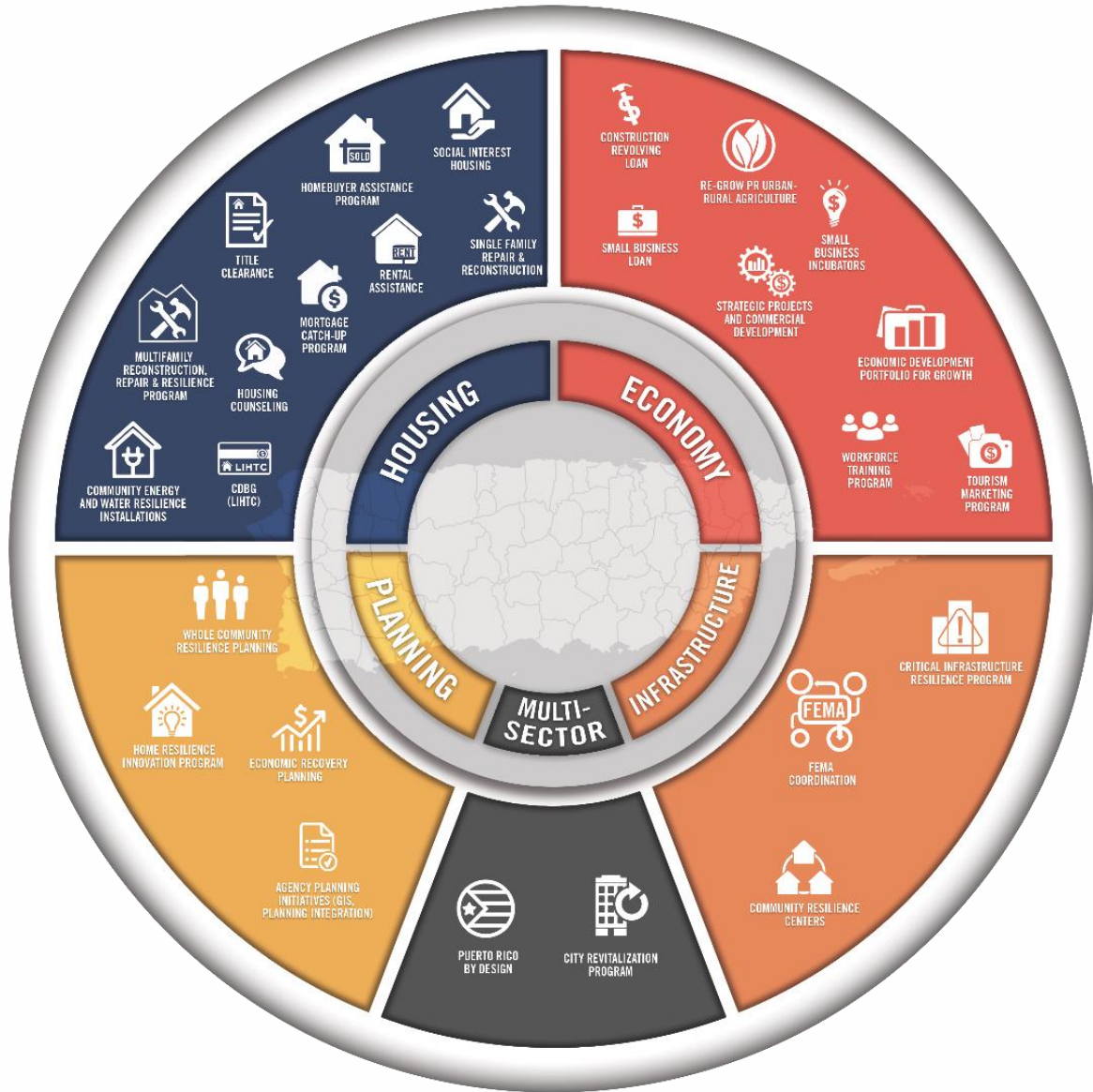
A damage assessment completed November 13, 2017 under the direction of Governor Ricardo Rosselló and funded by three major foundations dedicated to a sustainable and equitable recovery effort in Puerto Rico: Ford Foundation, Open Society, and Rockefeller. The Build Back Better report is a first estimate of recovery need across all sectors and a request for federal resources from 14 identified entities.



Through the available data and input from multiple stakeholders, Puerto Rico has structured comprehensive programs eligible under CDBG-DR rules and guidelines to align with unmet need. The Federal Register 83 FR 5844 required: "...each grantee to primarily consider and address its unmet housing recovery needs." Therefore, as stipulated by HUD and supported by federal data, programs under the \$1.5 billion focused primarily on housing activities and how other activities support housing recovery. These programs represent just the beginning of the recovery process, meeting a fraction of the island's need. They must continue to be built upon over the coming years. The programs funded under the first Action Plan for the initial \$1.5 billion allocation were:

Program Administration	\$75,358,950
Planning Activities & Planning Programs	\$175,250,000
Housing Programs	\$1,011,570,050
Economic Programs	\$145,000,000
Infrastructure Programs	\$ 100,000,000
<b>Total Allocation</b>	<b>\$1,507,179,000</b>

However, the 83 FR 40314 allows for an expansion of activities as will be described in this amended Action Plan.





The Substantial Amendment augments the budget in the following manner\*:<sup>2</sup>

	First Allocation	Second Allocation	Total Current Allocation
PLANNING	\$175,250,000	\$309,743,850	\$484,993,850
HOUSING	\$1,011,570,050	\$2,850,000,000	\$3,861,570,050
ECONOMIC RECOVERY	\$145,000,000	\$1,375,000,000	\$1,520,000,000
INFRASTRUCTURE	\$100,000,000	\$1,375,000,000	\$1,475,000,000
MULTI-SECTOR	\$0	\$1,900,000,000	\$1,900,000,000

*\*Does not include administration. See complete budget in Program section.*

The Puerto Rico Department of Housing (PRDOH) has been appointed by the Governor of Puerto Rico as the responsible agency to administer the CDBG-DR grant program in close collaboration with the Central Office of Recovery, Reconstruction and Resilience (COR3). PRDOH is committed to the responsible, efficient, and transparent administration of the CDBG-DR funds allocated to the island. PRDOH has the financial management systems, policies, procedures, and practices necessary to uphold fiscal responsibility as demonstrated to HUD. PRDOH will use procedures, systems, and monitoring strategies that encompass cross-cutting regulatory requirements including HUD regulations, civil rights, environmental regulations, labor standards, fair housing law, citizen participation, and recordkeeping. PRDOH will use these procedures to ensure compliance with Public Law 115-56 and corresponding Federal Registers.

## SUBSTANTIAL AMENDMENT (AMENDMENT 1)

On February 1, 2018, HUD allocated approximately \$1.5 billion of funds appropriated by Congress to Puerto Rico to address the serious unmet recovery needs on the island. The Federal Notice for that allocation was 83 FR 5844 published on February 9, 2018. The action plan outlining Puerto Rico's approach for those initial funds was submitted by Puerto Rico to HUD on June 14, 2018 and approved on July 29, 2018.

On April 10, 2018, HUD allocated an additional \$18.5 billion to further support recovery in Puerto Rico and to rebuild communities impacted by Hurricanes Maria and Irma and to protect them from major disasters in the future. The funds under this \$18.5 billion allocation can be accessed only after guidelines for their use are published by HUD in Federal Registers, and Puerto Rico submits Action Plans outlining the use of the funds as established in the respective Registers. Approximately \$8.2 billion of those funds

<sup>2</sup> 84 FR 4836 published on February 19, 2019 limited the amount of funding available for the Mortgage Catch-Up Program (Housing) and Tourism and Business Marketing Program (Economic Recovery) proposed to HUD with the submittal of the Amendment on November 16, 2018. PRDOH is required by HUD to re-program these \$190 million in a subsequent Action Plan Amendment, at which time the funds distribution will be updated. <https://www.govinfo.gov/content/pkg/FR-2019-02-19/pdf/2019-02695.pdf>

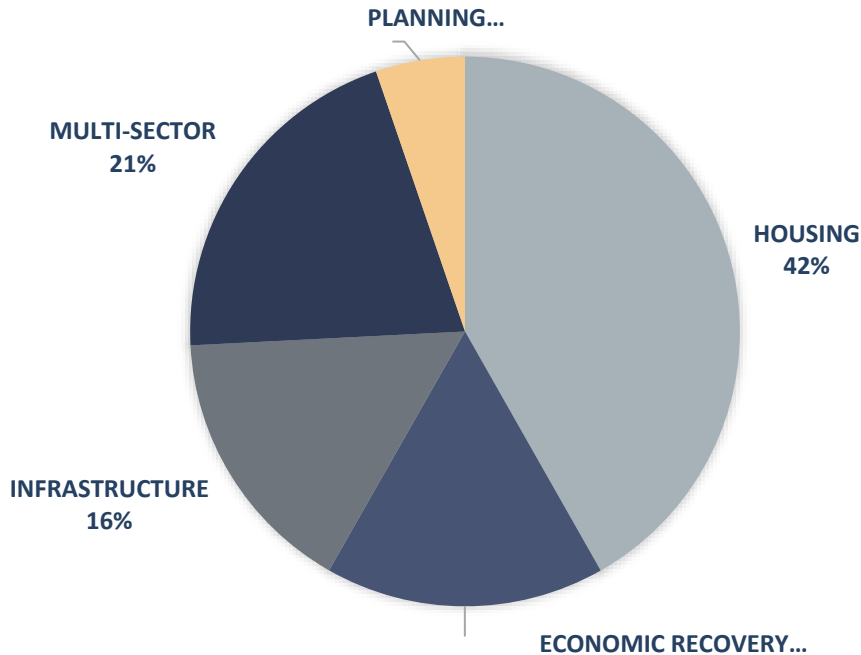
was announced for Puerto Rico and published in HUD program rules on August 14, 2018 in Notice 83 FR 40314. The Notice outlined the requirements for the utilization of the \$8.2 billion, as well as the requirements around the Action Plan Substantial Amendment process.

The Federal Registers and Allocations Included in the initial Action Plan and this Substantial Amendment are as follows:

<b>DISASTER NO.</b>	<b>ALLOCATION UNDER PUBLIC LAW 115-56 (COVERED BY PREVIOUS NOTICE 83 FR 5844): PROGRAMS OUTLINED IN INITIAL ACTION PLAN</b>	<b>UNMET NEEDS ALLOCATION UNDER PUBLIC LAW 115-123 (COVERED BY NOTICE 83 FR 40314): PROGRAMS OUTLINED IN THIS FIRST SUBSTANTIAL AMENDMENT</b>	<b>COMBINED ALLOCATION FOR UNMET NEEDS (PL 115-56 AND PL 115-123) TOTAL INCLUDED IN THIS AMENDED ACTION PLAN</b>
<b>4336/ 4339</b>	<b>\$1,507,179,000</b>	<b>\$8,220,783,000</b>	<b>\$9,727,962,000</b>

This Substantial Amendment encompasses the approximately \$9.7 billion allocated through Federal Registers to Puerto Rico to date, as outlined above. The remainder of the funds will be outlined by HUD in future registers.

### AMENDMENT 1: BUDGET BY ACTIVITY TYPE

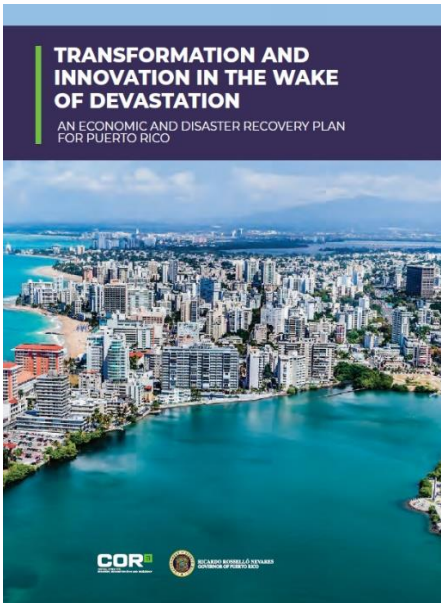
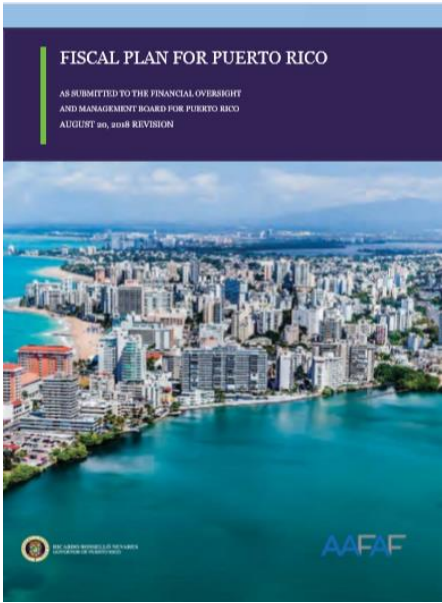


*Does not include administration. See complete budget in Program section. 84 FR 4836 published on February 19, 2019 limited the amount of funding available for the Mortgage Catch-Up Program (Housing) and Tourism and Business Marketing Program (Economic Recovery) proposed to HUD with the submittal of the Amendment on November 16, 2018. PRDOH is required by HUD to re-program these \$190 million in a subsequent Action Plan Amendment.*

### COORDINATED APPROACH

The initial Action Plan was designed in sync with the strategies outlined in the Fiscal Plan and Recovery Plan even as those plans were being finalized. These key tenets include the use of existing and consolidated governmental agencies as partners in the recovery as a mechanism to strengthen institutional capacity. The federal compliance requirements of federal recovery funding will be leveraged to entrench a culture of transparency in participating institutions and facilitate the modernization of governmental practices and services.

Furthermore, The Federal Register Notice 83 FR 40314 requires that this Substantial Amendment to the Action Plan be “reviewed for consistency with the Commonwealth's 12- and 24-month economic and disaster recovery plan required by Section 21210 of Public Law 115-123, the Commonwealth's fiscal plan, and CDBG-DR eligibility.” Additionally, the Notice reaffirms the need to consult with affected citizens, stakeholders, local governments, and public housing authorities. Thus, the programs amended or added in this Substantial Amendment were further designed in careful consideration of these plans, plus the ongoing public participation process which began with the design of the initial Action Plan.



### FISCAL PLAN FOR PUERTO RICO<sup>3</sup>

As required by Congress, the Governor of Puerto Rico submitted a Fiscal Plan to the Financial Oversight and Management Board (FOMB) of Puerto Rico. The Fiscal Plan provides an overview of the actions,

<sup>3</sup> Link to Plan: <http://www.aafaf.pr.gov/assets/Fiscal-Plan-for-PR-August-20-2018.pdf> - August 20, 2018. An updated draft has been posted on the FOMB website as of October 22, 2018.

reforms, and fiscal measures that will improve the public and private sectors in Puerto Rico and begin to pave the path to meet the objectives laid out in the Puerto Rico Oversight, Management, and Economic Stability Act (PROMESA).

The Fiscal Plan includes a series of reforms across four broad sectors to improve the direction of the economy and drive growth and prosperity across the island.

1. Human capital: Promote labor force participation by implementing formal work incentives and benefits, providing workforce development and training, and improving the welfare reform.
2. Business: Increase the ease of doing business by reducing the barriers of starting and sustaining business practices such as expediting and simplifying the process of paying taxes, obtaining permits and operational licensing, importing and transporting goods, and registering properties.
3. Power and Energy: Provide low-cost and reliable energy through various means, including but not limited to a role transformation of PREPA and the foundation of “an independent, expert, and well-funded energy regulator.”<sup>4</sup>
4. Infrastructure: Effectively utilize Federal funds to prioritize economically transformative capital investment to implement maintenance and infrastructure policies.

#### TRANSFORMATION AND INNOVATION IN THE WAKE OF DEVASTATION: AN ECONOMIC AND DISASTER RECOVERY PLAN FOR PUERTO RICO<sup>5</sup>

As required by Public Law 115-123, the Governor of Puerto Rico submitted to the United States Congress Puerto Rico’s 12 and 24-month economic and disaster recovery plan to outline his vision for the island. This comprehensive recovery plan aligns with the structure of the National Disaster Recovery Framework and addresses factors identified by Congress in the allocation law. In accordance with Congressional regulation, this plan was certified by the Financial Oversight and Management Board (FOMB). This recovery plan is focused on four primary goals:

1. Society: Reduce citizen emigration by repairing the human welfare by promoting a society that is educated, healthy, and ultimately sustainable.
2. Resiliency: Prepare Puerto Rico’s individuals, businesses, and communities to better withstand and recover from future disasters by implementing redundant energy systems and improved codes and standards.
3. Economy: Promote and incentivize sustainable economic development and job growth, revitalize urban centers, and minimize risk of doing business to contribute to a more competitive and prosperous economy and social transformation.
4. Infrastructure: Support all Puerto Rican citizens and industries by rethinking, redesigning, reconstructing, and strengthening the critical infrastructure to become a more modern and resilient system. In turn, providing reliable and affordable energy, water, communications, and transportation to improve emergency preparedness and resiliency.

<sup>4</sup> Fiscal Plan for Puerto Rico, August 20, 2018 Revision; page 9

<sup>5</sup> Link to plan: <http://www.p3.pr.gov/assets/pr-transformation-innovation-plan-congressional-submission-080818.pdf> August 8, 2018

## HUD AND THE CIVIC SECTOR

In addition to a review for consistency with the Fiscal Plan and the Economic and Disaster Recovery Plan (the Recovery Plan), the ReImagine Puerto Rico report and the HUD Housing Damage Assessment and Recovery Strategies report also informed this Substantial Amendment. The reason for the attention to these plans is two-fold; The ReImagine Puerto Rico engagement process has been ongoing and has engaged residents in communities across the island, while the HUD Housing Damage Assessment and Recovery Strategies report summarizes Puerto Rico's key issues and challenges such as Puerto Rico's housing market conditions, unmet needs, and ongoing recovery strategies.



### REIMAGINE PUERTO RICO REPORT<sup>6</sup>

The Advisory Commission for a Resilient Puerto Rico has developed a series of recommendations on how to use philanthropic, governmental - local and federal funding sources - to contribute to the reconstruction of Puerto Rico in a way that strengthens the Island - physically, economically and socially - and manages to prepare it to face the challenges of the future. This plan contains recommendations in 6 sectors:

1. Housing: Develop a series of strategies that reduce exposure to risks and that promotes the empowerment of the community, by facing the diversity of socioeconomic conditions, types of housing and tenure in Puerto Rico.
2. Energy: Address the energy needs of Puerto Rico through the transformation of electric power infrastructure into an affordable system, reliable and innovative, which at the same time reduces the adverse health impacts of people and the environment.

<sup>6</sup>[http://www.resilientpuertorico.org/wp-content/uploads/2018/08/RePR\\_GENERALREPORT\\_WEB\\_ENG\\_08012018.pdf](http://www.resilientpuertorico.org/wp-content/uploads/2018/08/RePR_GENERALREPORT_WEB_ENG_08012018.pdf)

3. **Natural Infrastructure:** Improve the health and well-being of the people, promote the economic development and reduce exposure to hazards through sustainable use of the natural resources of Puerto Rico.
4. **Economic Development:** Develop a wide variety of economic activities that increase the resilience of Puerto Rico and improve existing capacities, employment opportunities and reduce inequalities.
5. **Physical Infrastructure:** Develop and maintain infrastructure systems that are accessible, integrated, flexible and robust enough for them to be sustain crucial operations for the well-being of Puerto Ricans.
6. **Health, Education & Social Services:** Develop initiatives that guarantee the provision of health, educational and social services to reduce existing and future vulnerabilities, and in turn, chart the path towards greater equity and well-being with more participation of people in its definition and implementation.

### HUD DAMAGE ASSESSMENT AND RECOVERY STRATEGIES REPORT<sup>7</sup>

This report was created through extensive data gathering and strategy development in collaboration with FEMA and other federal partners. The report is meant to guide Puerto Rico to three primary goals:

Recovery Goal 1: Stabilize homeowner and renter housing market

Recovery Goal 2: Restore housing infrastructure

Recovery Goal 3: Build local capacity to support housing recovery<sup>8</sup>

### SPECIAL CONSIDERATIONS OF 83 FR 40314

This Substantial Amendment has been created in accordance to Federal Register Notice 40314 and Public Law 115-123 which have both provided clear and specific guidance. The Puerto Rico Department of Housing has continuously gathered data from and collaborated with citizens, island-wide stakeholders, local governments, and public housing authorities to update the impact and needs assessment.

The initial Action Plan has been modified in accordance with extended funding and expanded opportunities as permitted by Federal Register Notice 40314. All amendments within the context of this Action Plan are distinctly identified with highlighted text to illustrate the differences between the Substantial Amendment and the initial Action Plan.

### OPPORTUNITY ZONES

Throughout the design and implementation of the programs described in this Substantial Amendment, the plan acknowledges that the federally-created opportunity zones provide a viable means to leverage federal funding to help facilitate recovery and economic development, as permitted. The definition of these zones is outlined in the Economic and Disaster Recovery Plan.

<sup>7</sup> HUD Housing Damage Assessment and Recovery Strategies Report

<sup>8</sup> Housing Damage Assessment and Recovery Strategies Report Puerto Rico; page 5

The Opportunity Zones legislation aims to attract investment capital through a unique tax-advantaged opportunity to invest “recognized capital gains” in Qualified Opportunity Zones. Under the Opportunity Zone Program, states nominate low-income communities to be designated as Qualified Opportunity Zones, which are then eligible for the tax benefit. In the case of Puerto Rico, virtually 95% of the island has been designated a Qualified Opportunity Zone<sup>9</sup>.

Opportunity Zones are designated by the U.S. Department of the Treasury and the Internal Revenue Service and represent a critical opportunity in the rebirth and revitalization of the island. In alignment with this emphasis in the economic and disaster recovery plan, the first substantial amendment includes support for facilitating the successful deployment of these essential zones to effectively leverage private capital and federal funding to stimulate economic recovery. Consistent with applicable requirements, such support could range from discrete, “stand-alone” projects to broader facilitation of economic development initiatives, including job creation, blight removal, and infrastructure initiatives.

### CONSTRUCTION COST VERIFICATION

83 FR 40314 requires grantees to assure “that construction costs are reasonable and consistent with market costs at the time and place of construction.”<sup>10</sup> Cost reasonableness is described as the price that a prudent businessperson would pay for an item or service under competitive market conditions, given a reasonable knowledge of the marketplace. “The method and degree of analysis may vary dependent upon the circumstances surrounding a particular project (e.g., project type, risk, costs), but the description must address controls for housing projects involving eight or more units (whether new construction, rehabilitation, or reconstruction), economic revitalization projects (involving, construction, rehabilitation or reconstruction), and infrastructure projects. HUD may issue guidance to grantees and may require a grantee to verify cost reasonableness from an independent and qualified third-party architect, civil engineer, or construction manager.”

To establish the cost reasonableness of the goods and services under the CDBG-DR program, PRDOH may perform one or more of the following analysis:

- **Comparison of Proposed Costs Received as Part of a Solicitation Process:** For the CDBG-DR program PRDOH will acquire all goods and services through procurement processes such as micro purchases, small purchases, sealed bidding, and competitive proposals, among others. Adequate price competition establishes cost reasonableness. This will be the most common technique used to establish cost reasonableness, as Government procurement processes normally attract two or more offers in an independent competition for an award, which establishes current market values.
- **Comparison of Proposed Prices with Prior Solicitation Processes:** During the life cycle of the CDBG-DR grant PRDOH may procure certain goods or services in multiple instances. Also, PRDOH may procure goods or services for which, under other projects not necessarily related to CDBG-DR,

<sup>9</sup> Transformation and Innovation in the Wake of Devastation: An Economic and Disaster Recovery Plan for Puerto Rico; page 26

<sup>10</sup> 83 FR 40314; page 40318.

similarities exist. Comparing the prices obtained through prior solicitation processes may be used to establish cost reasonableness. Depending on the timing of the prices being compared, adjustments for inflation may be required to compare data in a fair manner.

- **Comparison of Proposed Prices and Historical Contracts:** PRDOH has extensive historical contract data for previous projects performed. This data may be used by PRDOH when procuring goods or services that are similar in nature to those performed in the past to establish cost reasonableness. Depending on the timing of the prices being compared, adjustments for inflation may be required to compare data in a fair manner.
- **Comparison of Proposed Prices with Independent Cost Estimates:** For the CDBG-DR program PRDOH will acquire all goods and services through procurement processes such as micro purchases, small purchases, sealed bidding, and competitive proposals, among others. For all of these, the procedures established by PRDOH require the User Area requesting the services to provide an independent cost estimate of the goods or services to be procured. Comparison of these independent cost estimates with proposed prices may be used to establish cost reasonableness.
- **Comparison of Proposed Prices with Prices Obtained through Market Research:** When a good or service has an established market price, whether locally or in another jurisdiction, the verification of an equal or lower price may be used to establish cost reasonableness. Also, when the market value of a specific good or service is not found, a comparison with a substantially similar good or service may also be performed to establish cost reasonableness.

## OVERVIEW OF SUBSTANTIAL AMENDMENT

The initial June 14, 2018 Action Plan for \$1.5 billion centered on addressing urgent housing and socio-economic needs and laying the foundation for the next phase of the long-term recovery. These foundational approaches included:

1. **Planning:** Develop a roadmap of success for communities, government agencies, residents, and the private sector.
2. **Housing:** Structure programs to meet the immediate needs of the most vulnerable individuals.
3. **Economy:** Transform the current economic status by focusing efforts around recovery economic activities.
4. **Infrastructure:** Allocate a matching fund for approved FEMA and HMGP projects to meet infrastructure needs.

This Substantial Amendment for an additional \$8.2 billion will allocate additional funding to the above-mentioned initiatives and expand the scope to further benefit the development and implementation of these programs. Several of the initial programs have been adjusted by redefining, expanding, and clarifying some of the program activities. Moreover, the remaining funding available has been used to create new programs that correspond to the details of Federal Register Notice 40314 such as “address long-term recovery and restoration of infrastructure and housing, and economic revitalization in the most



impacted and distressed areas... additionally, [PRDOH] may include disaster related preparedness and mitigation measures...”

Each program outlined in the amended plan includes cross-references to the Course of Action (COA) from the Puerto Rico Recovery Plan with which the activity corresponds. Programs have also been reviewed for consistency with the Fiscal Plan.





## SUMMARY OF STORM IMPACT

The 2017 hurricane season brought insurmountable devastation to Puerto Rico when in the month of September, the island experienced Category five (5) and four (4) storms, Hurricane Irma and Hurricane Maria. Hurricane Maria was the most devastating natural disaster to hit Puerto Rico since San Felipe made landfall nine decades ago in 1928. Since that time, the population has doubled in size from 1.5 million residents compared to today's population of 3.4 million.

Hurricane Irma made landfall on September 6, 2017 as a Category five (5) storm with winds up to 100 miles per hour. The storm cut power to an estimated two-thirds of the main island, leaving communities ravaged. Just two (2) weeks later, Hurricane Maria made landfall on September 20, 2017 as a Category 4 storm measuring 35 miles in width, making direct impact with the 35-mile wide island. Hurricane Maria impacted the entirety of Puerto Rico with recorded winds up to 155 miles an hour, river surges up to 47 feet, massive mudslides, and localized catastrophic flooding reaching up to 38 inches. An estimated 64 lives were immediately lost in the storm with over two thousand more lost to secondary conditions caused by lack of power, contaminated water sources, and limited to no access to healthcare services. Today, the majority of the island's power has been restored, however recurring outages are possible due to the ongoing fragility of the grid.

Inundated by back-to-back storms, Puerto Rico experienced 100% impact from Hurricane Maria just two (2) weeks after surviving regional impact from Hurricane Irma. The subsequent impact of these storms

compounded damage to the island leaving extremely vulnerable housing structures extensively damaged or completely leveled in almost every municipio.<sup>11</sup>

As a US territory located 1,000 miles from the mainland states, the Puerto Rico archipelago is isolated from the continental US and depends heavily on maritime commerce for major resources. Hurricane warnings were issued 37 hours<sup>12</sup> before landfall, but due to the severity of Hurricane Maria and the trajectory of the storm, first responders were unable to preposition relief resources. Relief efforts and immediate aid were further delayed by up to three days due to the shutdown of significantly damaged seaports and airports.

The geography of the main island further complicated relief efforts. Stretching 100 miles across and 35 miles top to bottom, the island is covered with vastly different terrain: rain forest, deserts, beaches, caves, oceans and rivers. Puerto Rico has three (3) main physiographic regions: the mountainous interior which covers approximately 60% of the island, the coastal lowlands, and the karst area characterized by underground drainage systems with sinkholes and caves. There are over 50 rivers and 60 watersheds that surged with flood waters when Maria hit.



<sup>11</sup> From the U.S. Census, “The primary legal divisions of Puerto Rico are termed ‘municipios.’ For data presentation purposes, the Census Bureau treats a municipio as the equivalent of a county in the United States.” [https://www.census.gov/geo/reference/gtc/gtc\\_pr.html](https://www.census.gov/geo/reference/gtc/gtc_pr.html) The term “municipio” is used throughout this plan so as not to confuse readers who may infer that a municipality is an incorporated place equivalent to a city. Also, for purposes of all maps, Isla de Mona is represented as part of the municipio of Mayagüez for GIS purposes based on municipio-level data.

<sup>12</sup> National Hurricane Center Tropical Cyclone Report, Hurricane Maria, April 10, 2018 [https://www.nhc.noaa.gov/data/tcr/AL152017\\_Maria.pdf](https://www.nhc.noaa.gov/data/tcr/AL152017_Maria.pdf)

According to data gathered by FEMA Individual Assistance Program, hurricanes Irma and Maria caused damage to an estimated 1,138,843<sup>13</sup> homes, the collapse or severe obstruction of numerous roads, and loss of power across the entire island. Post-storm conditions have only complicated relief efforts as residents had been left without essential services including power and clean water.

The National Oceanic and Atmospheric Administration (NOAA) recorded Hurricane Maria winds that reached up to 155 mph in the City of San Juan. Early estimates accurately captured extreme wind and rain threats, and a storm trajectory to impact the island head-on before proceeding northwest to the mainland US. Puerto Rico sustained hurricane force winds sweeping at maximum strength first through the islands of Vieques and Culebra then the northeast coast before sweeping westward across the main island.

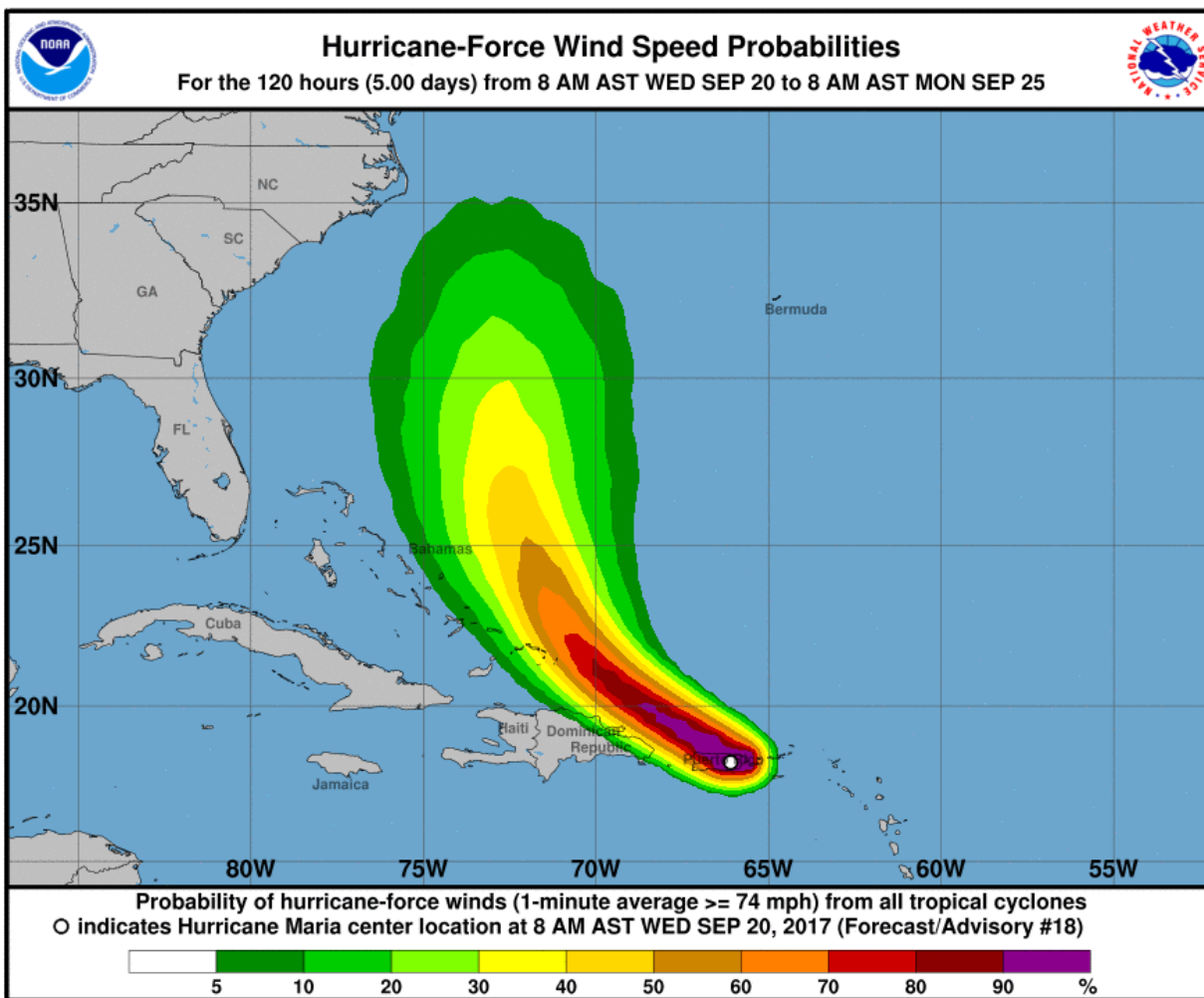


Figure 1. Hurricane Maria Wind Probabilities, image courtesy of NOAA

<sup>13</sup> FEMA Individual Assistance data, as of September 2018

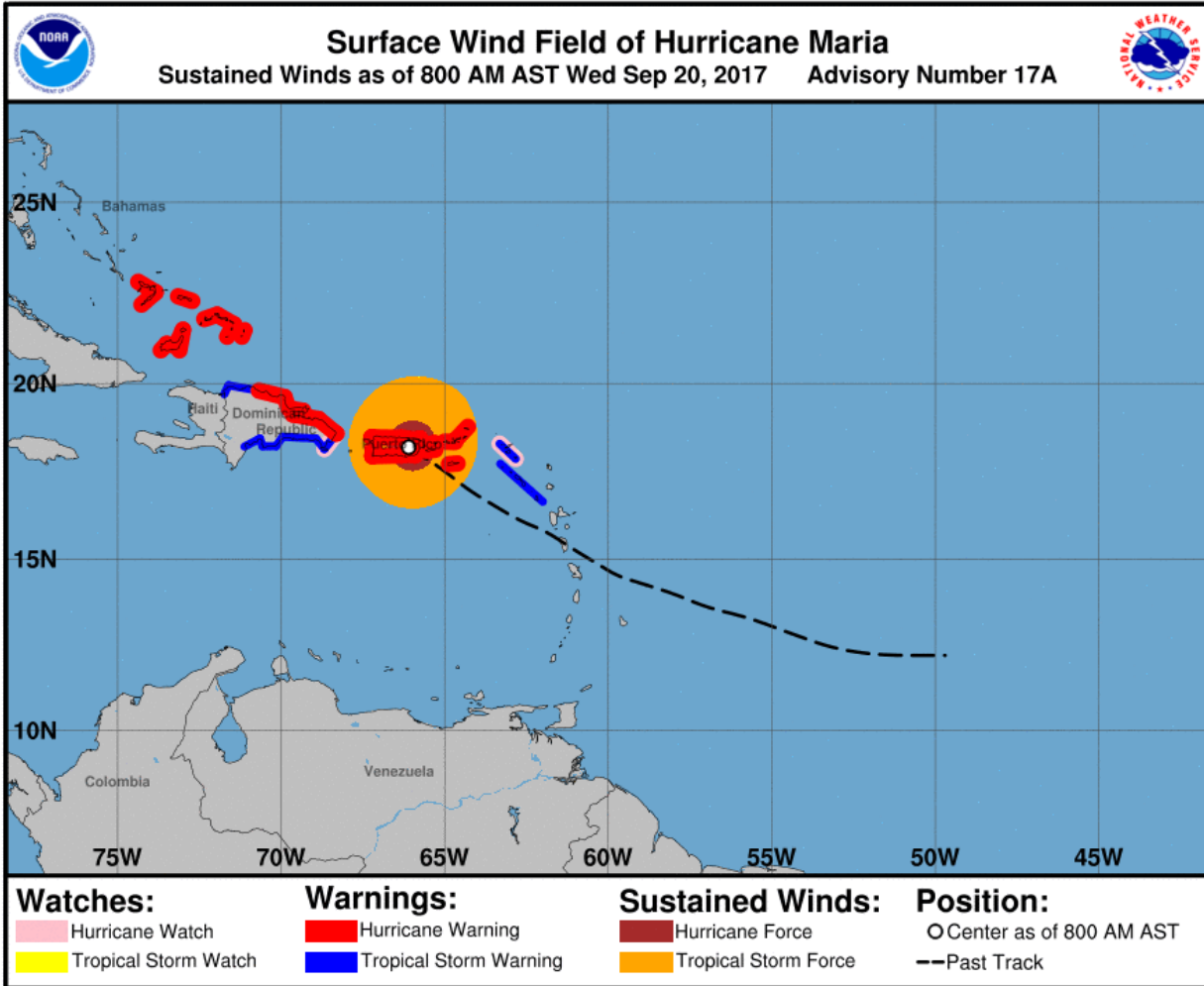


Figure 2. Hurricane Maria Wind Prediction, image courtesy of NOAA

Storm conditions were so extreme, surface observation from NOAA land stations across the island became overburdened and failed during the storm.<sup>14</sup> Wind and rain collapsed weak homes and buildings, uprooted trees, and lashed fragile power lines in every corner of the island causing a complete blackout.

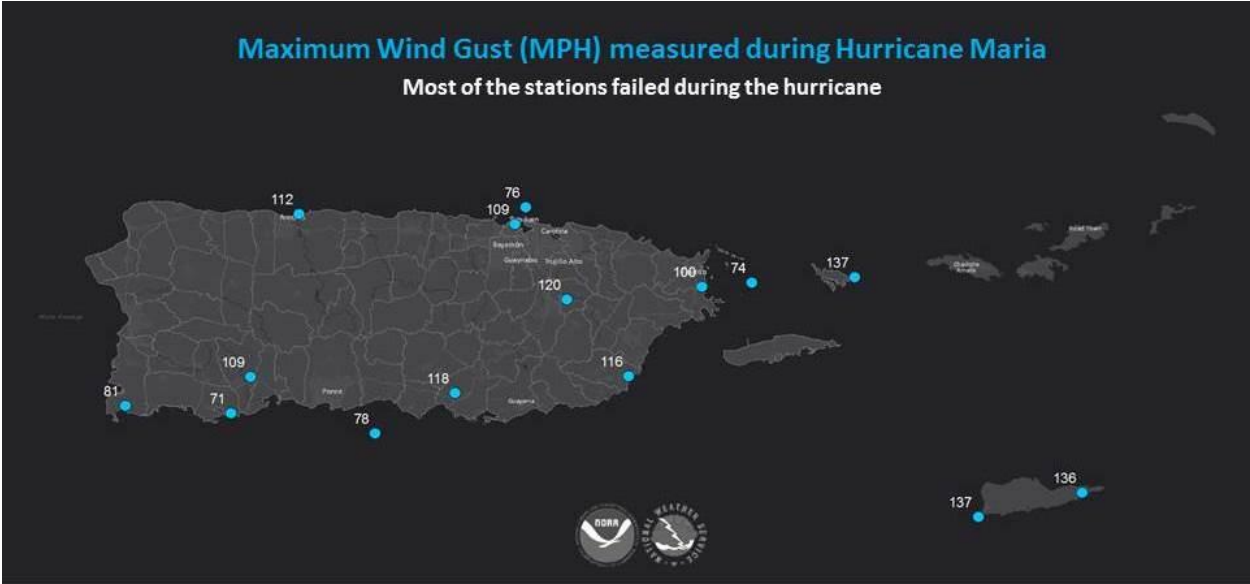


Figure 3. NOAA Image of Hurricane Maria Maximum Wind Gusts

Severe flooding and mudslides occurred in every interior mountainous region of the island. Mudslides and sinkholes left communities unrecognizable and, in many cases, inaccessible. Flooding reached record levels washing away cars, homes and leaving inches of threatening, stagnant water in the aftermath. The most significant flooding occurred immediately around the La Plata River<sup>15</sup> located on the northern coast of the island and continued to build at peak levels around the southern interior of the main island. The lethal combination of flooding and weakened infrastructure caused a complete failure of the Guajataca Dam which was designed to hold back floodwater from a reservoir located between the municipios of San Sebastián, Quebradillas, and Isabela.

<sup>14</sup> National Hurricane Center Tropical Cyclone Report, Hurricane Maria, April 10, 2018  
[https://www.nhc.noaa.gov/data/tcr/AL152017\\_Maria.pdf](https://www.nhc.noaa.gov/data/tcr/AL152017_Maria.pdf)

<sup>15</sup> National Hurricane Center Tropical Cyclone Report, Hurricane Maria, April 10, 2018  
[https://www.nhc.noaa.gov/data/tcr/AL152017\\_Maria.pdf](https://www.nhc.noaa.gov/data/tcr/AL152017_Maria.pdf)

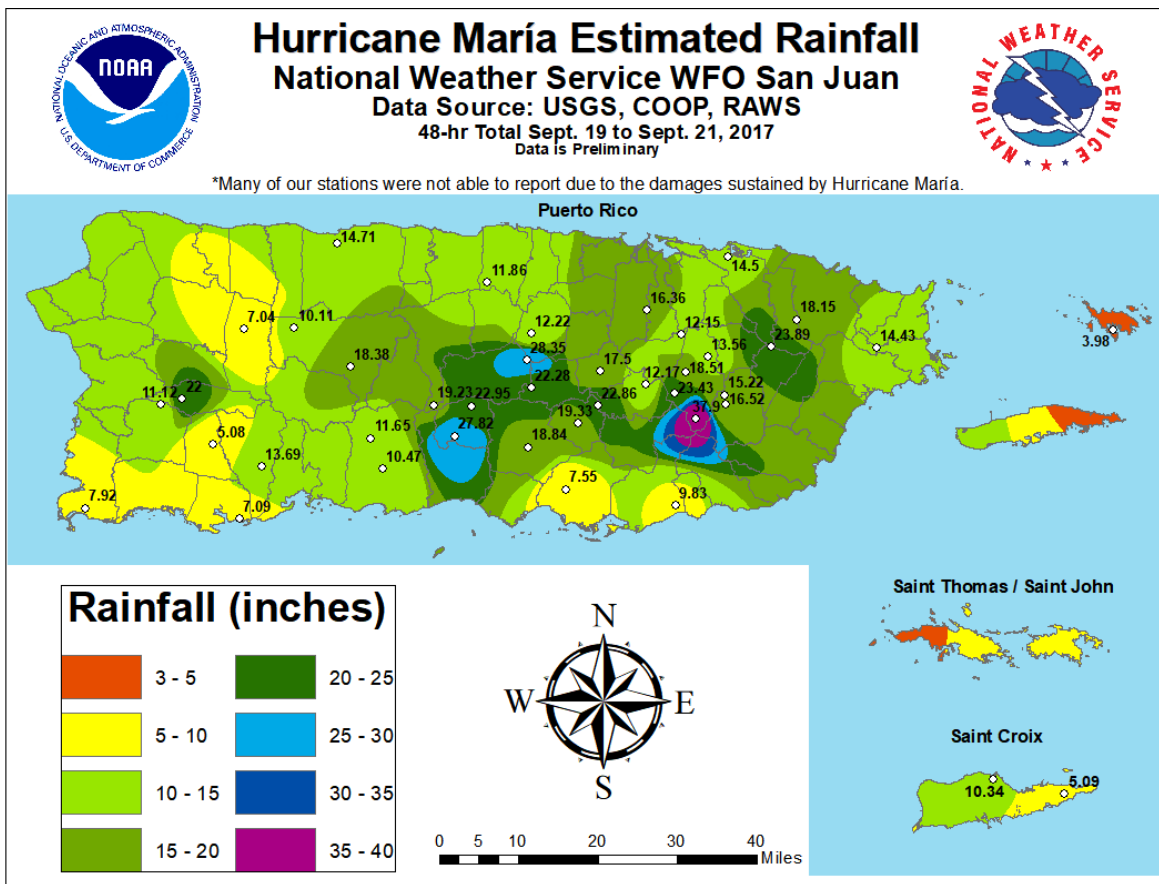


Figure 4. Hurricane Maria Rainfall, image courtesy of NOAA

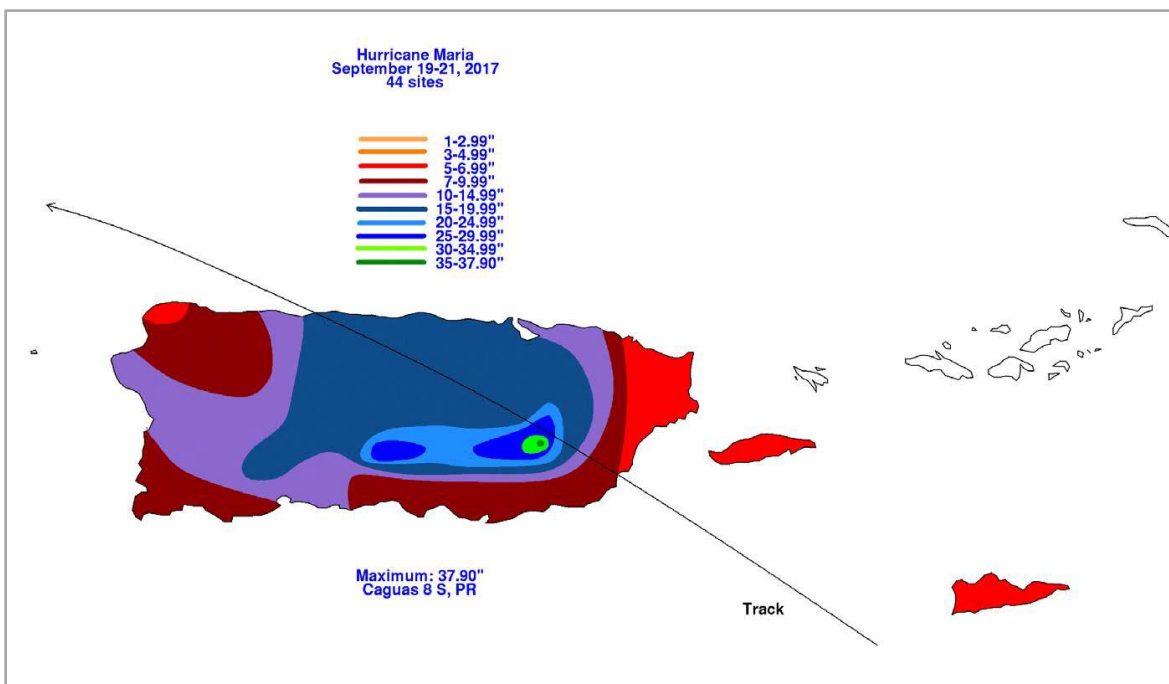


Figure 5. Storm total rainfall (inches) from Hurricane Maria. Figure courtesy of David Roth, NOAA Weather Prediction Center

The National Hurricane Center recorded storm surge levels that reached maximum inundation<sup>16</sup> at 6 to 9 feet above ground level along the coasts of the Humacao, Naguabo, and Ceiba municipios. The United States Geological Survey (USGS) data suggests maximum inundation level along the immediate eastern shoreline reached as high as 9 feet. Measurements along the southeastern coast reached 4 to 7 feet in the municipios of Yabucoa, Maunabo, Patillas, and Arroyo. Along the northeastern coast in the municipios of Ceiba and Fajardo, and much of the southern coast from Ponce eastward, inundation levels reached three (3) to five (5) feet.<sup>17</sup>

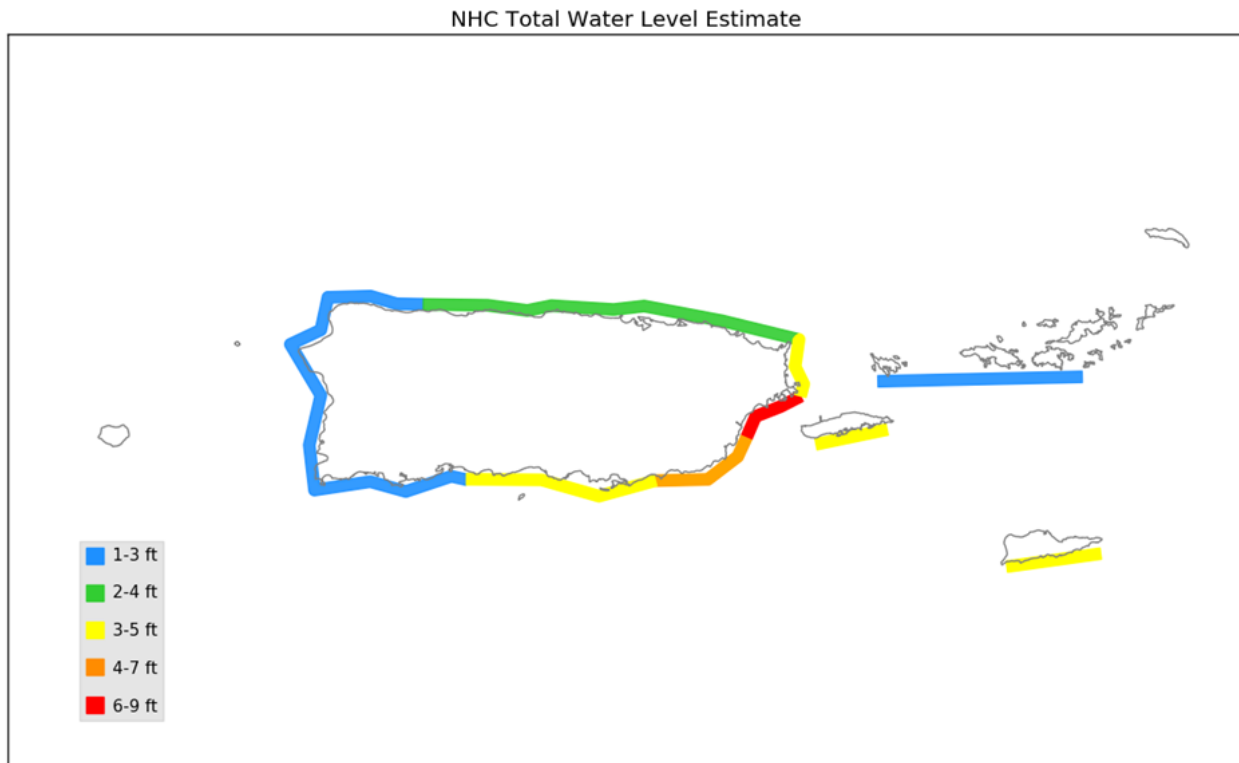


Figure 6. Estimated storm surge inundation (feet above ground level) based on an analysis of water level observations along the coasts of Puerto Rico and the U.S. Virgin Islands from Hurricane Maria. Image courtesy of the National Hurricane Center Storm Center

<sup>16</sup> Inundation is the total water level that occurs on normally dry ground as a result of the storm tide and is expressed in terms of height above ground level.

<sup>17</sup> National Hurricane Center Tropical Cyclone Report, Hurricane Maria, April 10, 2018  
[https://www.nhc.noaa.gov/data/tcr/AL152017\\_Maria.pdf](https://www.nhc.noaa.gov/data/tcr/AL152017_Maria.pdf)



# PUERTO RICO DISASTER RECOVERY PROGRAM

## LEADING A TRANSPARENT AND COORDINATED RECOVERY

Puerto Rico is implementing a whole community approach to recovery. The Puerto Rican administration has established interagency coordination and fiscal oversight to support planning for long-term recovery and reconstruction, and to protect federal investment in the islands. The Central Office of Recovery, Reconstruction, and Resilience (COR3), established by Administrative Bulletin OE-2017-65 under the existing Puerto Rico Public-Private Partnerships Authority (P3), acts as the oversight function for the Governor’s Office to verify compliance of the use of all disaster recovery grant funding, including, but not limited to: FEMA 428, USDA and CDBG-DR. The COR3 office maintains an oversight and coordination role across all federal funding streams.

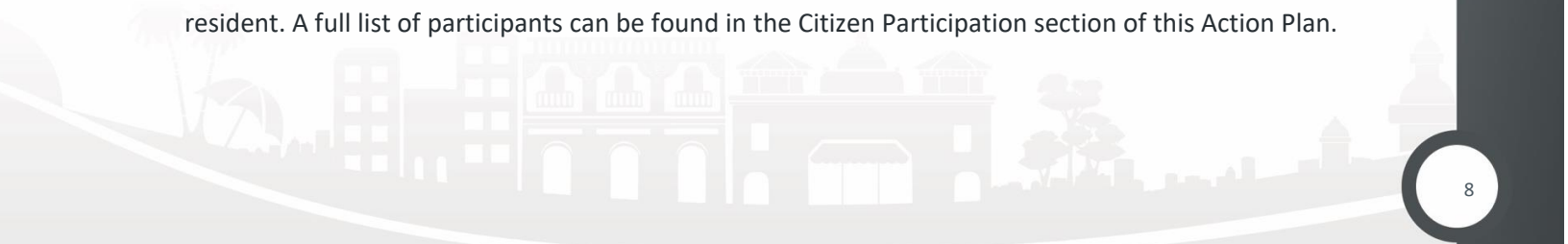
PRDOH retains responsibility before HUD for grant management, implementation and compliance of programs funded through CDBG-DR. Information on funds usage and outcomes are reported to the COR3 for integration into Island-wide recovery operations. The COR3 oversees the development of Puerto Rico’s Economic and Disaster Recovery Plan, as required by Section 21210 of the Bipartisan Budget Act of 2018, Pub. L. 115-123 (the “Act”). In coordination with the Federal Emergency Management Agency (FEMA), through the appointed Federal Coordinating Officer, COR3 provides updates to Congress on the progress of developing the 12 and 24-month Economic and Disaster Recovery Plans, of which this CDBG-DR Action Plan is a part.

In addition to regular coordination with COR3, PRDOH coordinated with local governments serving the most impacted and distressed areas, federal partners, Puerto Rican agencies, civic organizations, and the public in the development of this Action Plan. This intense coordination has been essential to developing a grounded plan within the strict timelines stipulated by HUD. Noteworthy collaborators on this CDBG-DR Action Plan include: The Governor’s Office, COR3, and the Puerto Rico Public Housing Administration (PRPHA).



PRDOH will remain in close coordination with COR3 and other agencies throughout the development and implementation of the CDBG-DR recovery strategy.

Building on the work of non-profits and grassroots organizations who have spent months working alongside residents and community leaders has allowed PRDOH to quickly mobilize and inform this plan. The participation of different levels of stakeholders at the federal, state and local levels has provided PRDOH with high-value input based on analyses performed through the lens of each stakeholder sector. The work of these overarching non-profit and civic organizations is even more important since the magnitude of the disaster makes it impossible for PRDOH to coordinate directly with each impacted resident. A full list of participants can be found in the Citizen Participation section of this Action Plan.



## WHOLE COMMUNITY APPROACH & INTEGRATED PLANNING

Puerto Rico’s devastation has been met with an outpouring of philanthropy, international response, and the assistance of domestic disaster recovery and grant compliance experts and technicians. This community response has provided Puerto Rico with expert insight into a true resiliency-based recovery. Through integrated planning, government reform, public engagement, and a 21<sup>st</sup> century approach based on technological innovation, Puerto Rico will leverage its intellectual and physical resources to maximize federal investment in the Island. Puerto Rico has collaborated with recovery leaders from all sectors working together to synthesize a multitude of data and research and leverage valuable partnerships for public benefit.

A multitude of civic stakeholders have played key roles in the immediate recovery efforts, including but not limited to the Puerto Rico Community Foundation, the Foundation for Puerto Rico, United for Puerto Rico, and the Puerto Rico Recovery Fund.<sup>18</sup> These organizations have channeled philanthropic donations totaling over \$40 million dollars to communities in need in the form of water and supplies, business support, wi-fi connectivity, critical care and community support. They will continue to play a key role in the long-term rebirth of the Island.

Additionally, the Resilient Puerto Rico Commission, supported by the Rockefeller Foundation, together with the Ford Foundation and Open Society Foundations, has been working with communities to assess the extent of the damage, identify stressors, and envision solutions to address and help strengthen the Island in an equitable, sustainable fashion. This includes partnering with the Network of Puerto Rico Foundations (Red de Fundaciones de Puerto Rico) to aid the recovery of a network of local non-governmental organizations (NGOs). This partnership supported the initial damage assessment, the Build Back Better report, commissioned by the Governor and submitted to the President in February 2018. Rockefeller has also supported extensive public engagement through an island-wide campaign called Re-Imagine Puerto Rico designed to solicit resident input through multiple forms of communication.<sup>19</sup>

From an interagency perspective, COR3 is leading the collaborative development of a 12 and 24-month Economic and Disaster Recovery Plan, due to Congress in 180 days of the Bipartisan Budget Act of 2018, Pub. L. 115-123 (August 2018). In its first and second report to Congress, COR3 reported significant progress coordinating with FEMA and local stakeholders to develop Planning categories that stem from FEMA’s National Disaster Recovery Framework (NDRF) and expanded criteria to twelve (12) priority sectors for a comprehensive Recovery Plan. Working with state sector leads, COR3 is guiding a shared

<sup>18</sup> More information on each of these organizations can be found at: Puerto Rico Community Foundation <https://www.fcpr.org/que-es-una-fundacion/>, Foundation for Puerto Rico <https://www.foundationforpuertorico.org/>, United for Puerto Rico <https://www.unidosporpuertorico.com/>, and the Puerto Rico Recovery Fund <https://www.puertoricorecoveryfund.com/>

<sup>19</sup> Rockefeller, Open Society, and Ford Foundations Announce Efforts to Help Puerto Rico Rebound and Rebuild, November 16, 2017, <https://www.rockefellerfoundation.org/about-us/news-media/rockefeller-open-society-ford-foundations-announce-efforts-help-puerto-rico-rebound-rebuild/> <<https://www.rockefellerfoundation.org/about-us/news-media/rockefeller-open-society-ford-foundations-announce-efforts-help-puerto-rico-rebound-rebuild/>>

vision for Puerto Rico’s future along the following five (5) broad elements: 21<sup>st</sup> Century Infrastructure, Sustainable Economic Growth, Fiscal Responsibility & Government Efficiency, Partnership with State and Federal Government, and Increased Commerce and Trade.<sup>20</sup> These elements are incorporated into the CDBG-DR eligible programs contained within these pages.

PRDOH is part of the Puerto Rico Housing Task Force comprised of government leaders to collaborate and advise in three critical areas: informal and substandard housing solutions, foreclosure prevention and mitigation, and flood zone impact. These subcommittees meet on a regular basis to discuss in depth environmental conditions on the ground in Puerto Rico, drivers of resilience and policy solutions, and deliver actionable solutions for Puerto Rico’s recovery. The work accomplished in these committees was incorporated into the Economic plan developed under COR3 purview and is incorporated into this CDBG-DR Action Plan.

### **THIRD SECTOR AND CIVIC VISIONS FOR RECOVERY**

Referenced within these pages are reports, well-researched studies, and project requests compiled and/or sponsored by non-profit organizations, advocacy groups, municipios, the private sector, and government agencies. The voice of Puerto Rico and its people are strongly represented in these high-quality research reports and therefore incorporated into this action plan as part of the unmet needs assessment.

Several of the most broadly-applicable reports include:

*CHILD AND YOUTH WELL BEING INDEX, 2018, YOUTH DEVELOPMENT INSTITUTE*

The non-profit organization, Youth Development Institute, published the “Child and Youth Well Being Index, 2018” which examines living conditions of children and youth between the ages of 0 and 21. The organization also published the report “Child Poverty: A Great Abyss for the Puerto Rican Economy,”<sup>21</sup> referenced within these pages.

*SUMMARY COUNTING OF HOMELESS, 2017, DEPARTMENT OF THE FAMILY*

Puerto Rico Department of the Family completed a four-phase, seven-day study to interview a sample of homeless persons in Puerto Rico published in the “Resumen Conteo De Personal Sin Hogar, 2017”<sup>22</sup> (Summary Count of Homeless Persons, 2017, in its English translation).

*HOUSING INDUSTRY SITUATION, PUERTO RICO BUILDER’S ASSOCIATION*

The Puerto Rico Builder’s Association, in partnership with Estudios Técnicos Inc., completed a housing study<sup>23</sup> to document housing market conditions and formulate public policy recommendations. The study evaluates main indicators of the housing industry and addresses problems Puerto Ricans face in access to housing. Because the preparation of this report coincided

<sup>20</sup> Letter to Congressional Leadership <http://www.p3.pr.gov/assets/lettertocongressionalleadership-govrossello.pdf>

<sup>21</sup> Child Poverty: A Great Abyss for the Puerto Rican Economy, Youth Development Instituted, included in the appendices

<sup>22</sup> Summary Counting of Homeless, 2017, Department of the Family, included in the appendices

<sup>23</sup> Housing Industry Situation, Puerto Rico Builders’ Association, included in the appendices

with hurricanes Irma and Maria, the study also recommends mechanisms to address post-storm housing challenges.

*PROGRESS REPORT ON THE IMPACT OF HURRICANE MARIA ON THE ECONOMY OF PUERTO RICO*

A report prepared by the Planning Board of Puerto Rico, which analyzes economic impact to public services by analyzing physical damage, loss of income, and making adjustments for any increases in income since the time of the storm. The Puerto Rico Planning Board is responsible for measuring and reporting on economic activity in Puerto Rico.<sup>24</sup>

*PUERTO RICO POST-MARIA, 2018, CENTER FOR PUERTO RICAN STUDIES, CITY UNIVERSITY OF NEW YORK*

This report explores measurable impacts of Hurricane Maria on the Puerto Rican population utilizing data published up to February 2018 and focuses particularly on out-migration. The Center also manages an online clearinghouse to support disaster relief and recovery efforts.<sup>25</sup>

*REIMAGINE PUERTO RICO, CITIZEN PARTICIPATION PROJECT, 2018*

A report of focus group activities conducted in February and March 2018 involving more than 500 participants engaged through multiple discussion platforms. The project worked with leaders, communities and experts to create a set of recommendations to help guide recovery so that Puerto Rico becomes stronger and more resilient in the long term.<sup>26</sup>

*PROJECT REQUESTS COLLECTED THROUGH PUBLIC ENGAGEMENT*

Promptly after Federal Register 83 FR 5844 published, the Puerto Rico Department of Housing (PRDOH) conducted public hearings across the Island to solicit input. As of May 2, 2018, a total of 71 municipios (91% of all municipios) and 65 other participants submitted written comments. Public hearing information and a history of public response can be found on the PRDOH website <http://www.cdbg-dr.pr.gov/public-hearings/>. A summary of responses containing funding requests as of May 2, 2018 by recovery area is shown in the chart below. Due to the cumulative size of submitted comments, a full public participation package can be found in a separate published volume that will be submitted to HUD as part of the official record and will reside here on the PRDOH public website: <http://www.cdbg-dr.pr.gov/action-plan/>.

<sup>24</sup> Economic Report to the Governor 2017, Planning Board of Puerto Rico, included in the appendices

<sup>25</sup> Puerto Rico Post-Maria, Rebuild Puerto Rico Report, City University of New York, Center for Puerto Rican Studies, included in the appendices

<sup>26</sup> ReImagine Puerto Rico, Citizen Participation Project 2018, included in the appendices

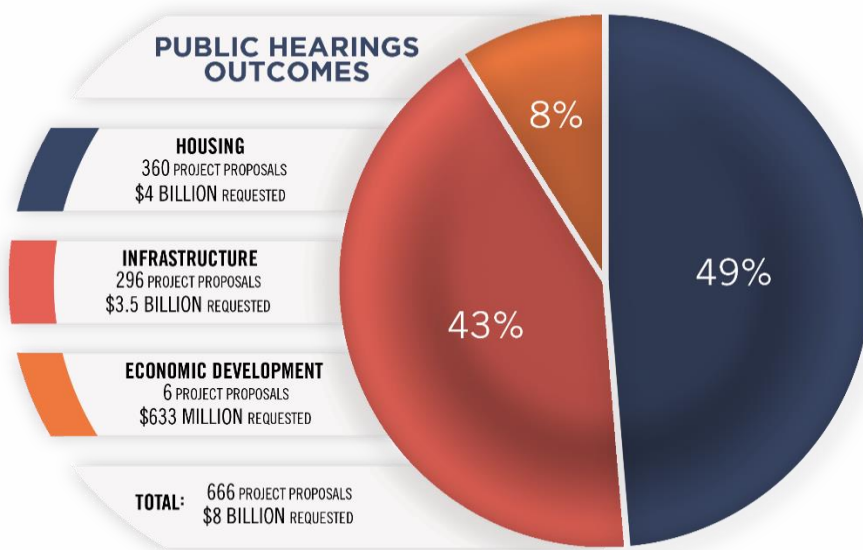


Figure 7. Summary of public hearing outcomes as of 5/2/18. (Subject to change as proposals are amended. Total includes 4 uncategorized projects)

Public respondents submitted project requests in the areas of housing, economic, and infrastructure recovery. At this early stage of recovery, these projects have been reviewed and considered as part of the overall need and were key components of how the programs were designed. As these projects are further reviewed for impact tied to the hurricanes, and assessed for final costs for repair, they will be further considered for inclusion in the community’s recovery profile as additional funds are made available. The recovery approaches proposed throughout the public engagement period are reflected in the following charts and were central to the formation of the program design outlined in this plan.



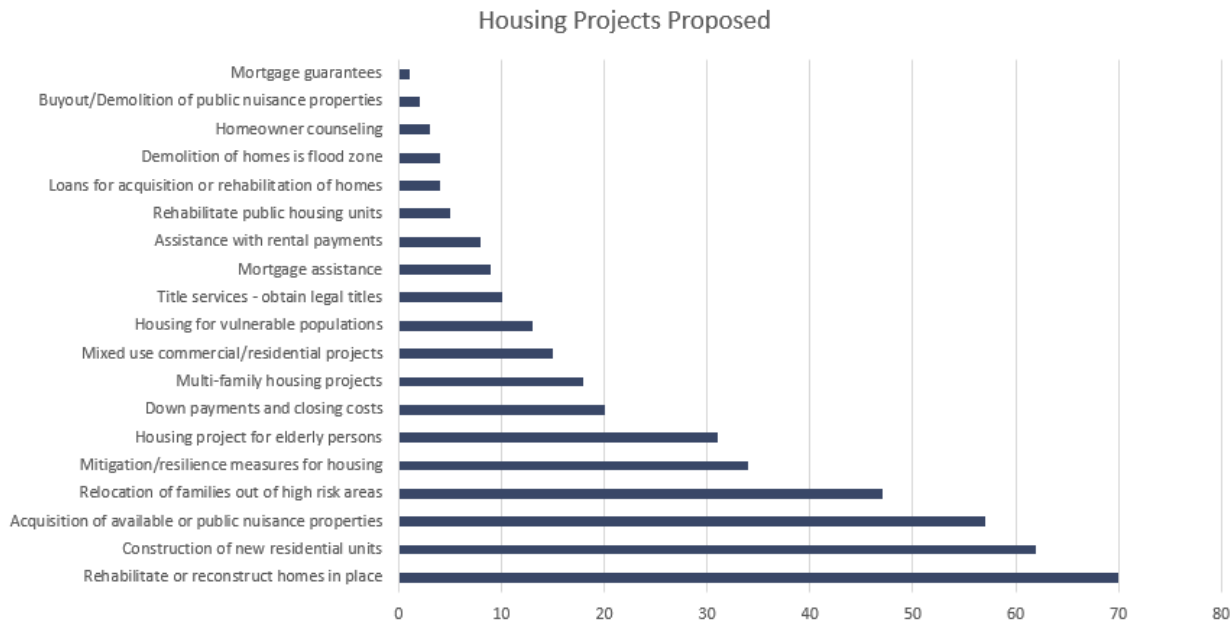


Figure 8. Housing projects proposed through public engagement



Figure 9. Economic projects proposed through public engagement

### Infrastructure Projects Proposed



Figure 10. Infrastructure projects proposed through public engagement



## COMMUNITY PROFILE: SUMMARY OF IMPACT AND PRESIDENTIALLY DECLARED AREAS

The current recovery effort is for both Hurricanes Irma and Maria. Thirty-three (33) of the island's municipios were declared disaster areas in both of these storms.

Striking two-weeks before Hurricane Maria, Hurricane Irma impacted the island as a Category 5 storm leaving over 1 million residents without power. On September 5, 2017, in anticipation of the storm's path and severity, Governor Rosselló requested prepositioned aid and approval of FEMA Individual and Public Assistance pending impact of the storm. The President responded and issued a disaster declaration on September 10, 2017 for Individual and Public Assistance in the following jurisdictions:<sup>27</sup>

<b>Hurricane Irma Designated Individual and Public Assistance (DR-4336)</b>		
<b>Designated Individual Assistance</b>		
<b>Canovanas</b>	<b>Fajardo</b>	<b>Vega Baja</b>
<b>Cataño</b>	<b>Loiza</b>	<b>Vieques</b>
<b>Culebra</b>	<b>Luquillo</b>	
<b>Dorado</b>	<b>Toa Baja</b>	
<b>Designated Public Assistance</b>		
<b>Adjuntas</b>	<b>Culebra</b>	<b>Naguabo</b>
<b>Aguas Buenas</b>	<b>Dorado</b>	<b>Orocovis</b>
<b>Barranquitas</b>	<b>Guaynabo</b>	<b>Patillas</b>
<b>Bayamón</b>	<b>Gurabo</b>	<b>Quebradillas</b>
<b>Camuy</b>	<b>Hatillo</b>	<b>Salinas</b>
<b>Canóvanas</b>	<b>Jayuya</b>	<b>San Juan</b>
<b>Carolina</b>	<b>Juncos</b>	<b>Utua</b>
<b>Catano</b>	<b>Las Piedras</b>	<b>Vega Baja</b>
<b>Ciales</b>	<b>Loíza</b>	<b>Vieques</b>
<b>Comerío</b>	<b>Luquillo</b>	<b>Yauco</b>

Table 1. Hurricane Irma Eligible FEMA Jurisdictions

<sup>27</sup> Presidential Disaster Declaration for Hurricane Irma, <https://www.whitehouse.gov/briefings-statements/president-donald-j-trump-approves-puerto-rico-disaster-declaration/>



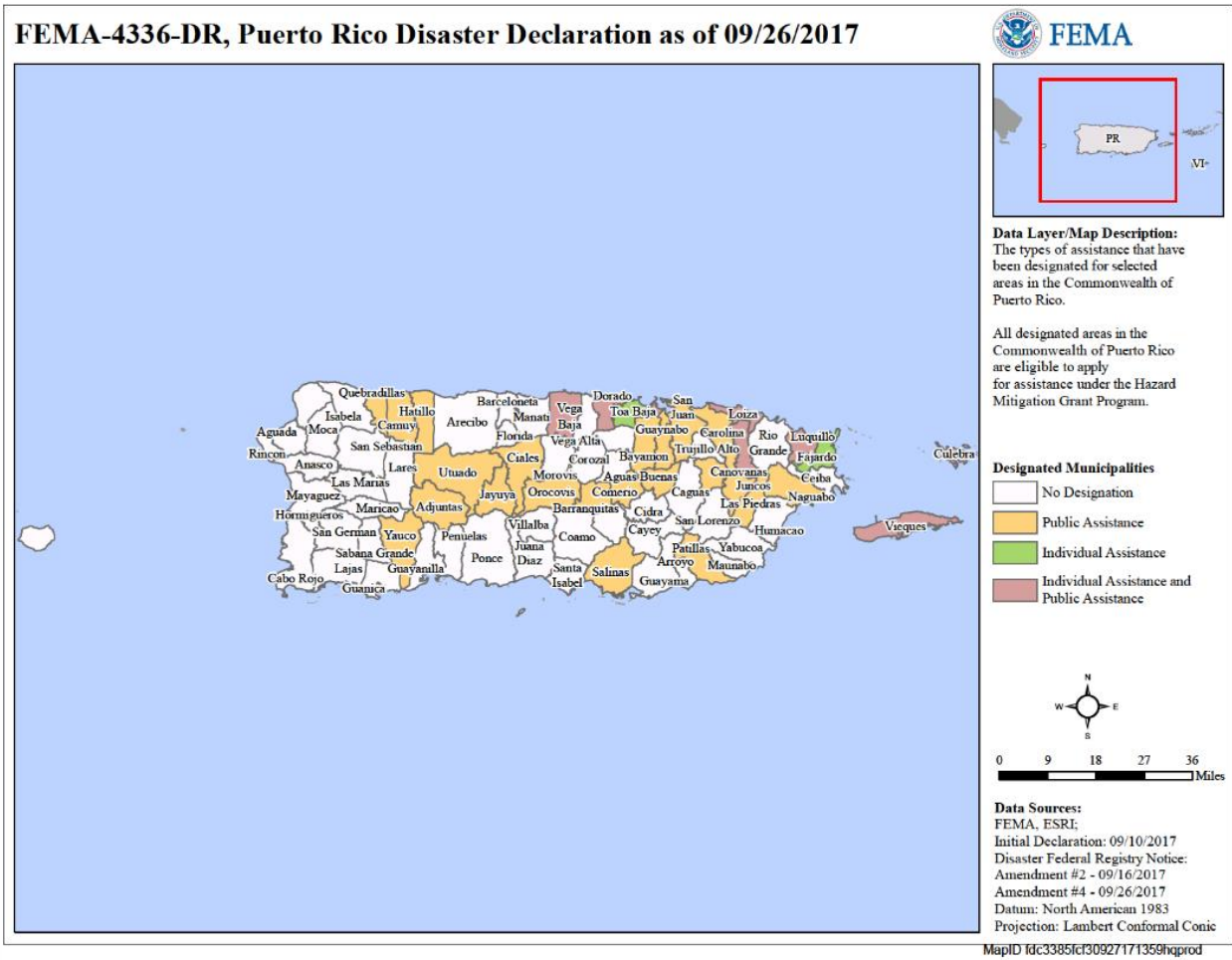


Figure 11. FEMA map of Public and Individual Assistance for Hurricane Irma

On September 20, 2017, the day Hurricane Maria made impact, Governor Ricardo Rosselló requested an expedited presidential declaration for Individual Assistance and assistance for debris removal and emergency protective measures (Categories A and B), including direct federal assistance under the Public Assistance program for all 78 municipios and Hazard Mitigation throughout Puerto Rico. The severity, magnitude and trajectory of the storm warranted the need for supplemental Federal assistance prior to the completion of joint Federal, State, and local government Preliminary Damage Assessments (PDAs).<sup>28</sup>

<sup>28</sup> [https://www.fema.gov/media-library-data/1508251490706-c45ffe54424cebb6c3e5ae5b4ccd364b/FEMA4339DRPR\(Expedited\).pdf](https://www.fema.gov/media-library-data/1508251490706-c45ffe54424cebb6c3e5ae5b4ccd364b/FEMA4339DRPR(Expedited).pdf)

<b>Hurricane Maria Designated Individual and Public Assistance (DR-4339)</b>		
<b>Adjuntas</b>	<b>Fajardo</b>	<b>Naguabo</b>
<b>Aguada</b>	<b>Florida</b>	<b>Naranjito</b>
<b>Aguadilla</b>	<b>Guánica</b>	<b>Orocovis</b>
<b>Aguas Buenas</b>	<b>Guayama</b>	<b>Patillas</b>
<b>Aibonito</b>	<b>Guayanilla</b>	<b>Peñuelas</b>
<b>Añasco</b>	<b>Guaynabo</b>	<b>Ponce</b>
<b>Arecibo</b>	<b>Gurabo</b>	<b>Quebradillas</b>
<b>Arroyo</b>	<b>Hatillo</b>	<b>Rincón</b>
<b>Barceloneta</b>	<b>Hormigueros</b>	<b>Rio Grande</b>
<b>Barranquitas</b>	<b>Humacao</b>	<b>Sabana Grande</b>
<b>Bayamón</b>	<b>Isabela</b>	<b>Salinas</b>
<b>Cabo Rojo</b>	<b>Jayuya</b>	<b>San Germán</b>
<b>Caguas</b>	<b>Juana Díaz</b>	<b>San Juan</b>
<b>Camuy</b>	<b>Juncos</b>	<b>San Lorenzo</b>
<b>Canóvanas</b>	<b>Lajas</b>	<b>San Sebastián</b>
<b>Carolina</b>	<b>Lares</b>	<b>Santa Isabel</b>
<b>Cataño</b>	<b>Las Marías</b>	<b>Toa Alta</b>
<b>Cayey</b>	<b>Las Piedras</b>	<b>Toa Baja</b>
<b>Ceiba</b>	<b>Loíza</b>	<b>Trujillo Alto</b>
<b>Ciales</b>	<b>Luquillo</b>	<b>Utua</b>
<b>Cidra</b>	<b>Manatí</b>	<b>Vega Alta</b>
<b>Coamo</b>	<b>Maricao</b>	<b>Vega Baja</b>
<b>Comerío</b>	<b>Maunabo</b>	<b>Vieques</b>
<b>Corozal</b>	<b>Mayagüez</b>	<b>Villalba</b>
<b>Culebra</b>	<b>Moca</b>	<b>Yabucoa</b>
<b>Dorado</b>	<b>Morovis</b>	<b>Yauco</b>

Table 2. Hurricane Maria Eligible FEMA Jurisdictions



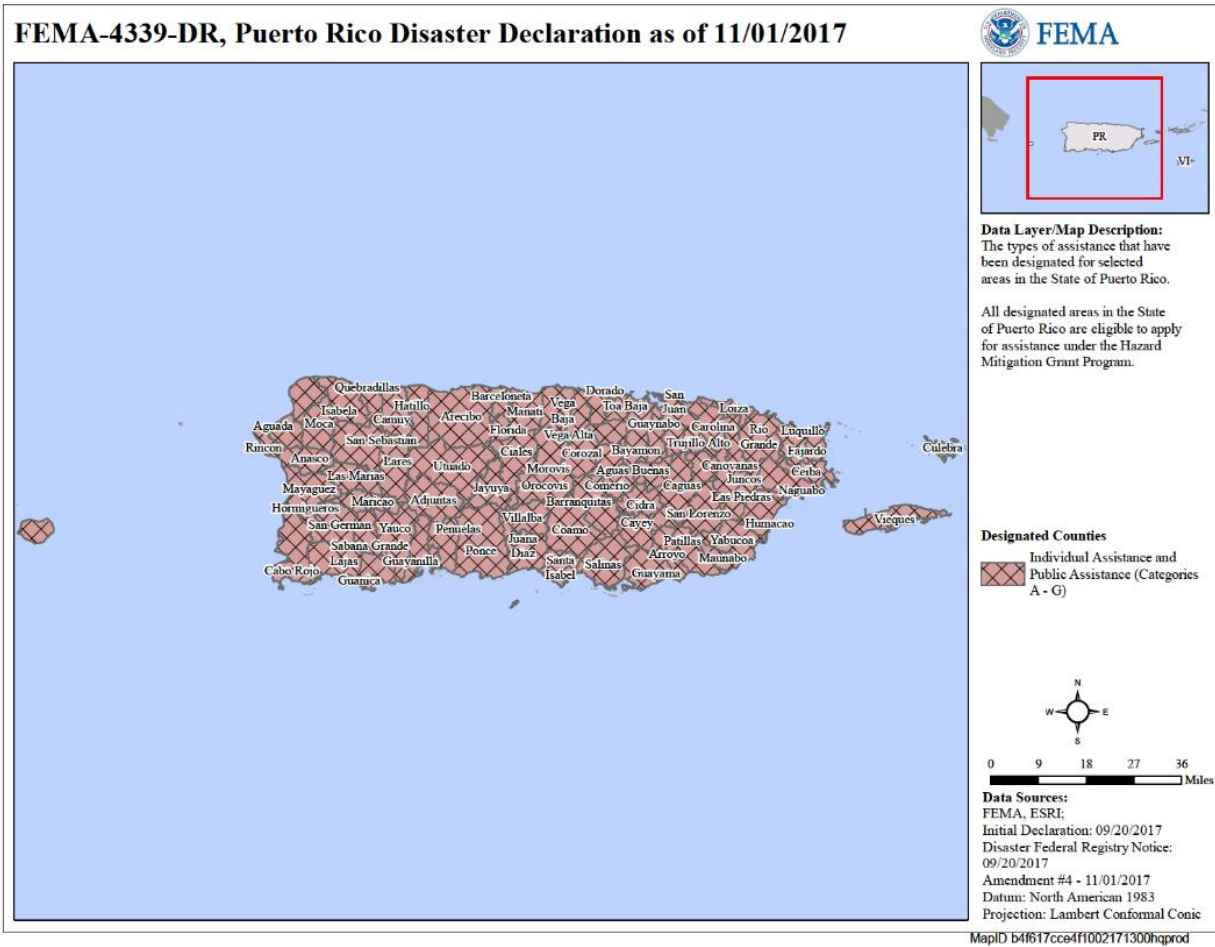


Figure 12. FEMA map of Public and Individual Assistance for Hurricane Maria

As the entirety of the Puerto Rican islands is an impact zone from these two storms, recovery needs have exceeded funding available through FEMA’s Disaster Relief Fund (DRF), resulting in a special allocation by Congressional Appropriation, awarded through The Department of Housing and Urban Development (HUD) to Puerto Rico in the form of Community Development Block Grants for Disaster Recovery (CDBG-DR).

### MOST IMPACTED AND DISTRESSED AREAS

HUD uses the “best available” data to identify and calculate unmet needs for disaster relief, long-term recovery, restoration of infrastructure, and housing and economic revitalization. Based on this assessment, HUD has notified Puerto Rico that it will receive multiple CDBG-DR grants to assist in recovery from both Hurricanes Irma and Maria.

The first allocation, awarded in the amount of \$1,507,179,000 through HUD grant number B-17-DM-72-0001, required 80% of grant funds to be allocated to HUD designated most impacted and distressed (MID) jurisdictions. The original 80% MID area covered almost the entirety of the island and included communities of vastly different characteristics yet left a small number of zip codes out of the MID

designated area. **83 FR 40314 expanded the MID designation to include the entire island of Puerto Rico.** PRDOH will work with local governments to ensure programs serve a variety of recovery needs and provide avenues for community-driven planning. Planning efforts are designed to be equally comprehensive and allow for planning in each of the disaster-declared areas.

## **BUILDING BACK BETTER**

Puerto Rico is committed to building back stronger and more resilient to future hazards. Activities supporting this commitment will not only enhance the quality of construction for life-saving protective measures, but also preserve the integrity of the federal investment contributed by the American people. The rebirth of Puerto Rico hinges on sustainable growth yielded by the influx of recovery monies. Through strategic partnership and resiliency planning, Puerto Rico will set the stage for long-term investment and economic return. Implementation of recovery activities will focus on innovation and the perpetual application of mitigation and resilience techniques.

Puerto Rico will implement construction methods that emphasize quality, durability, energy efficiency, sustainability, and mold resistance. All rehabilitation, reconstruction, and new construction will be designed to incorporate principles of sustainability, including water and energy efficiency, resilience, and mitigation against the impact of future shocks and stressors.

Construction performed under the programs will adhere to the 2011 Puerto Rico building code.<sup>29</sup> Importantly, the Code includes requirements regarding earthquake loads. This is vital as Puerto Rico must build structures that are resilient not only for hurricanes and wind, but for seismic activity as well. This is consistent with the goal of protecting people and property from harm; emphasizing high quality, durability, energy efficiency, sustainability, and mold resistance; supporting the adoption and enforcement of modern and/or resilient building codes and mitigation of hazard risk, including possible sea level rise, high winds, storm surge, and flooding, where appropriate; and implementing and ensuring compliance with the Green Building standards as follows.

The Green Building Standard means that PRDOH will require that all applicable construction meets an industry-recognized standard that has achieved certification under at least one of the following programs: (i) ENERGY STAR (Certified Homes or Multifamily High-Rise), (ii) Enterprise Green Communities, (iii) LEED (New Construction, Homes, Midrise, Existing Buildings Operations and Maintenance, or Neighborhood Development), (iv) ICC-700 National Green Building Standard, (v) EPA Indoor AirPlus (ENERGY STAR a prerequisite), or (vi) any other equivalent comprehensive green building program acceptable to HUD. PRDOH will identify which Green Building Standard will be used in the program policies and procedures, as per HUD requirements.

Puerto Rico will enforce procurement procedures that increase the use of sustainable standards, which may include FORTIFIED Home™ and Leadership in Energy and Environmental Design (LEED) certified construction vendors. FORTIFIED Home™ is a risk-reduction program providing construction standards

<sup>29</sup><http://jp.pr.gov/Portals/0/Construction%20Code/PR%20Building%20Code%202011%20Enmiendas%202012-%20Aprobado.pdf?ver=2018-01-30-224857-587>

for new homes and retrofit standards for existing homes. This set of standards increases a home's resilience to natural hazards, including high wind, hail, and tropical storms through the following levels:

- Gold level for new construction of single-family, detached homes; and
- Silver level for reconstruction of the roof, windows and doors; or
- Bronze level for repair or reconstruction of the roof.

Where feasible, Puerto Rico will follow best practices such as those provided by the U.S. Department of Energy's Guidelines for Home Energy Professionals. For all new construction or for substantially rehabilitated structures, this may require installed appliances to meet ENERGY STAR certification standards at a minimum.

For non-substantially rehabilitated housing structures, Puerto Rico will follow the HUD Community Planning and Development (CPD) Green Building Retrofit Checklist guidelines to the extent they are applicable to the construction methods utilized on the Island. When older or obsolete products are replaced as part of rehabilitation work, Puerto Rico will use products and appliances with ENERGY STAR labels, Water Sense labels, or Federal Energy Management Program (FEMP equivalent) designations. For specific required equipment or materials for which an ENERGY STAR- or Water Sense-labeled or FEMP-designated product does not exist, the requirement to use such products does not apply.

In conducting its impact and unmet needs assessment for this CDBG-DR Action Plan, Puerto Rico has designed program objectives and supporting budgets to consider the additional costs associated with protecting housing and community investments from future disasters through eligible resilience activities.

## LEVERAGING OF FUNDS

Federal Register 83 FR 5844 requires that a Disaster Recovery grantee demonstrate use of its own resources.<sup>30</sup> However, as outlined in the Build Back Better report, "...the Government of Puerto Rico, its agencies, public corporations and instrumentalities (the "Government") are currently facing the unprecedented devastation caused by Hurricanes Irma and Maria. In addition, the Government had embarked on profound fiscal adjustments that limit the amount of reconstruction funds from its own government sources."<sup>31</sup>

A large portion of federal assistance and significant local funding delivered up to this point has largely contributed to life-sustaining efforts and temporary aid as opposed to efforts that contribute to permanent rebuilding. Such assistance allows residents to: power homes and buildings by generator power, shelter in place by replacing roofs with tarps and limited repairs, removing hazardous structural materials from their homes, and providing access to homes and communities through the removal of hazardous debris from roads and pathways.

For permanent, long-term recovery projects funded by CDBG-DR, Puerto Rico has little opportunity to leverage local funding due to the wide-spread economic hardship and the existing bond debt. This

<sup>30</sup> Federal Register 83 FR 5844, <https://www.gpo.gov/fdsys/pkg/FR-2018-02-09/pdf/2018-02693.pdf>

<sup>31</sup> Build Back Better Puerto Rico, Request for Federal Assistance for Disaster Recovery, November 2017

economic hardship and the severity of the damage caused by Hurricane Maria has been recognized by the federal government in the approval of a higher federal cost share for FEMA Public Assistance Funds increasing the standard ceiling of 75% to allow up to 100% federal reimbursement for Category A and B work, and 90% for Categories C through G work. Importantly, the 100% federal coverage for work performed under Categories A and B expired on September 15, 2018, leaving an increased obligation for non-federal match.

However, even within the constraints of limited funding, on March 13, 2018, the Puerto Rican Senate approved to grant each of the 78 municipalities \$1 million to help cover operational and administrative expenses in the face of the losses caused by the passage of the Hurricanes Irma and Maria last September. This \$78 million investment is one of the ways Puerto Rico is putting its own funds towards the recovery. Additionally, Puerto Rico has worked diligently to encourage private-sector and philanthropic involvement. This has resulted in key investments, such as the recent private-sector contribution of \$100 million from AbbVie pharmaceuticals to strengthen access to health care and housing in Puerto Rico.<sup>32</sup>

Puerto Rico's recovery funding strategy primarily aligns federal assistance funding, to the greatest extent possible, through complimentary programs in order to maximize recovery dollars and overcome funding barriers. This includes ensuring programs are funded with the most-restrictive eligible funding sources first, in accordance with their proposed eligible activity, and then moving through the funding stream to the least restrictive. For that reason, and to ensure compliance with Stafford Act restrictions against duplication of benefit, this Action Plan will focus on housing and economic recovery, while Puerto Rico works with FEMA to finalize the program field guidance to participate in alternative procedures for all large project funding for Public Assistance Categories C-G pursuant to section 428 of the Stafford Act.



Puerto Rico has up to twelve (12) months from the time of impact to qualify for FEMA's Hazard Mitigation Assistance program. FEMA has approved a Global Match for CDBG-DR projects eligible under FEMA's Hazard Mitigation Grant Program (HMGP). This is an important step to maximizing leverage. Opportunities for private and philanthropic sector contributions will also be considered during program design to maximize local leverage.

<sup>32</sup> <https://philanthropynewsdigest.org/news/abbvie-donates-100-million-for-puerto-rico-hurricane-recovery>

# UNMET NEEDS ASSESSMENT

## SUMMARY OF IMPACT AND UNMET NEED

In compliance with HUD requirements detailed in Federal Registers 83 FR 5844 and 83 FR 40314, Puerto Rico has completed an unmet needs analysis to guide this recovery, based on best available data. The results of this analysis further investigate components of the damage assessed in the Build Back Better report, and identify gaps in funding after SBA, FEMA, private insurance and local assistance have been delivered.

The impact and unmet need outlined in this report reveal a strong need for housing assistance supported by resilience planning and economic opportunity for households. Large-scale infrastructure activities and broader impact are assumed to be captured in the Build Back Better report published in November 2017 and are not re-listed here. Additionally, the 12 -month Economic and Disaster Recovery Plan conducted under FEMA’s engagement of the Homeland Security Operational Analysis Center (HSOAC) contains a much broader analysis with greater access to additional data. A full list of data sources and literature analyzed for this unmet need assessment can be found in Appendix A. The unmet needs assessment will also be updated as additional data becomes available and as part of the Action Plan process for additional CDBG-DR allocations.

The unmet needs calculation below is based primarily on current, federal data sources, and is a subset of the larger assessments conducted by Build Back Better and the 12 Month Economic and Disaster Recovery Plan to Congress. The municipios submitted a great deal of local data, which has been extremely important in informing program design. The local information is available as part of the Public Comment annex to the plan. Federal datasets are used in this portion of the unmet needs assessment to be able to analyze impact island-wide. The Build Back Better report established \$94.4 billion in need, based on an extensive data set across all sectors. The February 9, 2018 Federal Register stated that for purposes of the initial CDBG-DR Action Plan to HUD:

*“Given the extent of damage to housing in the eligible disaster areas and the very limited data at present regarding unmet infrastructure and economic revitalization needs, this notice requires each grantee to primarily consider and address its unmet housing recovery needs.”<sup>33</sup>*

The 83 FR 40314 notice expanded the use of funds beyond housing to include economic and infrastructure recovery. Given the unmet housing need surpasses the entire estimated \$19.9 billion CDBG-DR allocation, and that outmigration and economic hardship are severe stressors to maintaining housing viability in a manner that is unique to Puerto Rico, as compared to other 2017 CDBG-DR grantees, Puerto Rico **must** diversify its approach to recover the economy so that families can stay in their homes and on the island.

The impact summary below is primarily related to estimates generated in relation to FEMA Individual Assistance (IA), Small Business Administration (SBA), and National Flood Insurance Program (NFIP) impact data. In conjunction with federal agencies, the units of general local government (UGLGs/ municipios)

<sup>33</sup> <https://www.gpo.gov/fdsys/pkg/FR-2018-02-09/pdf/2018-02693.pdf>

have a clear sense of unmet needs, as outlined in their public comment (ponencias). They will be consulted throughout and are key leaders in the recovery strategy.

SUMMARY OF IMPACT/SUPPORT	HOUSING	INFRASTRUCTURE	ECONOMY	TOTAL
Amount of Estimated Impact	\$36,517,245,560	\$ 44,993,142,873	\$5,804,929,161 <sup>34</sup>	\$87,315,317,594
Amount of Funds Available	\$2,648,437,329	\$ 40,830,960,669	\$99,873,534	\$43,579,271,532
Unmet Needs	\$33,868,808,231	\$ 4,162,182,204	\$5,705,055,627	\$43,736,046,063
Percent of Total Unmet Needs	77.44%	9.52%	13.04%	

Table 3. Summary of Unmet Need by Recovery Category<sup>35</sup>

The table above is a subset of unmet need, in the context of HUD Action Plan requirements, and should be considered as a component of the larger Puerto Rico Recovery Plan assessments.

<sup>34</sup> Federal Register states that crop losses should be captured in damages but should not be included in overall economic unmet needs. Estimated crop losses are \$2.007 Billion and estimated support for crops is \$1.4 Billion

<sup>35</sup> As noted in text, does not include all FEMA Public Assistance for permanent work (Categories C-G) since those estimates are currently being developed for the 428 Program, or Energy Grid impacts that are in the billions. The infrastructure impact will become more clear as project worksheets are developed and is expected to be in the billions of dollars, as evidenced by initial estimates.



# IMPACT TO DEMOGRAPHICS

## SOCIAL VULNERABILITY INDEX (SOVI®) FOR TARGETING PRIORITY UNMET NEED

Identifying those areas most impacted and most vulnerable to recovery barriers across the Island provides a useful lens for targeting program intake in the most impacted and distressed areas. The Social Vulnerability Index<sup>36</sup> (SoVI®) is a tool for assessing pre-existing vulnerabilities to environmental hazards. The SoVI® is a comparative metric that facilitates the analysis of differences in social vulnerability at a certain level of geography – in this case the municipio and census tract level. The index, in the version used here, synthesizes a collection of socioeconomic variables, which, with support from research literature, represent a reduction in a community's ability to prepare for, respond to and recover from hazards.

Utilizing the Social Vulnerability Index here empirically delineates the most socially vulnerable census tracts within each FEMA IA designated municipio. Residents in these high vulnerability areas generally have a lower ability to adequately prepare for, respond to, and rebound from environmental impacts (such as floods), shocks, and stresses. The following table displays the 27 social characteristics analyzed in the Puerto Rico SoVI analysis.

SOCIAL VULNERABILITY VARIABLES	MIN	MAX	MEAN
Median age	17.90	61.8	40.16
Percent black	0	3	0.00
Percent Native American	0	1	0.00
Percent Asian	0	6	0.00
Percent Hispanic	75	100	99
Percent population under 5 years or 65 and over	0	44	23
Percent nursing home residents	0	11	0
Percent female	0	70	52
Percent female headed households	0	66	24
Percent unoccupied housing units	0	100	21
Percent renters	0	100	26
People per unit	0	4.17	2.79
Per capita income	\$0	\$55,810	\$10,922
Percent speaking English as a second language with limited English proficiency	28	97	78
Percent with less than 12th grade education	0	60	27
Percent employment in extractive industries	0	50	2
Percent employment in service industries	0	59	22
Percent of housing units with no car	0	83	19

<sup>36</sup> Cutter, S. L., Boruff, B. J., & Shirley, W. L. (2003). Social vulnerability to environmental hazards. *Social science quarterly*, 84(2), 242-261.

<b>SOCIAL VULNERABILITY VARIABLES</b>	<b>MIN</b>	<b>MAX</b>	<b>MEAN</b>
Percent civilian unemployment	14	83	51
Percent poverty	0	100	46
Percent mobile homes	0	53	0
Percent female participation in labor force	0	100	47
Percent Social Security beneficiaries	0	65	43
Percent households earning over \$200,000 annually	0	18	1
Median gross rent	\$0	\$1,722	\$477
Median housing value	\$0	\$474,900	\$120,766
Median age	17.90	61.80	40.16

*Table 4. Social Characteristics Utilized in the Puerto Rico SoVI Analysis*

Combining social vulnerability information with FEMA damage data provides a standardized, replicable, and pragmatic process pinpointing where scarce resources may result in amplified impact in driving successful disaster recovery. This overlay procedure results in a visualization of loss relative to vulnerability for Puerto Rico where places with high population such as San Juan, are characterized by a general balancing of impacts due to lower levels of social vulnerability. Conversely, populations residing in the more rural and mountainous regions, although much less heavily populated, are characterized by generally higher levels of social vulnerability. Targeting recovery resources to these most heavily impacted and vulnerable areas may yield high benefit because these areas are currently much less able to bounce back without outside assistance. While there was damage across nearly the entire island, the impacts (according to an extensive analysis of FEMA Verified Loss Data) in certain areas was concentrated more extensively, especially when compounded with an inability to bounce back (social vulnerability).

PRDOH obtained from FEMA a list of Individual Assistance (IA) applicants and identified those applicants with a FEMA verified real property (housing) loss. Using FEMA damage data, each applicant with real property losses was pinpointed on a map. These “hot spots” of FEMA verified loss were overlaid on social vulnerability information to identify areas that were both heavily impacted and had a lower capacity to absorb such losses.



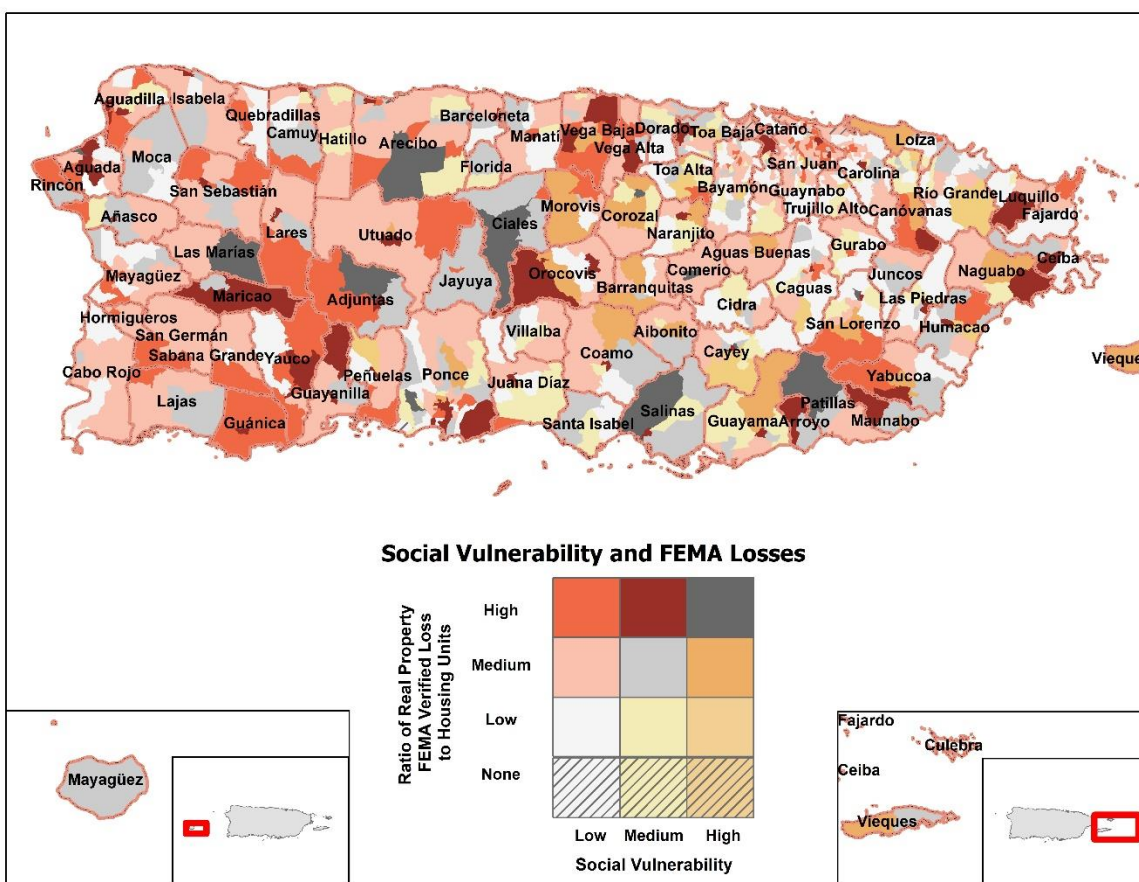


Figure 13. Map of Low to High SoVI communities where FEMA verified-loss applicants are located, in Presidentially Disaster Declared (PDD) area

## OUT-MIGRATION AND CHANGES TO THE POPULATION

Before the storms, Puerto Rico had a population of 3,337,177 residents with a median age of 39.4; an age that is almost 2 years older than the US median age of 37.9. When compared to the continental United States, Puerto Rico shows 1.5% less persons 5 years or under, 2.4% less persons 18 years or under, and 3.7% more persons 65 years or older. The number of residents age 40 and above is expected to further increase as a more than ten-year trend of out-migration reaches a peak post-storm demographic shift. This has the potential to accelerate the increase in the portion of the population that is older. The implications of an elderly population, especially those of retirement age, are significant for socio-economic conditions in the post-storm environment. Many retirees 65 or older live on a fixed income and face higher medical costs and mobility challenges. Puerto Rico has almost twice as many disabled elderlies than the US. The percent of residents age 65 or older with a disability is astoundingly higher in Puerto Rico with 15.30% versus 8.6% in the US. The retention or recruitment of a youthful workforce has the potential to mitigate this effect by creating a societal balance and bolstering economic growth.

POPULATION, AGE AND LANGUAGE DEMOGRAPHICS		
COMMUNITY FACT	UNITED STATES	PUERTO RICO
Population estimates, July 1, 2017, (V2017)	325,719,178	3,337,177
Persons under 5 years, percent, July 1, 2016, (V2016)	6.20%	4.70%
Persons under 18 years, percent, July 1, 2016, (V2016)	22.80%	20.40%
Persons 65 years and over, percent, July 1, 2016, (V2016)	15.20%	18.90%
Female persons, percent, July 1, 2016, (V2016)	50.80%	52.40%
Female persons, percent, April 1, 2010	50.80%	52.10%
Veterans, 2012-2016	19,535,341	89,824
Foreign born persons, percent, 2012-2016	13.20%	2.70%
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	21.10%	94.50%
With a disability, under age 65 years, percent, 2012-2016	8.60%	15.30%

American Community Survey Data 2012- 2016

Table 5. Select Demographic Information, Comparison Between US 50 States and Puerto Rico

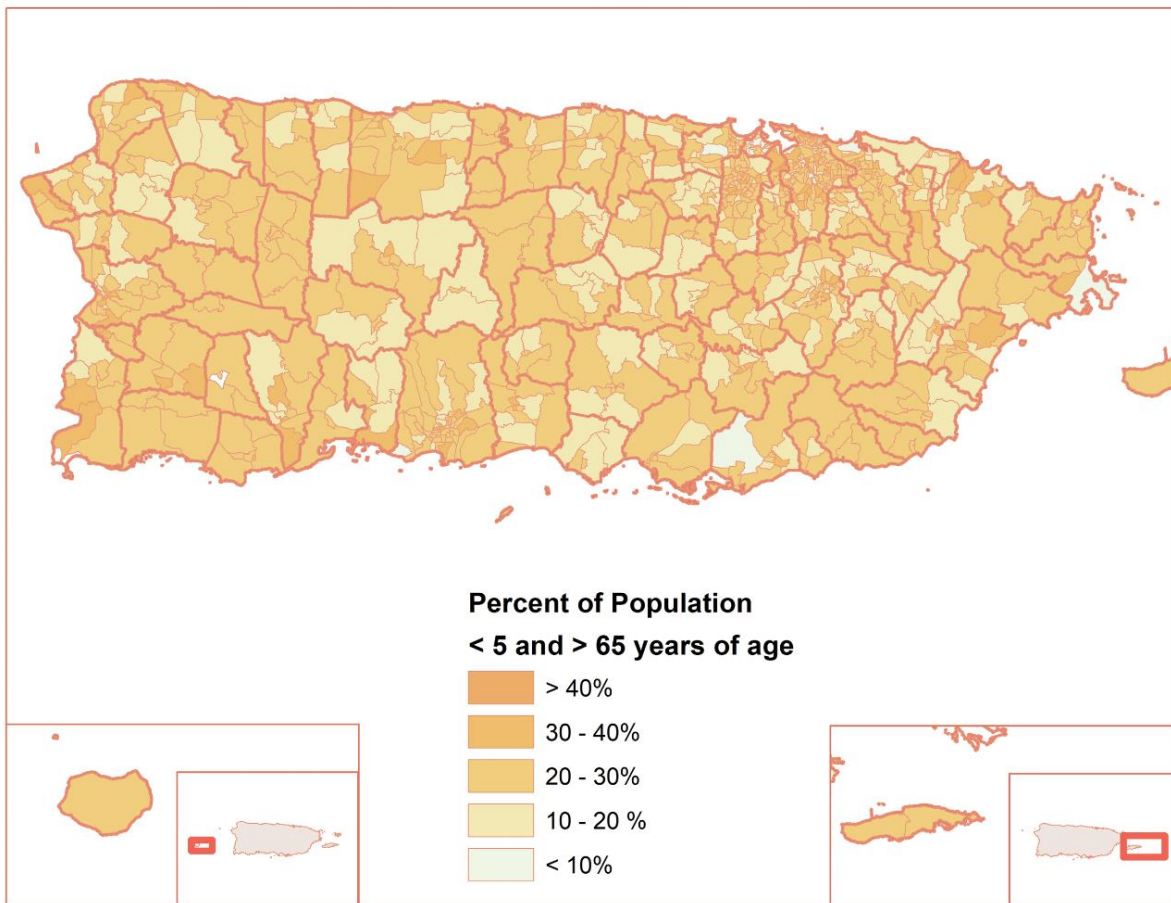


Figure 14. Map of Age Dependent (less than 5 Years or greater than 65 Years old) Population by Census Tract, data source ACS 2012 - 2016

Post-storm conditions only compound out-migration concerns that have been building in recent years due to changes in the economy. According to U.S. Census Bureau data, Puerto Rico has been experiencing a population decline since 2004 driven by rippled effects of debt and recent government bankruptcy. Residents less vulnerable to recovery barriers are leaving the island in search of opportunity, adapting to conditions that other cost-burdened, English language limited, elderly or mobility-challenged residents are unable to overcome.

As American citizens, residents of Puerto Rico travel easily off the islands to the mainland US without the need for a passport or visa. With an estimated 5.4 million Puerto Ricans living in the mainland US (approximately two (2) million more than live on the islands), residents of the islands are likely to have family and loved ones to offer them immediate shelter, either temporary or permanent. Understanding these circumstances makes it difficult to pin down an accurate account of true migration at this point, but there are many indicators that help paint a picture.

The Center for Puerto Rican Studies predicted in an October 2017 report that between 114,000 and 213,000 residents will leave the island annually. By 2019, the Center predicts Puerto Rico may lose up to

470,335 or 14% of the population.<sup>37</sup> Through continued research on this issue, the Center recently published a post-hurricane report estimating as many as 135,592 Puerto Ricans have relocated to the mainland states.

Commercial flights booked in September and October of 2017 show a net of 179,000 flights (outbound travel reduced by inbound) in September and November.<sup>38</sup> FEMA data shows that a total of 40,013 household members and 19,271 households changed their mailing address to a location in the mainland states since first registering with FEMA. The Center analyzed FEMA data to discover the most evacuees, 45%, went to Florida followed by 9% in New York, 8% in Massachusetts, 7% in Pennsylvania, 6% in Connecticut, 4% in New Jersey, 4% in Texas, 3% in Illinois, 1% in Georgia, and 1% in Virginia.

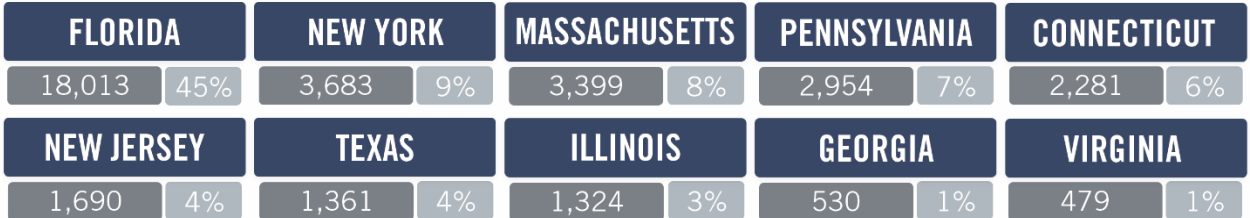


Figure 15. Statistics from Center for Puerto Rican Studies

Students of migrated families have left schools in Puerto Rico with empty classrooms. School enrollment data collected between December 1, 2017 and February 22, 2018 indicates that 11,554 Puerto Rican students enrolled in Florida’s school districts, 2,874 in Pennsylvania, 2,556 in Massachusetts, 2,218 in New York, 1,827 in Connecticut, 886 in New Jersey, and 607 in Illinois.<sup>39</sup> Enrollment on the islands has dropped by 38,700 students in one year (since May 2017) which left schools operating at only 60% capacity. By the summer of 2018, the Puerto Rico Department of Education will close 283 of the 1,111 schools and reassign teachers to the remaining 828 schools on the island as part of a fiscal plan to save \$150 million. Closed school facilities are being repurposed as housing, business, and community facilities.

**SOCIAL MOBILITY AND DEMOGRAPHIC INDICATORS**

By 2016 estimates, Puerto Rico is densely populated with 1,088.2 residents per square mile compared to the US at 87.4 residents per square mile.

High poverty has affected the island for years, creating difficulty in daily life activities such as paying rent, buying food, and paying for transportation. As of 2016, an estimated 43.5%<sup>40</sup> of Puerto Rican residents were identified as living in poverty, compared to 12.7% in the US. The median household income in Puerto Rico is \$19,606 and as low as \$15,800 in nine (9) municipios. Wage-earning females earn almost \$3,000

<sup>37</sup> Estimates of Post-Hurricane Maria Exodus from Puerto Rico, October 2017, City University of New York, Center for Puerto Rican Studies, [https://centropr.hunter.cuny.edu/sites/default/files/RB2017-01-POST-MARIA%20EXODUS\\_V3.pdf](https://centropr.hunter.cuny.edu/sites/default/files/RB2017-01-POST-MARIA%20EXODUS_V3.pdf)

<sup>38</sup> Exodus from Puerto Rico, A visual guide, <https://www.cnn.com/2018/02/21/us/puerto-rico-migration-data-invs/index.html>

<sup>39</sup> Puerto Rico Post-Maria, Rebuild Puerto Rico Report, City University of New York, Center for Puerto Rican Studies, [https://centropr.hunter.cuny.edu/sites/default/files/PDF/puerto\\_rico\\_post\\_maria-2018-final.pdf](https://centropr.hunter.cuny.edu/sites/default/files/PDF/puerto_rico_post_maria-2018-final.pdf)

<sup>40</sup> 2016 U.S. Census American Community Survey

less than males comparatively, with female median income at \$11,262 and male median income at \$14,190.

EDUCATION, ECONOMIC, AND INCOME DEMOGRAPHICS		
COMMUNITY FACT	UNITED STATES	PUERTO RICO
High school graduate or higher, percent of persons age 25 years+, 2012-2016	87.00%	73.90%
Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	30.30%	24.60%
Persons without health insurance, under age 65 years, percent	10.10%	6.80%
In civilian labor force, total, percent of population age 16 years+, 2012-2016	63.10%	44.80%
In civilian labor force, female, percent of population age 16 years+, 2012-2016	58.30%	40.00%
Total accommodation and food services sales, 2012 (\$1,000)	708,138,598	4,256,139
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	2,040,441,203	6,098,340
Total manufacturers' shipments, 2012 (\$1,000)	5,696,729,632	76,575,043
Total merchant wholesaler sales, 2012 (\$1,000)	5,208,023,478	20,184,374
Total retail sales, 2012 (\$1,000)	4,219,821,871	24,957,584
Total retail sales per capita, 2012	\$13,443	\$6,806
Mean travel time to work (minutes), workers age 16 years+, 2012-2016	26.1	29.5
Median household income (in 2016 dollars), 2012-2016	\$55,322	\$19,606
Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$29,829	\$11,688
Persons in poverty, percent	12.70%	43.50%
Total employer establishments, 2015	7,663,938	43,620
Total employment, 2015	124,085,947	677,974
Total annual payroll, 2015 (\$1,000)	6,253,488,252	17,315,903
Total employment, percent change, 2014-2015	2.50%	-0.50%

American Community Survey Data 2012- 2016

Table 6. Select Economic Demographic Information, Comparison of US 50 States to Puerto Rico

Unemployment has increased since the storms knocked services offline, obstructed roadway access, and caused structural damage to businesses across the island. Unemployment was at 4.7% in 2016 and as of February 2018 has been reported at 10.6%.<sup>41</sup> Unemployment today is in flux. Monthly unemployment claims filed with the Labor Department have fluctuated anywhere from 1,469 to 7,300 claims a month since Maria hit.

<sup>41</sup> Bureau of Labor Statistics, <https://www.bls.gov/eag/eag.pr.htm>

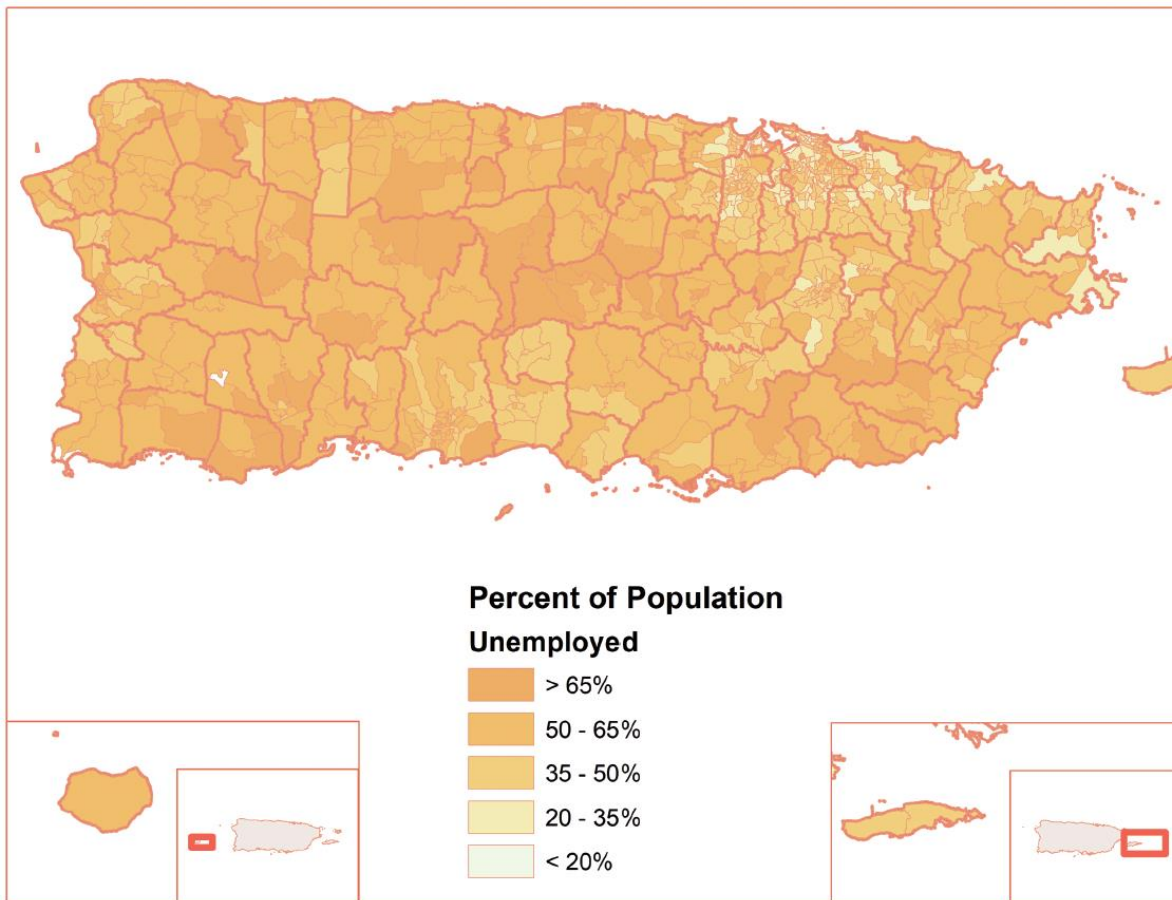


Figure 16. Percent Unemployment by Census Tract, data source ACS 2012-2016

Median income for Puerto Rican households is half that of the poorest state on the US mainland, Mississippi, and almost 60% less than the US overall. Highest levels of concentrated poverty are located in more inland areas and the southwestern coast in the following municipios: Maricao – 64%, Adjuntas – 63%, Guánica – 63%, Comerío – 61%, Ciales – 60%, Barranquitas – 60%, Lajas – 60%, Jayuya –60%, Las Marías– 59%, and Guayanilla – 59%.

Spanish is the predominant language in Puerto Rico. As a US territory, government business is conducted in both English and Spanish, and English is taught in public and private schools as a second language from first (1) through twelfth (12) grade. Although a large fraction of the population is bilingual, the map on the following page shows Spanish is the primary language spoken across the island. Programs and recovery assistance will need to address this diversity in language to ensure critical assistance information and recovery guidance reaches residents across the Island, especially those with limited English language abilities.





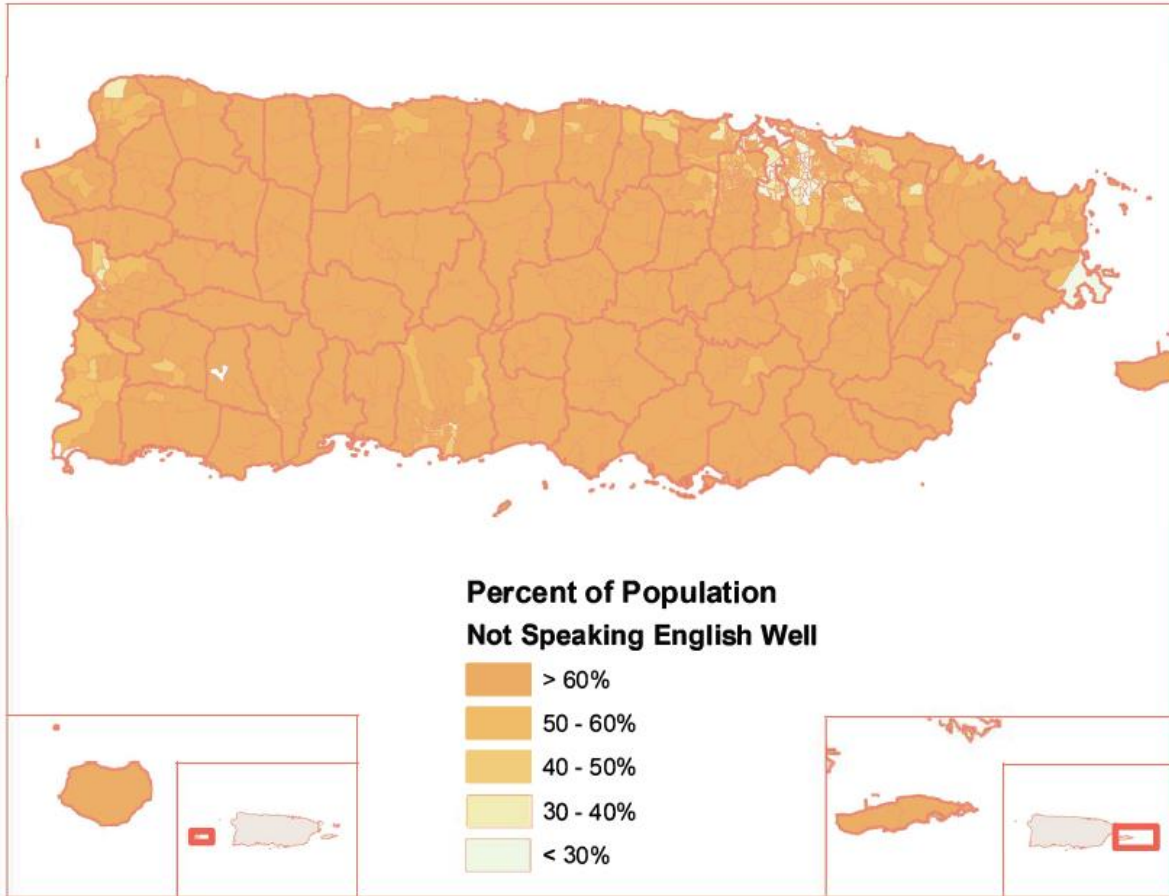


Figure 17. Majority of the island speaks English in limited capacity or not at all, source ACS 2012-2016



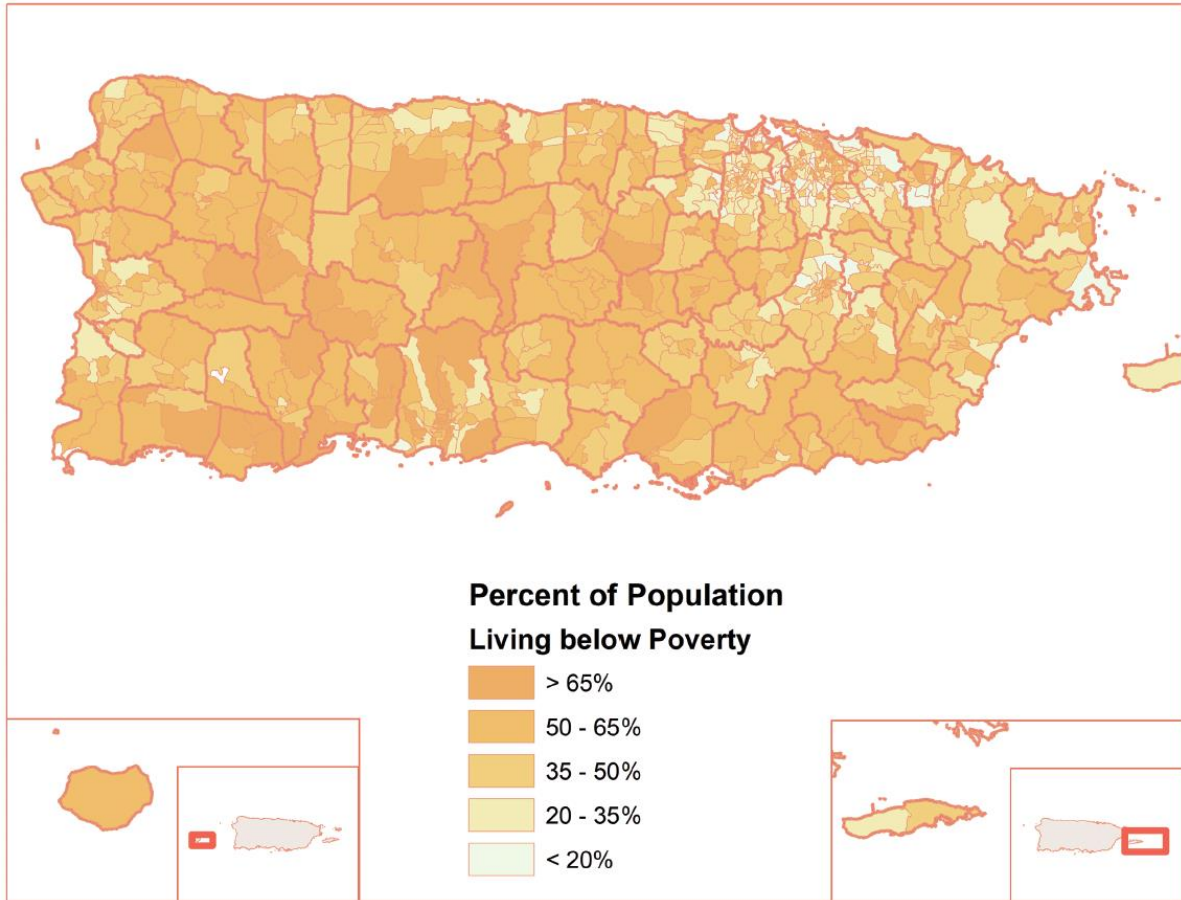


Figure 18. Population living below the poverty line, by census tract, data source ACS 2012-2016



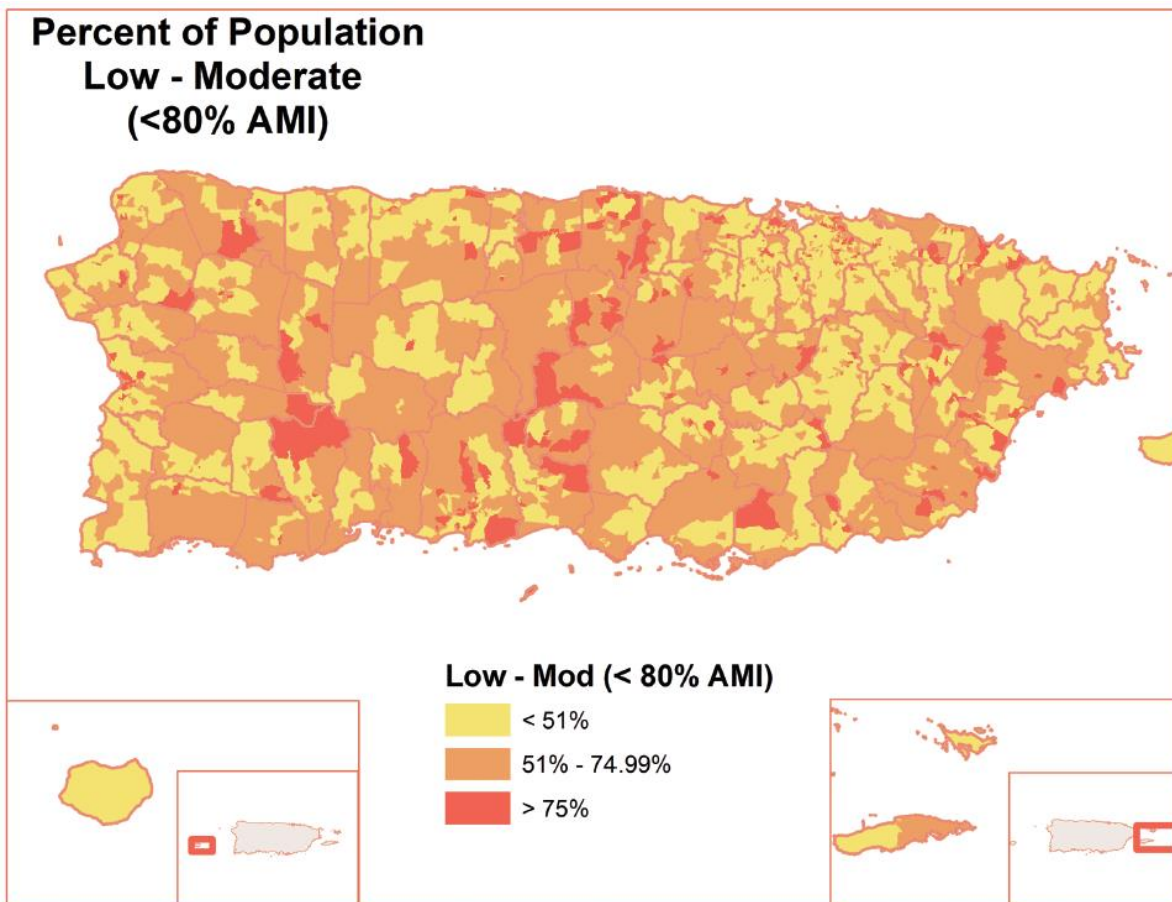


Figure 19. Distribution of Low-to-Moderate Populations, data source ACS 2012-2016

Of importance to note is that the income levels used to establish LMI status (below 80% of the Area Median Family Income AMFI) as determined by HUD are extremely low for Puerto Rico. For example, the 2018 Median Income for the municipio of Arecibo is \$20,600<sup>42</sup> for a family of four. This median income is below the Federal Poverty Level of \$25,100<sup>43</sup> for a family of the same size. The 80% level used to determine benefit as an LMI household is even lower, at \$20,400. Because a family of four may be below poverty level, but above 80% AMFI, PRDOH has worked with HUD to ensure that income limits are adjusted as needed to ensure access to program services to families in need. 83 FR 40314 approved HUD’s issuance of adjusted income limits, which have been posted on the HUD website and are also posted on the PRDOH website.

**SPECIAL NEEDS POPULATION**

Individuals with special needs are another highly vulnerable population to be considered. This category of the population possesses social and/or socio-economic characteristics that cause various difficulties in daily life and require additional or specialized services and accommodations. Such difficulties require

<sup>42</sup> 2018 HUD Income Limits for Puerto Rico are attached in the Appendices

<sup>43</sup> Poverty level as provided by HUD

Continuum of Care services and in many cases specialized medical care to accommodate physical, emotional, behavioral, or disabilities or impairment.

Special needs homeowners with low-to-moderate incomes impacted by the storm, as identified in FEMA Individual Assistance data, reside in above average levels in the ten (10) municipios depicted below:

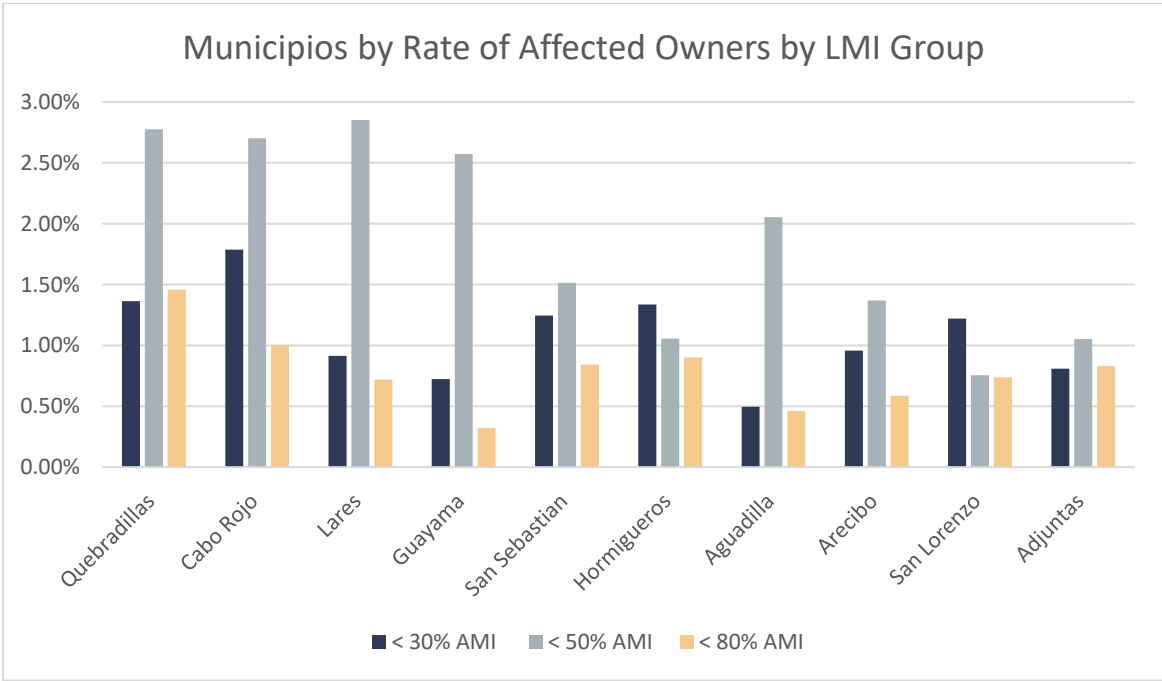


Figure 20. Percent population with designated Special Need, broken down by income group<sup>44</sup>

Municipio	< 30% AMI	< 50% AMI	< 80% AMI
Quebradillas	1.36%	2.78%	1.46%
Cabo Rojo	1.79%	2.70%	1.00%
Lares	0.91%	2.85%	0.72%
Guayama	0.72%	2.57%	0.32%
San Sebastian	1.25%	1.52%	0.84%
Hormigueros	1.34%	1.06%	0.90%
Aguadilla	0.50%	2.05%	0.46%
Arecibo	0.96%	1.37%	0.59%
San Lorenzo	1.22%	0.75%	0.74%
Adjuntas	0.81%	1.05%	0.83%

Figure 21. Top 10 municipalities with highest level of homeowners with designated Special Need, broken down by income category

<sup>44</sup> Data regarding special needs comes from FEMA Information and Data Analysis.

Similarly, special needs renters with low-to-moderate incomes reside in above average levels in the following ten (10) municipalities:

Municipio	< 30% AMI	< 50% AMI	< 80% AMI
Vieques	2.42%	0.27%	1.21%
Las Marias	2.06%	0.77%	1.03%
Corozal	1.94%	0.58%	0.27%
Aibonito	1.80%	0.42%	0.55%
Juncos	1.96%	0.27%	0.39%
Ceiba	1.20%	0.95%	0.43%
Comerio	1.96%	0.34%	0.22%
Patillas	1.67%	0.46%	0.38%
Naranjito	1.24%	0.71%	0.49%
Loiza	1.51%	0.59%	0.22%

Figure 22. Top 10 municipalities with highest level of renters with designated Special Need, broken down by income category

**MEDICAID DEPENDENT RESIDENTS**

According to ACS 2012-2016 data, 48% of Puerto Rican residents and more than 62% of children received Medicaid benefits in 2016. The Medicaid participation rate is consistent with the high rate of poverty on the island. Medicaid assistance in Puerto Rico, unlike the 50 states, is provided in the form of a block grant rather than a fixed share of costs. For states, the federal government covers between 50 and 83 percent of the costs, following an established “Federal Medical Assistance Percentage” (FMAP) that is based on per capita income in the state. The formula does not apply to territories, which have a fixed FMAP rate of 55 percent, regardless of income. If Puerto Rico’s FMAP were calculated using the same formula as for states, it would be at the maximum level of 83 percent.<sup>45</sup>

On February 9, 2018, Congress enacted the Bipartisan Budget Act of 2018 with disaster relief provisions that provided \$4.8 billion in additional federal Medicaid funding for Puerto Rico. However, even with the additional one-time funding, there is a significant risk that more residents will become eligible for Medicaid in the coming months, creating additional needs for new funding. If the hurricane impact to the economy is not addressed, increased levels of poverty will generate greater need for assistance.

<sup>45</sup>More Trouble Ahead: Puerto Rico’s Impending Medicaid Crisis, Center for Economic and Policy Research <http://cepr.net/images/stories/reports/puerto-rico-medicaid-2017-10.pdf>



#### CHILD AND YOUTH WELFARE

Child poverty is a serious concern for Puerto Rico that must be addressed as part of the recovery effort. When Hurricanes Irma and Maria hit, the child poverty rate was already at 56%. Increased economic challenges brought on by post-storm conditions may lead to an increase in this rate over time. Unless mitigated by impactful recovery programs, child poverty has dangerous implications not only for the future of Puerto Rico, but the whole of American society. Children living in poverty are less likely to complete school, have poorer health with less access to medical services, and tend to keep a low economic status earning lower wages through adulthood.

According to The Youth Development Institute of Puerto Rico, six (6) out of every ten (10) children in Puerto Rico are living in poverty.<sup>46</sup> This adds a unique layer to the social vulnerabilities Puerto Rico's communities face in recovery.

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<sup>46</sup> Child Poverty: A Great Abyss for the Puerto Rican Economy, Instituto Desarrollo Juventud, [http://juventudpr.org/wp-content/uploads/pdf/Child\\_Poverty\\_in\\_Puerto\\_Rico\\_Infographic.pdf](http://juventudpr.org/wp-content/uploads/pdf/Child_Poverty_in_Puerto_Rico_Infographic.pdf)

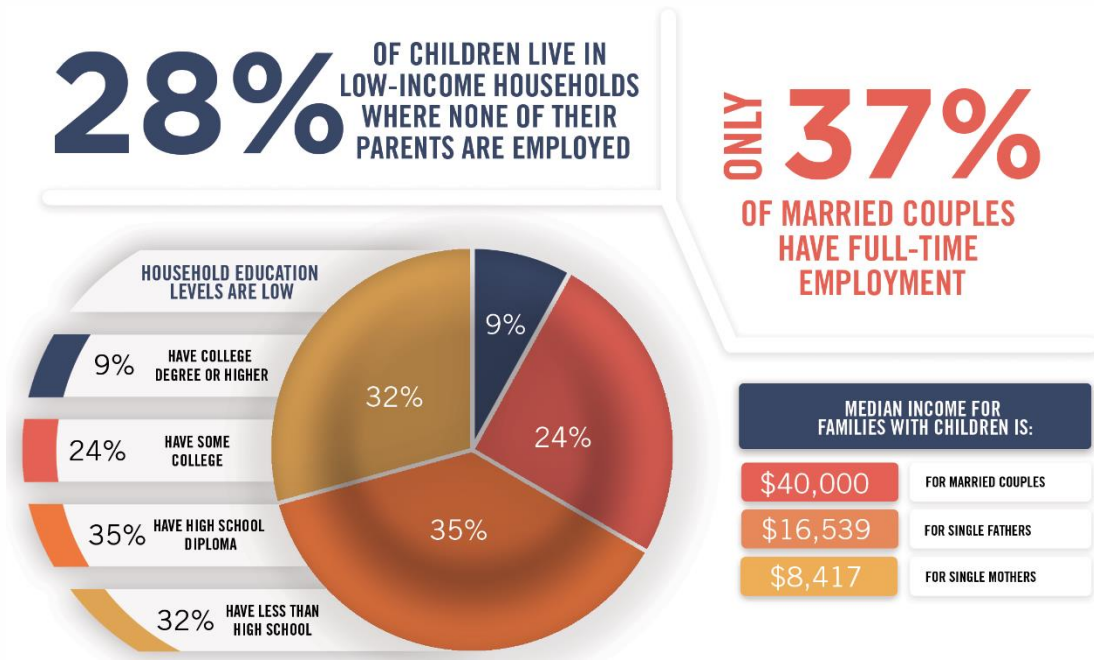


Figure 23. Statistics provided by the Youth Development Institute

### HOMELESSNESS

Puerto Rico faces the potential for increased homelessness as homeowners face mortgage foreclosures, affordable housing continues to be in short supply, and the economy remains in the initial phases of recovery.

In 2017, a sample study completed by the Department of the Family recorded 3,501 Puerto Ricans as homeless, with 31% of them being chronically homeless.<sup>47</sup> The problem of being homeless brings forth more complexity in recovery due to social problems such as substance abuse, mental health disorders and poor health conditions. An estimated 37% of homeless persons are battling some form of substance addiction to either illicit drugs or alcohol, and 23% are unable to return home due to familial problems. An estimated 15% are homeless due to financial reasons only.

Puerto Rico is eligible for annual formula-based grant funding from HUD for Continuum of Care (CoC) Services to end homelessness and provide critically needed support to local programs that serve individuals and families experiencing homelessness. Funding for these programs has gradually increased over the years. There are two operational jurisdictions managed out of field offices PR-502 (Puerto Rico Balance of Commonwealth CoC) and PR-503 (South-Southeast Puerto Rico CoC). In 2017 reports to HUD, these field offices estimated an annual renewal demand of \$12,658,322 for PR-502 to fund 42 sub-

<sup>47</sup> Resumen Conteo De Personal Sin Hogar, 2017, [http://www2.pr.gov/agencias/secretariado/ProgramasServicios/Documents/COC\\_2017/RESUMEN\\_COC\\_2017.pdf](http://www2.pr.gov/agencias/secretariado/ProgramasServicios/Documents/COC_2017/RESUMEN_COC_2017.pdf)

recipients in the Commonwealth jurisdiction<sup>48</sup>, and \$5,590,093 for PR-503 to fund 29 sub-recipients to serve the South-Southeast jurisdiction.<sup>49</sup>

The HUD Housing Damage Assessment and Recovery Strategies Report states that, citing a 2013 study, “Of the total homeless population – 80% are men, 16% are children, 51.6% are chronically disabled, 45.3% suffer from substance abuse, 18.5% are severely mentally ill, 7.9% are victims of domestic violence, 7.4% suffer from HIV/AIDS, and 2.0% served in armed forces. Continuum of Care Providers (CoC’s) have expressed a need for increased transitional and permanent housing for women and children, and emergency shelters for domestic violence victims.”<sup>50</sup>

### *FEMA Transitional Sheltering Assistance*

The FEMA Transitional Sheltering Assistance (TSA) program is a short-term solution to provide housing to survivors as they transition from emergency shelters to longer-term housing solutions. Over 19,000 individuals impacted by hurricanes Irma and Maria had been sheltered by the TSA program between October 2017 and June 2018. Although many of the households sheltered by TSA may not have been homeless before the hurricanes, they are at increased risk of becoming homeless if they do not have a long-term housing solution to return to. At the time of the initial Action Plan, approximately 1,928 households remained in hotels, of which 1,332 were in the continental United States, and 596 were in Puerto Rico.<sup>51</sup> FEMA is offering families transportation assistance to return to Puerto Rico. TSA assistance was scheduled to expire on June 30, 2018 but was extended until September 15, 2018. Households without a long-term housing solution risk becoming displaced or homeless upon expiration of the assistance. While FEMA assistance ends, HUD-funded recovery programs for housing, workforce training and housing counseling will form the next phase of the recovery process. Puerto Rico program offerings will be communicated in coordination between Puerto Rico and Florida leadership teams and other relevant jurisdictions to provide access to information to displaced households.

## SOCIAL HOUSING PROGRAMS

Mental care services and services targeted to vulnerable populations, such as domestic violence survivors and people living with AIDS, will continue to increase in importance as social safety nets are strained.

Puerto Rico receives annual formula-based grants from HUD administered by the Office of Socioeconomic and Community Development (ODSEC, for its Spanish acronym) to address the housing needs of special needs populations. For fiscal year 2017, Puerto Rico received \$44.1 million in community development funds through HUD’s Community Development Block Grant (CDBG), HOME Investment Partnership

<sup>48</sup> 2017 Grant Inventory Worksheet – PR-502: Puerto Rico Balance of Commonwealth CoC, <https://www.hudexchange.info/grantees/pr-502/>

<sup>49</sup> 2017 Grant Inventory Worksheet – PR-503: South-Southeast Puerto Rico CoC, <https://www.hudexchange.info/grantees/pr-503/>

<sup>50</sup> HUD Housing Damage Assessment and Recovery Strategies Report. Housing RSF. Issued June 29, 2018.

<sup>51</sup> FEMA provides update on status of Transitional Sheltering Assistance as program deadline nears. June 8, 2018. FEMA Release Number 199.



Program (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).<sup>52</sup>

PROGRAM	SERVICE	2017 AWARD
CDBG	Provides grants to states and localities to provide decent housing and a suitable living environment, and to expand economic opportunities, principally for low- and moderate-income person	\$23,078,405
HOME	Provides grants to states and localities to expand the supply of affordable housing by building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. Since 1992, this program has helped 7,165 participants, and 50% of them have been homebuyers. <sup>53</sup>	\$9,619,282
ESG	Provides grants to states and localities to help people regain stability after experiencing a housing crisis or homelessness. This is completed through street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and Homelessness Management Information System.	Regular: 3,655,787 Extra: \$2,018,250
HOPWA	Provides grants to states, localities, and nonprofit organizations to provide housing assistance and related supportive services for low-income persons living with HIV/AIDS and their families.	\$1,979,243

Table 7. 2017 funding for select HUD programs

## SPECIAL COMMUNITIES

Certain communities in Puerto Rico with concentrations of poverty, lack of basic infrastructure, unacceptable environmental conditions, poor housing status, and high social stressors are designated by the government of Puerto Rico as “Special Communities.” In March 2001, the Government of Puerto Rico enacted the *Special Communities Integral Development Act* into law to institutionalize efforts to promote a better quality of life and social development in these designated communities. This designation has allowed Puerto Rico to assess dedicated financing and governmental support to these Special Communities and to stimulate the involvement of local residents in the improvement and development in their communities.

Today, there are currently 725 Special Communities across the Island, with at least one (1) in every municipio. The more than 208,000 household residents of these communities are important participants of the recovery programs. Large concentrations of special communities can be seen (in the map below) in Quebradillas, Hatillo, Yauco, Canóvanas, and Orocovis.

<sup>52</sup> Puerto Rico Granted Federal Community Development Funds After Hurricane, Caribbean Business, October 16, 2017, <http://caribbeanbusiness.com/federal-funds-assigned-for-community-development-in-puerto-rico/>

<sup>53</sup> HOME Program Progress Dashboard, cumulative as of 12.31.2017, accessed at [https://www.hudexchange.info/resource/reportmanagement/published/HOME\\_Dash\\_PJ\\_AAAA-PR\\_PR\\_20171231.pdf](https://www.hudexchange.info/resource/reportmanagement/published/HOME_Dash_PJ_AAAA-PR_PR_20171231.pdf)

Because of these factors, the needs of Special Communities will be a key component of the Whole Community Resilience Planning program, which is designed to develop comprehensive recovery strategies at the community-level.

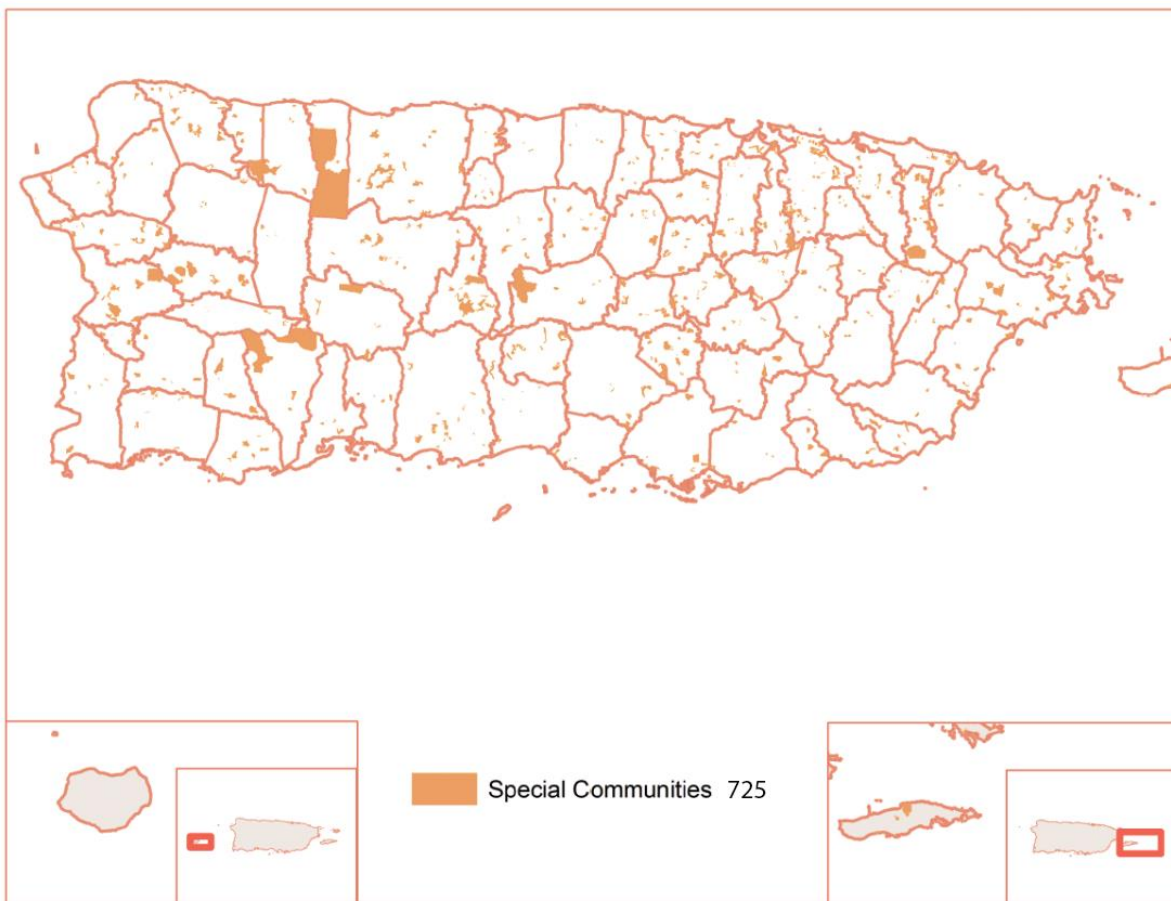


Figure 24. Concentration of Special Communities, data source Puerto Rico Planning Board



# HOUSING IMPACT

Fragility in the housing market has come to full exposure as a result of Hurricanes Irma and Maria. The degree of damage caused by the storms was worsened due to widespread destruction of inadequate housing structures and damage to unoccupied, unmaintained homes. It has been estimated that anywhere from 45% to 55%<sup>54</sup> of Puerto Rican households have either erected or maintained houses through informal construction, a self-managed method of construction completed without the use of an architect or engineer, proper permits, and often in non-conformance with land-use codes. In many cases, informal construction also occurs without proper title to the land. This type of construction reduces the structural integrity of homes to withstand natural environmental conditions and renders them ineffective to withstand hurricane conditions.

A reality of the market is that cost-burdened households face exacerbated challenges in the search for safe, affordable housing. There are more than 14,500 tenant households and more than 13,300 owned homes that are overcrowded by 1 or more persons.<sup>55</sup> Funds are needed for the repair or reconstruction of aging and fragile structures, informally constructed homes, and homes unlawfully located on public lands or through illegal subdivision. With compounded factors including overcrowding, thousands of financially overburdened households, an aging population and out-migration of residents under 40, the need for comprehensive recovery is critical.

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<sup>54</sup> Puerto Rico Builder's Association Housing Study, February 2018

<sup>55</sup> Puerto Rico Builder's Association Housing Study, February 2018



### SINGLE FAMILY HOUSING MARKET

Hurricanes Irma and Maria have exacerbated an already challenged housing market. A reduction in wage base in the economy has reduced the population's buying power, limiting homeowner mobility, reducing the purchase of higher value homes, and in many cases creating conditions for foreclosure. With changing economic conditions and evolving household makeup, Puerto Rico has seen little investment in recent years in homes valued above \$100,000, and more demand for affordable housing. An increase in single parent households and decrease in average household income shows a population of declining means. According to ACS 2012- 2016 data, Puerto Rican households have a median income of \$19,606, which is significantly lower than the poorest state in mainland US, Mississippi, with a median household income of \$40,528, and almost 60% less than the US median household income of \$55,322.

Social circumstances have a significant impact on market behavior. Younger couples are delaying investment in property while established, elderly heads of household remain the predominant homeowners. Overall households with small children show a reduction in marriages and an increase in single parent households, predominantly female head of household.

HOUSING DEMOGRAPHICS		
COMMUNITY FACT	UNITED STATES	PUERTO RICO
Housing units, July 1, 2016, (V2016)	135,697,926	1,571,744
Owner-occupied housing unit rate, 2012-2016	63.60%	68.60%
Median value of owner-occupied housing units, 2012-2016	\$184,700	\$118,600
Median selected monthly owner costs - with a mortgage, 2012-2016	\$1,491	\$887
Median selected monthly owner costs - without a mortgage, 2012-2016	\$462	\$154
Median gross rent, 2012-2016	\$949	\$460
Households, 2012-2016	117,716,237	1,237,180
Persons per household, 2012-2016	2.64	2.82
Living in same house 1 year ago, percent of persons age 1 year+, 2012-2016	85.20%	92.80%

American Community Survey Data 2012- 2016

*Table 8. Select Housing Demographic Information, Comparison of US 50 States to Puerto Rico*

Fifty-five (55) percent of the occupied housing units in Puerto Rico have a value less than \$150,000. Single family housing stock before the storms was at 1,555,880 units with approximately 1.2 million of those homes occupied.<sup>56</sup> According to FEMA IA data, over 1.06 million households, or households representing 88% of total housing units, have applied for disaster assistance. As home prices have adjusted to economic conditions and devalued over time, homeowners have been unable to accumulate the capital required to improve their living conditions or accommodate expanding households. According to the Puerto Rico Builders' Association Study, Puerto Rico has seen a 25% drop in property values over the last ten (10) years from \$219,170 in 2007 to \$164,470 in 2017. Total sales (and by price ranges) have been reduced to a compounded annual rate of 14.5% between 2004 and 2016. The reduction has been stronger in prices of more than \$160,000 per unit.<sup>57</sup>

As identified by the Puerto Rican Planning Society using U.S. Census data, there are an estimated 92,629 vacant housing units in the municipios of San Juan, Bayamón, Carolina, Ponce, and Mayagüez alone.<sup>58</sup> The availability of these vacant housing units underscores the importance of the housing choice options that HUD-certified housing counselors will coordinate with impacted individuals by ensuring that residents can access existing units. As outlined in the housing program section later in this plan, rehabilitation and renewal of existing housing units will be a primary course of action for residents who choose to relocate and are in need of new housing.

<sup>56</sup> 1-year American Community Survey, 2016, <https://www.census.gov/acs/www/data/data-tables-and-tools/supplemental-tables/>

<sup>57</sup> Puerto Rico Builder's Association Housing Study, February 2018

<sup>58</sup> Submitted by Puerto Rico Planning Society in public comment, dated May 25, 2018

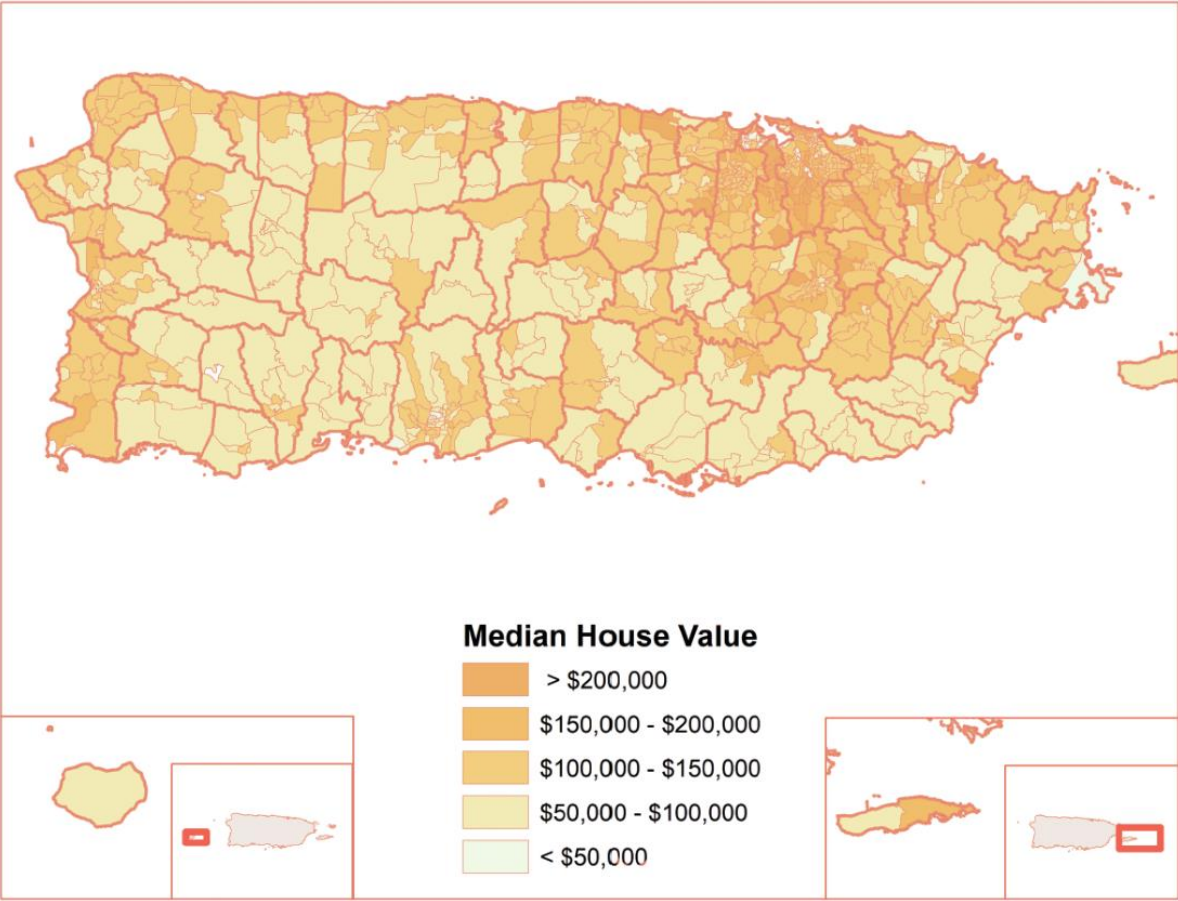


Figure 25. House Median Value, source data from American Community Survey 2012-2016

According to the Department of Housing and Urban Development (HUD), as of April 30, 2018, there were a total of 116,789 FHA Forward Mortgages, representing \$10,262,381,738 in unpaid balance.<sup>59</sup> Some debtors, with FHA-insured mortgages in default, who were ineligible for FHA’s Loss Mitigation Program have been given an extended moratorium on foreclosure. There is a high risk of foreclosure on these properties that will follow the moratorium expiration on August 16, 2018. The delinquent loan count increased from 17,475 on August 31, 2017 (before the hurricanes), to 28,940 on April 30, 2018. This represents a financial exposure of over \$2.6 Billion in delinquent loans in Puerto Rico. This could lead to vacated homes adding to the already aging stock of unoccupied homes with significant deterioration or damage that is expected to prevent resale.

Aging housing stock further contributes to the decrease in property value, eroding the wealth and asset accumulation of residents. About 40% of the housing stock was built before 1970, with 31% of homes constructed between 1970 and 1989.

<sup>59</sup> HUD Single-Family FHA Report: Puerto Rico

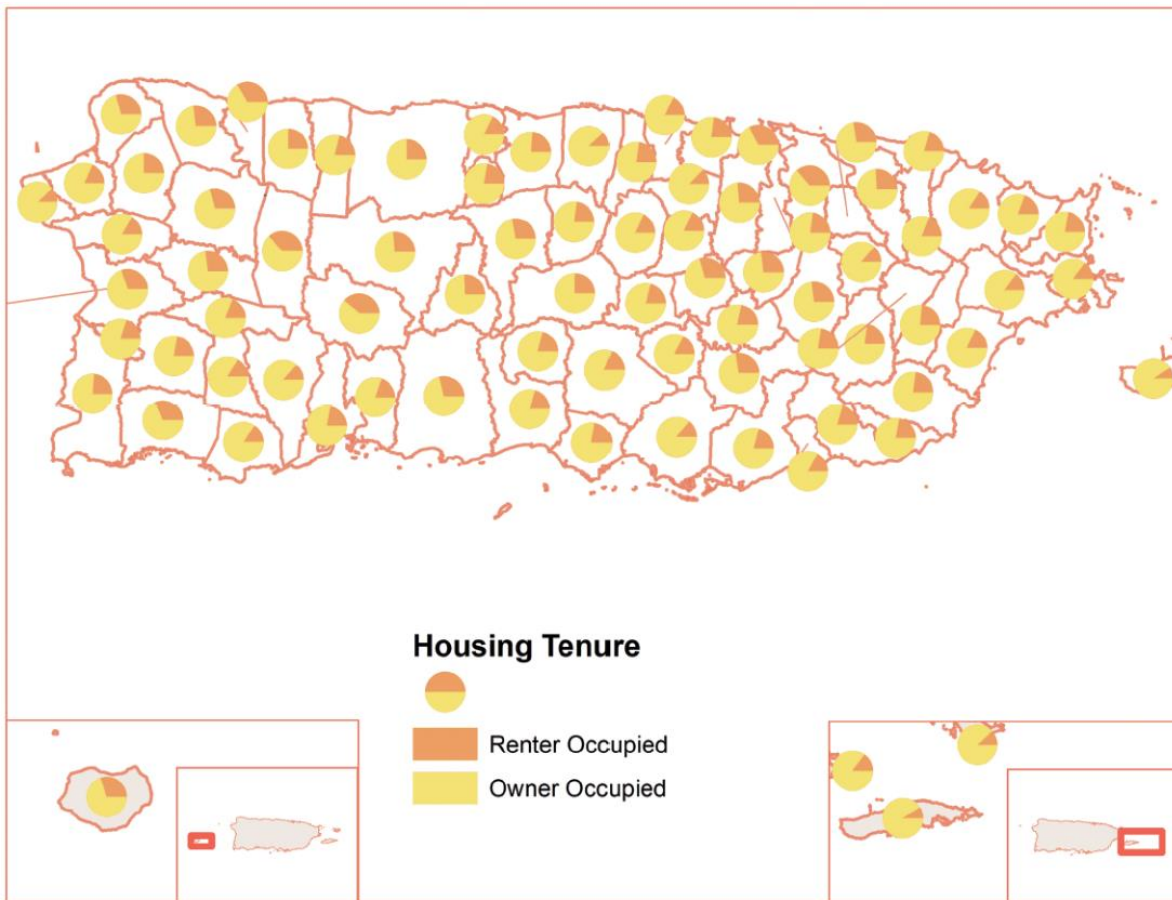


Figure 26. Housing Unit Tenure, source data from American Community Survey 2012-2016

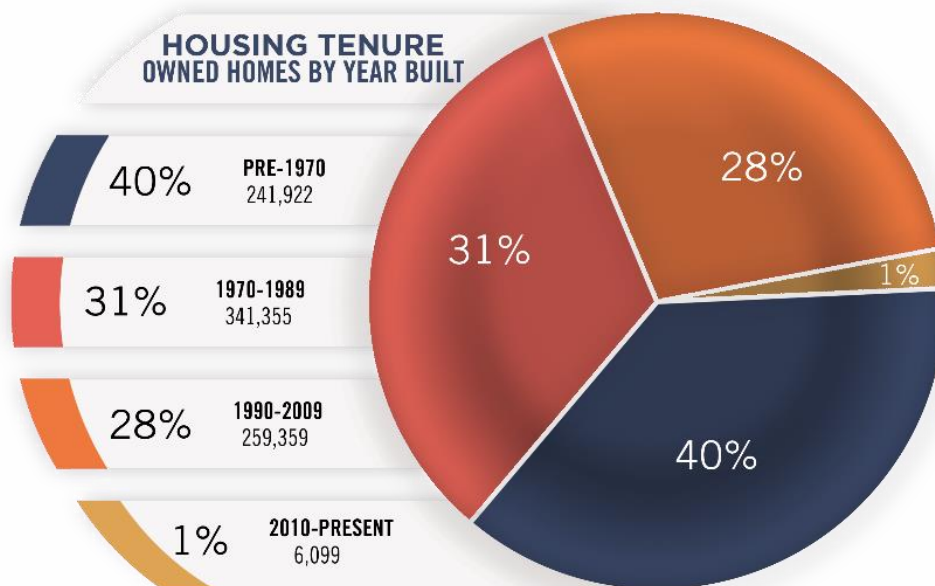


Figure 27. Housing Tenure, source data from American Community Survey 2012-2016

### MULTIFAMILY HOUSING MARKET

According to ACS 2012-2016 data in 2016, there were a total of 1,237,180 housing units in Puerto Rico, of which 31.4 % were occupied in 2016 by 388,445 renters.

According to the Puerto Rico Builder’s Association study, 56.8% of currently rented properties rent for less than \$500 a month, representing more than half of the population of renters. Approximately 36.4% of renters pay between \$500 and \$999 in rent per month, while 6.8% pay between \$1,000 to \$3,000 per month. An estimated 53,000 tenant households live in substandard housing.

Although sufficient quantities of rental units may exist, demand for high-quality affordable rental housing has increased with economic challenges. Households may earn income just above the poverty line, disqualifying them from critical assistance, but too little to afford higher quality rental housing options. These households may earn between \$15,000 to \$25,000 in annual income.

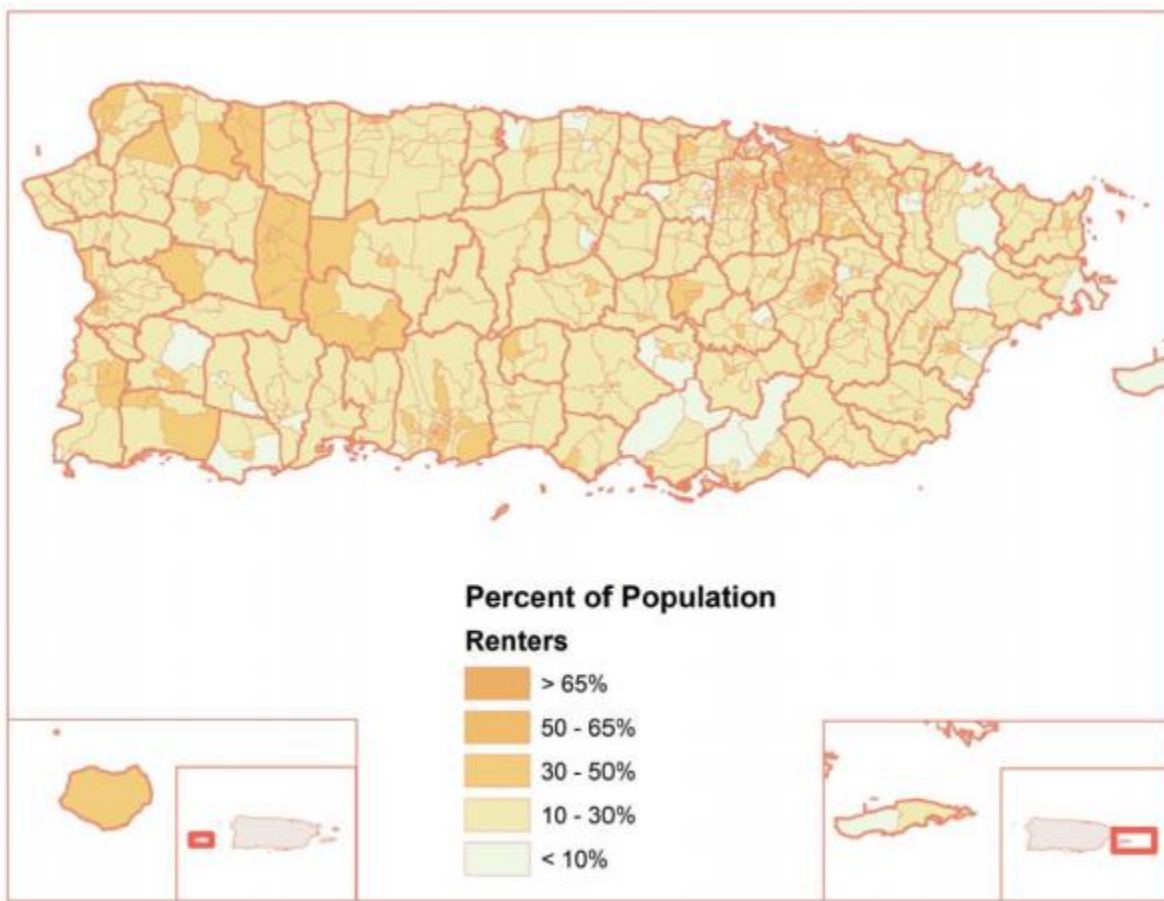


Figure 28. Disbursement of rental population, source data from ACS 2012-2016

A recorded 345,333 renter households applied for FEMA IA assistance as a result of hurricanes Irma and Maria.<sup>60</sup> This number of units with confirmed damage may increase as assessment of damage and inspections for code compliance post-storm continues. In the rental market recovery, there is a strong

<sup>60</sup> FEMA Individual Assistance (IA) data – FIDA 31621 as of April 2, 2018



need to formalize the island-wide rental market reporting and housing standard compliance. Aging buildings impacted by the storm will need to be addressed with a focus on resilience. More than 76% of the island’s rental stock was constructed before 1990.

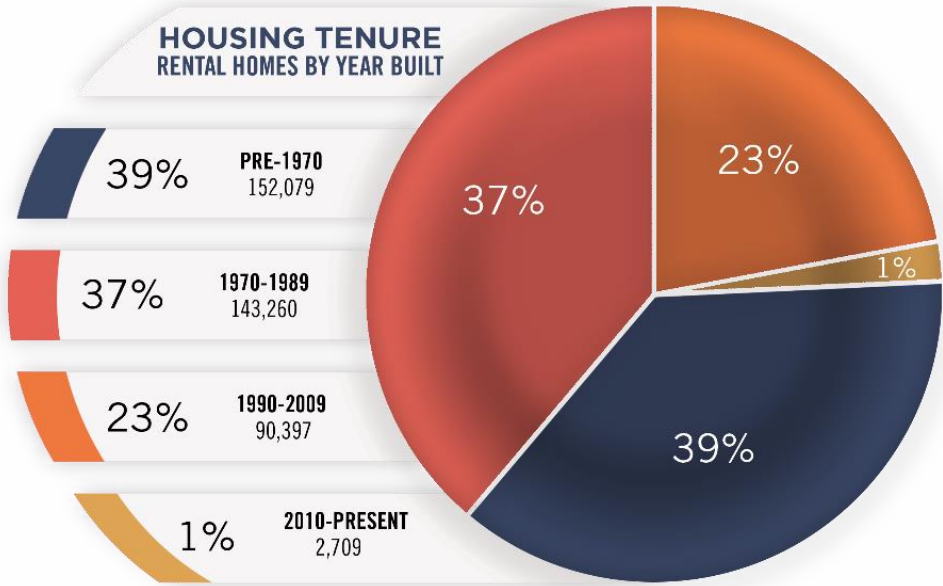


Figure 29. Rental Housing Tenure, source data from American Community Survey 2012- 2016

**IMPACT TO PUBLIC HOUSING**

The Puerto Rico Public Housing Authority (PRPHA) is the second largest housing authority in the US, with over 53,000 units across 327 properties. There are also approximately 30,000 households using Housing Choice Vouchers and 18,000 households in project-based Section 8 units. The PRPHA reports 15,386 public housing units with damage, with initial damage claims over \$119 million. Full damage assessments are still being completed, and the damage amount is expected to rise. As insurance claims are negotiated with insurers, the amount of unmet need is expected to adjust. FEMA available funding for public housing funding requests is in development and will not be complete before the due date of this Action Plan. Until such funding levels can be determined, the accurate unmet need in the area of public housing is incomplete.

PUBLIC HOUSING PROJECT TYPE	TOTAL OF DAMAGE CLAIMS	ESTIMATED AMOUNT COVERED BY INSURANCE	REMAINING NEED
Public Housing	\$100,407,981	\$59,342,266	\$41,065,715
State Project	\$1,625,196	\$1,070,465	\$554,731
Tax Credit	\$17,294,285	\$11,096,285	\$6,198,000
Total	\$119,327,462	\$71,509,016	\$47,818,446

Preliminary data provided by PRPHA – February 2018

Table 9. Public Housing Unmet Need

Before the hurricanes, there were 25,000 persons on the public housing waiting list and 7,955 (as of June 2014) on the Section 8 waiting list. PRPHA has been implementing mixed-income, mixed finance strategies as part of its Asset Repositioning Strategic Plan to generate high-quality, diversified housing options. The Gladiolas mixed-finance development, which was still being completed at the time of hurricane Maria, is an example of this new strategy, which incorporates public housing units, Section 8 voucher units, market rate, and tax-credit units.<sup>61</sup> Asset repositioning will continue to play a vital role in the recovery process, leading to high-quality diversified housing options for residents across all housing assistance and income categories.

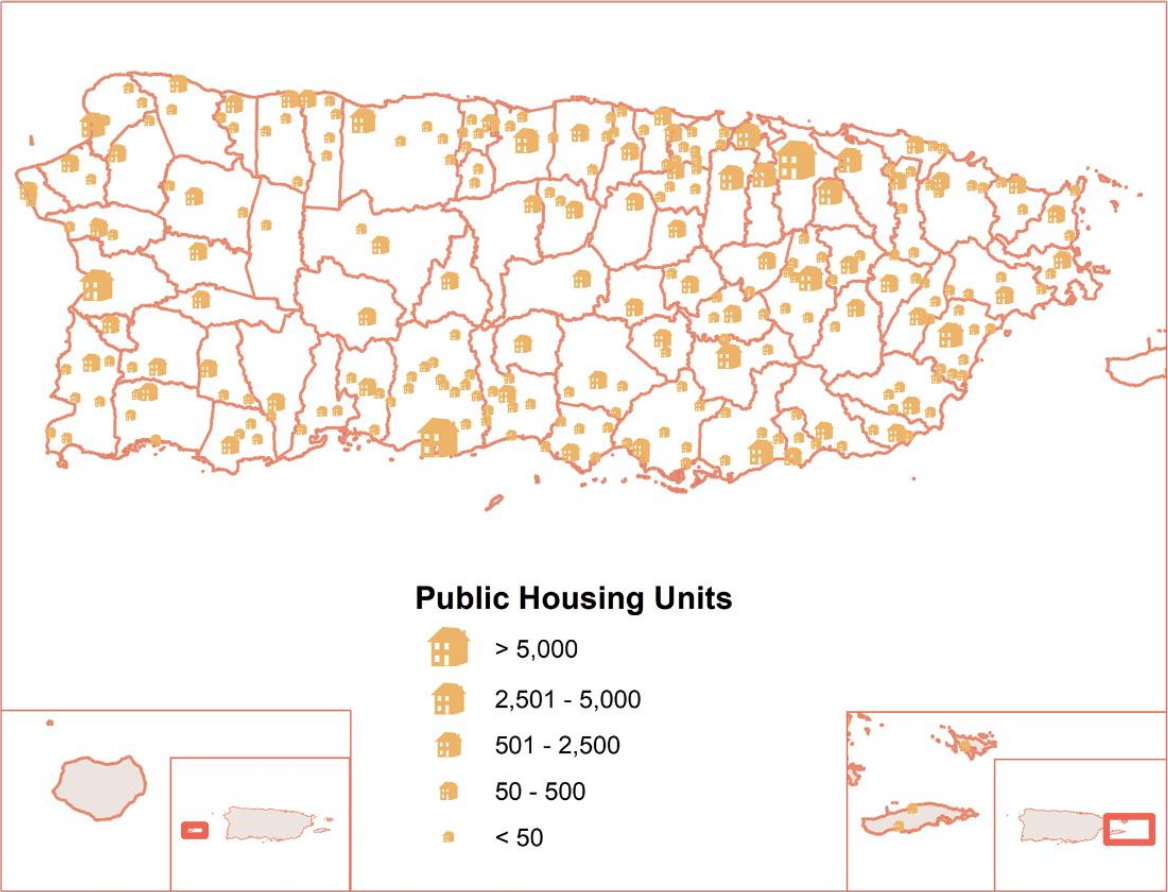


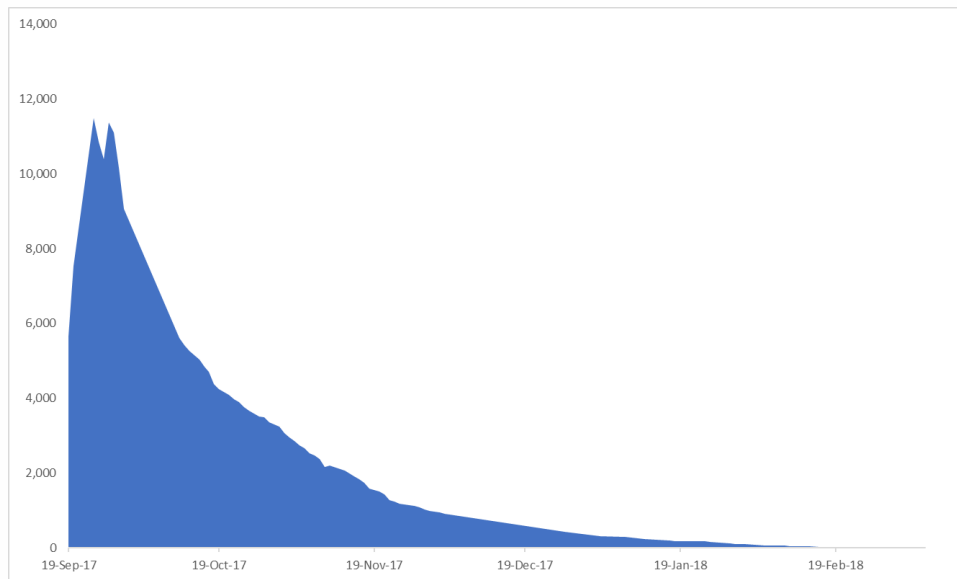
Figure 30. Location of Public Housing Units, data provided by PRPHA

### SHELTERS

When Maria weather projections became a reality, the government quickly recognized the need to evacuate residents into safety shelters. In the Governor’s emergency declaration, Puerto Rico responded to an unprecedented need for storm shelter by designating 500 schools and other government buildings

<sup>61</sup> [https://www.hud.gov/states/puerto\\_rico\\_virgin\\_islands/stories/2017-06-14](https://www.hud.gov/states/puerto_rico_virgin_islands/stories/2017-06-14)

as shelters.<sup>62</sup> There were over 15,000 sheltered residents in these designated locations. This included all sectors of the population, including individuals, families with young children, and the elderly.<sup>63</sup> Several of these government buildings provided much needed refuge from the storm but lacked appropriate accommodations such as a kitchen area or shower stalls for longer-term use. The Puerto Rico Public Housing Authority (PRPHA) is responsible for the coordination, inspection, and monitoring of shelter facilities provided by the Puerto Rican Government. The agency, in coordination with FEMA, accommodated the unprecedented number of shelter occupants across the island.



*Figure 31. Peak number of shelter occupants in PRDOH shelters*

The Government of Puerto Rico worked quickly to place sheltered survivors into transitional living situations more appropriate for daily living. Continuums of Care (CoCs) homeless service providers adapted their existing administrative structure and tools to coordinate a housing placement effort together with the Multi-Agency Shelter Transition Team from FEMA, and the PRDOH. CoCs modified their governance charters to create a committee for Emergency Planning and created uniform assessment forms specifically developed for the disaster recovery effort. The CoCs trained 72 CoC staff and deployed 41 housing navigators who utilized the Coordinated Entry (CE) and Homeless Management Information System (HMIS) to assess 406 survivors in 21 shelters. A Housing Inventory Management Tool was created and over 600 available subsidized housing units were identified, within 9 housing modalities, including public housing, Housing Choice Vouchers, Multifamily, USDA-Rural Development, FEMA Rental Assistance, and locally funded elderly projects.

Households served between January and March 2018 included:

- 177 households with a special needs family member

<sup>62</sup> Executive Order EO-2017-047,

<https://www.fmcsa.dot.gov/sites/fmcsa.dot.gov/files/docs/emergency/83261/declaration-emergency-pr-2017-oe-2017-047.pdf>

<sup>63</sup> Department of Housing Shelter Report

- 130 households with senior members age 50 or above
- 5.88% of head of households were Native American
- 14.97% of head of households were African American
- 20.86% of head of households identified as multi-racial

Transition efforts for many families included household content that was lost in the storm. Working extensively with the Mass Care team at FEMA the CoCs supported the delivery of over 60 Housing Ready kits to survivors' new homes. Items in these kits included cots or air mattresses, a gas stove, kitchen utensils, hygiene products, and other first necessity products.<sup>64</sup>

### SOCIAL INTEREST HOUSING

Information submitted by stakeholders in formal written comment by various municipios and non-governmental organizations provides a glimpse into the need for social interest housing. Proposals submitted by organizations such as Centro Pobre Cristo and the Sociedad Puertorriqueña de Planificación (SPP) speak directly to the need for housing special needs populations. PRDOH received proposals for social interest housing from Non-Governmental Organizations (NGO) and municipios in various regions of the island. These proposals are available in their entirety at [www.cdbg-dr.pr.gov](http://www.cdbg-dr.pr.gov). The table below identifies a sample of the need for social interest housing as expressed in the proposals received by PRDOH.

Entity	Social interest group being addressed	Estimated project cost	Proposed Number of Beneficiaries /Units
Adjuntas	Senior Citizens	\$ 12,387,000	244
Arroyo	Individuals currently in Temporary Shelters	\$ 6,000,000	225
Barceloneta	Senior Citizens	\$ 36,000,000	2459
Ceiba	Senior Citizens	\$ 81,625,000	850
Fajardo	Senior Citizens	\$ 25,000,000	3896
Guaynabo	Senior Citizens	\$ 30,081,738	495
Juncos	Senior Citizens, homeless persons, persons recovering from substance abuse, single mothers, domestic violence survivors	\$ 22,500,000	245
Salinas	Senior Citizens	\$ 31,300,000	2270
San Juan	Senior Citizens, domestic violence survivors	\$ 101,280,709	37020
Toa Baja	Senior Citizens	\$ 205,300,000	7200
Vieques	Senior Citizens	\$ 17,750,000	315
Centro Pobre Cristo para los sin Techo	Homeless persons	\$ -	10
Egida Sagrado Corazón de Jesús, Arecibo	Senior Citizens	\$ 17,000,000	120

<sup>64</sup> "Puerto Rico Disaster Relief Shelter transition initiative: Lessons Learned in Rehousing Disaster Survivors." March 14, 2018. HUD Technical Assistance Providers. Provided by HUD San Juan Regional Office on May 16, 2018.

Fundación Comunitaria de Puerto Rico	Homeless persons, persons with developmental and functional disabilities	\$ 198,200,000	2987
FUNDESCO	Homeless persons	\$ 231,651	100
Lucha contra el SIDA, INC. (LUCHA)	Senior Citizens, homeless persons, people living with HIV/AIDS	\$ 12,808,822	460
		Average Price per housing unit for the Sample:	<sup>65</sup> \$13,540

## HOUSING TYPOLOGIES

### INFORMAL CONSTRUCTION

Socioeconomic challenges have led a high number of residents to construct housing without professional design and in many cases without proper permitting or construction materials up to housing regulation or code. Although this type of construction strongly represents the resilience of the Puerto Rican people, it has created a significant number of housing units unfit to withstand the high wind, rain and flooding conditions brought by hurricanes. Although there is no reliable public record of these units, it is estimated that more than half of the islands' housing stock has been erected through "informal construction" or construction completed without the assistance of an engineer or architect, or the requisite permits. Understanding that the realities of island living, and high levels of unemployment have only resulted in an increase in this type of construction, Puerto Rico is committed to incentivizing recovery assistance that will minimize the occurrence of "informal construction" and prevent rebuilding in high-risk flood zones or on public land.

### PROPERTY TITLE CONCERNS

High denial rates have left hundreds of thousands without critical assistance and a large unmet housing need.

Due to the extent of undocumented informal construction on unregistered land, reform to the parcel registry is paramount to restructuring the housing market. Parcel registry is important for clarifying ownership and preventing boundary disputes. Informal construction on unregistered land is a concern for all municipios. The chart below depicts the comparison of known properties with and without title in select municipios.

<sup>65</sup> This number is an estimate and may include data that mixes units and beneficiaries due to the various formats used in the public comment.



Figure 32. Select municipalities' distribution of legal titles and non-legal titles, data provided by PRDOH Planning

## HOUSING FUNDS MADE AVAILABLE

### FEMA INDIVIDUAL ASSISTANCE (IA)

According to available data as of September 9, 2018, FEMA registered over 1,138,000 applicants, however reports indicate significant ineligible rates and low payouts, with only 216,431 approved for housing repair or replace assistance.

Owner-occupied single-family homes with repair needs represent the largest group of Maria impacted properties across Puerto Rico. According to FEMA, 786,756 owner-occupied households were estimated to sustain damage across the island. More than 618,059 owner-applicants to FEMA housing programs resided in a house or a duplex and another 168,686 resided in other single-family housing types. Upon FEMA inspection, these 786,756 residences had more than \$1.34 billion in real property verified losses.

The map below displays concentrations of real property loss normalized by housing units.



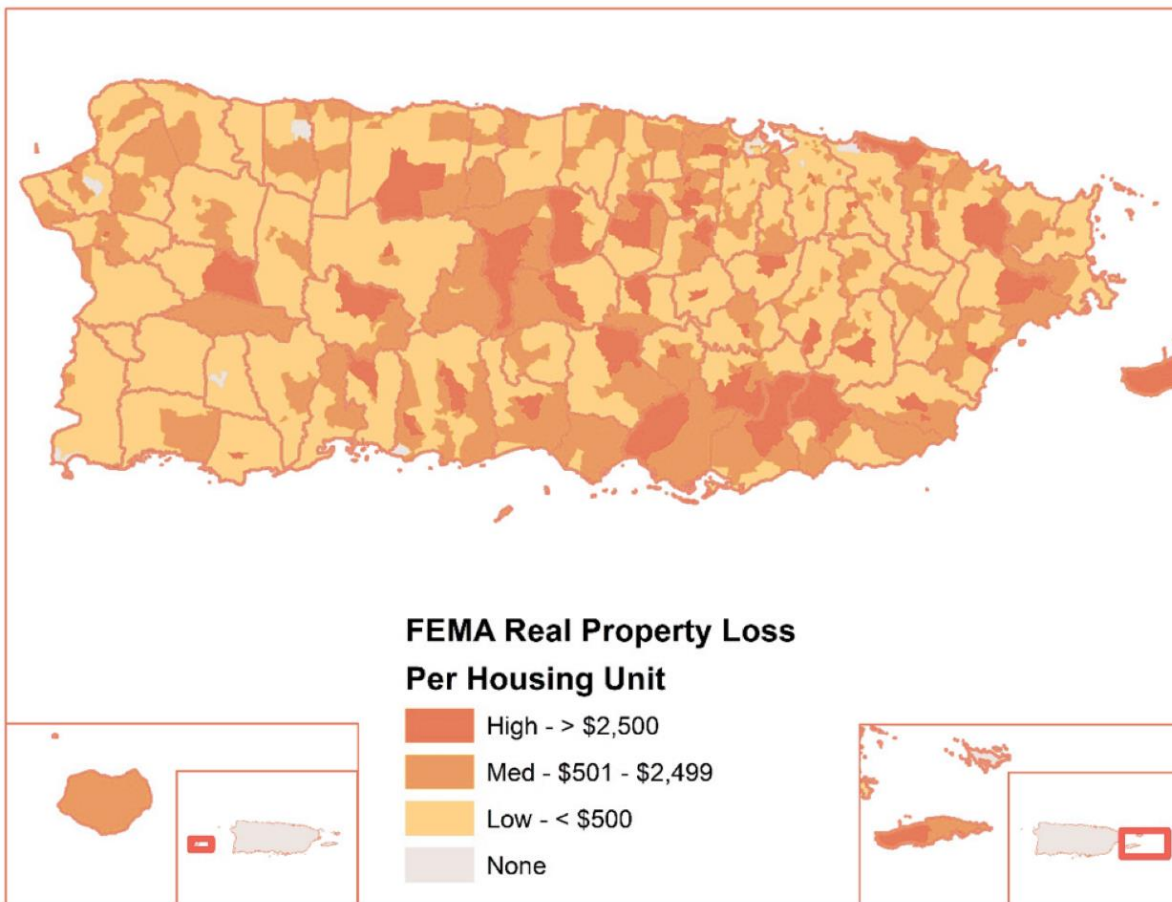


Figure 33. FEMA Real Property Loss

Overall, there are 618,059 applicants residing in owner-occupied houses or duplexes, representing 78% of the owner-occupied applicant pool. Condo, townhouses and apartment owners make up 16% of the applicant pool for a total of 117,359 owner-occupied condos, apartments and townhouses.



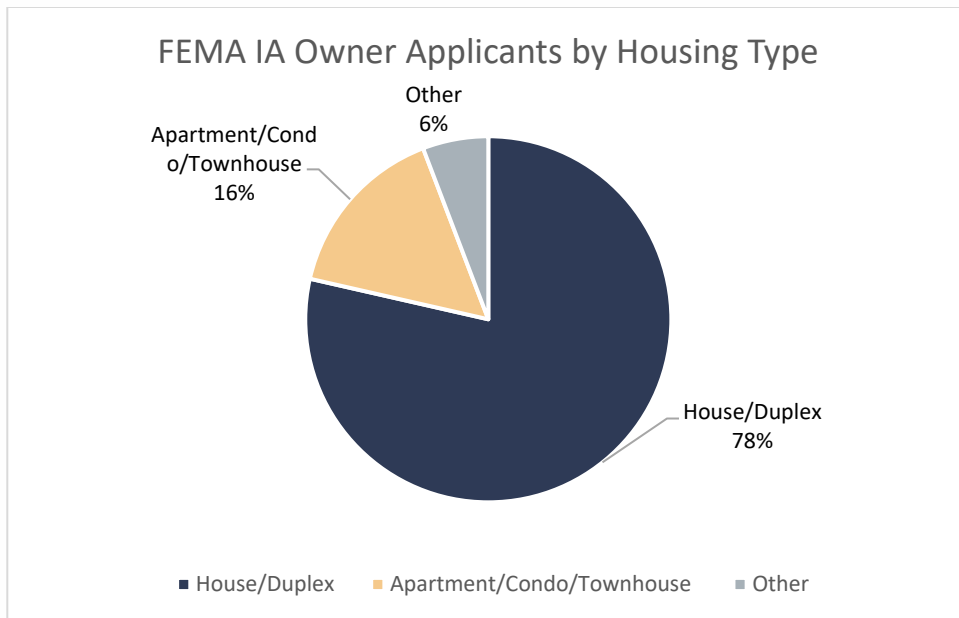
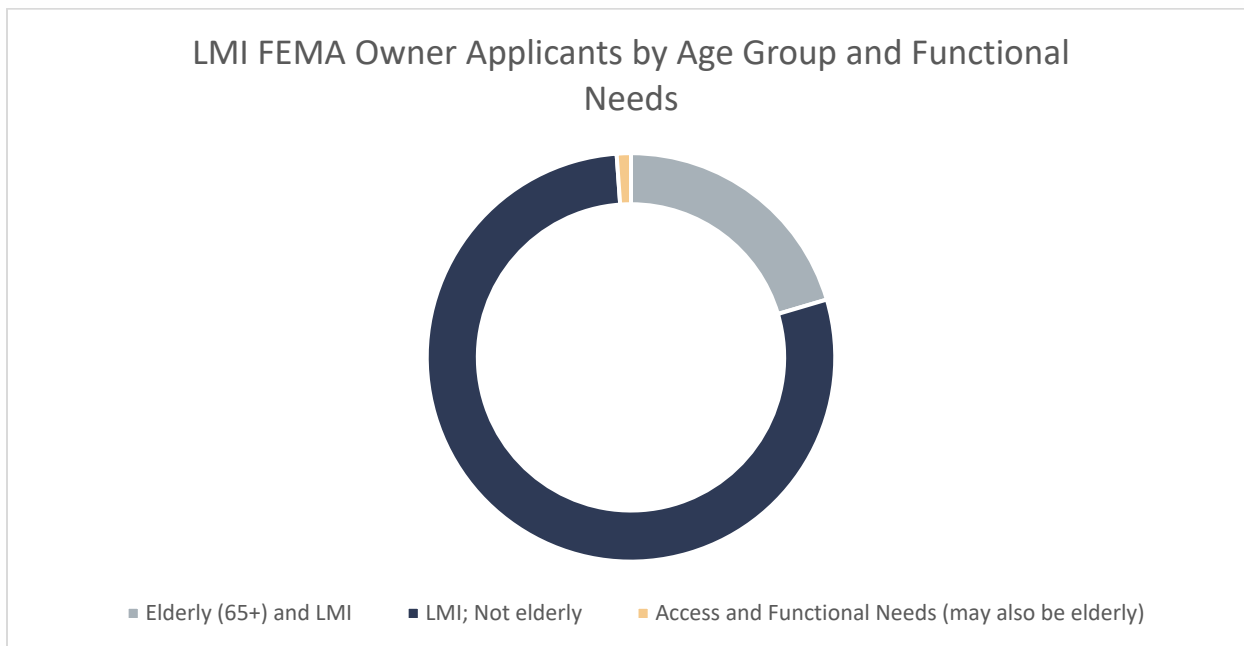


Figure 34. FEMA IA Owner-occupied applicant by Housing Type

When reviewing FEMA Individual Assistance data, specifically considering owner-applicants who are considered Low- or Moderate-Income, 20.4% or 160,724 applicants are elderly (65 or older) and below 80% of the Area Median Income. When looking at the same data set, individuals with Access and Functional Needs make up 1.1% of the population, or 8,834 applicants. The compound effects of being elderly and of limited income make recovery especially challenging for this population. For that reason, PRDOH has chosen to give priority to elderly applicants in several housing recovery programs.





FEMA STEP – TU HOGAR RENACE

The Department of Housing, FEMA and the Government of Puerto Rico have overseen the Sheltering and Temporary Essential Power (STEP) program, known as Tu Hogar Renace (Your Home Reborn, in English), as a first step in the recovery process for thousands of island residents.

The Tu Hogar Renace program is designed to bring property to a safe, functional and habitable level and limits maximum investment in each property to \$20,000. The program allows residents to return to their properties and shelter in place until permanent repairs can be made. Improvements include repairs to electric service, roofs, walls and windows, natural gas or propane service, and the removal of debris.

By design and by FEMA directive, STEP repairs are intended to be temporary. Often, the work performed under STEP is built upon during CDBG-DR housing rehabilitation and reconstruction programs. Furthermore, STEP generally does not consider Green Building requirements, Energy Star, Code, or Housing Quality Standards, which are HUD expectations for housing activities.

As of September 13, 2018, Tu Hogar Renace has received 216,540 applications and has determined 122,314 eligible.<sup>66</sup> The program has served residents in every municipio conducting temporary repairs. Most program activity is concentrated in the following five (5) municipalities:

Bayamón	San Juan	Caguas	Carolina	Humacao
5,873	5,157	4,503	4,244	3,942

Figure 35. Number of applicants in the Tu Hogar Renace program, provided on program website through interactive map

The temporary repairs performed on these homes will support residents to remain in place, in their own homes and communities while they await long-term recovery options. Importantly, however, FEMA funds for permanent housing construction (PHC) have not been made available in Puerto Rico. This leaves an important funding solution out of the overall recovery and places greater demand on the CDBG-DR funds. FEMA PHC funds were made available in Texas for Hurricane Harvey recovery.

NATIONAL FLOOD INSURANCE PROGRAM (NFIP) AND PRIVATE INSURANCE

In October 2017 FEMA paid \$2.8 billion in NFIP claims for Hurricanes Harvey, Irma and Maria and only \$121,000 of that was paid to Puerto Rican households. As of April 25, 2018, NFIP paid out \$17.9 million in flood claims to 413 households. Only 5,675 homeowners had flood insurance when Maria made landfall, representing a fraction of the population located in FEMA designated flood zones. An overlay of FEMA applicant locations to the current 100-year flood boundary identified 245,586 applicants in the flood zone. This gap in coverage for the population at large contributes to an exponentially high unmet need in the housing sector.

<sup>66</sup> Tu Hogar Renace website, accessed on September 13, 2018, <https://tuhogarrenace.com/>

The gap between the number of insured properties and the estimated number of impacted homes in the floodplain is especially important to note given the limitations in the Federal Register for the CDBG-DR recovery funds allocated under this action plan. The Register states:

“... a grantee may only provide assistance for the rehabilitation/ reconstruction of a house located in a floodplain if: (a) The homeowner had flood insurance at the time of the qualifying disaster and still has unmet recovery needs; or (b) the household earns less than the greater of 120% AMI or the national median and has unmet recovery needs.”

Impacted applicants at incomes above the specified limits, unless otherwise waived, who did not have flood insurance at the time of the event will not be eligible for assistance.

Additionally, 4,556 private flood claims resulted in payments of \$25 million over 1,399 payouts.<sup>67</sup>

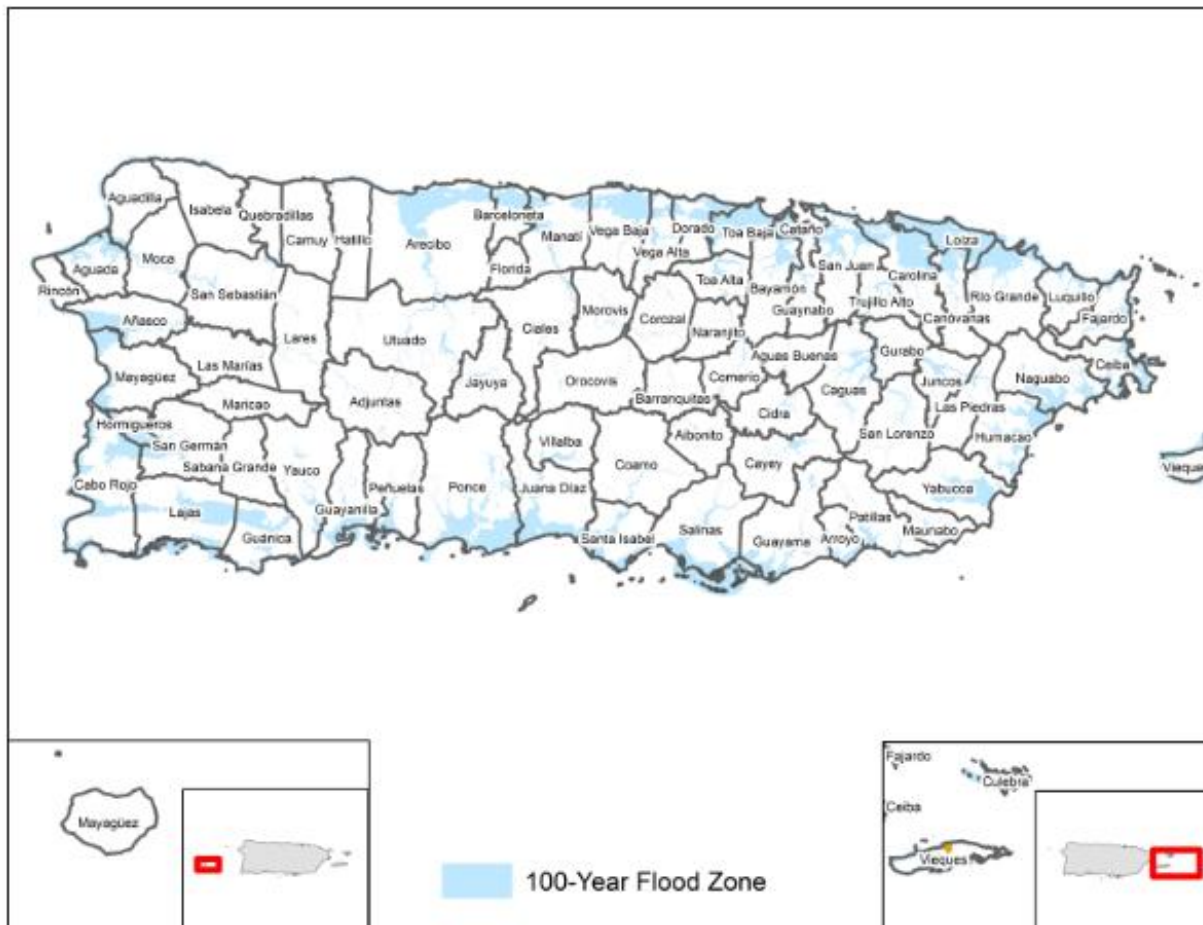


Figure 36. High level view of FEMA 100-year flood advisory zone, 2018

<sup>67</sup> Office of the Commissioner of Insurance for Puerto Rico, claim summary, February 28, 2018

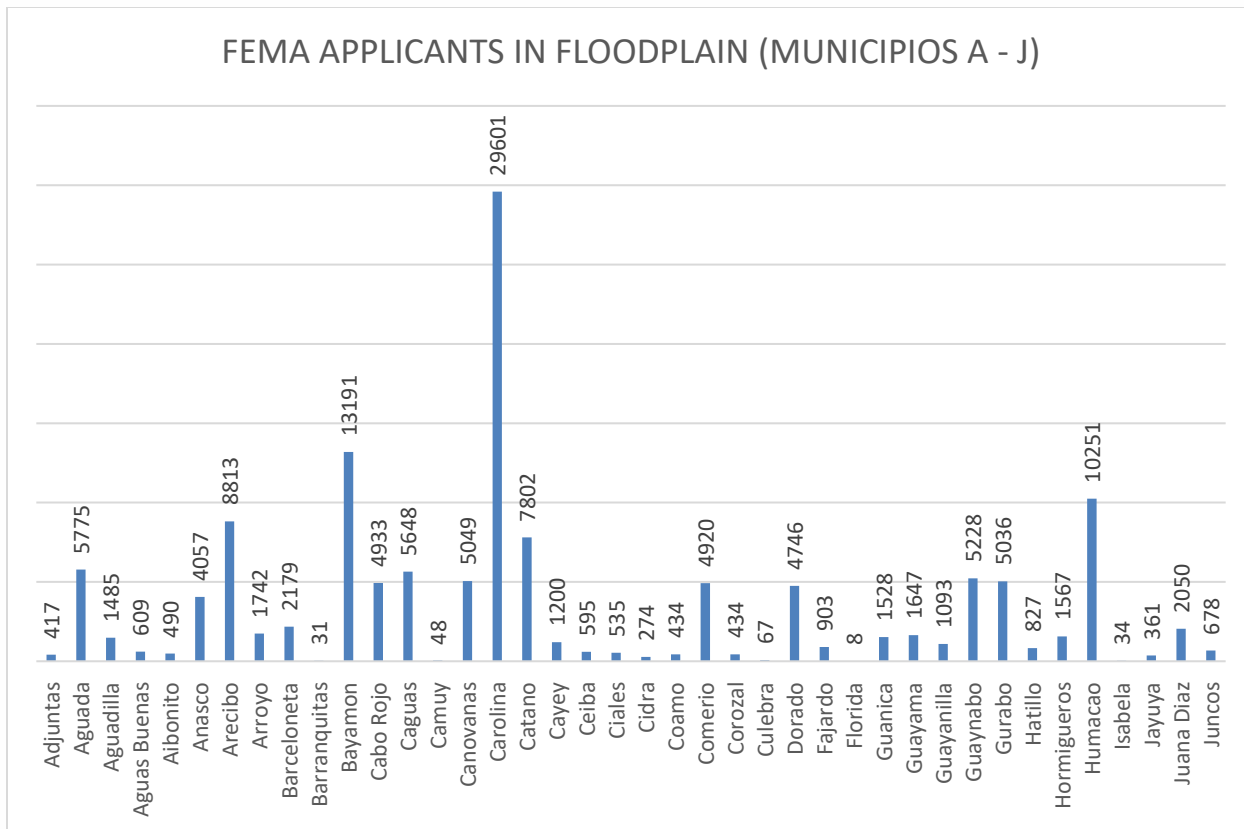
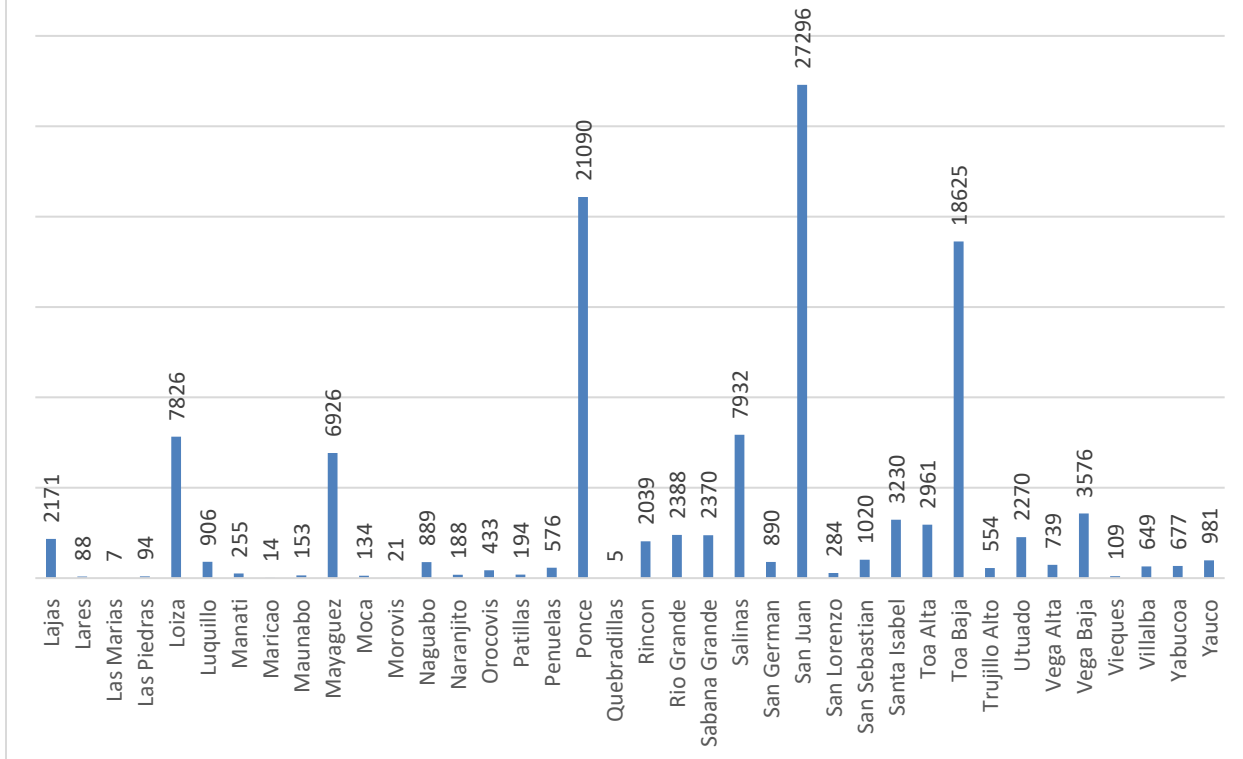


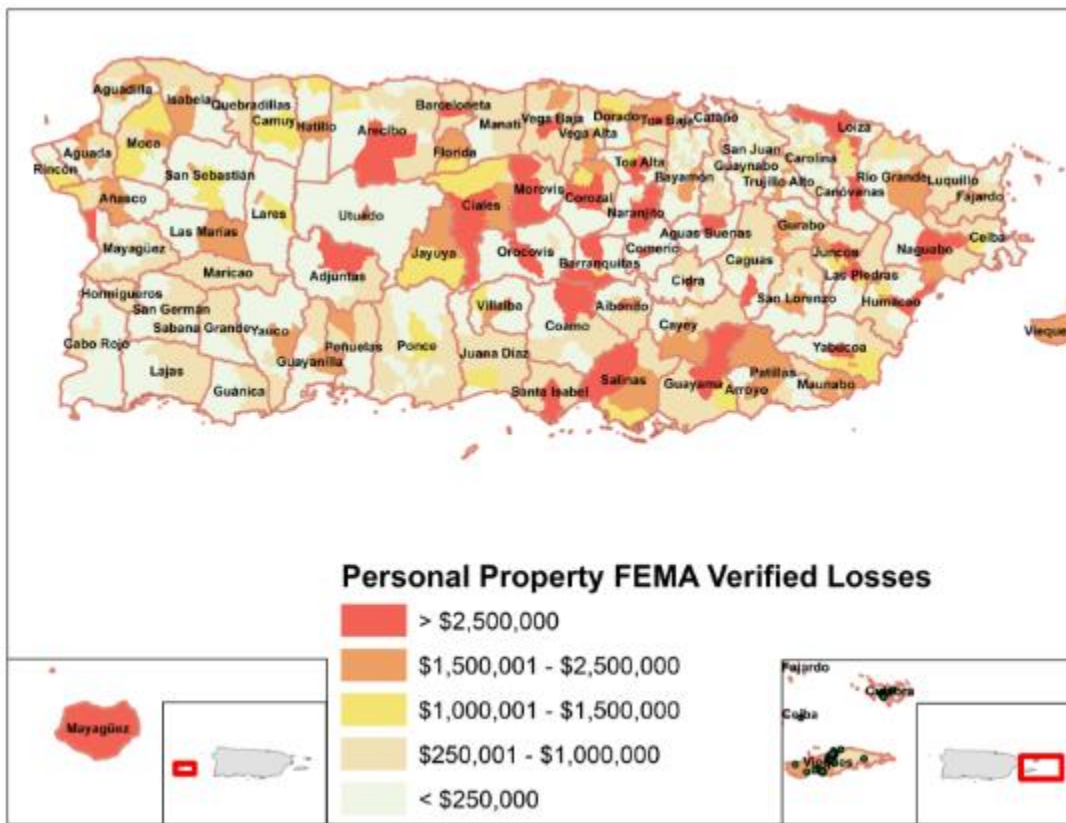
Figure 37. Table of FEMA IA applicants located in 100-year flood advisory zone by municipio, as identified by overlay on 2018 advisory map



### FEMA APPLICANTS IN FLOODPLAIN (MUNICIPIOS K - Z)

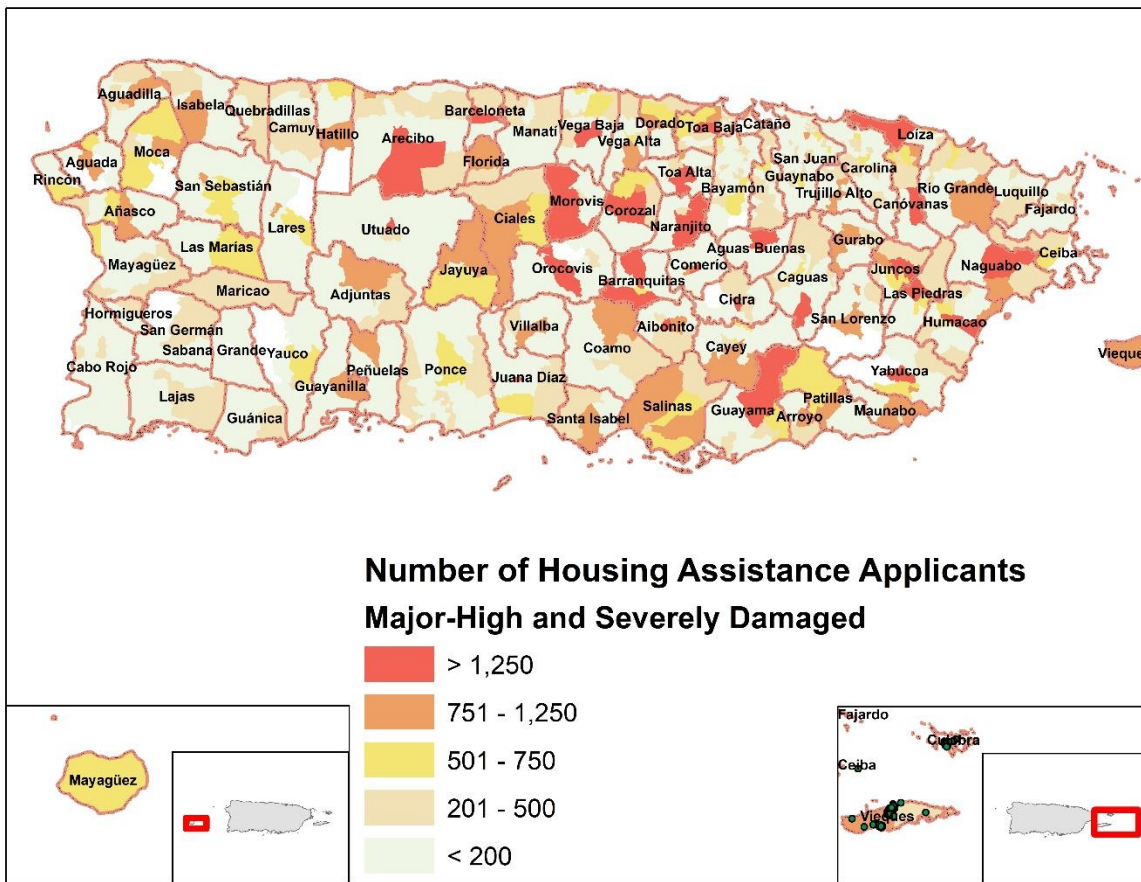


### ADDITIONAL MAPS REGARDING FEMA INDIVIDUAL ASSISTANCE DATA



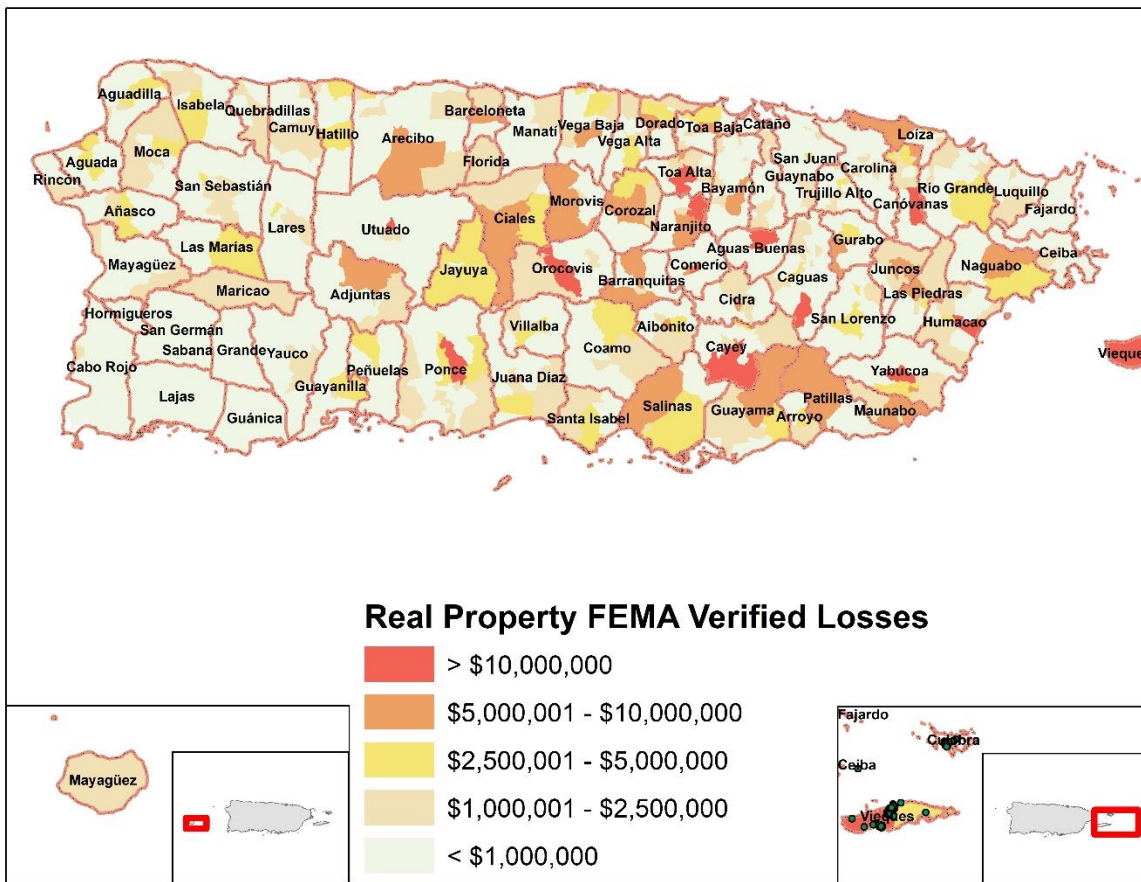
Total FEMA Individual Assistance (IA) Verified Losses<sup>68</sup>

68 Data in the maps represents census tract-level information pertaining to damage and individual assistance. Based on FIDA\_31621\_ISAA\_CDBG\_4339 and FIDA\_31621\_ISAA\_CDBG\_4336.



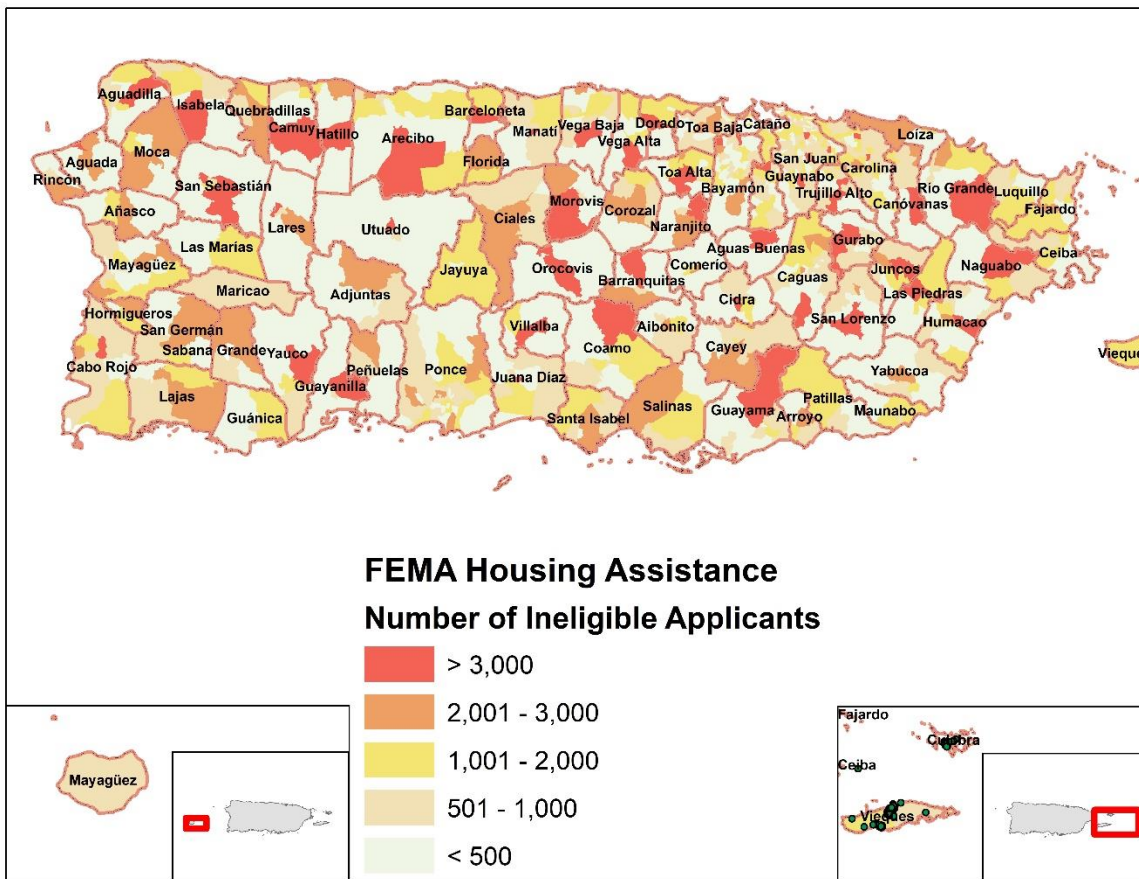
Homes classified as having major-high and severe damage by FEMA<sup>69</sup>

<sup>69</sup> Data in the maps represents census tract-level information pertaining to damage and individual assistance. Based on FIDA\_31621\_ISAA\_CDBG\_4339 and FIDA\_31621\_ISAA\_CDBG\_4336



Dollar value of real property FEMA verified Losses<sup>70</sup>

<sup>70</sup> Data in the maps represents census tract-level information pertaining to damage and individual assistance. Based on FIDA\_31621\_ISAA\_CDBG\_4339 and FIDA\_31621\_ISAA\_CDBG\_4336



*Number of Applicants deemed ineligible for FEMA Individual Assistance (IA)<sup>71</sup>*

**HOUSING UNMET NEED**

**HOUSING IMPACT METHODOLOGY**

Denial rates for FEMA Housing Assistance (81%) and percent of those applying for but not receiving SBA (61%) have been uniquely high for Puerto Rico. The remaining homeowners who have been unable to secure this or other assistance funding have been left with an overwhelming unmet recovery need. Utilizing best available data, the current unmet need for housing in Puerto Rico has been calculated by a methodology accounting for the gap between FEMA Verified Loss (FVL) and SBA award. FEMA’s Individuals and Households Program provides assistance for repairs and replacements that will make a home “habitable” whereas SBA awards loan funding for the full cost to restore a home.

HUD calculates “unmet housing needs” as the number of housing units with unmet needs times the estimated cost to repair those units minus repair funds already provided. However, because complete data sources are often difficult to obtain after a major disaster event, HUD has stated that empirically

<sup>71</sup> Data in the maps represents census tract-level information pertaining to damage and individual assistance. Based on FIDA\_31621\_ISAA\_CDBG\_4339 and FIDA\_31621\_ISAA\_CDBG\_4336



justified calculations may be used to determine the average cost to fully repair a home. Generally, this is accomplished by “using the average real property damage repair costs determined by the Small Business Administration for its disaster loan program for the subset of homes inspected by both SBA and FEMA. Because SBA is inspecting for full repair costs, it is presumed to reflect the full cost to repair the home, which is generally more than the FEMA estimates on the cost to make the home habitable.”<sup>72</sup>

Previously approved impact assessment methodologies have utilized the SBA estimates of damage and repair needs, FEMA IA Housing Assistance data, and National Flood Insurance (NFIP) data in combination with each other to triangulate the real need as opposed to relying only on FEMA verified losses alone. Utilizing SBA damage estimates provides a more comprehensive look at recovery than simply looking at FEMA inspected damage. SBA sends “construction specialists” trained to evaluate a more complete cost of repairing or replacing a damaged structure to each applicant, returning a more comprehensive estimate of recovery than original estimates from FEMA. Also, further accounting for under-representation of impacted populations stemming from FEMA ineligible applicants provides a more accurate picture of overall housing impact across a study area.

Specifically, for Puerto Rico, FEMA loss estimates are lower than SBA estimates for both real property and personal property. The average FEMA real property loss for Irma and Maria was \$4,506 based on 297,161 applicants with FEMA verified losses. SBA average verified losses per household were valued at \$31,341 based on 67,171 applicants represent a 6.96 times higher verified loss amount than FEMA. SBA median loss value of \$25,118 is 31.9 times higher than FEMA’s value of \$785 for the same group of applicants. SBA’s average verified personal property losses at a value of \$8,989 per household are 5.39 times higher than FEMA’s \$1,667 per household. Furthermore, matching FEMA’s applicant data with SBA’s loan data on FEMA registrant number for more than 122,000 applicants highlighted two other important facts utilized in identifying housing unmet needs. First, FEMA underestimates the number (count) of housing units with real property losses. Specifically, 25.41% of matching records (disaster victims) had \$0 FEMA real property losses but greater than \$0 SBA verified property losses. Second, FEMA underestimates the number (count) of housing units with personal property losses. Specifically, 24.99% of matching records had \$0 FEMA personal property loss but greater than \$0 SBA verified contents losses.

For Irma and Maria, when applying the average verified loss amount (\$31,341) of all SBA applicants with real property losses (67,171) to those who were disqualified or turned down for SBA loan assistance and those for whom a FEMA loss was established pushes the full extent of housing impact caused by Hurricane Maria to more than \$33.9 billion (before accounting for an increase in rebuilding for resilience or deductions for funds already provided). A few additional considerations are factored in to arrive at a more comprehensive picture for this estimated unmet need. Utilizing the median SBA real property damage amount of \$25,118 accounts for outliers in the SBA data (a few very high and very low damage amounts) driving the average SBA loss up. Applying the median SBA property loss amount of \$25,118 to the total number of SBA applicants who were not approved, in conjunction with HUD estimates of unmet housing needs for those without a determined real property loss, provides a more conservative and realistic view of losses to residential property across the island. Utilizing the unmet needs values from HUD discussed

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<sup>72</sup> Federal Register Vol. 78, No. 43 /Tuesday, March 5, 2013

below, and FEMA data about the number of applicants (more than 1.13 million) results in an unadjusted housing impact of \$34.1 Billion. Methods for creating housing impacts and unmet needs are discussed below.

Housing impacts for this needs assessment were calculated using SBA data in conjunction with FEMA applicant information. We begin (table 10) by utilizing the known real property (repair) losses from SBA for the 67,171 applicants for which this value is determined (A). Included here are also an estimate (B) of losses for those SBA applicants who were not approved for a disaster loan, SBA verified reconstruction losses (C), and verified manufactured home losses (D). Combined these SBA derived losses are more than \$3 billion (E).

ID	LINE ITEM	COUNT	VALUE
A	SBA applicants with a real estate verified loss	67,171	\$ 2,105,188,478
B	SBA applicants without a real estate verified Loss (Estimate)	61,420	\$ 1,542,747,560
C	SBA Applicants with verified Reconstruction Losses	1,548	\$ 212,929,642
D	SBA applicants with verified Manufactured Home Loss	87	\$ 3,176,538
E	Total verified loss of FEMA applicants referred to SBA (Estimate)	130,226	\$ 3,864,042,218

Table 10. SBA Verified Losses

Accounting for those FEMA non-renter (owner or “not specified”) applicants (~ 1,000,000) are not represented by SBA data alone requires a more nuanced approach. Here, “not specified” non-renter populations are those who have neither indicated ownership or renter status when applying for FEMA Individual Assistance support. First, one can account for SBA’s higher average loss value by multiplying any FEMA verified loss amount by 6.96 to create a more realistic loss estimate. Secondly, utilizing loss value cutoffs and rebuild cost estimates provided in the federal register can provide a clearer understanding of losses across the island<sup>73</sup>.

Table 11 shows the breakdown of estimated losses to those not accounted for in SBA’s loan dataset. Rows (A – E) represent a breakdown of owner losses by HUD classified Minor-Low to Severe damage level categories for those owner applicants with FEMA personal property verified losses but without FEMA real property verified losses. Here, FEMA real property and personal property verified losses were first multiplied by 6.96 and 5.39 respectively to account for underestimates in FEMA derived losses and then classified into updated HUD designated unmet needs categories outlined in the federal register.<sup>74</sup> Owner-occupied housing damage categories were derived by calculating a real property loss category (Table a) based on each applicant’s real property losses. A similar personal property loss category was created for each applicant based on a different set of criteria (table b). The final damage classification for each

<sup>73</sup> <https://www.gpo.gov/fdsys/pkg/FR-2018-02-09/pdf/2018-02693.pdf>

<sup>74</sup> <https://www.gpo.gov/fdsys/pkg/FR-2018-08-14/pdf/2018-17365.pdf>

applicant was calculated as the “max” of these two (real property and personal property) categories. Total damage estimates for each federal register specified damage category was derived by multiplying counts of applicants (by damage category) and HUD provided estimates (table 12). Here, a straight-line linear model is implemented, producing estimates for Minor-Low and Minor-High categories not provided by HUD.

In table 11, an estimate of additional potential unmet needs populations (J) was generated by first multiplying the sum total of owner applicants without either a real property or personal property loss (F) and the number of SBA applicants without a FEMA registrant number (I) less those who have applied to SBA (G) by 24.99% (accounting for FEMA’s missing real property losses compared to SBA’s), adding 24.99% of the remaining homes across the island (accounting for missing damages for those who did not apply for FEMA Housing Assistance) (H) less the total number of unique FEMA applicants (1,138,843). This potential unmet need applicant count is then multiplied by the median SBA property loss value (\$25,118) and summed with values (A-J) to create an estimated loss for all home owner applicants (L). Estimated total losses of \$25.8 Billion (M) to homeowners is derived by summing this value (L) with losses from SBA data alone (Table 10, Line E).

<b>DAMAGE CATEGORY</b>	<b>ASSOCIATED REAL PROPERTY LOSSES</b>
<b>Minor-Low</b>	Less than \$3,000 of FEMA inspected real property damage.
<b>Minor-High</b>	\$3,000 to \$7,999 of FEMA inspected real property damage.
<b>Major-Low</b>	\$8,000 to \$14,999 of FEMA inspected real property damage and/or 1 to 4 feet of flooding on the first floor.
<b>Major-High</b>	\$15,000 to \$28,800 of FEMA inspected real property damage and/or 4 to 6 feet of flooding on the first floor.
<b>Severe</b>	Greater than \$28,800 of FEMA inspected real property damage or determined destroyed and/or 6 or more feet of flooding on the first floor.

*Table a. Owner-Occupied Real Property Damage Categories and Values*

DAMAGE CATEGORY	ASSOCIATED REAL PROPERTY LOSSES
<b>Minor-Low</b>	Less than \$2,500 of FEMA inspected personal property damage.
<b>Minor-High</b>	\$2,500 to \$3,499 of FEMA inspected personal property damage.
<b>Major-Low</b>	\$3,500 to \$4,999 of FEMA inspected personal property damage or 1 to 4 feet of flooding on the first floor.
<b>Major-High</b>	\$5,000 to \$8,999 of FEMA inspected personal property damage or 4 to 6 feet of flooding on the first floor.
<b>Severe</b>	Greater than \$9,000 of FEMA inspected personal property damage or determined destroyed and/or 6 or more feet of flooding on the first floor.

*Table b. Owner-Occupied Personal Property Damage Categories and Values*



ID	LINE ITEM	COUNT	VALUE
A	FEMA "owner" or "non-specified" applicants in HUD Minor-Low damage category	98,325	\$ 3,222,598,400
B	FEMA "owner" or "non-specified" applicants in HUD Minor-High damage category	59,285	\$ 2,331,738,335
C	FEMA "owner" or "non-specified" applicants in HUD Major-Low damage category	43,581	\$ 1,757,316,663
D	FEMA "owner" or "non-specified" applicants in HUD Major-High damage category	51,503	\$ 2,874,485,436
E	FEMA "owner" or "non-specified" applicants in HUD Severe damage category	89,942	\$ 6,948,199,384
F	Total owner or "not specified" applicants without a FEMA Verified Loss (Property or Contents)	450,874	
G	Total SBA applicants	130,226	
H	Total Housing Units in Declared Municipios	1,571,744	
I	Number (count) of SBA Applicants without a FEMA Registrant ID	3,656	
J	Potential additional unmet need population	189,267	\$ 4,754,008,506
K	Median verified loss		\$ 25,118
L	Losses of FEMA applicants not represented by SBA data (Estimate)		\$ 21,988,346,724
M	Total verified loss of all homeowner applicants across FEMA and SBA (Estimate)		\$ 25,852,388,942

Table 11. Estimated Damage to Owner Applicant Dwellings

Category of Real Property Damage	Count of Owner or "Other" Applicants with FEMA verified Personal Property Losses	Count of Renter Applicants with FEMA verified Personal Property Losses	HUD Provided Estimate of Unmet Need
Minor Low	98,325	5,028	\$33,792 (Estimate)
Minor High	59,285	11,871	\$39,331(Estimate)
Major Low	43,581	19,178	\$40,323
Major High	51,503	28,495	\$55,812
Severe	89,942	42,053	\$77,252

Table 12. HUD and estimated unmet needs based on personal property derived damage category

A similar method as above was utilized to capture impacts to affected renter applicants (table 13). Damage categories for renter occupied units were derived using a similar method applied only to personal property losses (table c) because FEMA does not inspect rental units for real property damage so personal property damage is used as a proxy for unit damage.<sup>75</sup> Lines A-E represent a break-down of renter losses by HUD classified Minor-Low to Severe damage levels for those applicants with FEMA personal property verified losses but without FEMA real property verified losses. Here, FEMA personal property verified losses were first multiplied by 5.39 to account for underestimates in losses then classified into HUD designated categories based on federal registry classifications. Damage estimates were derived by multiplying counts of applicants (by damage category) by HUD provided estimates (table 13). An estimate of potential unmet needs populations (H) was generated by multiplying the total renter applicants without either personal property loss (F) by 12.95% (accounting for FEMA’s \$0 personal property losses compared to SBA’s > \$0 contents losses) and subtracting a count of SBA applicants who received funds to support rental repair (G). This potential unmet need applicant count is then multiplied by the median SBA property loss value (I) and summed with values (A-E) to create an estimated loss for all home renter applicants (J).

DAMAGE CATEGORY	ASSOCIATED REAL PROPERTY LOSSES
<b>Minor-Low</b>	Less than \$1,000 of FEMA inspected personal property damage.
<b>Minor-High</b>	\$1,000 to \$1,999 of FEMA inspected personal property damage.
<b>Major-Low</b>	\$2,000 to \$3,499 of FEMA inspected personal property damage or 1 to 4 feet of flooding on the first floor.
<b>Major-High</b>	\$3,500 to \$7,499 of FEMA inspected personal property damage or 4 to 6 feet of flooding on the first floor.
<b>Severe</b>	Greater than \$7,500 of FEMA inspected personal property damage or determined destroyed and/or 6 or more feet of flooding on the first floor.

*Table c. Renter-Occupied Personal Property Damage Categories and Values*

<sup>75</sup> Counts of damaged units are likely conservative because applicant level flood depth information was not utilized in this assessment.

ID	LINE ITEM	COUNT	VALUE
A	FEMA “Renter” applicants in HUD <i>Minor-Low</i> damage category (SBA Multiplier)	5,028	\$ 169,906,176
B	FEMA “Renter” applicants in HUD <i>Minor-High</i> damage category (SBA Multiplier)	11,871	\$ 466,898,301
C	FEMA “Renter” applicants in HUD <i>Major-Low</i> damage category (SBA Multiplier)	19,178	\$ 773,314,494
D	FEMA “Renter” applicants in HUD <i>Major-High</i> damage category (SBA Multiplier)	28,495	\$ 1,590,362,940
E	FEMA “Renter” applicants in HUD <i>Severe</i> damage category (SBA Multiplier)	42,053	\$ 3,248,678,356
F	Total renter applicants without a FEMA Verified Personal Property (Contents) Loss	238,708	
G	Total SBA business applicants with verified repair, reconstruction, or relocation losses (rental NAICS code)	1,414	\$ 86,039,067
H	Potential additional unmet need population	29,487	\$ 740,654,466
I	Average verified loss		\$ 25,118
J	Total verified loss of rental property (Estimated)		\$ 7,075,853,800

*Table 13. Estimated Damage to Renter Applicant Dwellings*

Next, damages cataloged by other sources outside of SBA and FEMA are accounted for (table 14). Included here are preliminary public housing damage estimates<sup>76</sup> (A) provided by Puerto Rico’s Public Housing Administration, insured residential damages (B), and private flood insurance damages (C) from Puerto Rico’s Office of the Commissioner of Insurance.

<sup>76</sup> Note: The public housing damage estimates are in the initial phases and are likely to rise as the formal loss assessments are completed.

ID	LINE ITEM	COUNT	VALUE
A	Real estate damage to public housing	145	\$ 173,541,248
B	Insured Damage - Domestic and Foreign Residential Property	179,818	\$ 850,250,134
C	Insured Damage - Private Flood	4,556	\$ 27,535,880

Table 14. Other Housing Damages

Totaling across all areas reveals total housing losses of at least \$33.9 Billion. Accounting for 38% in additional costs associated with necessary resilience measures such as more stringent building codes, cost of compliance measures, elevations, or freeboard requirements increases the total estimate of damages to more than \$36.5 billion (Table 16).<sup>77</sup> HUD has historically accepted 30% in additional costs to account for resilience measures. Due to the high number of informally built homes in Puerto Rico, it is estimated that the cost of resilience is higher than 30%. The HUD memo released on April 10, 2018, which outlines the methodology used to make a second allocation of \$18.4 billion for Puerto Rico, accounts for approximately \$8 billion (or 46% of the unmet needs allocation) dedicated solely to resilience. To account for the estimated higher cost of resilience, the unmet needs assessment uses the median, 38%, between the historically accepted 30% resilience costs and 46% allocated for resilience in the HUD memo. HUD's serious unmet housing needs multipliers consider rebuilding structures to code. Thus, the full 38% resiliency cost is not applied to those estimates of damage associated with HUD supplied serious unmet needs multipliers for major-low to severely damaged structures. Rather, it is only applied to damage estimates originating in SBA and FEMA base datasets.

<b>TOTAL HOUSING VERIFIED LOSS</b>	<b>\$ 33,979,570,004</b>
<b>Accounting for additional resilience costs</b>	<b>\$ 36,517,245,560</b>

Table 15. Total Estimated Losses

Accounting for insurance, loans, and other recovery resources (table 16) depicts the total benefit provided to Puerto Rico to date. Here, more than \$2.6 billion across 11 categories spanning federal, state, and local resources have been provided to the island. Unfortunately, recovery funds provided to date still leave a large unmet housing need of nearly \$34 billion (table 18). Because the impact of hurricanes Irma and Maria was felt island wide, unmet needs data in the following table is calculated at an island wide level.

<sup>77</sup> Utilizing HUD's breakdown of resilience/mitigation as a ratio of the total allocation results in a 46% resilience allocation. This may in fact be more in line with needs to bring informal housing up to resilient standards.



ID	SERVICE	COUNT	VALUE
A	FEMA housing assistance payments	216,431	\$ 674,159,686
B	SBA home loan current manufactured housing payments	21	\$ 616,800
C	SBA home loan current real estate payments	39,227	\$ 909,421,788
D	SBA home loan current relocation payments	105	\$ 9,944,303
E	SBA home loan current reconstruction payments	579	\$ 45,028,692
F	SBA business loan payments to landlords	595	\$ 21,684,800
G	NFIP building payments	13,149	\$ 143,704,773
H	Public housing funds		\$ 71,509,016
I	Housing Finance Authority		\$ 9,800,000
J	Insurance Payment (Residential)	113,021	\$ 737,515,376
K	Private Insurance Flood Payments	2,391	\$ 25,052,095
L	Total benefit (to date)		\$ 2,648,437,329

Table 16. Sources and amounts of recovery funds (to date)

<b>TOTAL UNMET HOUSING NEED TO PRE-STORM STANDARDS</b>	<b>\$31,331,132,675</b>
<b>Accounting for additional resilience costs</b>	<b>\$33,868,808,231</b>

Table 17. Unmet Housing need for Puerto Rico



# INFRASTRUCTURE IMPACT

## CATASTROPHIC IMPACT TO POWER GRID

Puerto Rico's electrical grid was already in a state of deterioration when the hurricanes hit. Irma first caused a power outage for nearly 50% of the island, then Maria caused a complete loss of power in all 78 municipalities. By 2 a.m. on September 20, 2017, Puerto Rico reached a total blackout. Due to a damaged outage management system, Puerto Rico Electric Power Authority (PREPA) was initially unable to read meters in order to determine an accurate count of residents left without service. Nearly three months later fiber optic cables were repaired allowing the system to read meters and begin the targeted road to recovery.

Under these conditions, the impact has been staggering. Power restoration has been hampered due to the sheer scale and complexity of the damage. Much of the island's 2,400 miles of transmission lines, 30,000 miles of distribution lines and 342 substations were severely damaged in the storm.

Before the hurricanes, PREPA was already an underfunded public utility in need of an estimated \$4 billion to overhaul its outdated power plants and reduce its reliance on imported oil. In July 2017, PREPA filed for bankruptcy with \$9 billion in debt, according to the Puerto Rico Fiscal Agency and Financial Advisory Authority. As of May 2018, the Government of Puerto Rico is in the process of privatizing PREPA in hopes of incentivizing innovation, boosting efficiency and improving services for the people.

Power restoration is a combined effort from the U.S. Army Corps of Engineers, FEMA, PREPA and the utility industry which, as of March 21, 2018, have all come together to restore 93.4% of PREPA customers, translating to service for more than 1,368,864 residents.<sup>78</sup> The agency estimated full recovery by May 2018, but there have been setbacks along the way. On April 12, 870,000 customers lost power when a tree fell on a major power line near the town of Cayey while workers were clearing vegetation. A week later, on April 18, power was lost to all of Puerto Rico when an excavator repairing 2017 damage from Hurricane Maria hit a line connecting two major power plants.

## IMPACT TO CRITICAL INFRASTRUCTURE

### HEALTH CARE SERVICES

The widespread failure of Puerto Rico's power grid had a crippling effect on the island's 69 hospitals. Weeks after Maria made impact only a handful of hospitals were up and operating on generators, with operations threatened daily due to the shortage of diesel fuel and disruption in fuel distribution due to damaged roads. Governor Rosselló responded by ordering that all hospitals be placed on a priority list to receive diesel. Under these conditions, few hospitals remained operational, with limited supplies, in many cases with no running water, and few if any operating rooms for life-sustaining treatment. Supplemental

<sup>78</sup> U.S. Army Corps of Engineers, [https://www.army.mil/article/202518/fact\\_sheet\\_six\\_months\\_after\\_hurricane\\_the\\_corps\\_provides\\_update\\_about\\_historic\\_power\\_restoration](https://www.army.mil/article/202518/fact_sheet_six_months_after_hurricane_the_corps_provides_update_about_historic_power_restoration)

health care arrived on October 3, 2017 when the U.S. Navy dispatched the USNS Comfort, a Military Sealift Command hospital ship with more than 800 personnel and one of the largest trauma facilities in the US.

FEMA facilitated the deployment of more than 4,700 medical personnel within the first six months and cared for over 38,000 survivors in the agency's largest medical response mission ever.<sup>79</sup> Countless volunteers and charitable organizations also provided service.

One U.S.-based non-profit, Direct Relief, reportedly delivered over \$1.8 million in charitable financial assistance and more than 453 tons of supplies. In the month of October alone the organization transported 76 tons of medicine and medical supplies distributed to more than 20 health centers across Puerto Rico. Days before Christmas they airlifted another 40 tons of medicine. As of March 2018, six months following Hurricane Maria, Direct Relief had provided charitable assistance to more than 60 hospitals and clinics and delivered more than \$62.6 million in medical aid including medicine, supplies and services.<sup>80</sup>

## DAM FAILURE

One of the island's largest dams, the Guajataca Dam located in Puerto Rico's northwest corner, sustained such damage from Hurricane Maria from extreme winds and 15 inches of flooding rains that it failed 19 days after impact. Guajataca is a hydroelectric dam, 120 feet high, holding water from the Guajataca River in the neighborhood of Terranova. The reservoir of the dam lies between the municipalities of Quebradillas, Isabela and San Sebastián and was built to hold back 55.3 million cubic yards of water. Weakened by the storm, the emergency spillway of the dam eventually collapsed, flooding communities and contaminating the water supply for over 350,000 Puerto Ricans. The government ordered the evacuation of 70,000 residents in and surrounding the towns of Isabella and Quebradillas.

The U.S. Department of Defense and U.S. Army Corps of Engineers arrived onsite 4 days after Hurricane Maria and worked for 20 days just to stabilize the dam. The Air Force, Marines, Navy and Army National Guard along with the Puerto Rican National Guard joined the Corps to fly in jersey barriers and super sack sandbags to stop the flooding. Long-term plans to repair the dam are underway. For now, the Corps has completed temporary fixes involving the installation of diesel water pumps to draw down the crest waterline at the dam and refill the canal that supplies drinking water to 250,00 residents.<sup>81</sup>

## DISRUPTED COMMUNICATIONS

Communication disruptions across the islands complicated response efforts for months. Days after the storm, on September 27, 2017, the Federal Communications Commission issued a status report that both 911 centers on the island were operational, but overall, 91.1% of the island's cell sites were out of service.

<sup>79</sup> Six Months After Maria: Progress Made, Work Continues, March 16, 2018, <https://www.fema.gov/news-release/2018/03/16/six-months-after-maria-progress-made-work-continues>

<sup>80</sup> Six Months After Hurricane Maria, 2018 Recovery Continues in Puerto Rico, Direct Relief, <https://www.directrelief.org/2018/03/six-months-after-hurricane-maria-recovery-continues/>

<sup>81</sup> Feds Fight to Firm Up Puerto Rico Dam, ENR Southeast, February 26, 2018, <https://www.enr.com/articles/44047-feds-fight-to-firm-up-puerto-rico-dam>

Every municipio reported that 75% or more of their cell sites were out of service with 100% of cell sites out of service for 31 of the 78 municipios.<sup>82</sup>

### FEMA PUBLIC ASSISTANCE (PA)

Hurricane Irma Category A and B work totaled \$10,649,325 for the four eligible areas; Canóvanas, Jayuya, San Juan, Yauco and state-wide as of September 10, 2018.

DR – 4336, HURRICANE IRMA CATEGORY A AND B WORK			
Category Work	Sum of Project Requests	Sum of Federal Share	Required Local Share
A – Debris Removal	\$5,549,424	\$4,642,195	\$907,229
B – Protective Measures	\$5,099,901	\$3,824,926	\$1,274,975
<b>Total</b>	<b>\$10,649,325</b>	<b>\$8,467,121</b>	<b>\$2,182,204</b>

**\*Open FEMA data accessed on 9/10/18**

*Table 18. Table of obligated dollars for Emergency Work by category for Hurricane Irma*

On September 25, 2017 President Trump increased cost sharing to 100% Federal funding for debris removal and emergency protective measures for Hurricane Maria, including direct Federal assistance for 180 days from the date of the declaration.<sup>83</sup> On November 2, 2017, President Trump increased the federal cost share for all Public Assistance to 90% of the total eligible costs, except for assistance previously approved at 100%.<sup>84</sup>

In the six (6) months following Hurricane Maria, FEMA had obligated \$1.3 billion in Public Assistance, \$147 million of that supporting debris removal (Category A work) and \$1.23 billion supporting emergency protective measures (Category B work). They had delivered 1,969 generators and cleared 6.47 million cubic yards of hazardous debris.<sup>85</sup>

<sup>82</sup> Communication Status Report for Areas Impacted by Hurricane Maria, September 27, 2017, Federal Communications Commission, [http://transition.fcc.gov/Daily\\_Releases/Daily\\_Business/2017/db0927/DOC-346943A1.pdf](http://transition.fcc.gov/Daily_Releases/Daily_Business/2017/db0927/DOC-346943A1.pdf)

<sup>83</sup> President Donald J. Trump Amends Puerto Rico Disaster Declaration, September 25, 2017, <https://www.whitehouse.gov/briefings-statements/president-donald-j-trump-amends-puerto-rico-disaster-declaration-2/>

<sup>84</sup> President Donald J. Trump Amends Puerto Rico Disaster Declaration, November 2, 2017, <https://www.whitehouse.gov/briefings-statements/president-donald-j-trump-amends-puerto-rico-disaster-declaration/>

<sup>85</sup> Six Months After Maria, March 15, 2018, <https://www.fema.gov/hurricane-maria>

<b>DR – 4339, HURRICANE MARIA CATEGORY A AND B WORK</b>			
Category Work	Sum of Project Requests	Sum of Federal Share	Required Local Match
A – Debris Removal	\$548,507,010	\$548,507,010	\$0
B – Protective Measures	\$2,833,986,538	\$2,833,986,538	\$0
<b>Total</b>	<b>\$3,382,493,548</b>	<b>\$3,382,493,548</b>	<b>\$0</b>

**\*Open FEMA data accessed on 9/10/18**

*Table 19. Table of obligated dollars for Emergency Work by category for Hurricane Maria*

Further information on permanent work for Categories C - G is detailed in the unmet needs section below. On April 12, 2018, the Government of Puerto Rico and FEMA announced agreed upon guidelines for permanent work. FEMA will use 428 Alternative Procedures to develop fixed-cost project estimates in collaboration with Puerto Rico and applicants. FEMA announced it will reimburse up to 90% of the cost share and set a deadline to identify all projects and agree upon all estimates within 18 months.

## **INFRASTRUCTURE UNMET NEED**

### **ESTIMATING PUBLIC ASSISTANCE**

Public Assistance data is slow to materialize as municipios and government entities work on creating project worksheets. Through its Public Assistance (PA) Program (CDFR Number 97.036), FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. This dataset lists all public assistance recipients, designated as Applicants in the data. The dataset also features a list of every funded, individual project, called project worksheets.<sup>86</sup>

Unfortunately, FEMA's Open FEMA Dataset: Public Assistance Funded Projects Details - V1<sup>87</sup> currently has only some of the closed-out project data for Category A (Debris Removal) and Category B (Protective Measures), and limited data on projects across the six additional project areas; Roads and Bridges, Water Control Facilities, Public Buildings, Public Utilities, Recreational or Other, and State Management. In light of the fact that FEMA's Public Assistance dataset will not be complete until the projects are underway and (in some instance) finalized, this needs assessment utilizes the best available data at time of writing. In this case, Puerto Rico's Central Office for Recovery, Reconstruction and Resiliency(COR3) has included infrastructure impacts across the island in its recent Economic and Disaster Recovery Plan submitted to Congress on August 8, 2018.<sup>88</sup> This plan identified a total of \$41.6 Billion in Public Assistance permanent work (C-G). Applying the recent FEMA approved 90% / 10% cost share, an estimated unmet need of \$4.16 billion remains (table a).

<sup>86</sup> <https://www.fema.gov/media-library/assets/documents/28331>

<sup>87</sup> <https://www.fema.gov/openfema-dataset-public-assistance-funded-projects-details-v1>

<sup>88</sup> <http://www.p3.pr.gov/assets/pr-transformation-innovation-plan-congressional-submission-080818.pdf>

Public Assistance Category	Project Amount	Federal Obligation	Unmet Needs (Estimated CDBG-DR Cost Share Amount)
<b>C - Roads and Bridges</b>	\$2,080,720,358.34	\$1,872,648,322.50	\$208,072,035.83
<b>D - Water Control Facilities</b>	\$3,566,007,218.71	\$3,209,406,496.84	\$356,600,721.87
<b>E - Public Buildings</b>	\$10,982,233,439.80	\$9,884,010,095.82	\$1,098,223,343.98
<b>F - Public Utilities</b>	\$23,572,833,924.49	\$21,215,550,532.04	\$2,357,283,392.45
<b>G - Recreational or Other</b>	\$1,398,205,058.66	\$1,258,384,552.79	\$139,820,505.87
	\$41,600,000,000.00	\$37,440,000,000.00	\$4,160,000,000.00

The following tables shows a breakdown of preliminary accounting of FEMA Public Assistance projects for some public assistance category across Puerto Rico from the aforementioned report to Congress.<sup>89</sup> Breakdowns for Category D – Water Control Facilities and Category F – Public Utilities is still underway. While this data does not include all projects, it does provide a more robust estimate of infrastructure damages than FEMA’s Open PA datasets. Damages to public assets and infrastructure are still being assessed and total damages across these project categories is likely to increase throughout the recovery process.

Public Assistance Category	Sub Category	Preliminary Estimated Project Amount	Unmet Needs (Estimated CDBG-DR Cost Share Amount)
<b>C</b>	<b>Bridges</b>	\$219,459,063	\$21,945,906
	<b>Culverts</b>	\$17,253,071	\$1,725,307
	<b>Drainage</b>	\$12,422,211	\$1,242,221
	<b>Landslides</b>	\$42,097,493	\$4,209,749
	<b>Retaining Walls</b>	\$13,112,334	\$1,311,233
	<b>Roads</b>	\$1,704,603,411	\$170,460,341
	<b>Sewer</b>	\$7,591,351	\$759,135
	<b>Shoulders</b>	\$40,027,125	\$4,002,712
	<b>Sidewalks</b>	\$17,943,194	\$1,794,319
	<b>Sign Traffic</b>	\$6,211,106	\$621,111
	<b>Total</b>	<b>\$2,080,720,359</b>	<b>\$208,072,034</b>

<sup>89</sup> <http://www.p3.pr.gov/assets/pr-transformation-innovation-plan-congressional-submission-080818.pdf>

Public Assistance Category	Sub Category	Preliminary Estimated Project Amount	Unmet Needs (Estimated CDBG-DR Cost Share Amount)
E	Buildings	\$4,095,341,239	\$409,534,124
	City Halls (Non General Conduct of Government)	\$655,894,495	\$65,589,450
	Commercial Facilities	\$135,978,127	\$13,597,813
	Community Service Centers	\$2,447,606,287	\$244,760,629
	Emergency Management	\$103,983,274	\$10,398,327
	Equipment	\$255,958,827	\$25,595,883
	Health Centers	\$199,967,834	\$19,996,783
	Housing	\$55,990,994	\$5,599,099
	Library	\$343,944,674	\$34,394,467
	Museums	\$327,947,248	\$32,794,725
	Parking	\$71,988,420	\$7,198,842
	Police Station	\$375,939,528	\$37,593,953
	Schools	\$1,847,702,786	\$184,770,279
	Convention Centers	\$63,989,707	\$6,398,971
	<b>Total</b>	<b>\$10,982,233,440</b>	<b>\$1,098,223,345</b>

Public Assistance Category	Sub Category	Preliminary Estimated Project Amount	Unmet Needs (Estimated CDBG-DR Cost Share Amount)
G	Cemetery	\$30,430,580	\$3,043,058
	Parks	\$21,354,793	\$2,135,479
	Recreational Facilities	\$1,320,260,065	\$132,026,006
	Transit	\$26,159,621	\$2,615,962
	<b>Total</b>	<b>\$1,398,205,059</b>	<b>\$139,820,505</b>

Table 20. Total PA costs by category

Preliminary data indicates initial Public Assistance Project costs by category across the island. The impact and unmet need numbers are likely to change and may increase as project worksheets are completed.



# ECONOMIC IMPACT

This recovery brings a unique opportunity to meaningfully improve economic conditions as the Puerto Rican people rebuild stronger and more resilient. Through critical rebuilding of housing and infrastructure, cross-sectoral activities will bring tangible economic benefit in the form of jobs and the increased value of island structures and neighborhoods. Economic planning and strategic spending will ensure recovery funds injected into the economy today have a lasting impact.

## ECONOMIC CONDITIONS

Declining economic conditions in Puerto Rico have been exacerbated by Hurricanes Irma and Maria. These storms impacted the island at a time of financial and economic constraint. On June 30, 2016 the Puerto Rico Oversight, Management, and Economic Stability Act (PROMESA) was signed into law to establish an oversight board and a process for restructuring the island's debt. In May 2017, Puerto Rico effectively filed the largest-ever federal bankruptcy proceeding by a local government. At the time Puerto Rico filed, unemployment across the island was at 11%, and much of Wall Street's attention has focused on the creditors who hold some of Puerto Rico's \$74 billion in public debt. As a covered entity under the law, Puerto Rico is required to submit a fiscal plan; the latest version was submitted on August 20, 2018 to the Financial Oversight and Management Board (FOMB).<sup>90</sup>

## IMPACT ON BUSINESS AND EMPLOYMENT

The impact to Puerto Rico's medical products manufacturing industry was felt around the US. When factories and distribution centers located on the island were impacted by the storm it caused a direct impact to local jobs and industry production, and a ripple effect throughout the mainland US. Hospitals across the country were faced with a shortage of intravenous (IV) fluids like saline and dextrose which are essentials to everyday treatment. These IV fluids and bags are used in extremely large amounts in hospitals and clinics daily to deliver medications and rehydrate patients.

According to American Community Survey data, many jobs in the Puerto Rican economy before the storms were in education for elementary and secondary schools, restaurants and food service, and hospitals. The most common jobs held before the storm were secretaries and administrative assistants, cashiers, and janitorial, and teaching elementary and secondary school. Higher paying jobs were in environmental engineering, physicians and surgeons, architectural and engineering managers, and chemical engineers.

The top five economic sectors with reported losses made to SBA due to the hurricanes are:

1. Real Estate, Rental and Leasing
2. Accommodations and Food Services
3. Health Care and Social Assistance
4. Retail Trade
5. Manufacturing

<sup>90</sup> <https://juntasupervision.pr.gov/index.php/en/fiscalplan/>



AMOUNT OF LOSSES VERIFIED BY SBA					
Economic Sector	Building	Furniture	Machinery	Inventory	Total Losses
Real Estate Rental and Leasing	\$119,766,339	\$ 2,328,426	\$ 3,475,149	\$ 400,876	\$125,970,790
Other Services (except Public Administration)	\$ 48,600,229	\$ 1,978,311	\$ 9,592,367	\$ 1,142,932	\$ 61,313,839
Health Care and Social Assistance	\$ 32,440,437	\$ 2,109,709	\$10,419,365	\$ 1,250,544	\$ 46,220,055
Accommodation and Food Services	\$ 30,228,545	\$ 4,218,667	\$ 9,266,365	\$ 2,306,830	\$ 46,020,407
Retail Trade	\$ 24,507,331	\$ 2,849,023	\$ 5,960,466	\$ 8,098,717	\$ 41,415,537
Manufacturing	\$ 16,617,342	\$ 943,606	\$12,139,515	\$ 3,299,825	\$ 33,000,288
Arts, Entertainment, and Recreation	\$ 15,713,589	\$ 984,531	\$ 2,909,161	\$ 264,705	\$ 19,871,986
Wholesale Trade	\$ 8,023,175	\$ 510,828	\$ 3,879,580	\$ 4,693,927	\$ 17,107,510
Educational Services	\$ 14,828,592	\$ 738,566	\$ 965,361	\$ 473,081	\$ 17,005,600
Professional, Scientific, and Technical Services	\$ 9,461,938	\$ 1,171,571	\$ 3,156,353	\$ 1,361,931	\$ 15,151,793
Unknown Business Types	\$ 10,962,021	\$ 485,991	\$ 1,727,201	\$ 707,610	\$ 13,882,823
Construction	\$ 7,873,782	\$ 204,006	\$ 2,213,071	\$ 302,586	\$ 10,593,445
Information	\$ 1,131,875	\$ 211,005	\$ 8,507,402	\$ 107,200	\$ 9,957,482
Transportation and Warehousing	\$ 4,929,263	\$ 167,962	\$ 1,490,734	\$ 47,529	\$ 6,635,488
Agriculture, Forestry, Fishing and Hunting	\$ 4,477,398	\$ 57,901	\$ 1,066,868	\$ 526,191	\$ 6,128,358
Administrative and Support and Waste Management and Remediation Services	\$ 1,239,639	\$ 137,838	\$ 473,044	\$ 249,457	\$ 2,099,978
Finance and Insurance	\$ 584,183	\$ 52,455	\$ 314,268	\$ 34,000	\$ 984,906
Mining	\$ 498,425	\$ 6,000	\$ 114,645		\$ 619,070
Utilities	\$ 188,470	\$ 26,827	\$ 167,494	\$ 22,000	\$ 404,791
<b>Grand Total</b>	<b>\$352,072,573</b>	<b>\$19,183,223</b>	<b>\$77,838,409</b>	<b>\$25,289,941</b>	<b>\$474,384,146</b>

Table 21. SBA Business Losses by Sector

Today, the Puerto Rican economy is adapting to the impact of Hurricane Maria. According to the Bureau of Labor Statistics, as of February 2018, unemployment in Puerto Rico is at 10.6%. In February there were 848,300 jobs in non-farm industries, compared to the 871,200 jobs in September 2017. In the industry of Leisure and Hospitality Puerto Rico saw a decline from 80,400 in September 2017 to 78,300 in February 2018. The true impact of this change will reveal itself over time.

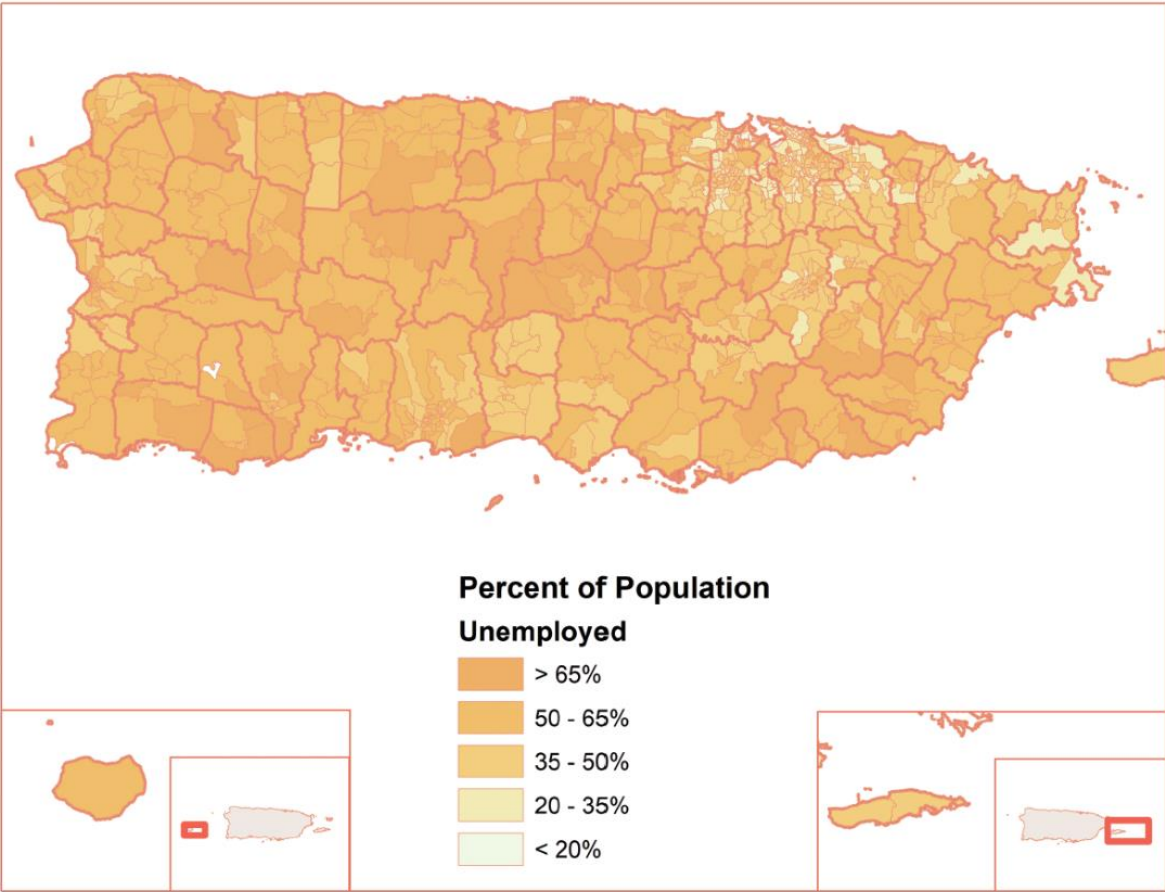


Figure 39. Percent Unemployment by Census Tract, source data ACS 2012 - 2016

**IMPACT ON TOURISM**

Hurricanes Irma and Maria left almost all of Puerto Rico without power or water, closed airports, and vacant cruise terminals. CBS News reported a month after the storm that a third of the hotels in Puerto Rico remained shuttered and beaches were closed for swimming because of possible water contamination.<sup>91</sup> Immediately following the storm, demand for hotel rooms increased as a result of the influx of first responders and relief workers. At the beginning of the high season, in December 2017, the island officially declared itself open for tourism, ready to receive the people and income required to bring back one of the island’s lifeblood sectors. Seven months later, although still in recovery mode, tourism on the island is increasing as relief efforts wind down.

Although the tourist zones of San Juan have seen increasing numbers as the weeks pass, and the beach hotels are open in Condado and Isla Verde, many other more insular areas of the island are still heavily damaged. One such example is the El Yunque National Forest, which is closed until further notice. Additionally, several major resorts, such as El Conquistador, Caribe Hilton and Ritz-Carlton San Juan, remain shuttered. However, restaurants and bars are seeing increased patronage, and attractions like El

<sup>91</sup> "It's like a ghost town": Puerto Rico tourism craters in wake of Hurricane Maria, October 24, 2017, <https://www.cbsnews.com/news/puerto-rico-tourism-hurricane-maria/>

Morro fort and Old San Juan are recovering. The Puerto Rico Tourism Company (PRTC) reports the following post-storm metrics:

- **Cruises:** Puerto Rico resumed cruise operations just two and a half weeks after Hurricane Maria, and by end of June 2018, Puerto Rico will have received 1.04 million passengers. The 2018/2019 cruising season expects 1.7 million passengers, which is expected to generate roughly \$250 million in revenue for the economy.
- **Air Access:** The airline industry is restoring. Two weeks after Hurricane Maria, the Luis Muñoz Marín International Airport had 20 daily flights. Capacity is on the rise with a current monthly seat volume of 391,000. By July 2018, seat capacity will increase by 81,000 more. It is not anticipated that air access will be on par with previous year levels until early summer 2018.
- **Hotels:** Currently, there are over 122 hotels operating, which equates to 12,458 available rooms, along with hundreds of Airbnb listings and paradores (small, family-run inns). Another 2,670 rooms will be added to that inventory after undergoing renovations, which include the Wyndham Grand Rio Mar Puerto Rico Golf & Beach Resort, the Ritz-Carlton Reserve and El San Juan Hotel. Approximately \$1.9 billion will be injected into new developments and renovations, which contributes to adding roughly 3,831 new jobs.
- **Destination Attractions:** A month after Hurricane Maria, 22 attractions were open, however, in February 2018 there were more than 120. Additionally, 13 golf courses and 15 casinos are open for recreation, and there are 4,000 operating restaurants. PRTC reports continued commitment from partners who are choosing to keep their big-ticket events in Puerto Rico, like the Ironman which took place on March 18, 2018.<sup>92</sup>

With continued recovery of public infrastructure and reopening of resorts and restaurants, Puerto Rico's tourism sector will eventually rebound to pre-storm levels. Nonetheless, the more time-sensitive issue facing the tourism sector is public perception of the status of the recovery in the most frequently visited areas of the island. As a result of private investment, these are the areas that typically recover the quickest. Many of the hotels and resorts function with backup generators and water tanks on hand for when storms strike.

With the addition of over 2,000 rooms slated for this year, it will be imperative for the island to target outreach efforts and implement a robust marketing campaign to reach potential visitors that may not be aware of the pace of recovery in the tourist areas, such as Old San Juan and Condado. Because so much national media attention has rightly focused on the recovery, many potential tourists may not be aware that the frequently visited attractions and areas of the island are ready to receive them. In the coming months, it will be the concerted efforts enacted by the island around tourism marketing that will ensure full recovery of the sector to pre-storm levels and prove San Juan worthy of its ranking on Lonely Planet's 2018 Top 10 Cities to Visit<sup>93</sup>, a list published before Irma and Maria made their historic landfall.

<sup>92</sup> <https://www.prnewswire.com/news-releases/puerto-rico-announces-major-tourism-milestones-while-hosting-the-largest-and-most-important-regional-tourism-event-300591116.html>

<sup>93</sup> Best in Travel 2018, Top Cities, Ten cities that are ready for prime travel, Lonely Planet, <https://www.lonelyplanet.com/best-in-travel/cities>

## IMPACT ON AGRIBUSINESS

Preliminary figures from the Puerto Rico Department of Agriculture estimated the islands suffered a loss of \$780 million in agriculture yields. Crops were decimated by wind and flooding, and mudslides in the mountainous interior took out many of the roads critical to agricultural production. Primary cash crops such as plantain, banana and coffee crops were hit the hardest.

Puerto Rico's Secretary of Agriculture, Carlos Flores Ortega, estimates that 80% of the entire crop in the agriculture sector was wiped out, based on value. A total of 4,200 cows and 2.2 million chickens were lost while 50% of coffee plants were destroyed. According to data from the Puerto Rico Department of Agriculture, with eight (8) regional reports, some 3,028 insurance claims and \$1.4 million in disbursements made by the Agricultural Insurance Corporation (CSA), infrastructure damages total \$1.8 billion and losses in agricultural production \$182.5 million. Insurance claims are not representative of the entire universe of farmers since only some farmers have policies in effect with the CSA. Regional damage reports continue to be updated as field evaluation works continue to progress to the extent that physical access to the areas allows.<sup>94</sup>

### DAMAGES TO THE AGRICULTURE SECTOR AS OF JANUARY 29, 2018 (IN MILLIONS OF DOLLARS)

Region	Damages to Infrastructure and others	Lost Production	Economic Impact
Caguas	371.1	33.1	404.2
Arecibo	319.3	23.5	342.8
Mayagüez	154.1	6.6	160.7
San Germán	196	15.6	211.6
Ponce	190.9	29.9	220.8
Naranjito	197.2	31.2	228.4
Utuado	208.9	22.1	231
Lares	187.3	20.5	207.8
Subtotal	\$1,824.8	\$182.5	\$2,007.3

Source: Puerto Rico Department of Agriculture

Table 22. Agricultural Impact, information from Department of Agriculture

<sup>94</sup> Progress Report on the Impact of Hurricane Maria on the Economy of Puerto Rico, Puerto Rico Planning Board, March 9, 2018

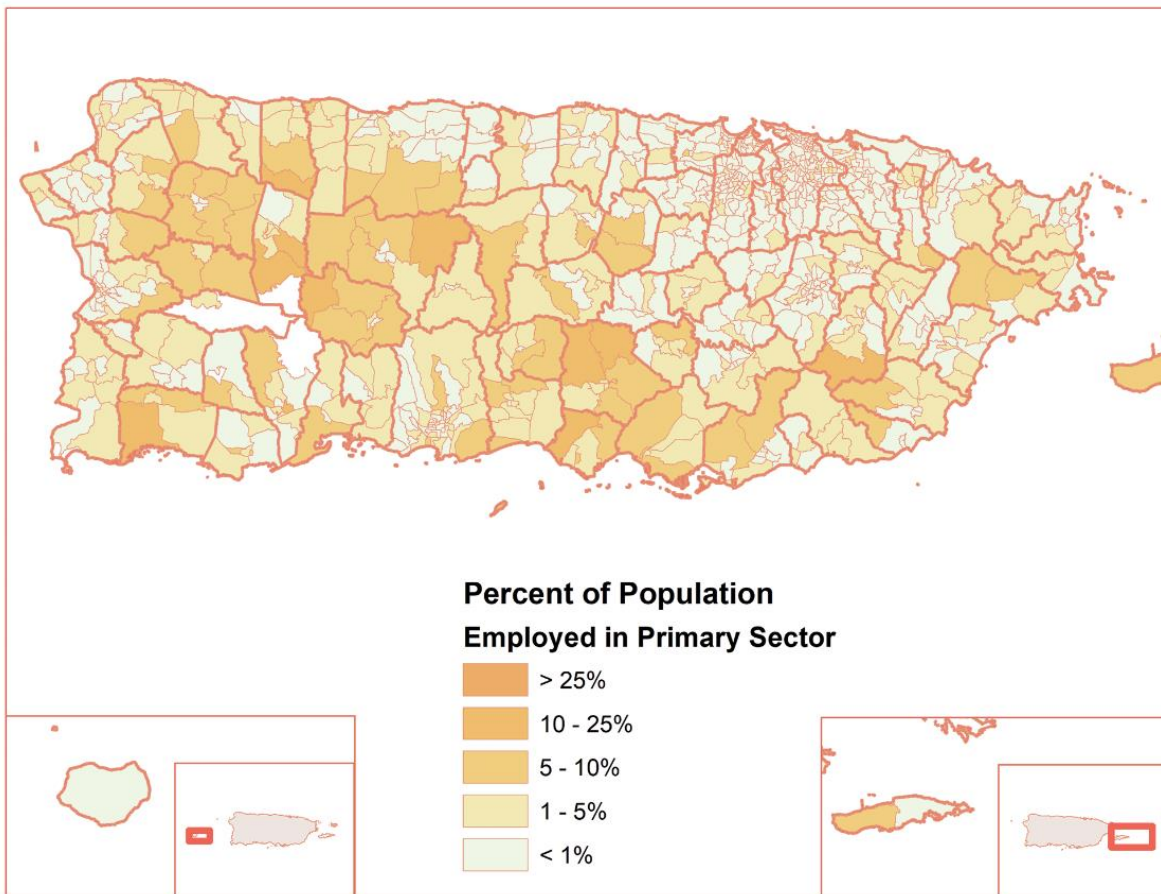


Figure 38. Primary sector (farming, fishing, extractive industry) employment by census tract, source data ACS 2012-2016



## IMPACT ON PUBLIC SERVICES

The hurricanes' impact on public services has been immense. This includes impacts to public health, and mental health, and existing service providers' ability to provide housing counseling, legal counseling, job training, mental health, and general health services. Puerto Rico's mortality rate increased by 62% right after Hurricane Maria from September 20, 2017 to December 31, 2017. The Harvard T. Chan school of Public Health and other institutions stated that "the interruption of medical care was the primary cause of sustained high mortality rates in the months after the hurricane."<sup>95</sup> The Build Back Better report also stated, "many hospitals and primary care facilities were forced to close, nursing homes were left without power or resources, the social service "safety net" fell apart, and basic resources such as clean and potable water, food and medicine became scarce and turned the emergency on the island into a humanitarian crisis."<sup>96</sup>

Puerto Ricans had to contend with many vulnerabilities before Maria which placed them at a significant disadvantage when the storm hit. Harvard Business Review found that receiving less preventive care such as vaccines, immunizations or cancer screenings contributed to compounding the effects of injuries, illnesses or losses of medical services suffered after Maria.<sup>97</sup> According to the Department of Health and Human Services Office of the Assistant secretary for Planning and Evaluation January 2017 Issue Brief, Puerto Rico already has only one quarter the number of intensive care unit hospital beds per person compared to the Mainland US and do not have an burn unit beds in its hospitals. Puerto Rican health indicators also show a greater need for specific subspecialties such as their likelihood to suffer from coronary heart disease, myocardial infarction, asthma, high blood pressure, higher infant mortality rate, and premature birth rate.<sup>98</sup>

According to the April 2018 Henry J Kaiser Family Foundation Report: *Healthcare in Puerto Rico and the US Virgin Islands: a six-month checkup after the Storms*, they found that unstable power especially in remote areas are still facing challenges to manage chronic conditions which require refrigeration of insulin, accessing oxygen, dialysis and others. There have been significant increases in depression, anxiety, panic attacks, and post-traumatic stress disorder. Puerto Rico's Department of Health crisis hotline received a 246% increase in calls totaling 3,050 from the year prior. After examining a three-month period after Maria, the hotline had 9,645 calls from people who had thought about attempting suicide which is an increase of 83% from the year prior as well.<sup>99</sup>

These vulnerabilities however are only the first layer for Puerto Rico's health care system issues which faced a mounting \$72 billion debt, federal funding challenges and system reform efforts post Maria. The Health Resources and Services Administration (HRSA) has deemed 72 of Puerto Rico's 78 municipalities as

<sup>95</sup> <https://www.nejm.org/doi/full/10.1056/NEJMsa1803972>

<sup>96</sup> [https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Build\\_Back\\_Better\\_PR.pdf](https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Build_Back_Better_PR.pdf); page 5

<sup>97</sup> <https://hbr.org/2018/06/what-hurricane-marias-death-toll-reveals-about-health-care-in-puerto-rico>

<sup>98</sup> [https://aspe.hhs.gov/system/files/pdf/255466/PuertoRico\\_Assessment.pdf](https://aspe.hhs.gov/system/files/pdf/255466/PuertoRico_Assessment.pdf)

<sup>99</sup> <http://www.salud.gov.pr/Estadisticas-Registros-y-Publicaciones/Estadisticas%20Suicidio/Febrero%202018.pdf>

medically underserved areas and has identified 32 primary care health provider shortage areas.<sup>100</sup> Puerto Rico's status as a territory has historically limited its accessibility to the Affordable Care Act benefits. Strapped local community health centers and limited Medicaid funding also complicate these challenges.<sup>101</sup> According to the Urban Institute research report for the Puerto Rico Health Care Infrastructure Assessment; a shortage of medical professionals such as midlevel providers like physician assistants, nurse practitioners and specialists exacerbate the needed infrastructure reforms.<sup>102</sup>

The Center for Puerto Rican Studies research brief provides insight into the disruption experienced in Puerto Rico's School enrollment and stress to Puerto Rico's Department of Education. School enrollment data can show more permanent displacement as parents may choose to relocate due to their children's enrollment. Data collected from FEMA reflecting current mailing address and school enrollment estimates from Florida, Massachusetts, Pennsylvania, New York, Connecticut, New Jersey and Illinois show that approximately 22,522 students enrolled within school districts in those states.<sup>103</sup> Additional enrollment data for other states such as Texas, Ohio and California was not available at the time of the study which means this estimate could be larger due to the ACS estimates used having been based on random sampling as well. FEMA provided an estimated 40,013 household members and 19,271 households who changed their mailing address since they first registered with FEMA. This data shows that the continued outmigration from Puerto Rico follows previous studies for Millennial Migration from Puerto Rico but also the notable growth of the 2017 post-Maria wave.<sup>104</sup>

In response to this outmigration and funding scarcity to keep the school system running, Puerto Rico announced they would be closing 283 schools due to enrollment drops. Puerto Rico's Department of Education announced there were 38,700 less students since May 2017 and about 50% of schools are only utilizing 60% of their capacity.<sup>105</sup> Some of the short-term effects can be quantified in teachers having to find alternate schools and logistics around transporting students to open schools predominantly around the areas of San Juan, Ponce, Mayagüez and Aguadilla.<sup>106</sup>

Data from the US Department of Labor indicates that in the two-month period after the impact of the storms there was a significant spike in the number of initial unemployment insurance claims. In 2016 the average number of unemployment insurance claims from October through December 2016 averaged 1,612; comparatively in October 2017 through December 2017 shows an average 4,993 unemployment insurance claims.<sup>107</sup> This spike in number show there will be a greater need for public services to help those without work post-Maria. Creating social safety nets with services such as workforce training,

<sup>100</sup> [https://aspe.hhs.gov/system/files/pdf/255466/PuertoRico\\_Assessment.pdf](https://aspe.hhs.gov/system/files/pdf/255466/PuertoRico_Assessment.pdf)

<sup>101</sup> <https://hbr.org/2018/06/what-hurricane-marias-death-toll-reveals-about-health-care-in-puerto-rico>

<sup>102</sup> [https://www.urban.org/sites/default/files/publication/87011/2001050-puerto-rico-health-care-infratructure-assessment-site-visit-report\\_1.pdf](https://www.urban.org/sites/default/files/publication/87011/2001050-puerto-rico-health-care-infratructure-assessment-site-visit-report_1.pdf)

<sup>103</sup> <https://centropr.hunter.cuny.edu/sites/default/files/PDF/Schoolenroll-v2-3-3-2018.pdf>

<sup>104</sup> <https://centropr.hunter.cuny.edu/sites/default/files/PDF/Schoolenroll-v2-3-3-2018.pdf>

<sup>105</sup> <https://www.nbcnews.com/news/latino/puerto-rico-close-283-schools-amid-sharp-enrollment-drop-after-n863246>

<sup>106</sup> <https://www.nbcnews.com/news/latino/puerto-rico-close-283-schools-amid-sharp-enrollment-drop-after-n863246>

<sup>107</sup> <chrome-extension://gbkeegbaiigmenfmjflcdgdpimamgkj/views/app.html>

accessibility to capital to stimulate entrepreneurship and counseling services can play a role in providing areas for overall economic development.

As FEMA Public Assistance and private insurance estimates are finalized, the remaining unmet need for healthcare facilities public services such as prehospital medical care, attention and coordination before, during and after catastrophic events, certification of emergency plans, road maintenance and expansion of safety net services to vulnerable populations in programs such as HOPWA, CoC, Section 8, those with disabilities, elderly, pregnant women, infants and others may be addressed in forthcoming action plan amendments as funds become available.

The housing counseling, workforce training, legal service, and social interest housing programs described in the program section of the Action Plan were created to address the needs identified in this plan, and as necessary to complement activities intended to address housing, infrastructure, and economic revitalization. Additionally, specialized service providers with experience working with diverse populations will ensure accessibility to individuals having wide-ranging disabilities including mobility, sensory, developmental, emotional, and other impairments by working to facilitate an environment where their needs can be addressed.

### COMMUNITY DISASTER LOANS

Almost all 78 municipalities across the islands have suffered impact from Hurricanes Irma and Maria and have suffered a substantial loss in tax revenue as individual tax payers and businesses face economic hardship in their own recoveries. Without critical tax revenue from property tax, sales tax, income tax, or any other locally imposed tax, these municipalities are unable to support essential services for local residents.

For this need, FEMA has awarded \$53 million for 12 municipalities in low-interest loans under the Community Disaster Loans (CDL) program which provides operational funding to help local governments that have incurred a significant loss in revenue, due to a major disaster that has or will adversely affect their ability to provide essential municipal services. The following 12 municipalities have been reviewed and approved to receive the first iterations of these loans: Bayamón, Caguas, Humacao, Juncos, Ponce, Río Grande, Sabana Grande, Salinas, San Lorenzo, Toa Baja, Trujillo Alto and Yabucoa. These municipalities are each eligible to receive up to a \$5 million loan. 65 other municipalities are under review for requested assistance to determine eligibility and whether they incurred at least 25% loss of tax revenues in their operational funds.

### REPORTED PUBLIC SECTOR IMPACT

The Junta de Planificación, known in English as the Planning Board, is at the forefront of the processes and technology to promote, through effective and appropriate tools, the sustainable development of Puerto Rico. The Board has compiled an extensive report on the hurricane impact to the Puerto Rico public sector. In its analysis the Planning Board also considers the Four-Year Investment Program (Programa de Inversiones de Cuatro Años or “PICA”) framework to assess impact in income loss. The Four-Year Investment Program guides public agencies and corporations in the preparation of their respective



investment programs and capital improvements. The framework contains a demographic and socioeconomic profile of Puerto Rico as a whole and from the regional perspective, and an economic assessment, including analysis of public debt and information on development patterns and priority projects for Puerto Rico.<sup>108</sup>

The Board’s initial impact estimates for public sector agencies, corporations and municipios as of February 6, 2018 was estimated at \$5.7 billion. The “Economic Report to the Governor 2017, Planning Board of Puerto Rico” was published March 9, 2018 and is an important document to be considered by public, private and governmental stakeholders. Readers are encouraged to review the document in full on the Board’s website.<sup>109</sup>

The Puerto Rico Planning Board continues to study the economic conditions of the island and quantify the short and long-term impact of Hurricanes Irma and Maria. In the short term, the information on the labor market is being analyzed for short term impact, while variables such as consumption, investment, and trade balance are being analyzed for a long-term macroeconomic picture. The Economic Report to the Governor 2018, will include an analysis of short and long-term impact, using statistical demographic, economic indicators and macroeconomic theory.

Research and actionable planning is strategically divided by the Puerto Rico Planning Board into eleven (11) functional areas. These areas can be seen in the Puerto Rico Planning Board map below.



Figure 39. Geographic delineation of Planning Board functional areas. Map provided by the Puerto Rico Planning Board.

<sup>108</sup> Programa de Inversiones de Cuatro Años 2018-2019 A 2021-2022, The Puerto Rico Planning Board, <http://jp.pr.gov/Portals/0/Economia/PICA/MARCO%20REFERENCIA%20DEL%20PICA%202018-2019%20a%202021-2022%20final.pdf?ver=2018-04-19-184254-700>

<sup>109</sup> Same as footnote above.

## ECONOMIC UNMET NEED

Economic impact caused by a major disaster event results in immediate loss of services and lowered if not halted business output for companies located in and around the impact zone. True impact can be far reaching and continue in short and long-term waves as the local tax base recovers, making it difficult to pinpoint a true dollar amount for impact and recovery need.

The economic impact calculated for this action plan is based on current federal data sets only and will be updated as necessary to inform a growth-centric approach to the allocation and administration of HUD CDBG-DR assistance.

Understanding financial effects to livelihoods provides a more comprehensive understanding of recovery needs across the impacted area. Detailed assessments such as the forthcoming 180-day report to Congress will provide a more comprehensive overview of extended losses to businesses including those related to power loss, tourism slowdowns, and detailed models related to current influxes of funds, business incubation, and other economic stimulus programs currently underway.

The focus of the assessment in this Action Plan centers on identifying those immediate impacts to businesses (buildings and content) resulting from Irma and Maria. The Small Business Administration (SBA) makes low cost disaster loans available to qualified businesses and their services are an important indicator of business impact. Utilizing SBA business data in conjunction with HUD methods laid out in the Federal Register informs the approach to identify property and content impacts to businesses across Puerto Rico. According to SBA business loan information<sup>110</sup> there were 88,988 applications issued across the island. Of these, 4,010 applicants had a verified property loss of \$312,990,105 and another 16,840 applicants are either “in-process”, have withdrawn, or were declined for a loan from the program. An additional 68,773 applications were issued but not returned to the SBA (table 23). Note, the high percentage of applications that were issued but not returned. Anecdotal evidence suggests that many Puerto Rican small business owners walked away from the SBA process because they feared they simply could not repay a business loan. Other applicants, particularly those who were declined, have seen an increase in advocacy from members of Congress who hope to see higher rates of SBA approvals moving forward.<sup>111</sup>

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<sup>110</sup> SBA\_DCMS\_Business\_report\_Irma\_Maria\_PR\_00029\_PR\_00031\_09\_2\_2018

<sup>111</sup> <http://newsismybusiness.com/velazquez-rebuild-businesses/>

SBA BUSINESS APPLICANT STATUS	COUNT OF APPLICANTS	% IN STATUS
Approved	3,375	3.79%
Declined	5,232	5.88%
In Process	8,402	9.44%
Issued	68,773	77.28%
Withdrawn	3,206	3.60%
<b>Grand Total</b>	<b>88,988</b>	<b>100%</b>

Table 23. Status of SBA applicants as of September 2, 2018

The average verified loss for all applicants with SBA verified losses was \$78,052 and the median loss was \$34,109. Utilizing the general methodology put forth for the housing impact and unmet needs enables the identification of impacts and unmet needs for those businesses who are not initially accounted for in the available datasets.<sup>112</sup> Coupling the SBA Business Report with methods put forth by HUD and knowledge about housing impacts provides a robust estimate of actual and probable extended impacts for businesses who did not qualify for loans. The methods utilized in this assessment are outlined here:

First, known losses for those who applied for SBA loans and were visited by SBA inspection teams reveal a total loss (property and contents) of \$474.2 million for roughly 4,010 businesses. Table 24 shows the count and total losses verified by SBA during the inspection process.

SBA VERIFIED LOSS	COUNT	VALUE
<b>SBA applicants with a real estate verified loss (Repairs)</b>	4,010	\$ 312,990,105
<b>SBA verified reconstruction loss (Rebuild)</b>	295	\$ 38,849,868
<b>SBA verified relocation loss (Rebuild Elsewhere)</b>	5	\$ 97,576
<b>Verified furniture loss</b>	2,388	\$ 19,183,223
<b>Verified machinery loss</b>	3,841	\$ 77,838,409
<b>Verified inventory loss</b>	1,838	\$ 25,289,941
<b>Total real estate losses for businesses referred to SBA (Estimate)</b>		\$ 474,249,122

Table 24. Small Business Administration Verified Business Property and Content Loss of All SBA Applicants

Extended loss estimates were established by utilizing HUD's methodology outlined in the federal register.<sup>113</sup> Here, businesses are grouped into 1 of 5 categories based on total real property and content losses. For this assessment, real property loss includes verified repair, reconstruction, or relocation costs and content losses include impacts to furniture, machinery, or inventory. Table 25 shows the number of businesses in each of these loss categories as well as the median loss and percentage of total businesses

<sup>112</sup> SBA\_DCMS\_Business\_report\_Irma\_Maria\_PR\_00029\_PR\_00031\_03\_18\_2018

<sup>113</sup> <https://www.gpo.gov/fdsys/pkg/FR-2018-02-09/pdf/2018-02693.pdf>

within said category. These median values are utilized in estimating additional unmet need to other businesses.

HUD Cat	DAMAGE	COUNT	MEDIAN LOSS	PERCENTAGE OF ALL BUSINESSES
Category 1	< \$12,000	1,465	\$5,676	23.93%
Category 2	\$12,000 - \$29,999	1,546	\$19,907	25.25%
Category 3	\$30,000 - \$64,999	1,489	\$42,691	24.32%
Category 4	\$65,000 - \$149,999	1,017	\$91,290	16.61%
Category 5	>= \$150,000	605	\$256,459	9.88%

*Table 25. Federal register method impacted business count*

Estimating additional losses to the more than 80,000 businesses across the island required utilization of SBA data, HUD methods outlined in the Federal Register, and general impact information from FEMA and SBA. The compact size of the island, the fact that homes and businesses often share the same space, and the track of the hurricanes indicates that impacts to homes and businesses likely occurred in a similar pattern.

Following this logic, an estimate of the percentage of damaged businesses across the island was created by first multiplying the total number of business applications (88,988) less those for whom real property or contents damage was already calculated (6,122), by the percentage of estimated homes damaged by Irma and Maria (90%)<sup>114</sup>, yielding an estimated 74,579 businesses impacted outside of those cataloged by SBA. Multiplying this total number of businesses by the true percentage of all business impacted by category provides an estimate of impacted businesses in each category of impact (table 26). Utilizing methods established in the Federal Register, multiplying the total number of businesses by the known median loss value resulted in estimated total losses to property and contents for the hurricane impact areas.

<sup>114</sup> <http://emergency.copernicus.eu/mapping/ems/copernicus-ems-monitors-impact-hurricane-maria-dominica>

HUD Cat	DAMAGE	COUNT	MEDIAN LOSS	ESTIMATED LOSSES
Category 1	< \$12,000	17,847	\$5,676	\$101,299,572
Category 2	\$12,000 - \$29,999	18,934	\$19,907	\$374,928,438
Category 3	\$30,000 - \$64,999	18,139	\$42,691	\$774,372,049
Category 4	\$65,000 - \$149,999	12,389	\$91,292	\$1,130,991,810
Category 5	>= \$150,000	7,370	\$256,459	\$1,890,102,830

Table 26. Federal register method estimated additional business counts and estimated losses

These losses were combined with known losses from SBA business data to estimate a total initial economic impact to business real property and contents of over \$4.7 billion (table 27). Accounting for 38% in additional resilience costs on rebuilding damaged structure<sup>115</sup> such as more stringent building codes, cost of compliance measures, elevations, or freeboard requirements increases the total cost of repairs to \$5.8 billion.

Category	Count	Value
Category 1 Loss (< \$12,000)	17,847	\$101,299,572
Category 2 Loss (\$12,000 - \$29,999)	18,934	\$374,928,438
Category 3 Loss (\$30,000 - \$65,000)	18,139	\$774,372,049
Category 4 Loss (\$65,000 - \$150,000)	12,389	\$1,130,991,810
Category 5 Loss (>\$150,000)	7,370	\$1,890,102,830
Sum of estimated losses to property and contents		\$ 4,271,694,699
Total verified loss for all businesses (Estimate)		\$ 4,745,943,821
Accounting for additional resilience costs		\$ 5,804,929,161

Table 27. Estimated Small Business Administration Property and Content Losses

SBA payouts to businesses totaled \$99.9 million for these lines of loss, leaving a potential unmet need of \$4.6 billion or \$5.7 billion when accounting for resilience costs (table 28).

<sup>115</sup> Estimated costs attributed to buildings vs contents were determined by multiplying a real property loss ratio (.57) and contents loss ratio (.43) by total categorical loss groupings provided by the federal register (property + contents). In Maria and Irma, 57% of these losses were specific to property and 43% were specific to contents. Using this method enables the creation of a more precise resilience cost applied to reconstruction/repair, but not to contents.

CATEGORY	COUNT	VALUE
SBA repair payments	1,289	\$ 62,089,242
SBA reconstruction payments	66	\$ 6,526,000
SBA relocation payments	5	\$ 309,200
SBA furniture payments	642	\$ 4,505,700
SBA machinery payments	1,096	\$ 20,247,292
SBA inventory payments	459	\$ 6,196,100
<b>Total Benefit</b>		<b>\$ 99,873,534</b>
<b>Total verified loss for all businesses (Estimate)</b>		<b>\$ 4,646,070,287</b>
<b>Accounting for additional resilience costs</b>		<b>\$ 5,705,055,627</b>

Table 28. SBA business loans and remaining unmet needs

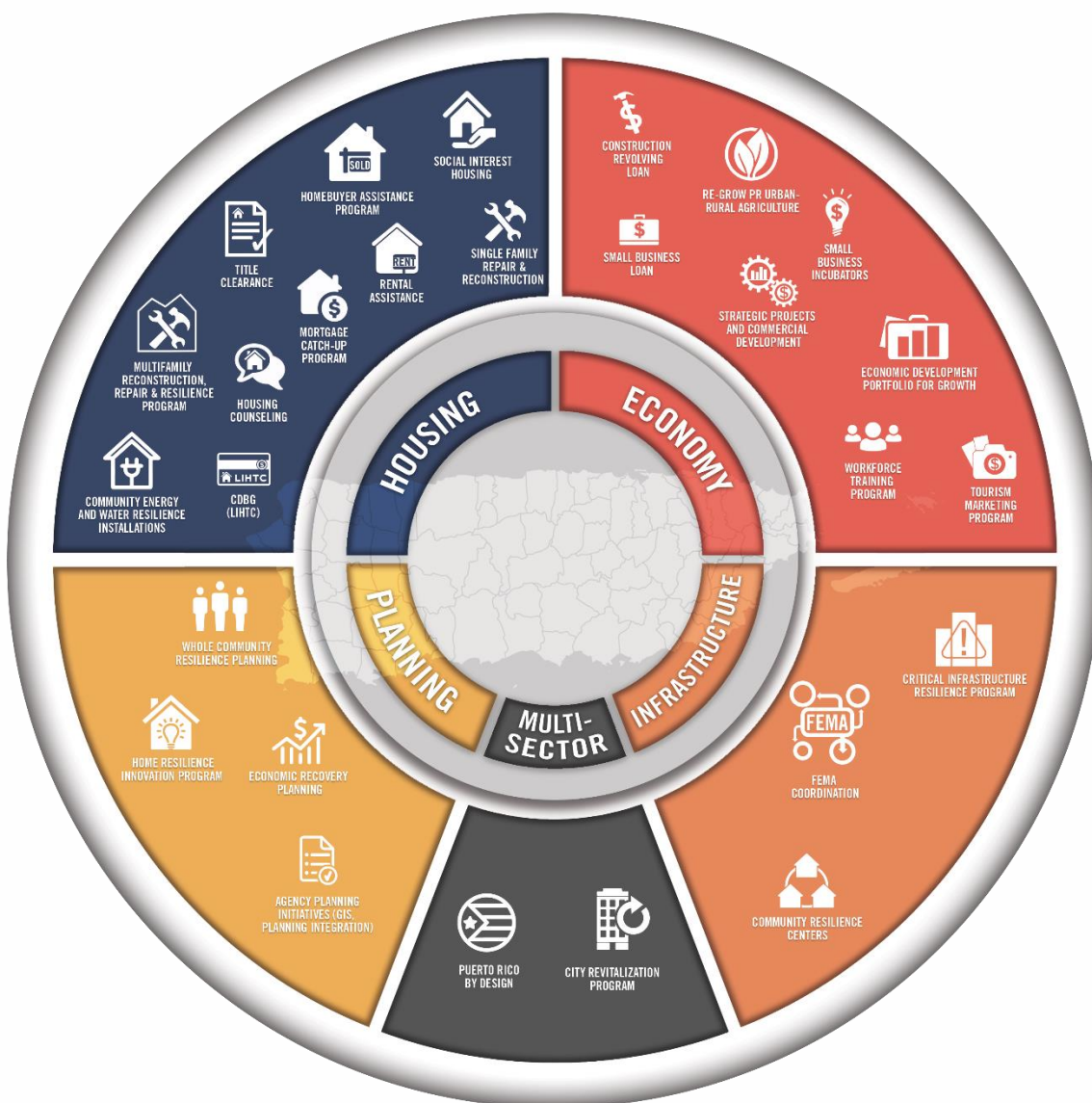
The current federal datasets reflect a smaller portion of economic unmet need when compared to housing unmet need. However, due to the outmigration exacerbated by the hurricanes and the need to strengthen the employment sector in order to stabilize housing, economic recovery is a significant part of this amended plan. This is also consistent with the Fiscal Plan and the Recovery Plan.



# METHOD OF DISTRIBUTION

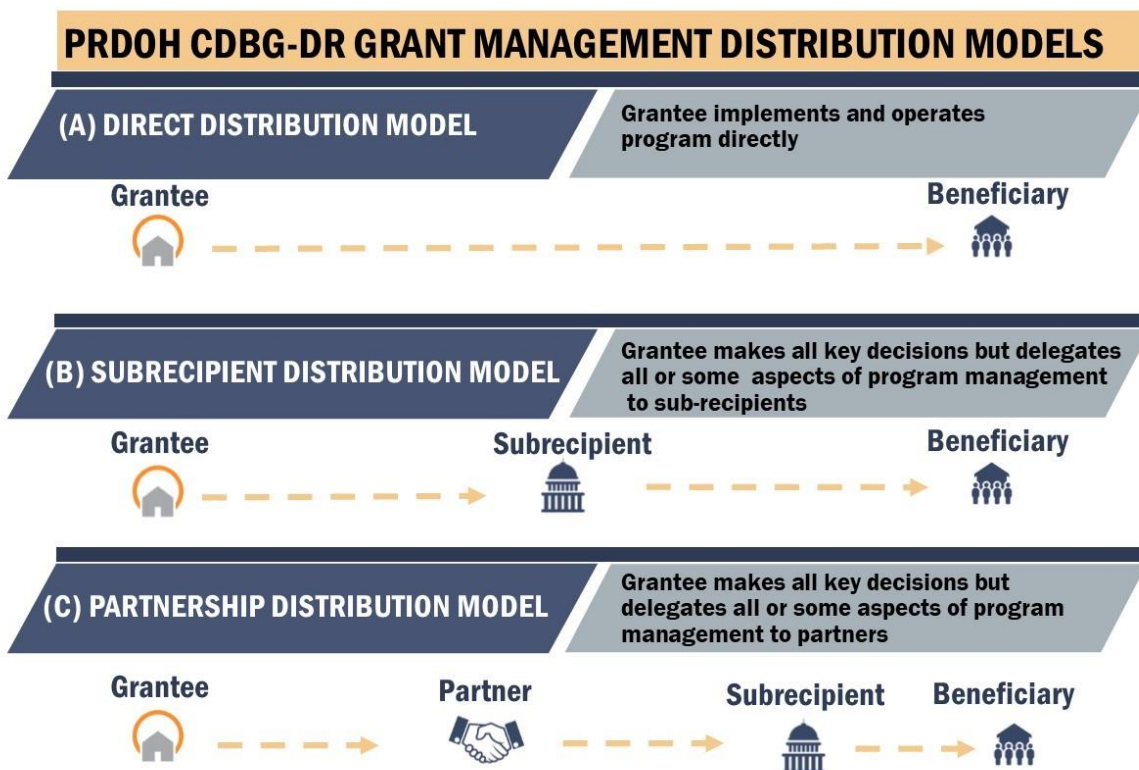
## RECOVERY PROGRAMS

Delivering a transparent, people-focused recovery is Puerto Rico’s top priority. With these funds Puerto Rico is investing in a safer, more sustainable society. Programs are designed to protect people and property, rebuild families, strengthen communities, generate long-term investment in social capital, and spur economic development. Programs are categorized by Housing, Planning, Economic Recovery, Infrastructure, and Multi-Sector.



PRDOH will utilize three (3) distribution models for its recovery programs. PRDOH will utilize MOD method A to administer the housing repair, reconstruction, and relocation program. Models B and C will be used for other programs as outlined in detail within the program descriptions in the following pages. Program design was created using information provided by the municipios (UGLGs) and other stakeholders. Municipios and stakeholders will play an active role in many of the programs, including but not limited to housing and planning. Although regional collaboration is highly encouraged, for the purposes of duties and operations conducted under these programs, Partners and/or Sub Recipients shall perform work only in their programmatic areas.

Programs will be administered by PRDOH under one of three models:



*Grantee*

The Commonwealth of Puerto Rico is formally the Grantee for the CDBG-DR funds. The Governor has designated PRDOH as the grantee for purposes of administering the program and executing grant agreements with HUD. Therefore, PRDOH will be referred to as the grantee in this Action Plan and in administrative agreements with HUD.

*Beneficiary*

Beneficiaries are the persons to whom assistance, services or benefits are ultimately provided. Eligible beneficiaries are defined for each program in the Action Plan.





### *Partners*

Partners may include, but are not limited to, governmental agencies, governmental organizations, non-governmental organizations, or non-profit organizations as applicable for the program established in the Action Plan. Performance requirements, roles, and responsibilities will be outlined by PRDOH in a formal agreement, which may be in the form of a Memorandum of Understanding (MOU). Partners may then perform all or some of Program Management activities as outlined by PRDOH. Partners may procure technical assistance and program management services as outlined by PRDOH or have technical assistance and program management services provided to them by PRDOH or other oversight agencies. PRDOH will oversee vendor procurement and subrecipient selection processes conducted by Partners, as applicable. The Partnership model will strengthen the institutional capacity of the agencies involved.

- Partners may then perform some or all aspects of program management, including overseeing Subrecipient awards and performance, in accordance with PRDOH guidelines.

### *Subrecipients*

Subrecipients are chosen by the grantee or its designee (Partner) to undertake certain eligible CDBG activities. Subrecipient means a public or private nonprofit agency, authority, or organization, or a for-profit entity authorized under §570.201(o), receiving CDBG funds from the recipient or another subrecipient to undertake activities eligible for such assistance. Subrecipients may include public and private organizations, agencies, including nonprofit and for-profit subrecipients, as applicable for the program established in the Action Plan. For-profits may only be included as subrecipients when assisting with economic development and micro-enterprise activities, unless otherwise waived by HUD. Subrecipients will meet the selection criteria outlined in the Action Plan and/or Program Guidelines and will:

- Carry out specified program on behalf of PRDOH
- Comply with all Federal statutes, regulations and program requirements
- Comply with all terms and conditions of the subrecipient agreement
- Meet all established performance goals

PRDOH is the responsible entity for subrecipient compliance and performance and Environmental Review under 24 CFR Part 58. Agreements with subrecipients will comply with §570.503. Therefore, Subrecipients who fail to meet any of the criteria outlined above, or as specified in their grant agreement, may have their ability to carry out program activities rescinded, in which case activities would be managed by PRDOH or its designee or funds redistributed in accordance with the Action Plan.

# PROGRAM REQUIREMENTS

## CDBG-DR PROGRAM NATIONAL OBJECTIVES

All programs supported by HUD Community Development Block Grant Disaster Recovery (CDBG-DR) assistance must demonstrate benefit to individuals and communities by meeting one of the program's three National Objectives for all money spent on projects. These are: (1) benefiting low-and moderate income (LMI) persons, (2) aiding in the prevention or elimination of slums or blight, or (3) meeting a need having particular urgency (urgent need).

Low- to moderate- income households are defined as households that do not exceed 80% of the median income for their area, as determined by HUD. These income categories are grouped into the following classifications:

- Extremely Low income – has an annual income at 30% or below the area median income
- Very Low income – has an annual income at 31% to 50% of the area median income; and
- Low income – has an annual income at 51% to 80% of the area median income.

The income limit tables for Puerto Rico are included as Appendix C to this plan.

In compliance with the Housing and Community Development (HCD) Act, and as announced in 83 FR 5844, the primary objective of the HCD Act is the "development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income" (42 U.S.C. 5301(c)). To carry out this objective, the statute requires that not less than 70 percent of the aggregate of CDBG program funds be used to support activities benefitting low- and moderate-income persons. The 70 percent overall benefit requirement shall remain in effect for this allocation, unless waived pursuant to a request by an individual grantee to authorize a lower overall benefit for its CDBG-DR grant based on a determination by HUD of compelling need for the reduction.

### *Duplication of Benefit*

In accordance with the Robert T. Stafford Act, as amended, Puerto Rico will implement policies and procedures to ensure no individual receives duplication of benefit for the same purpose and/or effect to recover from the hurricanes. Federal law prohibits any person, business concern, or other entity from receiving Federal funds for any part of such loss as to which he has received financial assistance under any other program, from private insurance, charitable assistance or any other source. Detailed policies and procedures for assessing Duplication of Benefit will be posted on the Disaster Recovery website.

### *Pre-agreement Costs*

The provisions of 24 CFR 570.489(b) and 570.200 (h) permits a grantee to reimburse itself for otherwise allowable costs incurred by itself or its recipients sub grantees or sub recipients on or after the incident of the covered disaster. The provisions at 24 CFR 570.200(h) and 570.489(b) apply to grantees reimbursing costs incurred by itself or its recipients or subrecipients prior to the execution of a grant agreement with HUD. This includes but is not limited to activities supporting program development, action plan

development and stakeholder involvement support, and other qualifying eligible costs incurred in response to an eligible disaster covered under Public Law 115-56.

PRDOH incurred pre-award costs and is seeking reimbursement for these costs that are reasonable and allowable under this regulation. PRDOH intends to recover the pre-award costs consistent with the authority cited in this section. These costs include the cost for salary, employer fringe benefits, and direct operating cost for each employee based on their individual percentage of time spent on the planning of the CDBG-DR program during a pay period. Any cost associated with the disaster recovery efforts will be allocated based on the total time spent on CDBG-DR activities versus other duties for a particular month.

The total cost of the contractors to assist with disaster recovery research and analysis to help PRDOH prepare the unmet needs assessment and action plan and other costs associated with meetings, community outreach, and any other direct costs associated with the Action Plan will be reimbursed by this CDBG-DR grant. Additionally, once contracted, PRDOH may allow the drawdown of pre-agreement costs associated with eligible disaster recovery activities dating back to the date of the disaster(s) for subrecipients and PRDOH with appropriate documentation.

#### *Program Income*

Puerto Rico anticipates it may generate program income as part of the activities allowed under this allocation. Should any funds be generated, recovery of funds including program income, refunds, and rebates will be used before drawing down additional CDBG- DR funds. These amounts will be recorded and tracked in the accounting systems and recorded in the HUD Disaster Recovery Grant Reporting (DRGR) system. The DRGR system requires grantees to use program income before drawing additional grant funds and ensures that program income retained will not affect grant draw requests for other subrecipients. Subrecipients will be required to report program income quarterly and will be subject to applicable regulations and PRDOH and HUD directives. Retention of program income will be in compliance with any subgrant agreements.

#### *Minimizing Displacement*

PRDOH plans to minimize displacement of persons or entities and assist persons or entities displaced as a result of implementing a project with CDBG-DR funds. This is not intended to limit the ability of PRDOH to conduct buyouts or acquisitions for destroyed and extensively damaged units or units in a floodplain. PRDOH will ensure that the assistance and protections afforded to persons or entities under the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), and Section 104(d) of the Housing and Community Development Act of 1974 are available. PRDOH plans to exercise the waivers set forth in Federal Register/Vol. 83, No. 28/Friday, February 9, 2018 pertaining to URA and HCD Acts given its priority to engage in voluntary acquisition and optional relocation activities to avert repeated flood damage and to improve floodplain management. The Residential Anti-displacement and Relocation Assistance Plan (RARAP) will conform with the standards or requirements of 24 CFR 42.325(a) and (b). Based on the portfolio of programs outlined in the Action Plan, PRDOH plans to minimize displacement by arranging for facilities to house persons who must be relocated temporarily during rehabilitation. Additionally, HUD Approved Housing Counselors may provide homeowners and tenants with information on assistance available to help them remain in their neighborhood in the face of revitalization pressures.

In addition, HUD requires PRDOH to define “demonstrable hardship” and how it applies to applicants. PRDOH will consider “demonstrable hardship” as exceptions to program policies, including post-assistance affordability requirements for the single-family program, for applicants who demonstrate undue hardship. Applicants in this situation will be reviewed on a case by case basis to determine whether assistance is required to alleviate such hardship. Demonstrable hardship may include, but is not limited to, excessive amounts of debt due to a natural disaster, prolonged job loss, substantial reduction to household income, death of a family member, unexpected and extraordinary medical bills, disability, mental health impacts as a result of the hurricane, etc.

### *Ineligible Activities*

As per the Federal Register Docket No. FR-6066-N-01, the following are ineligible activities:

- i. Properties that served as second homes at the time of the disaster, or following the disaster, are not eligible for rehabilitation assistance or housing incentives. A second home is defined under the Federal Register as a home that is not the primary residence of the owner, a tenant, or any occupant at the time of the storm or at the time of application for assistance.
- ii. Rehabilitation/reconstruction of homes located in the floodway;
- iii. Forced mortgage payoff;
- iv. Rehabilitation/reconstruction of a house in which:
  - a. The combined household income is greater than 120 percent AMI or the national median; and
  - b. The property was located in a floodplain at the time of the disaster; and
  - c. The property owner did not maintain flood insurance on the damaged property, even when the property owner was not required to obtain and maintain such insurance.
- v. Section 582 of the National Flood Insurance Reform Act of 1994, as amended, (42 U.S.C. 5154a) states that no Federal disaster relief assistance made available in a flood disaster area may be used to make a payment (including any loan assistance payment) to a person for “repair, replacement, or restoration” for damage to any personal, residential, or commercial property if that person at any time has received Federal flood disaster assistance that was conditional on the person first having obtained flood insurance under applicable Federal law and the person has subsequently failed to obtain and maintain flood insurance as required under applicable Federal law on such property. The program may not provide disaster assistance for the repair, replacement, or restoration of a property to a person who has failed to meet this requirement.

Given that the HUD Income Limits to establish LMI populations are extremely low in Puerto Rico, PRDOH sought a waiver from HUD regarding assistance prohibitions for households with incomes greater than 120 percent AMI or at a 120 percent rate adjusted in accordance with Federal Poverty Levels. HUD has approved adjusted income limits, which are posted on the HUD and PRDOH websites. The eligibility criteria for applicable programs will utilize the HUD- approved income limits.

### *Subrogation Agreement*

Program beneficiaries must agree to a limited subrogation of any future awards related to hurricanes Irma and Maria to ensure compliance with Robert T. Stafford Act duplication of benefits. Funding award is

contingent upon execution of this agreement. By this agreement, beneficiaries agree to repay any duplicative assistance if other disaster assistance for the same purpose later is received. For example, insurance proceeds received at a later date for the same damage that is being repaired by CDBG-DR would need to be repaid back to the program if it is determined to be duplicative.

#### *Performance Schedule*

Projections for expenditures and outcomes will be submitted to HUD with the action plan and will be amended as needed throughout the life of the grant.

#### *Application Status*

PRDOH and/or potential subrecipients or partner agencies will maintain adequate means of informing applicants on the status of applications for recovery assistance at all phases of all program activities. Multiple standard methods of communication will be provided to ensure applicants receive timely, accurate information regarding their applications. Methods of communication include but are not limited to the Disaster Recovery website, email address, telephone number, postal address, letters, and case managers. PRDOH has established procedures for protecting personally-identifiable information (PII) and will require, train or assist all subrecipients and partner agencies in the implementation of equivalent PII protocols. Safeguards to protect PII will be overseen by managers and directors on an ongoing basis for their respective program areas. Any irregularities will be reported to the compliance officer for resolution.

Application status will also be conveyed in accordance with a program's design. If PRDOH accepts applications from potential subrecipients, information will be communicated via standard methods of communication as well as the assignment of a PRDOH Regional Oversight Manager responsible for a consistent point of contact for effective, timely communication and oversight of each subrecipient.

Language assistance in the form of translation and/or interpretation services will be provided to applicants who lack sufficient ability to read, speak or understand the English or Spanish language. As needed, PRDOH will provide status updates and program materials in accessible formats in accordance with ADA requirements.

#### *Appeal Process*

PRDOH will develop an appeal process which allows program applicants to appeal program decisions. Reconstruction and rehabilitation programs will incorporate a process for applicants to appeal the quality of rehabilitation work, as outlined in 83 FR 5850-5851. Individuals seeking more information regarding this and other issues may contact PRDOH at:

- Via telephone: (787) 274-2527
- Via email at [infoCDBG@vivienda.pr.gov](mailto:infoCDBG@vivienda.pr.gov)
- Online at <http://www.cdbg-dr.pr.gov/contact/>
- In writing at:

Puerto Rico CDBG-DR Program  
P.O. Box 21365  
San Juan, PR 00928-1365

### *Elevation Standards*

PRDOH will apply the elevation standards for new construction, repair of substantially damaged structures, or substantial improvements to residential structures in flood hazard areas, such that the lowest floor is at least 2 feet above the 1 percent annual floodplain elevation, as outlined in the Federal Register. PRDOH will document when elevation, as opposed to alternative strategies, is cost reasonable to promote a community's long-term recovery on a neighborhood or local government level as part of the Whole Community Resilience Planning Program.

The programs as currently designed in the Action Plan are focused on moving families out of harm's way. However, HUD requires a general estimate of elevation to be considered. PRDOH estimates a potential cost of \$44,306.95 for elevating single-family wooden structures, based on the following parameters: For this estimate, PRDOH considered a wooden house of approximately 30' x 35', raised above the lot's elevation, taking into account a flood elevation of approximately 36". A new interior finished floor elevation of 42" was used for calculations. Costs for elevating cement/ cinder block structures are not economically feasible based on the type of construction.

Elevation and flood insurance requirements will be put into place for all applicable program assistance to structures in the floodplain.

### *Fair Housing*

With this opportunity to rebuild, Puerto Rico will increase housing opportunities and affirmatively promote housing choice throughout the housing market. Program implementation will be conducted in a manner which will not cause discrimination on the basis of race, color, religion, sex, disability, familial status, or national origin.

PRDOH will use housing counseling programs and whole community resilience programs to build programs informed by housing choice to provide affordable housing. Because planning decisions may affect racial, ethnic and low-income concentrations, these programs will help provide affordable housing choice in areas that are defined as low-poverty or non-minority<sup>116</sup> where appropriate and in response to natural hazard related impacts. PRDOH will consider the impact of planning decisions on racial, ethnic, and low-income concentrations. This may include utilizing mapping tools and data to identify racially or ethnically-concentrated areas of poverty for the evaluation of possible impacts to those areas as well as to promote fair housing choice and to foster inclusive communities.

### *Feasibility and Cost Reasonableness*

Puerto Rico will review all projects for feasibility through cost-benefit analysis and/or comparison of construction modification costs to repair and incorporate mitigation measures versus reconstruction to the highest resiliency standard. HUD exempts disaster-damaged units that meet the grantee's definition of "not suitable for rehabilitation" from one-for-one replacement requirements. Before carrying out activities that may be subject to the one-for-one replacement requirements, PRDOH must define "not

<sup>116</sup> This language originates in the Register, and is "will promote the availability of affordable housing in low-poverty, nonminority areas where appropriate" <https://www.gpo.gov/fdsys/pkg/FR-2018-02-09/pdf/2018-02693.pdf>.

suitable for rehabilitation” in its action plan or in policies/procedures governing those activities. PRDOH will define “not suitable for rehabilitation” in its policies/ procedures.

Procurement procedures pertaining to the acquisition of materials and services will be reviewed for compliance with 2 CFR 200 Cost Principles including: necessary costs, cost reasonableness standards, allowable costs, and cost allocability.

### *Broadband Infrastructure*

As per requirements of the Federal Register, any substantial rehabilitation, as defined by 24 CFR 5.100, or new construction of a building with more than four rental units must include installation of broadband infrastructure, except where it is documented that: (a) The location of the new construction or substantial rehabilitation makes installation of broadband infrastructure infeasible; (b) the cost of installing broadband infrastructure would result in a fundamental alteration in the nature of its program or activity or in an undue financial burden; or (c) the structure of the housing to be substantially rehabilitated makes installation of broadband infrastructure infeasible.

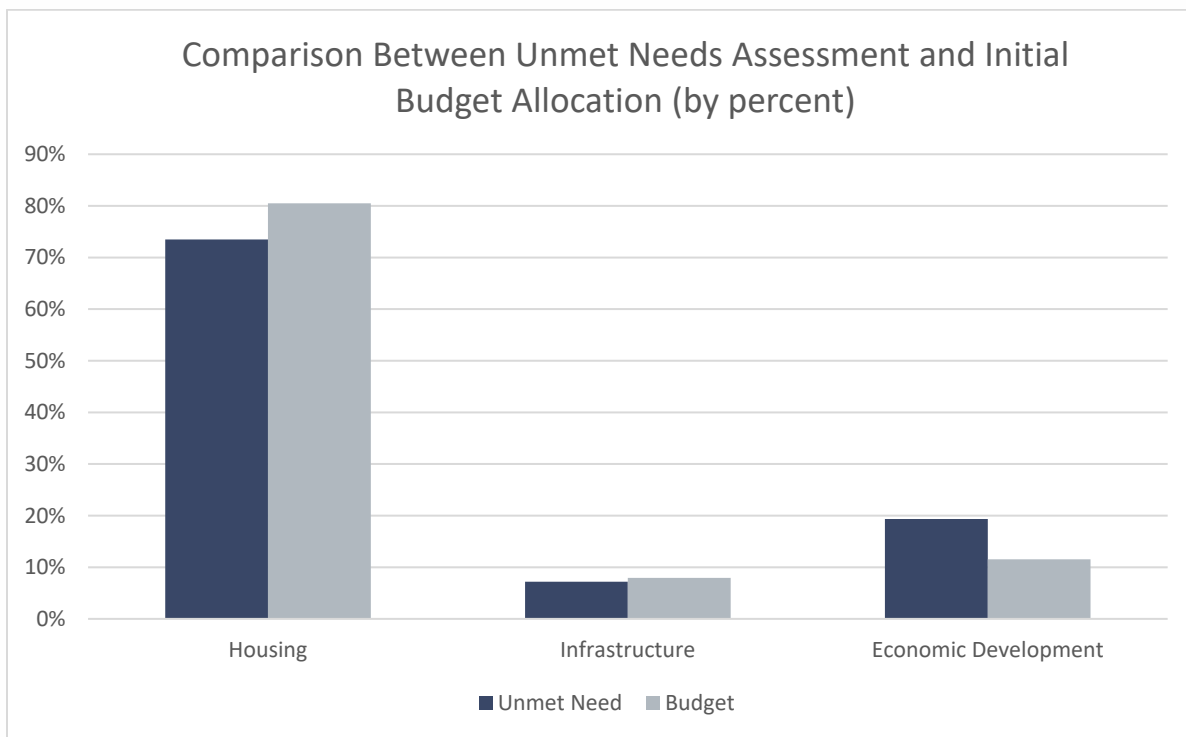
## **PROGRAM BUDGET**

The program budget outlines how funds will be spent. PRDOH will comply with the requirement that not less than 70% of the aggregate of CDBG DR Program funds be used to support activities benefiting low and moderate-income persons, as required by 83 FR 5855, through its housing programs. The program budget generally aligns with the categories identified in the unmet needs assessment, with the majority of funds designated for use in housing. The HUD-identified most impacted and distressed area encompasses the entire Island.

Any amendments to the Action Plan will take place in conformity with HUD requirements. Non-substantial amendments addressing minor administrative changes will be presented to HUD five (5) days prior to being incorporated into the comprehensive Action Plan. Substantial amendments addressing alterations to the Action Plan such as change to program benefit or eligibility criteria, the addition or deletion of an activity, or the allocation or reallocation of more than 10% of grant funds will be publicly posted for no less than fourteen (14) days to allow public input before finalizing and incorporating into the comprehensive Action Plan. Amendments to this Action Plan will be incorporated into one comprehensive document and tracked chronologically in a version control log.



**ALLOCATION OF FUNDS**  
**FIRST ALLOCATION UNDER 83 FR 5844**



*Table 1*

Table 1 compares the percentage of derived unmet need<sup>117</sup> to the percentage of overall program budget<sup>118</sup> (excluding planning and administrative costs) dedicated to each of the three main areas for recovery: housing, infrastructure and economic development. PRDOH used this comparison, along with the mandate that CDBG-DR funding be used to primarily address housing to inform the allocation of funding to each of these general program areas. To further allocate funding within each of these general categories, PRDOH relied on feedback solicited through public engagement from impacted municipios, organizations, and stakeholders.

<sup>117</sup> See Table 3. Summary of Unmet Need by Recovery Category

<sup>118</sup> See Program Budget



PRDOH received 413 project proposals related to housing. Table 2 demonstrates a comparison between the percentage of the housing budget dedicated to each program proposed in the initial Action Plan with the percentage of written project proposals (as compared to the total number of housing projects proposed)<sup>119</sup> related to each housing program. Housing project proposals which are not addressed by programs outlined in this action plan, demonstrated by the “Other” bar, may be considered under future funding allocations. The chart represents a comparison of activity types only and does not address funding levels or funding requests. Significant unmet financial need remains in most categories.

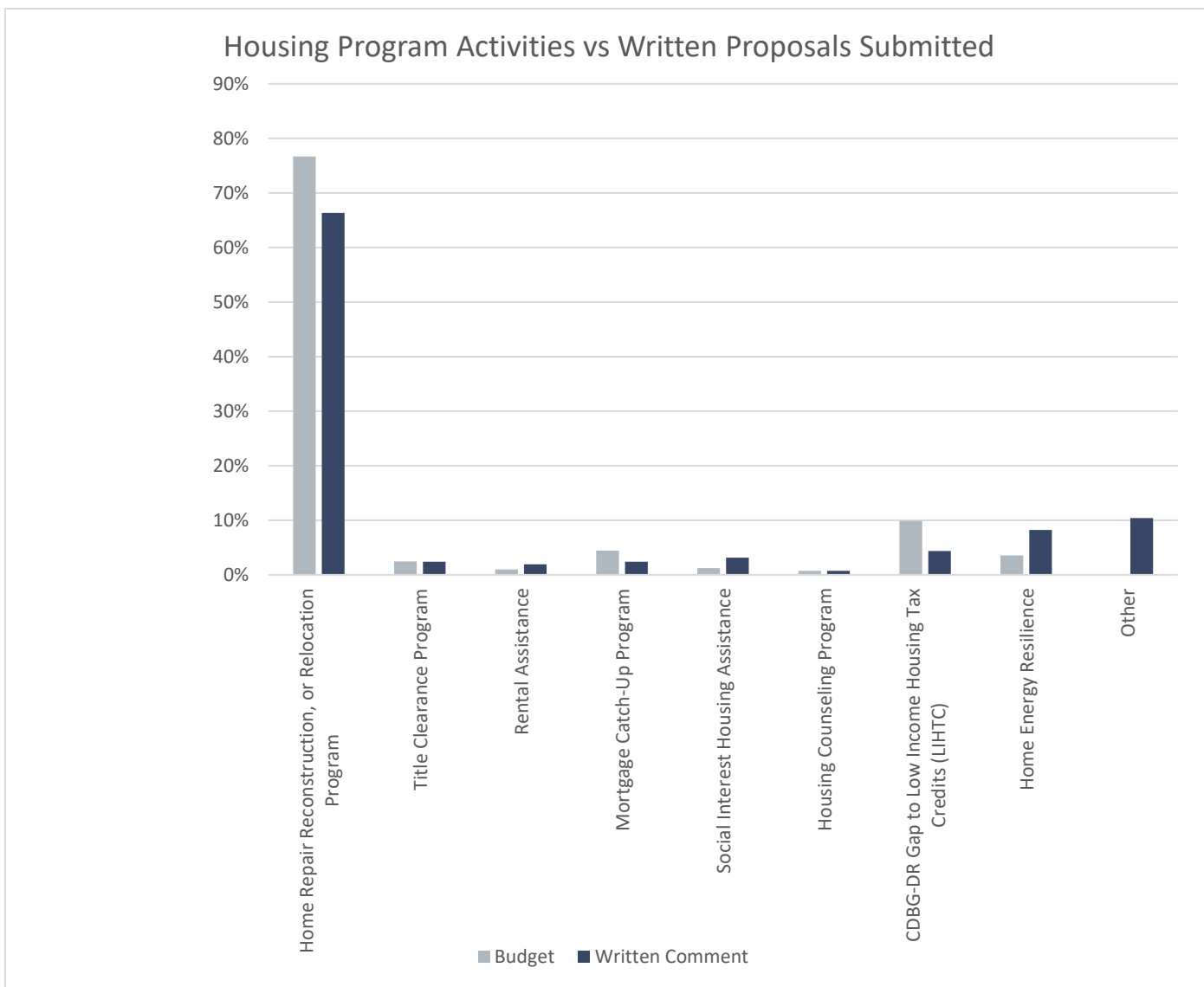


Table 2<sup>120</sup>

<sup>119</sup> See Figure 8, page 13

<sup>120</sup> Home Repair, Reconstruction, or Relocation program proposals percentage includes the following project proposal categories: “Rehabilitate or reconstruct homes in place”, “Construction of new residential units”,

120 project proposals were submitted for projects related to Economic Development<sup>121</sup>. Table 3 demonstrates a comparison between the percentage of the economic development budget dedicated to each program proposed in the initial Action Plan with the percentage of written project proposals (as compared to the total number of economic development projects proposed) related to each economic development program. In an effort to jumpstart construction and economic activity to expedite recovery efforts, PRDOH has chosen to dedicate a higher percentage of the Economic Development budget, when compared to the project proposal submissions, to the Small Business Financing and Construction Revolving Loan programs. Economic Development project proposals which are not addressed by programs outlined in this action plan, demonstrated by the “Other” bar, may be considered under future funding allocations. The chart represents a comparison of activity types only and does not address funding levels or funding requests. Significant unmet financial need remains in most categories.

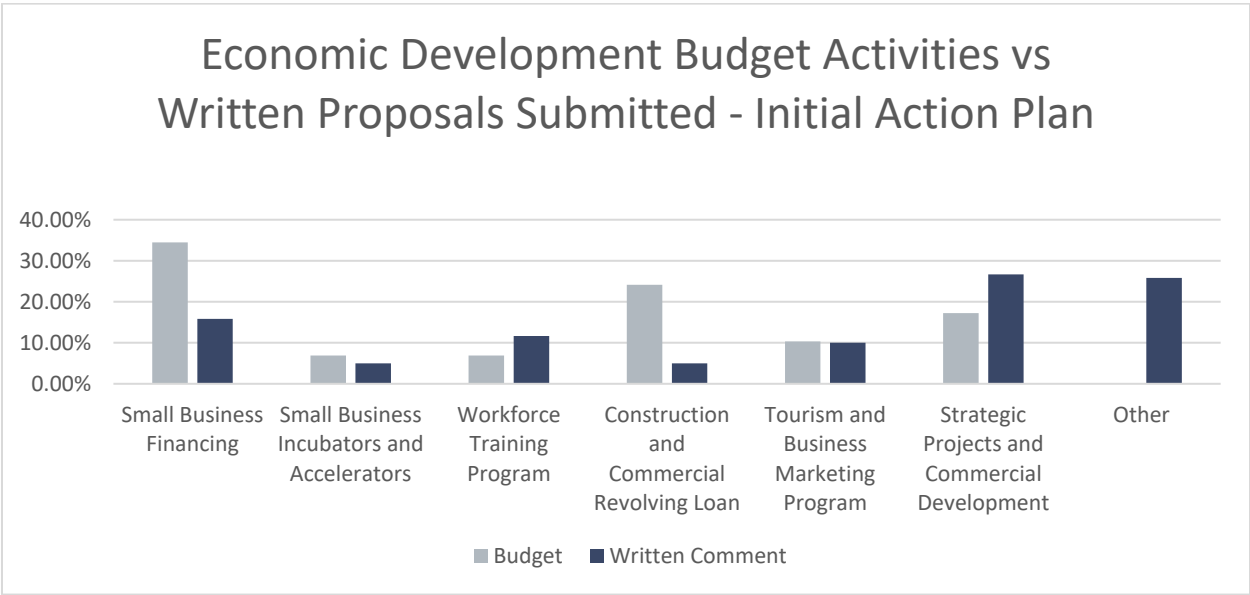


Table 3<sup>122</sup>

“Acquisition of available or public nuisance properties”, “Demolition of homes in the floodplain” and “Relocation of families out of high-risk areas”

<sup>121</sup> See Figure 9, page 13

<sup>122</sup> Small Business financing project proposals percentage includes the following project proposal categories: “Incentivize businesses to continue operations in place” and “Financial assistance for businesses”

Tourism and Business Marketing project proposals percentage includes the following project proposal categories: “Create/rehabilitate hotels/tourist centers” and “Restore lighthouses for tourism”

Workforce Training project proposals percentage includes the following project proposal categories: “Education programs on economic topics” and “Workforce training”.

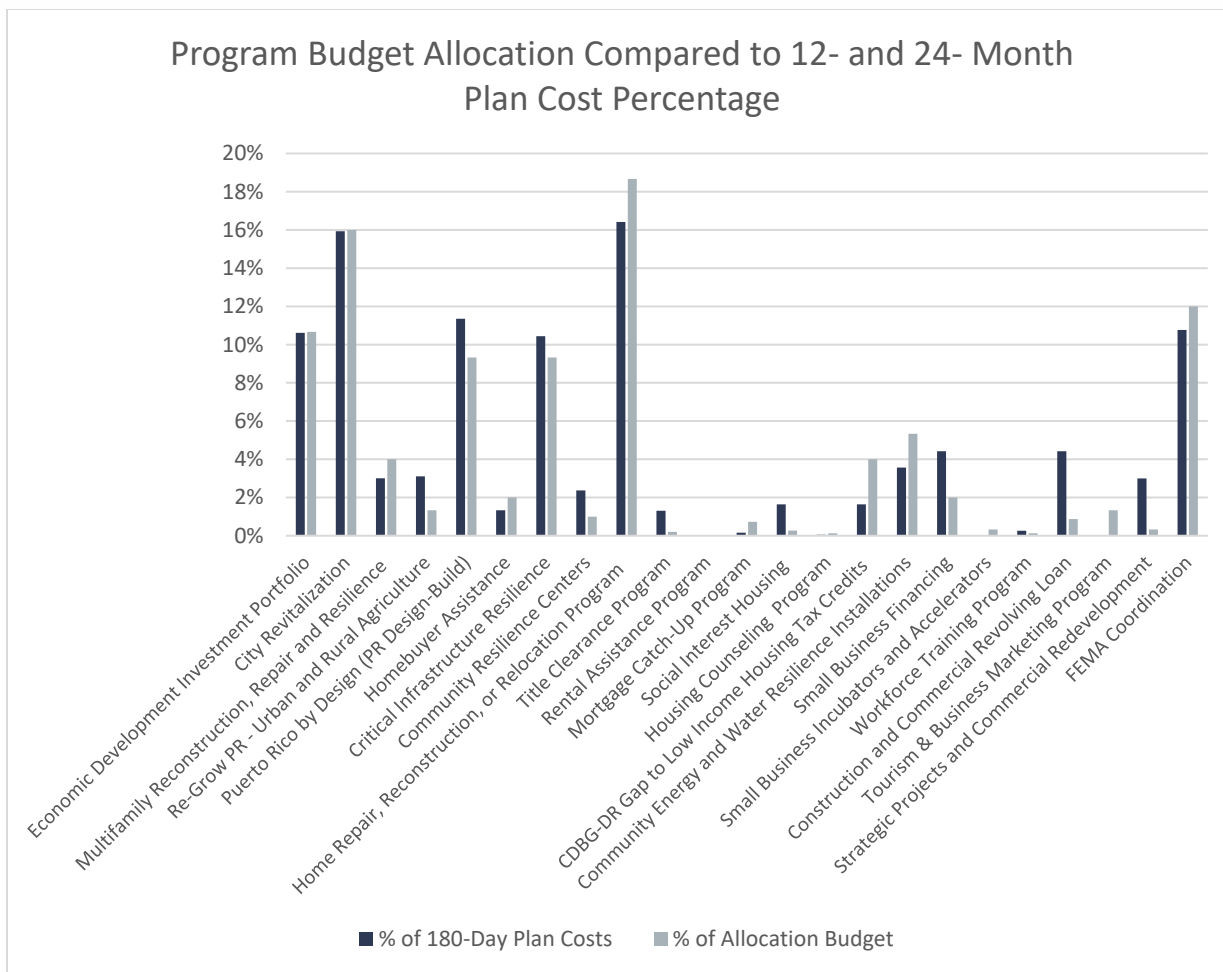
PRDOH received 355 project proposals related to infrastructure. The infrastructure budget outlined in this Action Plan is intended to provide an initial required match funding for approved FEMA Public Assistance (PA) or Hazard Mitigation Grant Program (HMGP) projects. Infrastructure projects proposed that are approved for funding through FEMA PA or FEMA HMGP may be eligible to receive CDBG-DR match funding. More detail on the types and locations of infrastructure activities will become available as the FEMA Project Worksheets are completed under COR3 oversight. PRDOH will work alongside COR3 to ensure coordination.

### **SECOND ALLOCATION UNDER 83 FR 40314**

Funding from the allocation of \$8.22 billion allocated under 84 FR 40314 was dedicated to augment programs outlined in the submission of the initial Action Plan; as well as to fund programs introduced in the first Substantial Amendment to the Action Plan. Funding was allocated to 27 programs based on percentages of overall programs budget commensurate with the percent of overall estimated recovery costs associated with Courses of Action (COA) outlined in the 12- and 24-month Economic and Disaster Recovery Plan, which may be addressed under the programs. Each of the programs described in the following section includes a listing of the Courses of Action which may be addressed by the program.

The chart below illustrates a comparison of the percentage of overall estimated recovery costs for COAs associated with programs outlined in this amended Action Plan and the percentage of the program budget associated with Puerto Rico's second allocation of \$8.22 billion.





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## PLAN ALIGNMENT WITHIN PROGRAMS

This substantial amendment recognizes and responds to the August 14<sup>th</sup> Federal Register Notice directive to be reviewed for consistency with Puerto Rico’s 12- and 24-month economic and disaster Recovery Plan, required by Section 21210 of Public Law 115–123, Puerto Rico’s fiscal plan, and CDBG–DR eligibility. In each of the programs and initiatives presented in Planning, Economic Development, Housing, and Infrastructure, the related courses of action from the Recovery Plan are identified.

<sup>123</sup> This comparison only contemplates funding allocated under 83 FR 40314, no funding was reduced for any program allocated under the initial Action Plan, therefore, the initial allocation methodology for those programs remains; additional funding dedicated to these programs is included in this comparison. 83 FR 5844 allows for a maximum of 20% of the total grant to be dedicated to administration (5%) and planning (15%). Funding dedicated to administration and planning are not included in this comparison.

Additionally, the FR 83 FR 40314 allows the allocation of funds towards unmet economic revitalization and infrastructure needs as a balanced approach to housing, provided that unmet housing need will be otherwise addressed. Due to the complex impacts related to ensuring the stability of the housing system within the context of an Island-wide recovery, as outlined in the HUD Recovery Strategies report, the Recovery Plan, and the Fiscal Plan, sizable investments in infrastructure and economic recovery are allocated in order to restore the supporting infrastructure that makes housing recovery feasible and sustainable over the long-term. This includes creating employment opportunities for impacted residents that will allow them to stay in their homes and reduce the downward pressure on continued out-migration, as well as infrastructure improvements that make housing investments viable. Housing will continue to be addressed with significant investments from CDBG-DR, as well as maximizing leverage with FEMA and other funds.



TOTAL ALLOCATION	First Allocation	Second Allocation	Total Allocation		
		\$1,507,179,000	\$8,220,783,000	\$9,727,962,000	LMI %

Housing	Home Repair, Reconstruction, or Relocation Program	\$825,570,050	\$1,400,000,000	\$2,225,570,050	100%	\$2,225,570,050
	Title Clearance Program	\$25,000,000	\$15,000,000	\$40,000,000	100%	\$40,000,000
	Rental Assistance Program	\$10,000,000	\$0	\$10,000,000	100%	\$10,000,000
	Mortgage Catch-Up Program	\$0	\$0 <sup>124</sup>	\$0	0%	\$0
	Social Interest Housing (Homeless, Domestic Violence)	\$12,500,000	\$20,000,000	\$32,500,000	100%	\$32,500,000
	Housing Counseling Program	\$7,500,000	\$10,000,000	\$17,500,000	75%	\$13,125,000
	CDBG-DR Gap to Low Income Housing Tax Credits (LIHTC)	\$100,000,000	\$300,000,000	\$400,000,000	100%	\$400,000,000
	Community Energy and Water Resilience Installations	\$36,000,000	\$400,000,000	\$436,000,000	100%	\$436,000,000
	Multifamily Reconstruction, Repair & Resilience	\$0	\$300,000,000	\$300,000,000	100%	\$300,000,000
	Homebuyer Assistance	\$0	\$350,000,000	\$350,000,000	30%	\$105,000,000
	<b>HOUSING BUDGET TOTAL</b>	<b>\$1,016,570,050</b>	<b>\$2,795,000,000</b>	<b>\$3,811,570,050</b>		<b>\$3,562,195,050</b>

Economy	Small Business Financing	\$50,000,000	\$150,000,000	\$200,000,000	30%	\$60,000,000
	Small Business Incubators and Accelerators	\$10,000,000	\$25,000,000	\$35,000,000	30%	\$10,500,000
	Workforce Training Program	\$30,000,000	\$10,000,000	\$40,000,000	60%	\$24,000,000
	Construction and Commercial Revolving Loan	\$35,000,000	\$65,000,000	\$100,000,000	30%	\$30,000,000
	Re-Grow PR; Urban and Rural Agriculture	\$0	\$100,000,000	\$100,000,000	70%	\$70,000,000
	Tourism & Business Marketing Program	\$15,000,000	\$10,000,000	\$25,000,000	0%	\$0
	Strategic Projects and Commercial Redevelopment	\$0	\$125,000,000	\$125,000,000	15%	\$18,750,000
	Economic Development Investment Portfolio for Growth	\$0	\$800,000,000	\$800,000,000	15%	\$120,000,000
	<b>ECONOMIC RECOVERY BUDGET TOTAL</b>	<b>\$140,000,000</b>	<b>\$1,285,000,000</b>	<b>\$1,425,000,000</b>		<b>\$333,250,000</b>

<sup>124</sup> 84 FR 4836 published on February 19, 2019 limited the amount of funding available for this program to \$5 million and altered the program eligibility and activities that may be offered. PRDOH is required by HUD to zero out the funds proposed to Mortgage Catch-Up and re-program these funds in a subsequent Action Plan Amendment. <https://www.govinfo.gov/content/pkg/FR-2019-02-19/pdf/2019-02695.pdf>

Infrastructure	Critical Infrastructure Resilience	\$0	\$400,000,000	\$400,000,000	70%	\$280,000,000
	Community Resilience Centers	\$0	\$75,000,000	\$75,000,000	70%	\$52,500,000
	FEMA coordination	\$100,000,000	\$900,000,000	\$1,000,000,000	70%	\$700,000,000
	<b>INFRASTRUCTURE BUDGET TOTAL</b>	<b>\$100,000,000</b>	<b>\$1,375,000,000</b>	<b>\$1,475,000,000</b>		<b>\$1,032,500,000</b>

Multi-Sector	City Revitalization	\$0	\$1,200,000,000	\$1,200,000,000	70%	\$840,000,000
	Puerto Rico by Design (PR Design-Build)	\$0	\$700,000,000	\$700,000,000	70%	\$490,000,000
	<b>MULTI-SECTOR BUDGET TOTAL</b>	<b>\$0</b>	<b>\$1,900,000,000</b>	<b>\$1,900,000,000</b>		<b>\$1,330,000,000</b>

Planning	Whole Community Resilience Planning	\$37,500,000	\$17,500,000	\$55,000,000	N/A	N/A
	Agency Planning Initiatives (GIS, Planning Integration)	\$25,000,000	\$25,000,000	\$50,000,000	N/A	N/A
	Economic Recovery Planning	\$10,000,000	\$12,500,000	\$22,500,000	N/A	N/A
	Home Resilience Innovation Competition	\$750,000	\$5,000,000	\$5,750,000	N/A	N/A
	<b>PLANNING PROGRAMS BUDGET TOTAL</b>	<b>\$73,250,000</b>	<b>\$60,000,000</b>	<b>\$133,250,000</b>	<b>N/A</b>	<b>N/A</b>

	Program Administration	\$75,358,950	\$411,039,150	\$486,398,100	N/A	N/A
	Program Planning	\$102,000,000	\$249,743,850	\$351,743,850	N/A	N/A
	Program Funds	\$1,329,820,050	\$7,415,000,000	\$8,744,820,050	N/A	N/A
	Program Funds Pending Allocation in Subsequent Amendment		\$145,000,000	\$145,000,000		
	<b>Total</b>	<b>\$1,507,179,000</b>	<b>\$8,220,783,000</b>	<b>\$9,727,962,000</b>		



# PLANNING PROGRAMS

Planning is integral to the overall recovery strategy to ensure preparedness and protection from future events. As Puerto Rico transitions from the response phase to the long-term recovery phase, it is imperative for the island to commit ample time and resources to proper planning for adequate response to future storms. Because of the many challenges faced due to back-to-back large-scale storms, Puerto Rico is committed to addressing and correcting recovery issues to ensure the health and safety of its residents. Having proper plans in place in advance of disasters ensures that all stakeholders understand their respective responsibilities and have a roadmap for success in undertaking response activities. Because of the geographic location of Puerto Rico, aging infrastructure, and fiscal woes, vulnerabilities exist in addition to demographic challenges that must be addressed now in anticipation of potential future threats. This includes community recovery, reconstruction, and revisioning around holistic community resilience to account for sea level rise and changes in the environment.

Puerto Rico intends to undertake a Whole Community approach to planning following the national dialogue initiated by FEMA around emergency management. As a concept, Whole Community is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. Engaging all stakeholders around the whole community approach will foster collective learning and further dialogue around anticipation of risk and best practices for resilience. Whole Community principles include:

- Understanding meeting the actual needs of the whole community
- Engaging and empowering all parts of the community
- Strengthening what works well in communities on a daily basis

In addition to the principles, the following six Whole Community strategies represent pathways to action:

- Understand community complexity
- Recognize community capabilities and needs
- Foster relationships with community leaders
- Build and maintain partnerships
- Empower local action
- Leverage and strengthen social infrastructure, networks, and assets.

Puerto Rico also recognizes planning needs related to solving the issue of non-registered construction across the island. Undertaking an initiative to streamline information across government agencies and map parcel data using GIS technology will ensure that housing is properly accounted for and built to improved standards. Finally, the development of robust economic plans in partnership with the private sector is imperative to realizing an improved Puerto Rican economy for all.<sup>125</sup>

<sup>125</sup> Planning activities associated with program design/ management of the other funded programs (housing, etc.) are included in a separate budget line item and are not described as a planning “program” below.



## PLANNING COORDINATION

The Puerto Rico Planning Board has initiated the process of developing and adopting the Advisory Base Flood Elevation Maps and adopting the Limit of Moderate Wave Action areas in coordination with FEMA. The Puerto Rico Planning Board will also, in coordination with the municipios, reformat, update, and improve the consistency of municipal Hazard Mitigation Local Plans in Puerto Rico to ensure all 78 municipalities have an approved local plan prior to the obligation of HMGP funds from 4339-DR-PR (Hurricane Maria) and any other funding event that may occur during the period of approval for the updated plans.

Updates will be completed in compliance with 44 CFR, §201.6, 2 CFR, Part 200, and the applicable Hazard Mitigation Assistance Guidance (February 2015). Additionally, the Puerto Rico Permits Management Office is in the process of reviewing the Puerto Rico Building Codes to adopt the ICC 2018. The Central Office of Recovery, Reconstruction & Resiliency (COR3) will oversee the review of the State Hazard Mitigation Plan.<sup>126</sup>

## MUNICIPAL PLANNING

PRDOH will develop guidelines so that municipios may receive assistance to conduct planning activities. To be eligible, these activities must be necessary, reasonable, allowable, and allocable. Planning activities as defined by HUD include but are not limited to:

- Comprehensive plans
- Community development plans
- Functional plans for housing/land use/economic development
- Mitigation plan or disaster resiliency plan
- Recovery action plans
- Costs associated with creating a plan, including data gathering, studies, analysis, and preparation of plans. Planning activities related to a specific project are Project Costs.

These activities will be administered in conformance with local and federal requirements as part of the program management planning allocation in the Action Plan budget. PRDOH will conduct outreach to the municipios and provide guidance regarding these activities. These activities are in addition to any actions performed under the Whole Community Resilience Program, which addresses planning for targeted communities.

<sup>126</sup> Information from the State Hazard Mitigation Officer (SHMO), COR3, July 2, 2018.

<b>WHOLE COMMUNITY RESILIENCE PLANNING</b>		
<b>PROGRAM TOTAL</b> \$55,000,000	<b>ADMINISTERING ENTITY</b> FOUNDATION FOR PUERTO RICO/ ODSEC	<b>NATIONAL OBJECTIVE</b> N/A
<b>MAX AWARD</b> \$500,000	<b>START- END DATE</b> <b>DURATION OF GRANT</b>	<b>ELIGIBLE AREA</b> PUERTO RICO

### HURRICANE IMPACT

Communities across Puerto Rico were severely impacted by the hurricanes and require long-term resilience planning to ensure recovery solutions are developed to protect life and property from future hazards. Additionally, there is a significant need for outcome-oriented community planning, in particular, around Puerto Rico's designated Special Communities as discussed in the unmet needs section.

### RECOVERY PLAN ALIGNMENT

The Whole Community Resilience Planning program aligns with the following courses of action from Puerto Rico's Recovery Plan: CIT 16, CPCB 3, CPCB 4, CPCB 6, CPCB 9, HSS 22, and MUN 7.

### ELIGIBLE ACTIVITIES

Planning and Capacity Building (Section 105(a) (12) of the HCDA)

### PROGRAM PRIORITIES

High-risk communities, which are defined as communities situated in the floodway or floodplain, landslide risk areas: and/or areas of concentrated damage.

### PROJECT ACCOMPLISHMENTS

The Whole Community Resilience Planning Program will result in comprehensive community recovery plans, the benefit of which will allow communities to develop policy, planning, and management capacity so that they may more rationally and effectively determine their needs, set long-term goals and short-term objectives, devise programs and activities to meet goals and objectives, evaluate the progress of such programs in accomplishing these goals and objectives, and carry out management, coordination, and monitoring of activities necessary for effective planning implementation.

### ELIGIBILITY CRITERIA

Each municipio will be eligible to receive reimbursement for documented staff time related to conducting community planning associated with the initial phase. In Phase 2, some communities may receive a planning award of up to \$500,000 per community plan through a competitive application process. The selection criteria for Phase 2 funding will be released in the first quarter of 2019 as part of the program guidelines. Eligible applicants under Phase 2 include non-governmental or non-profit organizations, local governments, and governmental or quasi-governmental entities.

## METHOD OF DISTRIBUTION

### Partnership Distribution Model

This program will utilize a Partnership Distribution model with the Foundation for Puerto Rico as the program Partner responsible for administering the program, however the Foundation is not the awardee of the total value of the program budget, but the manager of the program. PRDOH will provide additional management functions and overall programmatic monitoring and compliance oversight.

Subrecipients may include non-governmental or non-profit organizations, local governments, governmental or quasi-governmental entities who will be part of the community-driven planning to integrate the needs, desires and resources of the residents in the reconstruction or relocation solutions.

## PROGRAM & DESCRIPTION

The Whole Community Resilience Planning Initiative will craft recovery solutions for all communities, including high-risk areas to increase individual and collective preparedness to future events and ensure greater resiliency at both the community and national levels. A whole community approach ensures shared understanding of community needs and capabilities, greater empowerment and integration of resources from across the community, and a stronger social infrastructure. High risk areas may include communities located in full or in part in the flood-plain, in landslide risk areas, or other areas with environmental or hazard risk. Further, in addition to these hazard risks, a deeper and more multi-dimensional understanding of community risk and vulnerability will be (community resilience profile) will be developed in Phase 1.

In the initial phase of the program, PRDOH and the Foundation for Puerto Rico may work with the Office of Socio-Economic and Community Development (ODSEC for its acronym in Spanish) and the Planning Board to provide technical assistance and data to participating subrecipients. Each municipio will be eligible to receive reimbursement for documented staff time related to conducting community planning associated with the initial phase. The tasks in phase one may include, but are not limited to, data collection and initial analysis, technical training, and outreach to communities within the municipio. In Phase 1 this initiative will prepare communities to make informed decisions and prioritize future actions and funding decisions based upon greater understand of community needs in housing, infrastructure, economic development, health and environment, and education.

In Phase 2, communities may apply openly based on selection criteria developed by PRDOH and the Foundation for Puerto Rico. The selection criteria for Phase 2 funding will be published in the first quarter of 2019 as part of the program guidelines. Selected communities may receive a planning award of up to \$500,000 per community plan. Plans will lay the groundwork for participatory community visioning, utilizing place-based risk and vulnerability analyses to prioritize effective and expedient investments in housing, infrastructure, economic development and revitalization, health and environment, and education as long-term recovery programs are funded. Plans developed in Phase 2 will be based upon addressing community risks and vulnerabilities identified in Phase 1. The goal for the outputs of Phase 2 will be to develop potential options for funding whether as a part of an adjacent initiative or program

within the second tranche, in the third tranche of mitigation funding, or utilizing other funding streams local, federal, or private.

Communities, like Caño Martín Peña, are encouraged to submit holistic plans for recovery to include items such as land-use, relocation, acquisition, and resilience measures. Communities may submit plans through an NGO, with assistance from professional planning firms and developers. NGOs may be established or developed to work jointly with communities in developing their approach. Plans should include a cost-benefit analysis to ensure feasibility of actions proposed and should be as comprehensive as possible to set the stage for next steps. Planning may include a range of items, such as examining structural mitigation measures at either a community or individual house level, housing innovation, and effective land-use. Regional planning and coordination are highly encouraged and municipios are encouraged to examine the needs of special communities. Plans should include a consideration of hazard risk as part of their assessment.

PRDOH will be the administering agency with the Foundation for Puerto Rico as the lead implementation partner, and PRDOH and the Foundation will receive the community applications and final plans, as outlined in the forthcoming program guidelines. PRDOH and the Foundation for Puerto Rico will work collaboratively with relevant governmental entities such as The Puerto Rico Planning Board, ODSEC, et al. and key community-based non-profits in the development of program guidelines to ensure consistency and a coordinated approach. The Foundation for Puerto Rico is a 501(c)(3) local non-profit organization whose mission is to transform Puerto Rico through social and economic sustainable development. PRDOH recognized the importance of collaboration and inclusion of the third sector, and in particular within this program wherein working with community groups, NGOs, and other non-profits would be instrumental in ensuring the success and outcomes of Whole Community Resilience Planning.



AGENCY PLANNING INITIATIVES (GIS, PLANNING INTEGRATION)		
PROGRAM TOTAL \$50,000,000	ADMINISTERING ENTITY PRDOH	NATIONAL OBJECTIVE N/A
MAX AWARD \$50,000,000	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

**HURRICANE IMPACT**

Hurricane Maria magnified the issue of unregistered housing across the island. This may include housing without proper title, permits, plans, inspections, and insurance. Estimates indicate that as much as half of the island’s housing stock has been built or added on to without proper permits, with many units situated in flood zones or other high-risk areas.

Most informally built housing units are not properly accounted for in critical systems such as the 911 database, property tax records, or GIS maps. Lack of ability to locate these units complicated emergency response efforts immediately following Hurricane Maria and will continue to impact public safety if unaddressed. With substantial federal investment and a commitment by residents and the government alike, Puerto Rico can build back better and realize a future where homes will be locatable by emergency response personnel, ownership, and parcel registry data.

**RECOVERY PLAN ALIGNMENT**

The Agency Planning Initiatives program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CPCB 3, ECN 6, HOU 5, HOU 11, HOU 12, MUN 6, and PBD 1.

**ELIGIBLE ACTIVITIES**

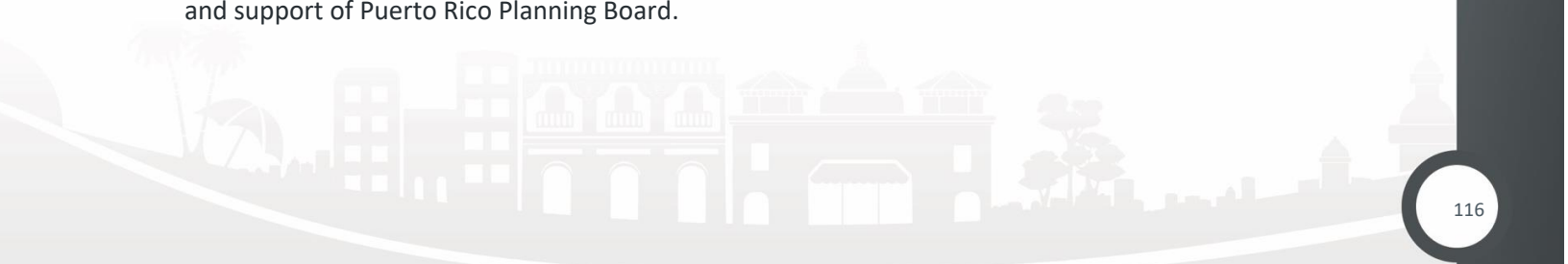
Planning and Capacity Building (Section 105(a)(12) of the HCDA)

**PROJECT ACCOMPLISHMENTS**

- Development of a uniform parcel registry, address mapping, and GIS database
- Completing the parcel/ structure-level data sets for all unregistered properties
- Mapping to identify areas with high incidence of title issues or special populations (elderly, disabled, etc.) for assistance under the Title Clearance Program and other disaster recovery efforts

**ELIGIBILITY**

PRDOH direct oversight, in coordination with the Puerto Rico Innovation and Technology Service (PRITS), and support of Puerto Rico Planning Board.



## METHOD OF DISTRIBUTION

### Subrecipient Distribution Model

## PROGRAM OBJECTIVE & DESCRIPTION

Through a direct allocation to the Puerto Rico Planning Board, in coordination with the Puerto Rico Innovation and Technology Service (PRITS), the Agency Planning Initiative will be undertaken to build the data sets for property across the island to ensure land use is correctly permitted, planned, inspected, insured, and viewable to the municipios. The objective of this initiative will not provide title to unregistered properties; however, it will identify which properties do not have title and which structures are informal or unregistered. This will set the stage for proper title transfers to take place. Reconstruction must marry land-use planning together with updated geographic data to ensure long-term rebuilding efforts leverage federal funds and are implemented in a way that addresses the incidence of informal housing, while enhancing the safety of the island's residents. The CDBG-DR funds for this activity shall not be duplicative of other funding for the same scope of work, should other funds become available.

The Puerto Rico Planning Board provides unparalleled expertise for the hosting of the data generated by this program and will acquire parcel data to populate an integrated GIS database. This will assist with clarifying title and ownership records across the island in conjunction with the Municipal Revenue Collections Center (CRIM, for its Spanish acronym) system already in use. The initiative will lay the foundation to optimize Puerto Rican agencies and municipalities from a planning, land use, and taxing perspective and ensure that emergency response can better meet public safety standards and interagency efficiency is achieved.

The Planning Board is at the forefront of the processes and technology to promote, through effective and appropriate tools, the sustainable development of Puerto Rico. The Planning Board provides a cybernetic portal, data, economic indicators, statistics and social indicators which provide a focused lens to guide the economic, physical and social development goals of the island. It also contains the plans, laws and regulations in force regarding the planning processes of Puerto Rico. Likewise, it has a Geographical Information System with a range of information that facilitates the planning of projects at all levels of the Island's socioeconomic development. This use of technology as an effective planning tool ensures that all sectors, public and private, can obtain reliable data and encourage investment in the Island.

The Planning Board provides interactive catalogs of official maps, digital files, geolocators, GIS, planning regulations, territorial plans, land use plans, flood insurance and case filing among other services. These services and tools position the Planning Board as a uniquely qualified partner to work with PRDOH and PRITS to serve the people of Puerto Rico for development and planning initiatives.

The PRITS is a fundamental step in providing transparency, efficiency, and economic development in Puerto Rico. The PRITS is comprised of a cadre of highly talented digital minds who are in charge of transforming Puerto Rico to a "digital native" government. PRITS will serve as an oversight manager and lead the Planning Board on integrating the GIS efforts across governmental service lines.



<b>ECONOMIC RECOVERY PLANNING</b>		
<b>PROGRAM TOTAL</b> \$22,500,000	<b>ADMINISTERING ENTITY</b> DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE	<b>NATIONAL OBJECTIVE</b> N/A
<b>MAX AWARD</b> \$22,500,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Prior to the hurricane, several factors generated perceived barriers to entry in Puerto Rico’s economy. The hurricane accelerated this thinking as the economy was shaken by general infrastructure failures. As outlined in the Unmet Needs section, initial assessments indicate over \$6 billion in unmet economic need.

**RECOVERY PLAN ALIGNMENT**

The Economic Recovery Planning program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CPCB 4, CPCB 12, ECN 21, ECN 26, MUN 2, MUN 8, and MUN 11.

**ELIGIBLE ACTIVITIES**

Planning and Capacity Building (Section 105(a) (12) of the HCDA)

**PROJECT ACCOMPLISHMENTS**

Creation of comprehensive economic recovery strategies, the benefit of which will allow communities to develop a policy, planning, and management capacity so that they may more rationally and effectively determine their needs, set long-term goals and short-term objectives, devise programs and activities to meet goals and objectives, evaluate the progress of such programs in accomplishing these goals and objectives, and carry out management, coordination, and monitoring of activities necessary for effective planning implementation.

**ELIGIBILITY**

The Department of Economic Development and Commerce (DDEC for its Spanish acronym)

**METHOD OF DISTRIBUTION**

Partnership Distribution Model

**PROGRAM OBJECTIVE & DESCRIPTION**

PRDOH in partnership with the Department of Economic Development and Commerce (DDEC for its Spanish acronym) will lead an overarching planning effort to create strategies for job creation through promotion and communication (implemented apart from the planning initiative), efficient public service delivery, business creation, and public investments. Through the economic planning program, PRDOH and DDEC will determine priorities, resources, and actions that will guide economic stability and growth.

Guiding principles will focus on the well-being of LMI workers and how larger economic planning efforts should enhance future job opportunities and inclusion in a recovering and expanding economy.

PRDOH and DDEC will leverage the planning experience from other successful efforts and draw on relevant stakeholders' experience in the private sector, including but not limited to:

- Pharmaceuticals
- Manufacturing
- Technology
- Construction
- Real Estate
- Agriculture
- Tourism
- Other

By developing and implementing specific, effective economic recovery plans, the Island will demonstrate to commercial entities from around the world the numerous industry opportunities Puerto Rico holds, and will attract critical investment to further grow the economy. Additionally, retention of existing Puerto Rican business is a vital component of the Island's post-disaster recovery. Working in conjunction with the other projects outlined in the Action Plan, strategies aligned with Puerto Rico's economic development plan will be identified and included and designed for implementation.

DDEC will utilize internal expertise for this activity, including work under its Collaboration Agreement with Invest Puerto Rico, which is a non-profit corporation created by law (Act 13-2017) to ensure continuity.

This will expand the Island's business community's capacity to retain and create new, sustainable jobs through economic development activities. Plans will inform and leverage the Economic Development projects for business loans and commercial development.





HOME RESILIENCE INNOVATION COMPETITION		
<b>PROGRAM TOTAL</b> \$5,750,000	<b>ADMINISTERING ENTITY</b> UNIVERSITY OF PUERTO RICO	<b>NATIONAL OBJECTIVE</b> N/A
<b>MAX AWARD</b> \$5,750,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Hurricane damage to aging power utility infrastructure caused an island-wide blackout immediately following the hurricanes and has been unstable through recovery efforts.

**RECOVERY PLAN ALIGNMENT**

The Home Resilience Innovation Competition program aligns with the following course of action from Puerto Rico’s Recovery Plan: CPCB 10.

**ELIGIBLE ACTIVITIES**

- Planning and Capacity Building (Section 105(a) (12) of the HCDA)
- Energy Development Goals (Section 105(a) (16))

**PROGRAM ACCOMPLISHMENTS**

- The Home Resilience Innovation Competition will develop and build demonstration models based on research and development of innovative approaches to resilience and issue a Puerto Rico Resilience Innovation Guidebook as a result of research, development and testing.
- Health and safety of residents through home energy resilience

**ELIGIBILITY**

University of Puerto Rico

**METHOD OF DISTRIBUTION**

Partnership Distribution Model

**PROGRAM OBJECTIVE & DESCRIPTION**

\$5,750,000 in Planning funds will be allocated to the University of Puerto Rico to develop a Resilience Innovation Program. This includes overseeing a competition for innovative solutions to address home-based renewable energy generation, energy storage, and home functions. Home functions may include, but are not limited to appliances for cooking, water heating, refrigeration, lighting, and cooling. The combined solutions will provide residents greater resilience to power interruptions, allowing them to remain in their homes with greater health, safety, and security. Additionally, community-wide resilience measures and innovative home design and construction methods are encouraged to be examined.

Proposed solutions will be evaluated by a multi-disciplinary panel to assess:

- Cost-benefit Analysis
- Length of Lifecycle
- Wattage (if applicable; or alternative measurement)
- Ease of Use
- Product Availability
- Customer Satisfaction

PRDOH and UPR will issue program guidelines outlining the innovation program process. University participants may receive limited funding for their demonstration projects. The most innovative solutions may be utilized as part of the long-term housing recovery mission. The Home Resilience Innovation Program will issue a Puerto Rico Resilience Innovation Guidebook, outlining concrete strategies for implementing the innovations developed as part of the program. The program includes funding to build multiple demonstration model(s) and conducting community outreach.



# HOUSING PROGRAMS

Understanding that funding is limited in the first CDBG-DR allocation, Puerto Rico has structured recovery programs for first-wave implementation that meet the immediate housing needs of the most vulnerable<sup>127</sup> populations on the island by emphasizing housing programs that serve low-to-moderate income households and prioritize elderly persons age 65 and above.

Units of General Local Government, UGLGs (municipios) have been consulted throughout the development of this plan and will remain active participants in the execution of recovery programs. Housing was identified as a critical recovery priority by the municipios throughout the consultation process, as evidenced in the public comment submitted with the Action Plan. Municipal partnership is a vital part of serving impacted residents across the island, and includes key functions such as informing program design, leading community outreach to program applicants, serving as a first line of information regarding programs, ensuring housing is conducted in accordance with local land use codes, and maintaining an active role as additional funds become available.

Through these programs, home repair and reconstruction will begin in earnest in a way that does not perpetuate building in high risk areas. Innovative construction and green building will modernize the housing stock while improving individual assets and household spending power. An increase in housing activity will generate layers of economic stimulus, creating jobs across multiple sectors, employing residents. Strategic revitalization of affordable housing will lead cost-burdened LMI households to a fruitful long-term recovery. Applicants to housing recovery programs will have access to housing counseling services, which will provide them with a mechanism to connect with Volunteer Organizations active in Disaster, and other federally funded programs like Housing Opportunities for Persons with AIDS (HOPWA), Continuum of Care (COC), Section 8 voucher program, and rental subsidy programs. These programs may also address the needs for populations with wide ranging disabilities or a specific need to access information.

Additionally, housing will be created for the most vulnerable of our residents, including the homeless, and HUD-certified housing counselors will be employed to guide impacted residents through their recovery. Additionally, PRDOH will be conducting outreach to residents in impacted multi-family buildings to inform a recovery strategy for rental and multi-family tenants, in addition to the units being created under the LIHTC program. No funding has been committed to public housing at this time as FEMA assistance is still in development and the true unmet need is being assessed. Public Housing may be addressed with HUD's second allocation of CDBG-DR funding.

## ANTI-DISPLACEMENT

All CDBG-DR funded activities will be designed to eliminate (or minimize) the occurrence of displacement. Puerto Rico will minimize displacement of persons or entities and assist persons or entities displaced as a result of implementing a project with CDBG-DR funds. This is not intended to limit the ability of Puerto

Rico to conduct buyouts or acquisitions for destroyed and extensively damaged units or units in a floodplain.

Puerto Rico will ensure that the assistance and protections afforded to persons or entities under the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), and Section 104(d) of the Housing and Community Development Act of 1974, is available. The URA provides that a displaced person is eligible to receive a rental assistance payment that covers a period of 42 months. Given its priority to engage in voluntary acquisition and optional relocation activities to avoid repeated flood damage and improve floodplain management, Puerto Rico accepts the HUD waiver of the Section 104(d) requirements, which assures uniform and equitable treatment by setting the URA and its implementation regulations. Efforts to conduct voluntary buyouts for destroyed and extensively damaged buildings in a floodplain may not be subject to all provisions of the URA requirements. For LMI residents displaced by the CDBG-DR program, a temporary housing program may be available through the CDBG-DR program to allow time for new units to be rehabilitated or constructed.

The Whole Community Resilience planning activities outlined in the previous section will lay the groundwork for the next phase of housing recovery, building on the initial housing work done in this first action plan. Locally-driven planning will provide opportunities for direct involvement in how communities are rebuilt.



<sup>127</sup> HUD's definition of Vulnerable Populations is broad: "Vulnerable populations refers to people who are not currently homeless but are extremely vulnerable to becoming homeless – particularly after a disaster-- due to their economic, health, or social circumstances. This might include some senior citizens, people with disabilities, non-English speakers, people with substance use issues, very and extremely low-income people, undocumented workers, and others in precarious economic circumstances," from the HUD Disaster Recovery Homeless Toolkit, <https://www.hudexchange.info/resources/documents/DR-H-Standard-Terms-for-Disaster-Planning-and-Homelessness-Services.pdf>. The term "vulnerable" is used in different contexts throughout this document, as it relates to the issue being examined. Any specific types of vulnerability considered for program purposes are listed in eligibility or priority categories for that particular program.

HOME REPAIR, RECONSTRUCTION, OR RELOCATION PROGRAM		
<b>PROGRAM TOTAL</b> \$2,225,570,050	<b>ADMINISTERING ENTITY</b> PRDOH	<b>NATIONAL OBJECTIVE</b> LMI
<b>MAX AWARD</b> \$185K REBUILD \$60K REPAIR	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Tens of thousands of homes suffered hurricane damage and are still in need of repair. Residents may have applied for FEMA and were ineligible or received assistance, but they still face repair needs. There may also be residents that suffered damage and did not apply to FEMA. As outlined in the Unmet Needs section, there is an estimated unmet need of over \$30 Billion in housing, and a significant need for assistance to the elderly. Priority for the elderly does not preclude assistance to other eligible applicants.

**RECOVERY PLAN ALIGNMENT**

The Home Repair, Reconstruction, or Relocation Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: HOU 1, HOU 3, HOU 10.

**ELIGIBLE ACTIVITIES**

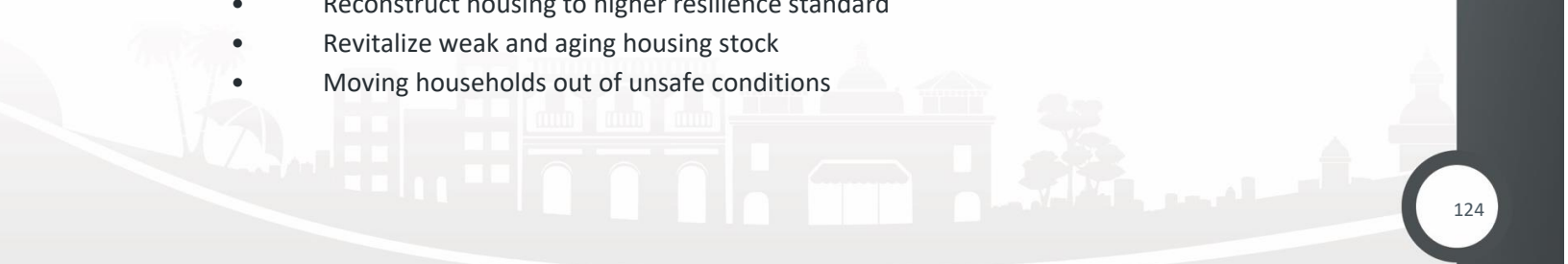
Housing Construction, Acquisition, Green Building Standards (Section 105(a)(4) of HCDA) and Section 105(a) (15)

**PROGRAM PRIORITIES**

- **Prioritize elderly applicants:** Elderly applicants are those aged sixty-five (65) years or older at the time of application. The elderly applicant must be a head of household or co-head of household, as in the case of a married couple, to qualify for prioritization
- **Prioritize disabled applicants:** Disabled applicants are those who have at least one household member who is disabled. The disabled household member need not be a head of household or co-head of household to qualify for prioritization.
- **Prioritize applicants with significant property damage:** At the time of application, if the applicant’s home remains significantly damaged, with a blue-roof or totally destroyed, the applicant may qualify for prioritization.

**PROGRAM ACCOMPLISHMENTS**

- Return displaced homeowners
- Reconstruct housing to higher resilience standard
- Revitalize weak and aging housing stock
- Moving households out of unsafe conditions



## ELIGIBILITY

- Confirmed damage to property
- Ownership of property structure (alternative methods)
- Must qualify as low or moderate income (below 80% Area Median Family Income)
- Must be an eligible single-family structure
- Must have occupied the property as a primary residence at the time of the storm
- To be eligible for reconstruction in place, property must not be located in a floodway, floodplain, or areas vulnerable to landslide.<sup>128</sup> Applicants located in high-risk areas may be eligible for relocation or rehabilitation.
  - Construction projects in the floodplain which qualify as substantial improvements, as defined in 22 CFR 55.2, will not be rehabilitated. Eligible applicants with homes in the floodplain which qualify for substantial improvement rehabilitation will be offered relocation assistance.
- Note: Homeowners who receive assistance through the Home Resilience program are not precluded from assistance through the Repair, Relocation, or Reconstruction program. Homeowners meeting eligibility requirements for both programs may receive assistance through both programs, deducting assistance for any duplication of benefit.

## METHOD OF DISTRIBUTION

Direct Distribution Model

## PROGRAM OBJECTIVE & DESCRIPTION

The Housing Reconstruction Program provides assistance to homeowners to repair damaged homes or rebuild substantially damaged homes in place in non-hazard areas. Reconstruction activity returns otherwise displaced families to their homes in their same community. Homes become eligible for reconstruction when the property estimated cost of repair exceeds \$60,000 or 50% of the current value<sup>129</sup> – as confirmed through program inspection, the property is determined to be substantially damaged by an authority having jurisdiction, or a feasibility inspection determines that reconstruction is required. Homes meeting this damage threshold will be reconstructed to include resilient measures in structural materials. Homes that may not be rebuilt in place due to legal, engineering or environmental constraints (permitting, extraordinary site conditions, etc.) will not be reconstructed and the homeowner will be provided relocation options. Homes in the floodplain that meet the threshold for reconstruction, substantial damage, or substantial improvement as defined in 24 CFR 55.2 will not be reconstructed and eligible homeowners will be offered relocation options.

For reconstruction and relocation activities, the homeowner must agree to own the home and use the home as their primary residence for a period of 15 years after reconstruction or successful relocation as secured through a forgivable promissory note and lien. If a homeowner moves or sells the home within

<sup>128</sup> The Puerto Rico Planning Board has GIS information on landslide risk areas. This information will be considered to determine landslide risk in addition to on-site assessments of elevation, slope aspect, slope angle and/or land use conducted by engineering or construction professionals.

<sup>129</sup> Current value is used due to the limited availability of island-wide data for pre-storm values.

the first five years, the entire (100%) amount of the benefit received must be repaid in full to PRDOH. If a homeowner moves or sells the home after five years but before completing the 15-year affordability period, the amount of benefit that must be repaid will be determined by the amortization schedule for the remaining years.

For rehabilitation activities, the ownership and occupancy compliance period will be three years. If a homeowner moves or sells the home within the first three years, the entire (100%) amount of the benefit received must be repaid in full to PRDOH.

#### *Ownership & Primary Residency*

Applicants must prove not only ownership of property, but primary residency at the time of the storm. Secondary or vacation homes are not eligible for assistance through this program. PRDOH will work to reasonably accommodate households with non-traditional documentation validating both ownership and residency. Documentation used to verify a primary residence may include a variety of documentation including, but not limited to, tax returns, homestead exemptions, driver's licenses, and utility bills when used in conjunction with other documents. Applicants may be required to prove primary residency by providing documentation validating occupancy for consecutive weeks and/or months leading up the time of the storm. To the extent possible, PRDOH will validate ownership and/or primary residency through electronic verification utilizing locally or federally maintained registries. After conducting a due-diligence process, which may include efforts to clarify title, the program may also allow alternative methods for documenting ownership, including an affidavit process. Specific procedures and documentation will be outlined in the program implementation guide and further communicated to program applicants upon implementation of the program.

#### *Duplication of Benefit*

In accordance with the Robert T. Stafford Act, as amended, Puerto Rico will implement policies and procedures to ensure no individual receives duplication of benefit for the same purpose and/or effect to recover from the hurricanes. Federal law prohibits any person, business concern, or other entity from receiving federal funds for any part of such loss as to which he has received financial assistance under any other program, from private insurance, charitable assistance or any other source.

If eligible and awarded, housing assistance award calculations are based on the following factors: damage/scope of project work needed; a review of funding from all sources to ensure no Duplication of Benefits (DOB); and availability of DOB funds, if any, for use in the project. Housing assistance awards will be determined after factoring in the inputs listed above, subtracting any unaccounted-for DOB, and then factoring in the pre-determined program caps that apply to the particular housing assistance activities to be used.

Applicant awardees must subrogate any additional funds received for damage caused by hurricanes Irma or Maria back to the housing program. CDBG-DR funding must be funding of last resort and if additional funds are paid to applicant awardees for the same purpose as the housing assistance award they receive through PRDOH assistance (i.e., repair or replacement of the damaged structure) after PRDOH has completed the repair/rehabilitation project, those funds must be returned to Puerto Rico.

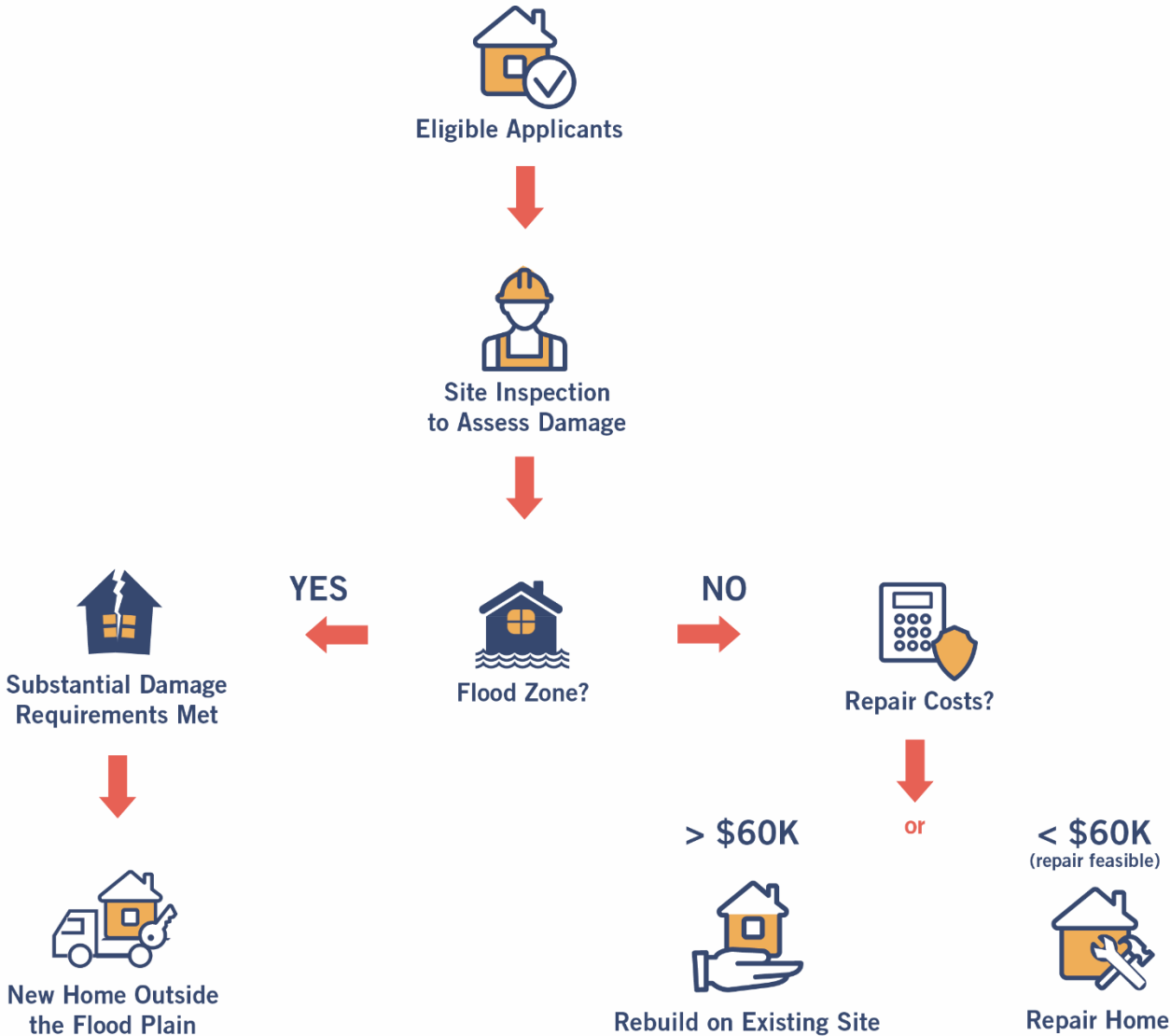


Figure 40: High-Level Overview of Repair, Reconstruction, Relocation Process

*Permanent Relocation*

The Housing Relocation Program provides homeowners with substantially damaged homes located in high risk areas an opportunity to relocate to a safer location. At the time it is determined that a homeowner is eligible for relocation, the homeowner will be provided with housing counseling services to inform the applicant of available housing options and information to assist the applicant in making an informed decision regarding housing options available under the relocation program. Relocation allows for the following two options:

- Option 1: PRDOH acquisition of the damaged property, coupled with a housing voucher which allows the applicant to select a home outside of a high-risk area. Damaged properties acquired by PRDOH will be demolished and vacant lots will be maintained as green space. Replacement homes will be existing units or units identified on a PRDOH-certified



development roster. Units may be bank-foreclosed properties, on a PRDOH certified development roster, a market-listed unit, or a home in a condominium or co-op. Existing homes must be located in Puerto Rico and must meet Housing Quality Standards (HQS), and pass applicable environmental clearance and permit requirements before an applicant awardee may move in.

Aggregate of purchase price and any required improvements will be capped at \$185,000 or a regional cap more appropriate to market availability that does not limit housing choice and must be market-reasonable. Purchase of existing homes is the preferred method of relocation and must be explored prior to exercising option 2. Program funds may be used to make improvements to the chosen, existing property. Assistance received under the program is for the purchase and improvements of the newly acquired property.

- Option 2: PRDOH acquisition of the damaged property, coupled with construction of a program designed home on a new lot. New lots must be located outside of the floodplain and must comply with all applicable environmental regulations. This option may be exercised if no suitable options are available under option 1. Damaged properties acquired by PRDOH will be demolished and vacant lots will be maintained as green space. Homeowners who are relocated by the program must agree to occupy the new home as a primary residence for not less than 15 years, as secured through a forgivable promissory note and lien.

HUD-certified housing counselors will work with qualified applicants to first identify existing homes available for purchase with use of the program provided housing voucher. If the qualified applicant, under the guidance of a housing counselor, is unable to identify a suitable existing home to purchase with a voucher, the applicant and housing counselor will identify available vacant lots for purchase outside the floodplain, on which a new home would be built by the program. Limited legal services for applicants participating in the relocation program may be provided on a case by case basis.

#### *Program Caps*

\*Note – in substantial amendment 1, approved by HUD February 28, 2019, the maximum award caps increased to reflect the increase in costs of construction with respect to labor and materials on the island. The maximum award for housing rehabilitation in place is \$60,000 in construction and/or hard costs per unit. The maximum award for relocation or reconstruction is \$185,000 in construction and/or hard costs per unit. However, additional costs in excess of the caps are permissible and may account for demolition and environmental abatement, unique site-specific costs such as plots of land which size obligate the construction of a two-story unit or construction of accessways (driveways or walkways) with lengths in excess of minimum setbacks established by regulations or utility connection costs. Temporary relocation assistance may be available for applicants while program sponsored construction is underway.

Caps for costs associated with relocation are as follows:

- \$15,000 for demolition of the storm impacted property

- Up to \$15,000 for the purchase of a new lot outside the floodplain. Purchase price for vacant lots should not exceed the standard single lot size in the community, up to \$15,000.

Exceptions to the caps may be considered on a case by case basis in accordance with policies and procedures. Exceptions to the caps may also consider necessary accessibility features or historic preservation. PRDOH will work with the Permit Management Office (OGPe for its Spanish acronym) to establish a streamlined permitting process for the Disaster Recovery Program.

Community Energy and Water Resilience Installations Alignment: all reconstruction and rehabilitation projects, when feasible, will be eligible to participate in this program as well. Those additional costs will be reflected and accounted for via Community Resilience Installations program and will not be reflected under the award caps mentioned above.



TITLE CLEARANCE PROGRAM		
<b>PROGRAM TOTAL</b> \$40,000,000	<b>ADMINISTERING ENTITY</b> PRDOH	<b>NATIONAL OBJECTIVE</b> LMI
<b>MAX AWARD</b> N/A – PUBLIC SERVICE	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Tens of thousands of homes suffered hurricane damage and are still in need of repair. Residents may have applied for FEMA or other recovery assistance and faced challenges due to lack of clear title.

**RECOVERY PLAN ALIGNMENT**

The Title Clearance Program aligns with the following course of action from Puerto Rico’s Recovery Plan: HOU 12.

**ELIGIBLE ACTIVITIES**

Public Service – HCDA Section 105(a)(8)

**PROGRAM PRIORITIES**

- Prioritize homeowners who have experienced challenges receiving federal assistance due to lack of clear title
- Resolve incidence of title issues as identified in the Agency Planning GIS program

**PROGRAM ACCOMPLISHMENTS**

- Return displaced homeowners
- Promote long-term self-sustainability

**ELIGIBILITY**

- LMI homeowners throughout the declared area are eligible for assistance
- Applicants who are otherwise eligible for assistance for housing reconstruction and relocation, or were FEMA ineligible due to lack of documented ownership will be prioritized
- Title clearance will not be provided for applicant properties located in the floodplain, floodway, or landslide risk area, unless title clearance is necessary for relocation
- Applicants on properties in the PRDOH land portfolio will be prioritized

**METHOD OF DISTRIBUTION**

Direct Distribution Model



## PROGRAM OBJECTIVE & DESCRIPTION

### *Limited Legal Services*

The goal of the Title Clearance Program is to provide clear title to homeowners throughout the hurricane-impacted area, therefore resulting in long-term sustainability and security for residents. Applicants who are otherwise eligible for rehabilitation or reconstruction assistance under the housing program who need remedial and curative title/ownership actions will be prioritized for limited legal services assistance. Limited legal services to resolve title issues will be performed under the direction or supervision of one or more attorneys duly licensed and authorized to practice law within the Commonwealth of Puerto Rico under rates that are subject to program approval. Homeowners unable to resolve title issues with the assistance of the legal service providers may be recommended for longer-term assistance, separate and apart from the services provided under this program.

At this time, title services will not be provided for applicant properties located in the floodplain, floodway, or landslide risk area unless necessary for relocation. The outcomes of the Whole Community Resilience Planning program, as adopted into community recovery plans at a later date, will inform the next phases of title clearance assistance for homeowners in those areas.

The title clearance assistance provided under this program is a quantifiable increase in the level of service provided by Puerto Rico during the 12 months prior to submission of the Action Plan and is directly impacted by Hurricanes Irma and Maria.



MORTGAGE CATCH-UP PROGRAM		
<b>PROGRAM TOTAL</b> \$0 <sup>130</sup>	<b>ADMINISTERING ENTITY</b> HOUSING FINANCE AUTHORITY (AFV)	<b>NATIONAL OBJECTIVE</b> LMI, UN
<b>MAX AWARD</b> \$0	<b>START- END DATE</b>	<b>ELIGIBLE AREA</b> PUERTO RICO

**NOTE: 84 FR 4836 published on February 19, 2019 limited the amount of funding available for this program to \$5 million and altered the program eligibility and activities that may be offered. PRDOH is required by HUD to zero out the funds proposed to Mortgage Catch-Up and re-program these funds in a subsequent Action Plan amendment.**

**HURRICANE IMPACT**

There are an estimated 116 In the aftermath of the hurricane to maintaining household in 2018. Upon the expiration in paying arrears.

currently hold mortgage debt. and living costs and challenges moratorium through August 16, expected to face challenges

**RECOVERY PLAN ALIGNMENT**

The Mortgage Catch-Up Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: HOU 8 and HOU 9.

**ELIGIBLE ACTIVITIES**

Direct Assistance (Section 105(a) (24) of the HCDA)

**PROGRAM ACCOMPLISHMENTS**

This program will help homeowners to remain in their homes and prevent avoidable foreclosures.

**ELIGIBILITY**

AFV will administer the program in partnership with PRDOH. Eligible homeowners:

- Must have been current on the mortgage as of September 1, 2017
- Have a mortgage balance less than \$300,000
- Limited to Federally insured-mortgages
- Home must be owner-occupied
- Mortgage at least 90-days delinquent as of September 6, 2018
- Homeowner must participate in the Housing Counseling Program

<sup>130</sup> 84 FR 4836 published on February 19, 2019 limited the amount of funding available for this program to \$5 million and altered the program eligibility and activities that may be offered. PRDOH is required by HUD to zero out the funds proposed to Mortgage Catch-Up and re-program these funds in a subsequent Action Plan Amendment. <https://www.govinfo.gov/content/pkg/FR-2019-02-19/pdf/2019-02695.pdf>

METHOD OF DISTRIBUTION

Partnership Distribution Method

PROGRAM OBJECTIVE &

This program will provide mortgage insurance on arrears for up to 12 months. The program will be administered by a housing counselor, who will be selected by PRDOH. PRDOH has chosen to partner with a housing counselor to administer this program. Participants will be encouraged to restrict

**NOTE: 84 FR 4836 published on February 19, 2019 limited the amount of funding available for this program to \$5 million and altered the program eligibility and activities that may be offered. PRDOH is required by HUD to zero out the funds proposed to Mortgage Catch-Up and re-program these funds in a subsequent Action Plan amendment.**

the principal, interest, tax, and late fee impact) as indicated in the program will be partnered with a housing counselor for social management guidance. PRDOH (for its Spanish acronym) to cover legal fees, and mortgagees will be encouraged to restrict payment in the long term.

AFV’s mission is to promote the development of social interest housing and provide financing facilities, subsidies and incentives so that people can acquire or rent a decent home. The AFV’s existing programs provide housing subsidies aimed at promoting the sale of homes, mortgage loans to low and moderate-income citizens, mortgage loans to developers for the construction, improvement, operation and maintenance of housing for sale to low and moderate-income families, mortgage loans to developers for the construction, improvement, operation and maintenance of housing for rent to low and moderate income families, arrangement of re-owned properties, and subsidized housing program (Section 8).

Recovering homeowners participating in this program must complete a homeowner’s education program designed to promote understanding of housing and financial options such as: financial literacy education, homeowner counseling, credit repair counseling, mitigate default/foreclosure proceedings, etc.

Puerto Rico will work with HUD-approved housing counseling agencies which are uniquely situated to assist with long-term recovery. They are regulated extensively by HUD to ensure they are trained, knowledgeable, unbiased and acting with the best interests of the household. Applicants may also be linked to workforce training or job creation programs to provide a path forward for financial stability.

The maximum award amount under the mortgage catch up program is \$20,000 or twelve (12) months mortgage payments, whichever is lesser. PRDOH anticipates serving 2,250 homeowners under this program. As specified in 83 FR 5844, CDBG–DR funds may not be used for a forced mortgage payoff.

The Mortgage Catch-Up program is pending HUD approval of a waiver submitted by PRDOH.



SOCIAL INTEREST HOUSING (HOMELESS, DOMESTIC VIOLENCE)		
PROGRAM TOTAL \$32,500,000	ADMINISTERING ENTITY PRDOH	NATIONAL OBJECTIVE LMI
MAX AWARD \$500,000	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

### HURRICANE IMPACT

Residents with special needs become increasingly more vulnerable to recovery barriers caused by the impact of the hurricane. As a result, additional appropriate supportive housing is needed. Multiple organizations serving vulnerable populations submitted information, as part of the public engagement process, that was used to inform program design and caps.

### RECOVERY PLAN ALIGNMENT

The Social Interest Housing program aligns with the following course of action from Puerto Rico’s Recovery Plan: HOU 2.

### ELIGIBLE ACTIVITIES

- Housing Construction, Acquisition, Green Building Standards (Section 105(a)(4) and (Section 105(a) (15) of HCDA)
- Supplementary Public Services (Section 105(a)(8) of HCDA) as a component to place limited clientele (such as homeless persons, etc.) in the housing projects, once completed

#### *Eligible Projects*

- Projects (multi-units) may not exceed \$500,000. An organization may submit for multiple projects.
- Eligible sites must comply with ADA standards.
- Eligible sites should be accessible to public transportation, grocery shopping, recreation and socialization, etc.
- Eligible sites should include on-site support services for the special needs population served or be located near a service facility.

#### *Eligible Subrecipients*

- Non-Profit/ Non-Governmental Organizations

### METHOD OF DISTRIBUTION

Subrecipient Distribution Model



## PROGRAM OBJECTIVE & DESCRIPTION

This program creates housing capacity for special needs populations such as: homeless, senior citizens, domestic violence victims, persons with intellectual disability, persons with developmental and/ or physical disability, persons living with HIV/AIDS, individuals recovering from addiction and individuals with other functional or access needs. Residents of social interest housing constructed through this program may have access to housing counseling services, which may connect the resident with support services such as HOPWA, Section 8, or rental subsidy programs. The goal for the program is to create high-quality, modern, resilient housing solutions for these populations in need.

Non-profit, non-governmental organizations will provide project proposals for social interest housing. PRDOH will evaluate submissions based on cost reasonableness, number of beneficiaries served, project duration, leverage, and shovel readiness. NGO's with projects approved by PRDOH will be responsible for execution of the project under the guidance of PRDOH. Facilities may be overseen by HUD Continuum of Care Program providers and may supplement Emergency Solutions Grants (ESG) programs for a coordinated impact to:

- Provide essential services to shelter residents;
- Rapid re-housing of homeless individuals and families; and
- Prevention of families and individuals from becoming homeless.

Submissions may include proposals for more than one project. Public services provided as part of a proposed project may not supplant other funds and must be part of a new service or quantifiable increase in the level of a service previously provided. Program guidelines regarding the application process will be published on the disaster recovery website subsequent to HUD approval of the Action Plan.





HOUSING COUNSELING PROGRAM		
<b>PROGRAM TOTAL</b> \$17,500,000	<b>ADMINISTERING ENTITY</b> PRDOH	<b>NATIONAL OBJECTIVE</b> LMI, UN
<b>MAX AWARD</b> \$3,000,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Tens of thousands of homes suffered hurricane damage and are still in need of repair. Residents may have applied to FEMA and may not have been eligible, may not have applied, and/or may be in need of additional housing counseling assistance.

**RECOVERY PLAN ALIGNMENT**

The Housing Counseling Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: HOU 3 and HSS 30.

**ELIGIBLE ACTIVITIES**

Counseling Services (Section 105(a)(8) of the HCDA) and Public Services 105(a) (20))

**PROGRAM ACCOMPLISHMENTS**

Housing counseling services will foster resilience through public education and advocacy, especially when delivered in conjunction with other forms of housing assistance.

**ELIGIBILITY CRITERIA**

- This is a competitive grant program. Applicant entities must be a HUD Approved Housing Counseling Agency to provide services under the program.<sup>132</sup>
- Organizations should have experience providing services in Puerto Rico.
- Entities may undergo a capacity assessment to confirm they are appropriately staffed to serve their selected area(s) of operation and expected case load.
- All impacted residents may receive counseling services.

**METHOD OF DISTRIBUTION**

Subrecipient Distribution Model

<sup>132</sup> Interested organizations are encouraged to review the HUD requirements for becoming a HUD Approved Housing Counseling Agency at: <https://www.hudexchange.info/programs/housing-counseling/agency-application/>

## PROGRAM OBJECTIVE & DESCRIPTION

This program will provide recovering residents with wrap-around educational services to promote understanding of housing and financial options such as: financial literacy education, homebuyer counseling, credit repair counseling, mitigate default/foreclosure proceedings, etc. Housing Counselors will be equipped to connect program participants with resources including, but not limited to Voluntary Organizations Active in Disaster (VOAD), and other federally funded programs like COC and section 8, and rental subsidy programs.

Puerto Rico will work with HUD-approved housing counseling agencies which are uniquely situated to assist with long-term recovery. They are regulated extensively by HUD to ensure they are trained, knowledgeable, unbiased and acting with the best interests of the household. Most of them have worked in the communities for long periods of time, with neighborhood-based staff and board members, and are known and trusted by the residents.

Special training seminar(s) will be held to ensure current and new counselors are well-informed about programs offered under CDBG-DR. Curriculum will cover the scope of available programs and cover eligibility requirements in depth. Additional efforts will be made, as necessary, to hold special training sessions to educate surge staff new to housing counseling services to ensure service providers are appropriately staffed to meet applicant needs.

Counseling services can range from individualized, one-on-one counseling to help homeowners identify and address barriers to permanent, safe and affordable housing, to advocacy with insurance and mortgage companies, to group education addressing how to remediate mold or how to avoid common scams. Services will be made accessible to individuals having wide-ranging disabilities including mobility, sensory, developmental, emotional, and other impairments through communication standards and or program guidelines that adhere to HUD policies such as ADA compliance and 504. Services may also be provided related to rental counseling.

The maximum award for a single housing counseling entity is \$3,000,000. PRDOH estimates that multiple counseling programs will be implemented. If distinct HUD-certified counseling organizations are unable to provide services, any remaining funds may be made available to one or more of the other contracted counseling providers. Program guidelines regarding the application process will be published on the disaster recovery website subsequent to HUD approval of the Action Plan.



CDBG-DR GAP TO LOW INCOME HOUSING TAX CREDITS (LIHTC)		
PROGRAM TOTAL \$400,000,000	ADMINISTERING ENTITY HOUSING FINANCE AUTHORITY (AFV)	NATIONAL OBJECTIVE LMI
MAX AWARD VALIDATED GAP	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

**HURRICANE IMPACT**

Thousands of homes suffered damage from Hurricanes Irma and Maria, rental properties are no exception. Resilient affordable rental housing is needed. The LIHTC will create rental housing stock to address rental housing needs at affordable rents.

**RECOVERY PLAN ALIGNMENT**

The CDBG-DR Gap to Low Income Housing Tax Credits (LIHTC) program aligns with the following course of action from Puerto Rico’s Recovery Plan: HOU 2

**ELIGIBLE ACTIVITIES**

- Housing Construction, Acquisition, Green Building Standards (Section 105(a)(4) of HCDA)
- IRC §42, Low-Income Housing Credit

**PROGRAM ACCOMPLISHMENTS**

Leveraging Low Income Housing Tax Credits (LIHTC) serves to extend the impact of CDBG-DR funding while creating much needed affordable rental housing units.

**ELIGIBILITY CRITERIA**

AFV will administer the program in partnership with PRDOH

**ELIGIBLE PROJECTS**

Projects must be eligible for funding under LIHTC

**METHOD OF DISTRIBUTION**

Partnership Distribution Model

**PROGRAM OBJECTIVE & DESCRIPTION**

Puerto Rico receives millions of dollars each year in Low Income Housing Tax Credits (LIHTC) and currently has more than \$1 billion in LIHTC 4% projects available to be leveraged. Additionally, at least eleven (11) projects under the 9% tax-credit program are shovel-ready and awaiting gap financing. PRDOH will provide gap funding, using CDBG-DR dollars, for properties being developed with LIHTC, thus maximizing the benefit provided by both federal funding streams.



PRDOH will partner with the Housing Finance Authority (AFV, for its Spanish acronym), to select projects proposed by developers qualified to use LIHTC. Projects will be evaluated based on cost reasonableness, developer capacity, number of beneficiaries served and shovel readiness. The LIHTC program will provide grant gap funding, coupled with loans (when needed) to developers with approved projects. Construction loan funding must be repaid to PRDOH in a period of 24 months or less. Repaid loan funding will be used to fund additional approved LIHTC projects. Any program income generated will be used to fund program activities or administrative costs.

The maximum total award (grant and any necessary loan funding) per project is contingent on proposals already submitted to AFV to qualify for the pre-approved 9% tax credit roster. Additional project rosters will be curated by AFV. The program will consist of \$400,000,000 for funding multiple projects, and projects will be funded to the extent that funds are available. Each project will include multiple individual housing units. Either 4% or 9% tax credit projects are eligible, as approved by AFV.

The Puerto Rico Housing Finance Authority (PRHFA) has participated in the rehabilitation of low-income housing projects throughout the Island using, among others, the Low-Income Housing Tax Credit Program (LIHTC). This program, established in 1988, has been instrumental in the rehabilitation of 19,507 units.

Currently, 1,533 units are in the pipeline with 9% low income housing tax credits program and will be completed within 24 months of each project start. CDBG-DR loans with 9% LIHTC will be leveraged to stretch both funding sources and to create projects that accomplish several goals.

All projects must generate affordable LMI housing in a supply proportional to the area LMI population, and in compliance with HUD Fair Market rent rates for an affordability period. Projects funded through this program must maintain affordable housing in accordance with the 15- or 20-year affordability period outlined in 83 FR 40314, or the affordability period required by LIHTC, whichever is longer. 2018 LIHTC rent rates are included as an appendix to this plan.

Proposed LIHTC projects that include specific targets that consider and correlate to greater city revitalization efforts, opportunity zones, or strategic growth nodes will be weighted more strongly upon evaluation. Further, project proposals incorporating transportation services for the elderly (Égidas) under the second tranche will also be weighted more favorably.



RENTAL ASSISTANCE PROGRAM		
PROGRAM TOTAL \$10,000,000	ADMINISTERING ENTITY PRDOH	NATIONAL OBJECTIVE LMI
MAX AWARD IN ACCORDANCE WITH PROGRAM GUIDELINES	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

**HURRICANE IMPACT**

Thousands of homes suffered damage from Hurricanes Irma and Maria, rental properties are no exception. Additionally, over 517 low-income, elderly households are at immediate risk of displacement from previously affordable rental units. These units were built many years ago under the Act 173 program in Puerto Rico and were maintained at affordable rents for extremely low-income residents for many years. However, affordability agreements expired a few months before the hurricanes and were being explored for renewal by PRDOH. A portion of the financing which supported these units was stressed before the hurricane; however, a primary source of funding remained in place as a share of funds generated by the Lottery. Lottery funds were directly impacted by reduced sales after the hurricanes, and the reduction has negatively impacted the availability of funds with which to renew the affordability agreements on the properties.

Additionally, many of the properties suffered direct damage and the owner operators of these hurricane-impacted developments have utilized their reserves to cover the cost of diesel and for repair costs not covered by insurance. Shelter evacuees were placed into these units, which served as shelter for the elderly.

**ONE OF THE SUGGESTED STRATEGIES LISTED BY THE HUD HOUSING DAMAGE ASSESSMENT AND RECOVERY STRATEGIES REPORT FOR PUERTO RICO FOR HURRICANES IRMA AND MARIA IS, “ENSURE SUFFICIENT FUNDS TO CONTINUE ASSISTING THE LAW 173 PROJECTS.”**

ONE OF THE SUGGESTED STRATEGIES LISTED BY THE HUD HOUSING DAMAGE ASSESSMENT AND RECOVERY STRATEGIES REPORT FOR PUERTO RICO FOR HURRICANES IRMA AND MARIA IS, “ENSURE SUFFICIENT FUNDS TO CONTINUE ASSISTING THE LAW 173 PROJECTS.”

Because of these multiple impacts, owners are under pressure to utilize higher rates in order to maintain the properties. Rental units were seriously damaged or destroyed across the Island and affordable rental housing is urgently needed, especially for the elderly, who are in need of rental assistance, even at affordable rents,

because of their extremely low incomes. These elderly residents are at immediate risk of becoming homeless because they cannot afford the rents without assistance. One of the Suggested Strategies listed



by the HUD Housing Damage Assessment and Recovery Strategies Report for Puerto Rico for Hurricanes Irma and Maria is, “Ensure sufficient funds to continue assisting the Law 173 projects.”<sup>133</sup>

#### RECOVERY PLAN ALIGNMENT

The Rental Assistance Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: Most closely aligns with HOU 2.

#### ELIGIBLE ACTIVITIES

105(a)(8)/570.201(e) - Public Services to prevent homelessness among low-income residents<sup>134</sup>

#### PROGRAM PRIORITIES

Prioritize very low-income, elderly applicants

#### PROGRAM ACCOMPLISHMENTS

- Promote housing sustainability
- Preserve the loss of extremely affordable rental units
- Prevent homelessness

#### ELIGIBILITY CRITERIA

- Households below 50% AMFI<sup>135</sup>
- Must rent and occupy the property as a primary residence
- Priority for households below 30% AMFI
- Elderly (over 60 years old for this program)
- Housing units in the Act 173 Properties
- The property owners of the eligible units will apply to PRDOH on behalf of eligible households. Households apply to the property owner, who provides the paperwork to PRDOH for approval. Existing tenants will already have applications on file.

#### METHOD OF DISTRIBUTION

Direct Distribution Model

<sup>133</sup> HUD Housing Damage Assessment and Recovery Strategies Report. Housing RSF. Issued June 29, 2018. Page 37.

<sup>134</sup> PRDOH may seek a waiver to HUD to provide these urgent services should HUD determine that a different eligibility category is needed.

<sup>135</sup> Or adjusted AMFI as permitted by HUD

## PROGRAM OBJECTIVE & DESCRIPTION

Grant funds will provide temporary rental assistance to residents of storm-impacted areas (pursuant to Federal Register Notice of allocation) who are experiencing homelessness or are at risk of becoming homeless. Those at risk of homelessness are further defined as persons living in unstable or overcrowded housing; those forced to move frequently due to economic hardship; those being evicted from a private dwelling unit and lacking resources or a support network to obtain other housing; living in a shelter or transitional housing; and other reasons such as those associated with increased risk of homelessness as defined by HUD.

It is the responsibility of PRDOH to adopt regulations necessary to arrange the disbursement and duration of rental assistance. PRDOH may solicit and obtain documentation related to income and household composition in order to determine assistance. Program guidelines will be issued by PRDOH subsequent to HUD approval of the Action Plan.

- a. The rental assistance will be utilized to reduce the monthly lease payment for a period of up to 24 months and will be used to make up the difference between the amount a household can afford for housing under local rent standards and can include an option to assist tenants with utility costs and security deposits.
- b. Rental Assistance will deliver rental assistance to low- and moderate-income households in need of stabilized housing.
- c. PRDOH will adopt necessary regulations to determine the subsidy that will be made available to the beneficiary, depending on monthly income and household composition.
- d. The maximum rental assistance may not exceed \$400 monthly. It is the responsibility of PRDOH to adopt regulations necessary to arrange the disbursement and duration of the assistance.
- e. Once the rental assistance has been granted, it may vary annually if there is a change in household composition or income.
- f. PRDOH may solicit and obtain documentation related to income and household composition in order to determine the appropriate level of assistance.

Funds under this program may not be used to replace funds previously allocated by the General Budget of the Government of the Commonwealth of Puerto beginning Fiscal Year 2016-2017 to the Department of Housing to cover the administrative, operational costs, and operating expenses of the program, and will provide service to address need as a result of the hurricane.

COMMUNITY ENERGY AND WATER RESILIENCE INSTALLATIONS		
PROGRAM TOTAL \$436,000,000	ADMINISTERING ENTITY DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE	NATIONAL OBJECTIVE LMI, UN
MAX AWARD VARIABLE	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

**HURRICANE IMPACT**

The hurricanes caused widespread, prolonged power outages and water security challenges across the island, leaving thousands of residents vulnerable to life-threatening conditions for months. As the repair and hardening of the island’s electrical grid will take years to achieve, short, medium, and long-term solutions are needed. Similarly, as potable water supply challenges are being addressed, solutions at the household or community scale can provide multiple benefits. The power grid suffered massive hurricane damage and remains fragile, and while the majority of the island’s population has had power restored, communities remain vulnerable to intermittent power outages. The entire island suffered an outage as recently as April 18 - 19, 2018.

**RECOVERY PLAN ALIGNMENT**

The Community Energy and Water Resilience Installations program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CPCB 4 and WTR 3.

**ELIGIBLE ACTIVITIES**

Housing Construction, Acquisition, Green Building Standards (Section 105(a)(4) of HCDA) and Section 105(a) (15); Public Facilities and Public Service - 24 CFR Part 570.201<sup>136</sup>

**PROGRAM PRIORITIES**

- Serve communities/residents in areas identified as having electrical grid vulnerabilities
- Serve communities/residents living in areas with water security challenges
- Prioritize low-income, elderly applicants
- Prioritize communities without electrical power

**PROGRAM ACCOMPLISHMENTS**

Promote renewable energy efficiency and reliability, and water security

**ELIGIBILITY CRITERIA**

- Households below 80% AMFI prioritized

<sup>136</sup> PRDOH has submitted a waiver to HUD regarding this activity; which may result in a revision to the eligible activity classification. The waiver was approved by HUD in the August 14, 2018 Register.



- Small and mid-sized businesses
- Must currently own or rent and occupy the property as a primary residence
- Priority to the elderly (65 years old or older)
- Priority to residents/communities with high risk energy and water security

## METHOD OF DISTRIBUTION

Partnership Distribution Model

## PROGRAM OBJECTIVE & DESCRIPTION

The Island-wide power outages and potable water disruptions as a result of Hurricane Maria have complicated recovery across the entire spectrum. Businesses have closed, critical services have been disrupted, and residents have been unable to stay in their homes because of lack of light, cooking facilities, cooling, water heating, and refrigeration. This is especially perilous for families with special needs and medical conditions.

While the Island begins the larger process of transforming the power grid and distribution systems, and addresses vulnerabilities to potable water supplies, residents must receive assurance that they can avoid displacement or threats to health and safety caused by interruptions to power service and potable water.

As a rapid deployment approach, the Community Energy and Water Resilience Installation program will provide eligible homeowners or renters a voucher for a gas or solar powered water heater, and/or gas-powered stove, installation and related appurtenances so that residents can perform basic functions such as showering and preparing meals at home in the event of a power outage. Vouchers may be used at PRDOH pre-qualified vendors and installers. The cap in value per applicant is \$6,000, with only one system installation per home. Equipment will be installed and affixed to the residence. Priority will be given to the elderly and limited to low-income residents. Priority for the elderly does not preclude assistance to other eligible applicants. PRDOH anticipates providing home energy resilience improvements to at least 6,000 families under this portion of the program.

The larger-scale longer-term component of this program, above and beyond the stove and water heater components, will entail energy and water resilience installations. Eligible applicants will have the ability to apply for solar panel and water catchment systems retrofits for residential structures. For the solar panel component, this involves a variable scale solar power retrofit designed to backfeed the structure to provide sufficient power to run critical household appliances and allow for shelter-in-place options during outages. The scale of the solar power system will depend on the size of the household, income, and the ability of the applicant to finance a portion of the system. Similarly, the water catchment system will provide households with the ability to collect and store rainwater to be used for bathing and consumption, if used in concert with a purification filter or system. This program may also be used as an add-on to, or potentially integrated within the R3 program.

### WEATHERIZATION ASSISTANCE PROGRAM (WAP)

Energy resilience efforts will be aligned with the processes in place under Puerto Rico's implementation of the Weatherization Assistance Program (WAP) funded by the U.S. Department of Energy. This includes conducting a home energy evaluation and the promotion of energy efficiency and stability. The program offers the installation of photovoltaic systems and battery storage at capacities aligned with household needs, including the consideration of critical medical needs. Alignment with WAP will leverage other federal funds and maximize impact across all funding streams.

### COMMUNITY INSTALLATIONS

Community installations of energy production and storage and water catchment systems may be offered in order to complement home-based improvements. Community installations may include larger kilowatt, bimodal systems that can support health, lighting, communication and other backup energy needs of area residents. Community-based water security interventions may be introduced similarly where a greater community need may be met where more localized interventions are less feasible or cost-efficient. For both energy and water resilience efforts, these installations may be introduced in areas where housing typologies or existing structures cannot accommodate solar panels or water systems, or where a larger scale typology is more cost-efficient to serve the community.

### INCENTIVE PROGRAM

An incentive program will be offered to enable the installation of renewable energy systems, including storage, which will be interconnected to the actual energy grid. This program is similar in nature to the Green Energy Fund and is available to residents as well as small and mid-size businesses.

The Department of Economic Development and Commerce (DDEC in its Spanish acronym) will be a key partner in the development of technical specifications for the energy portfolios, as well as the successful implementation of said programs.



MULTI-FAMILY RECONSTRUCTION, REPAIR & RESILIENCE PROGRAM		
PROGRAM TOTAL \$300,000,000	ADMINISTERING ENTITY PRDOH	NATIONAL OBJECTIVE LMI
MAX AWARD VARIABLE	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

**HURRICANE IMPACT**

Multifamily housing units across the island, both owner-occupied and renter-occupied, sustained extensive damages due to the hurricanes of 2017, and are at risk of contributing to slum and blight conditions without support for recovery. Multifamily housing is a fundamental residential and mixed-use building typology for communities in Puerto Rico, as it helps to reduce or eliminate sprawl potentials and thereby decreases infrastructure demands by consolidating and concentrating population base.

**RECOVERY PLAN ALIGNMENT**

The Multi-Family Reconstruction, Repair & Resilience Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: HOU 2, HOU 3, HOU 8, and HOU 12.

**ELIGIBLE ACTIVITIES**

Housing Construction, Acquisition, Green Building Standards (Section 105(a)(4) of HCDA) and Section 105(a) (15)

**PROGRAM ACCOMPLISHMENTS**

Addresses the outstanding need in Puerto Rico for multifamily units impacted by the hurricanes and not addressed through the single-family program. Maintains and increases the availability of affordable multifamily units in communities across Puerto Rico, reducing opportunities for slum and blight and consolidating investments in existing urban footprints. Enhance the resilience of multifamily units in communities across Puerto Rico.

**ELIGIBILITY**

- Multifamily (including mixed-use) buildings of eight or more units impacted by the disaster
- An assisted structure containing more than two units must have at least 51% of the units occupied by L/M income households.
- Reduces potentials for slum and blight
- Addresses at-risk structures with code compliance issues
- Aligns with goals for promoting affordable housing and elderly/retiree housing

**METHOD OF DISTRIBUTION**

Direct Distribution Model

## PROGRAM OBJECTIVE & DESCRIPTION

This program will provide funding for necessary expenses related to long-term recovery and restoration of multifamily housing and will increase the availability of affordable housing through strategic investments in multifamily buildings and by supporting code compliance updates in existing buildings.

Assistance is rendered in the form of a performance-based loan as secured through a promissory note. The note will be forgiven when all contractual obligations have been met, including satisfactory completion of construction and conditions found in the Land Use Restriction Agreement, and compliance with the 20-year affordability period, depending on the number of units. Properties may go through an underwriting to review the ownership structure, property operations, the sources and uses of funds, and the financial statements of the owner and guarantor (if applicable). The underlying debt and operating expenses of the property may be reviewed to determine if the project is feasible during the affordability period and demonstrates income adequate to cover operating expenses and applicable debt service.

This program will also seek to serve Section 8 and Égida (elderly) communities. New development of multifamily rental properties serving retirees (and potentially others) may also be considered to align with Puerto Rico as a retirement destination and to increase affordable housing options in existing urban footprints or near university centers.



HOMEBUYER ASSISTANCE PROGRAM		
PROGRAM TOTAL \$350,000,000	ADMINISTERING ENTITY PRDOH	NATIONAL OBJECTIVE LMI, UN, SB
MAX AWARD \$35,000	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

**HURRICANE IMPACT**

Outmigration was a challenge to community sustainability and viability across the Puerto Rico before the hurricanes and following these disasters this problem has only magnified. There are decreasing levels of homeownership across the island and a growing stock of vacant homes.

**RECOVERY PLAN ALIGNMENT**

The Homebuyer Assistance Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: HOU 8 and HOU 12.

**ELIGIBLE ACTIVITIES**

Home Purchase activities - Section 105(a) (24) §570.201(e), §570.201(n)

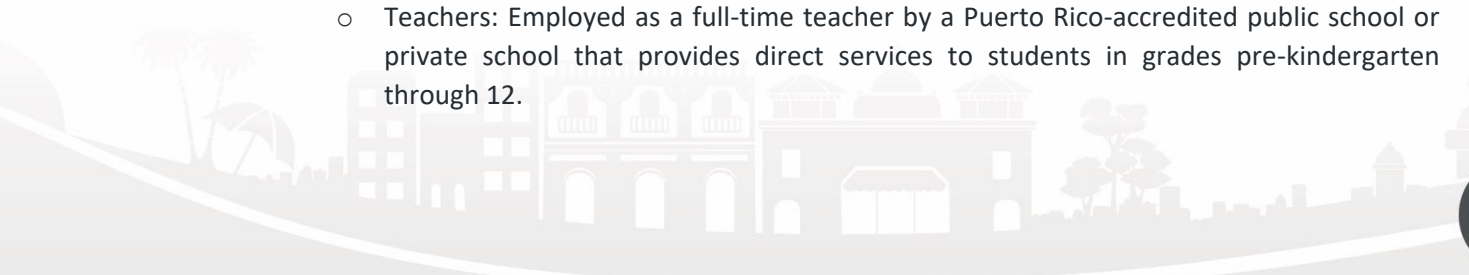
**PROGRAM ACCOMPLISHMENTS**

Support community sustainability and viability by increasing homeownership rates in communities across the island. Increases in long-term homeowner residents will contribute to additional positive ripple effects in communities. Supporting critical recovery workforce personnel in homeownership will further incentivize the return or maintenance of a greater population base.

**ELIGIBILITY**

Homebuyers must meet the following eligibility criteria:

- Households below 80% Area Median Family Income (AMFI) OR;
- Documented member of Critical Recovery Workforce (CRW/ *Orden Publico*) including first responders, medical personnel, teachers (PreK-12), and law enforcement who are either LMI (below 80% AMFI) or Urgent Need (below 120% AMFI).
  - Law Enforcement: Law enforcement officer employed full-time by a law enforcement agency of Puerto Rico or a unit of general local government; and, in carrying out such full-time employment, are sworn to uphold, and make arrests for violations of, federal, state, tribal, county, township, or municipal laws.
  - Teachers: Employed as a full-time teacher by a Puerto Rico-accredited public school or private school that provides direct services to students in grades pre-kindergarten through 12.



- Firefighter/Emergency Medical Technicians/ Medical Personnel: Employed full-time as a firefighter or emergency medical technician by a fire department or emergency medical services responder unit of Puerto Rico or a unit of general local government. Employed full-time as a medical professional under definition of the Puerto Rico Department of Health.
- Critical Recovery Workforce applicants will be prioritized for a certain period of time between 30 – 90 days as outlined in the Program Guidelines.
- Household must qualify for mortgage or have funds to purchase compliant property.
- Commits to utilize their home as the primary residence for a minimum period of 5 years.

## METHOD OF DISTRIBUTION

### Direct Distribution Model

## PROGRAM OBJECTIVE & DESCRIPTION

Outmigration and loss of population base due to disaster creates a negative cycle for communities struggling to recover across the island. Loss of population base post-disaster is a challenge that impacts communities of all sizes. When residents leave after a disaster and do not return, this creates ripple effects across the community, impacting schools, the economy through closure of businesses, loss of workforce, revenue declines, and reducing public financial capacity to provide services to the community.

Availability of affordable housing options is part of the equation, but the financial stability and resources available to residents to purchase their own homes are also important parameters related to an individual or family's ability to secure long-term options and contributes to long-term community recovery. For individuals and families considering the option to return to their community or move, it is often a consideration of the ability to reestablish a firm foundation, whether to re-root themselves or seek a new opportunity elsewhere.

This program helps Puerto Ricans purchase homes through a variety of support mechanisms, thereby increasing the level of homeownership in impacted communities and contributing to long-term sustainability and viability of communities across the island.

This program will seek to target critical recovery workforce sectors, recognizing the importance of first responders, teachers, healthcare workers and medical personnel, and law enforcement. This program understands that these members of the workforce are instrumental in incentivizing the return of other residents to ensure community viability, and sufficient workforce in these critical sectors is vital in creating positive ripple effects across communities, as they provide public safety, emergency support, education for school age children, and healthcare for families in communities working to recover and rebuild.

Eligible applicants will be provided with closing cost assistance (e.g. Title insurance, mortgage insurance premium, etc.), down payment assistance and/or soft second mortgage, to assist with the gap between the amount of first mortgage the household is able to obtain from a lender and the purchase price of a home. No interest or payments are required on this "silent second" mortgage provided that the recipient fulfills the five-year occupancy requirement.

Before a prospective buyer is referred to counseling or to execute a sales agreement for CDBG-DR assistance, the buyer must complete an Application for Assistance. The information obtained in the application will be used – along with verifications – to determine a buyer’s eligibility to purchase a home and to receive CDBG-DR assistance. Before approved buyers begin looking for a home to purchase, they should be pre-qualified for a mortgage loan. This takes the guess work out of deciding how much house a prospective homeowner can afford. Lenders sometimes call this preliminary paperwork a “pre-approval” and will issue a letter stating that a prospective homeowner has been conditionally approved up to a certain amount. Also, the housing counselor will help a buyer to analyze how much he or she will likely be able to borrow using these factors before the buyer approaches a lender to apply for mortgage qualification or pre-qualification.

All applicants will receive housing counseling services to determine which form of housing assistance offers the best option for the household and to educate prospective homebuyers about the responsibilities of being a homeowner. Upon notification of approval of an application for assistance, buyers will be referred to an approved program that offers pre-purchase counseling and education. All homebuyers must also complete 8 hours of homeowner training to be considered eligible.

PRDOH will proactively communicate with realty and lending professionals who work with the general homebuying public. These professionals can identify potentially eligible buyers and refer them for CDBG-DR qualification, effectively expanding program marketing. The real-estate professionals are experienced with the home purchase process and can help guide eligible buyers through that process, ensuring that buyers attain their goal within reasonable times.

#### ELIGIBLE PROPERTIES

While homebuyers may choose to purchase homes anywhere in Puerto Rico, program participants are encouraged to purchase Real Estate Owned (REO) properties and will be provided listings of available REO properties. **Properties cannot be second homes.**

Buyers may select the following unit types:

- Detached Single Family
- Attached Single Family
- Condominium Unit
- Cooperative Unit
- (For Critical Recovery Workforce only): Two-Four-Family units (owner & renter units)

Additional Property Requirements are:

- Selected units must meet HUD Housing Quality Standards.
- The property is not in a Special Flood Hazard Area (floodplain) or Coastal Barrier Resources area.
- Properties that are newly constructed must meet HUD standards in addition to all applicable local codes.
- The property must be able to be acquired with a valid deed free and clear of all encumbrances.

- At closing, a five-year lien for the amount of CDBG-DR assistance will be filed against the property. The lien will be forgiven at the end of the five-year period upon confirmation the applicant still owns and lives in the house as a primary residence. Applicants who sell or otherwise take action affecting title, such as transferring, during that five years, will be required to repay all of the grant amount.
  - In addition to the primary residency requirement, Critical Recovery Workforce (CRW) members must also agree to remain in an eligible CRW profession in Puerto Rico for the term of the affordability period.

#### PROGRAM CAPS

- The program will provide up to \$25,000 per household in assistance to eligible applicants; OR
- Up to \$35,000 per household for qualified Critical Recovery Workforce members.

#### **Mortgage Buydown for Critical Recovery Workforce**

Documented members of Critical Recovery Workforce (CRW/ *Orden Publico*) including first responders, medical personnel, teachers (PreK-12), and law enforcement who are either LMI (below 80% AMFI) or Urgent Need (below 120% AMFI) who are existing homeowners may qualify for mortgage buydown assistance. The five-year ownership, residency, and service commitments are the same as for Homebuyer Assistance.

#### PROGRAM CAPS

- The program will provide up to \$35,000 per household for qualified Critical Recovery Workforce members in mortgage buy-down.

**Use of Grant Funds:** The money provided through the Mortgage Buydown program must be used to assist in the principal buy-down, pay closing costs of refinancing, interest rate buy-down or a combination of the above. In no case can the program be used to provide money directly to the homeowner. Funds may be released on an annual basis for up to five years so long as the applicant remains fully employed in a qualified Critical Recovery Workforce position.

#### REDEVELOPMENT INCENTIVE

Program participants may receive an additional \$5,000 in assistance if they choose to purchase a home in a designated urban and/or redevelopment zone as identified in a planning and zoning map of the applicable municipality. (Note: PRDOH will be facilitating planning updates with municipalities to provide for consistency across the island). Annually, PRDOH will verify continued occupancy as part of its monitoring and compliance efforts. If an owner does not continue to occupy the unit as their principal residence for the duration of the occupancy period, or is otherwise in non-compliance, PRDOH may proceed with enforcement procedures such as calling the note or exercising repurchase rights of the property.



## ECONOMIC RECOVERY PROGRAMS

Puerto Rico is taking the opportunity to transform the economic landscape of the island with clear intention and focusing efforts around post-storm recovery economic activities. Economic recovery programs are essential to the long-term success of housing recovery programs because they provide opportunities necessary to ensure homeowners and renters feel financially independent to be able to care for and maintain their homes. The attraction, retention and return of businesses and jobs is critical to the long-term recovery of the island. Large-scale rebuilding activities have begun across the island and will increase in the next few years providing unprecedented opportunities to invigorate the island's workforce demographic and increase the local labor force while also nurturing and stimulating the small business sector to unleash local creativity, impact their ability to innovate and create an environment for ushering economic sustainability for decades to come. According to a study cited by the HUD Housing Damage Assessment and Recovery Strategies Report for Hurricanes Irma and Maria, "the Pew Research Center has shown that 79% of out-migration is a result of employment and family/household concerns."<sup>137</sup>

Through programs that enable local island contractors to participate in recovery projects, and training programs that ready the workforce for rebuilding efforts, Puerto Rico will match skillsets to the recovery tasks at

hand and secure economic opportunities for its people. Additionally, by awarding small business loan funding and establishing small business incubators, the local economy will contribute to the overall long-term recovery of the island. Finally, undertaking a robust tourism and investment marketing campaign will ensure that lifeline sectors of the Puerto Rican economy substantially recover, and that potential visitors and investors will continue to see Puerto Rico as an attractive and unique destination in the Caribbean and a viable option for travel, leisure, and business.

Due to their expertise in economic development, PRDOH will partner with the Economic Development and Commerce Department (DDEC, for its Spanish acronym) to administer a portfolio of economic development initiatives outlined in the following pages. DDEC currently implements and supervises the execution of economic development public policy for the following business sectors: manufacturing, commerce, tourism, and services. DDEC seeks to ensure a sustainable private sector within the globalization of the current economy. The Department is committed to the implementation of strategies that encourage investment, create jobs and improve the quality of life on the island. DDEC is composed of eleven (11) government entities that include agencies and public corporations focused on different economic sectors and initiatives.

**BUILDING A STRONG ECONOMIC RECOVERY IS ESSENTIAL TO KEEPING FAMILIES AND COMMUNITIES TOGETHER AND PRESERVING INCOME NEEDED TO MAINTAIN HOUSING OPTIONS.**

<sup>137</sup> HUD Housing Damage Assessment and Recovery Strategies Report. Housing RSF. Issued June 29, 2018. Page 14.

DDEC's Economic Development Plan of Puerto Rico is anchored in three pillars that work together to achieve sustained and long-term growth. These are to reinvent and reenergize established industries, develop high impact emblematic projects and utilize innovative strategies to advance Puerto Rico. These goals were developed to position the island as a unique destination for business and investments and aim to reinvent and reenergize established industries including manufacturing, tourism, and commerce.



One of the goals of the Economic Recovery programs goes beyond bringing new businesses, but also supporting an economic environment where residents will want to come back to the island. By improving economic conditions and increasing the number of available jobs, Puerto Rico can minimize the displacement of Puerto Rican residents who have out-migrated and are at risk of permanent resettlement off the island. Remaining unmet housing needs will continue to be addressed in upcoming allocations.

CONSTRUCTION AND COMMERCIAL REVOLVING LOAN		
<b>PROGRAM TOTAL</b> \$100,000,000	<b>ADMINISTERING ENTITY</b> DDEC/ BDE	<b>NATIONAL OBJECTIVE</b> LMI, UN
<b>MAX AWARD</b> \$1,000,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Due to the tightening of the financial markets, and as a direct impact of the hurricanes, small and mid-size Puerto Rican contractors have seen sharp reductions in their access to credit as banks seek to mitigate risk, even without a change in the contractor’s performance or repayment history. Because of this, contractors, reflecting a range of specialties and capacity may not have access to financial resources to maintain cash-flow in the first few months of project work before the initial invoicing benchmarks are met and they receive payment from the housing or infrastructure grantee. Contractors that are able to maintain their lines of credit may be constrained by the funding timelines of traditional banks, which can take upwards of 90 days. This places local construction contractors at a disadvantage in a competitive market.

Puerto Rico needs to help build the capacity of contractors in the construction trades, renewable energy and water purification systems who are residents of Puerto Rico to secure and succeed in working on as much of the CDBG-DR and related federally funded construction work as possible. An affordable and accessible source of capital will provide capital for recovery and liquidity to expand their businesses. To manage the risk, the Construction and Commercial Revolving Loan (CCRL) will incorporate a balance of rigorous community economic development lending practices and technical assistance to help borrowers build capacity and succeed within program rules and address the unmet need.

**RECOVERY PLAN ALIGNMENT**

The Construction and Commercial Revolving Loan program aligns with the following course of action from Puerto Rico’s Recovery Plan: ECN 14.

**ELIGIBLE ACTIVITIES**

Economic Development (Section 105 (a) (17) of HCDA)

**PROGRAM ACCOMPLISHMENTS**

- Puerto Rico based general contractors, subcontractors and local labor secure and succeed in implementing substantial disaster recovery related contracts;
- Contractors and subcontractors build capacity and experience to secure a sustainable book of business in the broader Puerto Rican economy and graduate to mainstream business banking relationships; and



- Local labor builds the skills and experience to secure long-term gainful employment in the Puerto Rico economy.

## ELIGIBILITY CRITERIA

Eligible businesses must:

- Provide evidence of status as a licensed contractor or subcontractor with demonstrated track record where principals are residents of Puerto Rico;
- Submit a Recovery Plan with performance goals along with evidence of skills, experience, management capacity and a track record of meeting financial obligations; and
- Satisfy underwriting criteria for financial and performance capabilities.

## METHOD OF DISTRIBUTION

Partnership Distribution Model where DDEC will provide marketing, production and compliance management for the CCRL program in partnership with PRDOH. The Economic Development Bank of Puerto Rico (BDE for its acronym in Spanish), will serve as loan underwriter, administrator and servicer under a subrecipient agreement with DDEC.

## PROGRAM OBJECTIVE & DESCRIPTION

The recovery funds serving to rebuild the island's housing and infrastructure will serve as a vital injection of funds into the local economy if properly structured. Providing local contractors access to start-up and mobilization capital will build local reconstruction capacity and maximize the amount of funds recirculated into the island's economy. The CCRL will provide capital to bridge payments on construction contracts and working capital for business recovery and expansion including items such as staff and/or services to expand grant compliance and financial management capacity. The CCRL will have two components:

### CAPACITY BUILDING GRANTS

Borrowers can apply for a Capacity Building Grant up to \$50,000 based on need. This grant can be drawn at loan closing to cover costs related to help a contractor be more competitive and to secure and successfully manage new CDBG-DR construction work.

### CONSTRUCTION BRIDGE FINANCING AND WORKING CAPITAL

Borrower can be approved for up to \$1,000,000. Lines of credit will be sized based on the value of construction contracts and the business recovery and expansion plan.

The combined maximum line of credit is \$1,000,000 which will be made available to borrowers demonstrating an ability to repay the loan and meet the underwriting and compliance criteria. Compensating factors may be used to assist in determining an applicant's bankability based on flexible underwriting criteria.

In addition to flexible capital, DDEC will provide capacity building support to target contractor borrowers, especially in more rural inland areas on the island. Many contractors may need Technical Assistance (TA) to learn an expanded range of construction, business and contract management, accounting and reporting

skills to meet the requirements of government-funded disaster recovery construction projects. CDBG-DR provides the flexibility to deploy TA to help target contractors grow and sustain their business operations within the discipline and accountability of a lending relationship.

DDEC will convene an RFP process to engage Relationship Managers to provide TA for business recovery and growth planning and support in producing vetted grant and/or loan applications. This role is a combination of lender, TA provider, coach and voice of encouragement, grit, persistence and accountability as borrowers recover and grow their businesses.

The Relationship Manager will work with DDEC and its underwriter BDE to identify the financial product and terms and conditions that best matches the needs and capacity of the applicant.



SMALL BUSINESS FINANCING		
<p><b>PROGRAM TOTAL</b> \$200,000,000</p>	<p><b>ADMINISTERING ENTITY</b> DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE/ BDE</p>	<p><b>NATIONAL OBJECTIVE</b> LMI, UN, SB</p>
<p><b>MAX AWARD</b> UP TO \$50,000 PER BUSINESS IN GRANTS; \$100,000 PER BUSINESS IN 100% CDBG-DR FINANCED LOANS; \$1,000,000 PER BUSINESS IN CDBG-DR GUARANTEED TERM LOANS</p>	<p><b>START- END DATE</b> DURATION OF GRANT</p>	<p><b>ELIGIBLE AREA</b> PUERTO RICO</p>

**HURRICANE IMPACT**

Damage from the storms has impacted and disrupted small businesses as much as it impacted and disrupted housing and infrastructure. Small businesses, including microenterprises, have limited access to critical capital to recover and grow their businesses and create and retain jobs.

**RECOVERY PLAN ALIGNMENT**

The Small Business Financing program aligns with the following course of action from Puerto Rico’s Recovery Plan: ECN 14.

**ELIGIBLE ACTIVITIES**

Economic Development, Job Creation or Retention (Section 105(a) (17) of HCDA)

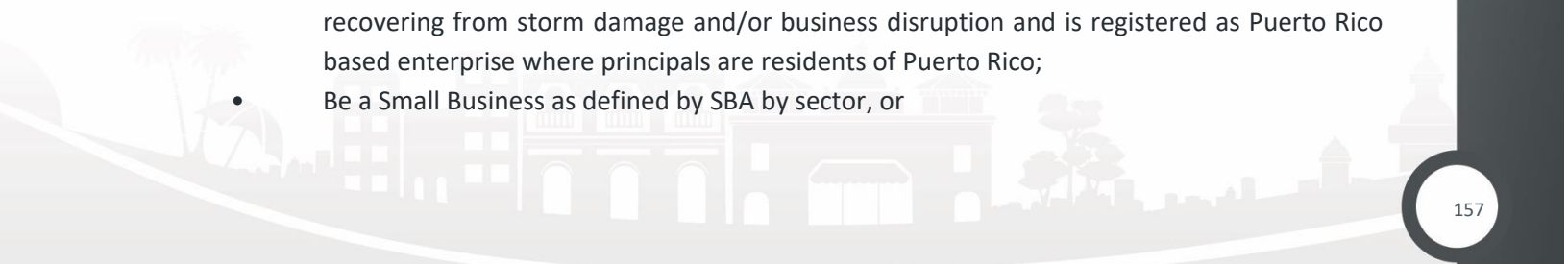
**PROGRAM ACCOMPLISHMENTS**

- Provide grants and loans to help implement economic recovery and expansion plans that improves the Puerto Rican economy
- Help retain and expand employment of LMI labor who are Puerto Rico residents
- Provide technical assistance to help small business graduate to more traditional banking relationships with financial institutions
- Leverage CDBG-DR funds to attract private capital to serve financing needs of small business

**ELIGIBILITY CRITERIA**

Eligible businesses must:

- Show evidence of status as an existing or start-up business or sole proprietorship that is recovering from storm damage and/or business disruption and is registered as Puerto Rico based enterprise where principals are residents of Puerto Rico;
- Be a Small Business as defined by SBA by sector, or



- A Microenterprise, defined as a commercial enterprise that has five or fewer employees, one or more of whom owns the enterprise;
- Provide evidence of skills, experience and management capacity and a track record of meeting financial obligations within the context of compensating factors;
- Complete a concise recovery and business growth plan that is reasonable and achievable; and
- Create and/or retain quality employment opportunities, in accordance with the loan agreement, for no less than 1 year.

#### METHOD OF DISTRIBUTION

Partnership Distribution Model where DDEC will provide marketing, production and compliance management for the Small Business Grant and Loan program in partnership with PRDOH. The Economic Development Bank of Puerto Rico (BDE for its acronym in Spanish), will serve as loan underwriter, administrator and servicer ~~under a subrecipient agreement with DDEC.~~

#### PROGRAM OBJECTIVE & DESCRIPTION

The Small Business Financing Program provides a range of flexible and thoroughly underwritten grant and loan options to assist with storm recovery and business expansion. Specifically, the program financing options will be composed of the Recovery Grant Program, and Recovery and Expansion Loans which will include Option A Working Capital Line of Credit and Option B Term Loans for Larger Projects as described below. The program objective is to provide capital to:

- Expand growth opportunities and economic recovery by addressing local business needs for working capital;
- Retain and expand employment of Puerto Rico residents through business expansion; and
- Fortify and coach businesses to expand their ability to work with private banking institutions and other financial entities for future financing needs.

The program design is to have DDEC implementing the program with the support of Relationship Manager entities who will be part of the intake and application process and assist the business with supportive services throughout the life of their grant or loan. As part of the program design, DDEC will convene an RFP process to engage Relationship Managers to provide technical assistance (TA) for business recovery and growth planning and support in producing vetted grant and/or loan applications. The Relationship Manager is a combination of lender, TA provider, coach and voice of encouragement, grit, persistence and accountability as borrowers recover and grow their businesses with the needed working capital.

DDEC will also be working with BDE who will serve as loan underwriter, administrator and servicer to identify financial products with terms and conditions that best match the needs and capacity of the applicant. These three entities will work together to serve the needs of local businesses.

#### RECOVERY GRANT PROGRAM

The Recovery Grant Program will help microenterprises and small businesses re-start operations and/or invest in growth opportunities in the wake of the hurricanes by providing grants of no more than \$50,000 for working capital, ~~minor repairs~~, and non-affixed equipment. The amount of the grant and timing of

draws will be determined by the recovery and growth business plan and the underwriting process. Some businesses may be required to draw on the grant in increments as business performance benchmarks are completed.

## RECOVERY AND EXPANSION LOANS

### OPTION A: WORKING CAPITAL REVOLVING LINE OF CREDIT

The Working Capital Revolving Line of Credit Program will provide up to \$100,000 to cover working capital and non-affixed equipment expenses for businesses that can provide evidence of capacity to support short term debt. The amount of the Line of Credit will be set based on the recovery plan, management capacity and contracts or related evidence of receivables of small business borrowers. The Line of Credit will be 100% funded by CDBG-DR and will have a one (1) year term with options to renew based on performance.

Working capital provided to businesses under the Grant and Loan programs may be used for, but not limited to:

- Inventory and supplies
- Equipment, where no installation is required (subject to CDBG-DR Compliance rules)
- Vehicles
- Marketing, including staff and services for job estimating and bid proposal writing
- Staffing/Payroll
- Training and Certifications
- Financial & contract management and reporting
- Rent
- Utilities
- Insurance
- Minor repairs

### OPTION B: TERM LOAN FOR LARGER PROJECTS

The Term Loan for Larger Projects will leverage CDBG-DR funds with private capital for larger loans that can fund working capital, equipment, assets that can be collateralized and acquisition and/or improvement to real estate and related business facilities.

CDBG-DR funds will provide a guarantee or a loan loss reserve of up to 25% of the loan amount. The loan amount and repayment term for each Term Loan will be set based on the useful life of the collateral, the financial feasibility of the project and the capacity of the business. BDE will work with DDEC to identify sources of capital to fund the Term Loans with the CDBG-DR credit enhancement.

The Term Loan program addresses an unmet need of access to capital for larger projects where private financing sources remain reluctant to lend based on perceived risks of the post-disaster Island economy. The Term Loan is a strategic financing option for businesses that have a clear growth plan and management capacity that will result in expanded employment for Puerto Rico residents.

Term Loan for Larger Projects funds can be used for/ to:



- Acquisition, construction, renovations and/or repairs of land and buildings that will be used for business facilities, operations and production purposes;
- Acquisition and/or leasing of land for business operations and production such as agriculture;
- Construct tenant improvements/finishes;
- Lease space in or purchase an existing building;
- Purchase capital equipment;
- Purchase of Technology, equipment and software;
- Purchase of inventory and;
- Working capital as listed above;

Eligible applicants can apply for the grant and the loan options in coordination with the Relationship Manager who will offer guidance in terms of what type and amount of assistance best serves their unmet business recovery and growth needs. DDEC and BDE will underwrite applications for grant and loan programs based on:

- CDBG Economic Development underwriting criteria as specified in the CDBG-DR Notice with a focus on: credit, capacity, collateral, capital and character; and
- CDBG-DR and Puerto Rico compliance requirements.

PRDOH projects that at least 1,000 small businesses will receive assistance under this program.

For all the Small Business Financing grant and loan options Puerto Rico will require and verify that all borrowers pay their employees living wages and adhere to all other federal compliance requirements as needed.

A specialized forgivable loan option of up to \$250,000 for the construction or reconstruction and support of facilities for specialized medical providers, who qualify under Puerto Rican Incentives Act for the Retention and Return of Medical (Act 14-2017), or other critical personnel as documented in program guidelines, may be provided as part of the small business financing.



SMALL BUSINESS INCUBATORS AND ACCELERATORS		
<b>PROGRAM TOTAL</b> \$35,000,000	<b>ADMINISTERING ENTITY</b> DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE	<b>NATIONAL OBJECTIVE</b> LMI, UN, SB
<b>MAX AWARD</b> \$2,500,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Due to the tightening of the financial market, and as a direct impact of the hurricanes, new and start-up businesses need support to participate in the economic rebirth of the Island.

**RECOVERY PLAN ALIGNMENT**

The Small Business Incubators and Accelerators program aligns with the following course of action from Puerto Rico’s Recovery Plan: ECN 13.

**ELIGIBLE ACTIVITIES**

Economic Development, Job Creation (Section 105(a) (15) and Section 105 (a) (17) of HCDA); 105(a) (22)

**PROGRAM ACCOMPLISHMENTS**

- The development of new businesses and/or
- Job creation through the growth of new businesses

**ELIGIBILITY CRITERIA**

DDEC will administer the program in partnership with PRDOH.

Eligible businesses including:

- Non-profit, units of local government, private, governmental and for-profit organizations to repair existing Small Business Incubators or build new ones
- Proposals will be evaluated on the level and quality of services to be provided to the incubator participants, including cost-benefit and resiliency.

**METHOD OF DISTRIBUTION**

Partnership Distribution Model

**PROGRAM OBJECTIVE & DESCRIPTION**

Puerto Rico recognizes that a blend of ideas, talent, capital, and a culture of openness and collaboration are all vital to nurturing an innovation ecosystem involving complex interactions among entrepreneurs, investors, suppliers, universities, government entities, large existing businesses, and a host of supporting



actors and organizations.<sup>138</sup> A business incubator and accelerator program supports the growth and success of start-ups and new businesses in the early stages of operation by providing initial resources that significantly minimize the risk of new business failure and speeding up the time it takes to get to market. Business incubators and accelerators will be encouraged to incorporate resilience measures in businesses plans to allow for continuity of business operations in the event of power outages, natural disasters, or other disruptive events. This will provide the added benefit of creating business shelters during future events.

DDEC will oversee this program and will fund incubator and accelerator activities with units of local government, non-profit organizations, private or governmental, quasi-government agencies with proven experience in the implementation of business incubators and accelerators. Through this program, burgeoning businesses will gain access to shared office space and supportive operational resources such as office equipment, telecommunication services, technical assistance, and conference space. Daily work in a shared, collaborative office environment provides for ongoing access to mentoring services, professional networking, idea-exchange, and hands-on management training. This will help support start-up and new companies in the early stage of operation. Start-ups supported under the incubator and accelerator program may be prioritized for assistance under the Small Business Loan program.

The grant maximum is \$2,500,000; however, it is possible that not all incubators and accelerators will receive the maximum amount. Funding will be based on incubator/ accelerator capacity as proposed in the submittal to DDEC. Eligible incubators/accelerators must remain in operation for no less than 5 years in compliance with all program requirements including flood insurance on the property. Projects proposed in the floodplain will be evaluated on a case by case basis for risk and cost reasonableness and will comply with all applicable requirements. Organizations simply offering shared work spaces for lease or purchase as a private-sector business model, without providing supportive services, are not eligible applicants. Application criteria and program guidelines will be published on the disaster recovery website subsequent to HUD approval of the Action Plan.

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<sup>138</sup> <https://www.brookings.edu/research/accelerating-growth-startup-accelerator-programs-in-the-united-states/>

WORKFORCE TRAINING PROGRAM		
<b>PROGRAM TOTAL</b> \$40,000,000	<b>ADMINISTERING ENTITY</b> DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE	<b>NATIONAL OBJECTIVE</b> LMI, UN
<b>MAX AWARD</b> \$20,000,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Puerto Rico needs a skilled and agile workforce to meet the challenges and opportunities of:

- storm recovery;
- investments in hazard mitigation and resilience and;
- repositioning the economy for sustainable prosperity

The influx of federal, state and private investments presents a need and an opportunity to invest in Puerto Rico citizens to build skills and succeed in the revitalized Puerto Rico economy. Investment in workforce training needs to serve Puerto Rico’s citizens who currently reside on the Island and also those who may have had to move off the Island but want to return home.

For a successful and sustainable recovery, workforce training must serve the entire Island economy. However, Puerto Rico is experiencing a distinct shortage of skilled labor within the construction and hospitality industries due to storm damage, recovery and resilience needs and the outmigration of families before and after the hurricane.

Puerto Rico currently has no construction apprenticeship programs available that can provide instruction or on-the-job training opportunities in partnership with Puerto Rico’s construction and hospitality industries. Apprenticeships can provide a deeper level of technical and life skills training and financial and logistical support services will help train, coach and employ unemployed and/or underemployed workers so they learn and earn their way to independence and prosperity.

**RECOVERY PLAN ALIGNMENT**

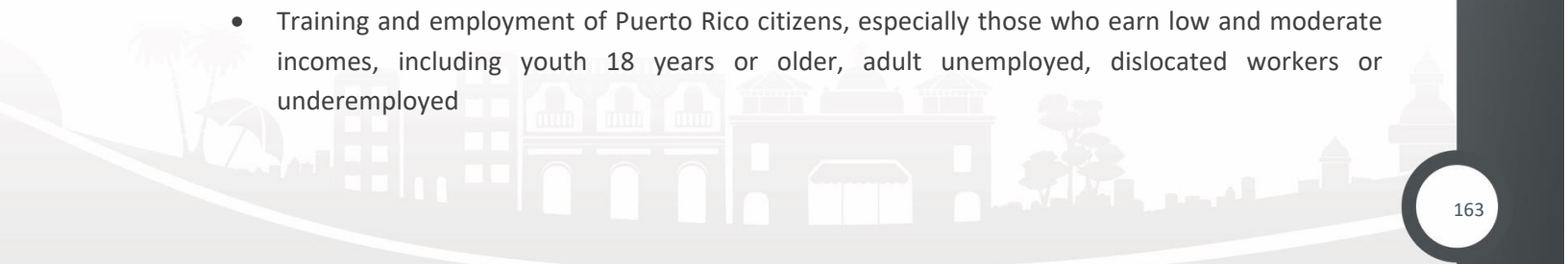
The Workforce Training Program aligns with the following course of action from Puerto Rico’s Recovery Plan: ECN 2, ECN 23, ECN 26, CPCB 4, CPCB 12, and MUN 2.

**ELIGIBLE ACTIVITIES**

Economic development, Job creation or retention (Section 105(a) (17) of HCDA); Public Service (Section 105(a)(8) of HCDA)

**PROGRAM PRIORITIES**

- Training and employment of Puerto Rico citizens, especially those who earn low and moderate incomes, including youth 18 years or older, adult unemployed, dislocated workers or underemployed



- Training and employment of Puerto Rico citizens who meet Section 3 Resident criteria
- Cultivate and supply homegrown labor force to meet the Island's recovery, resilience and economic expansion needs and opportunities

DDEC will work in coordination with PRDOH, the grantee, to ensure the compliance of federally mandated statutes such as 2 CFR 200, Section 3, MWBE, EEO and Davis Bacon to establish clear pathways for employment of apprentices.

#### PROGRAM ACCOMPLISHMENTS

- Create economic opportunity for unemployed and underemployed
- Provide incentives for Puerto Rico citizens to return to the Island, receive training and secure employment

#### ELIGIBILITY CRITERIA

DDEC will administer the program in partnership with PRDOH

Of the funding available, \$3,500,000 in funds will be administered through units of local government, non-profit organizations, and governmental and quasi-governmental agencies who will be invited to propose workforce training programs that best serve the needs of the recovery:

The selection criteria will be released in 2019 as part of the program guidelines. The balance of the funds available will be allocated to an integrated Apprenticeship program focusing on the construction, tourism, and hospitality industries managed by DDEC and its subrecipients.

Apprentices seeking to apply should be:

- Low or Moderate Income
- Dislocated or underemployed workers

#### METHOD OF DISTRIBUTION

Partnership Distribution Model

#### PROGRAM OBJECTIVE & DESCRIPTION

This program will help unemployed and underemployed residents find employment by providing job training in skill areas related to recovery efforts. This program will seek to work with other local government other non-profit entities who will be able to provide training. Training curriculum offered will depend on the industries and areas with the greatest lack of capacity based on community unmet need in those industries and areas.

#### WORKFORCE TRAINING PROGRAMS

Units of local government, non-profit organizations, governmental and quasi-governmental agencies will be invited to propose workforce training programs to DDEC under program guidelines as approved by PRDOH.

DDEC will evaluate proposed training programs based on the entity's capacity to administer training, relationship of training material to job-readiness of participants and cost reasonableness. Entities interested in administering training programs are encouraged to develop and administer programs in partnership with institutions of higher education, workforce investment boards, business groups or trade organizations, labor or community-based organizations and learning facilities. It is suggested that curriculum be developed in collaboration with subject matter experts in the area.

Workforce training programs and the proposed new Apprenticeships will be developed in those industry sectors identified in the economic development plan and may support recovery activities offered in the following categorical areas:

- Construction:
  - Inspections and enforcement services for storm damage and health and safety codes
  - Construction building trades (site preparation, masonry, framing and carpentry, plumbing, electrical, HVAC, painting and finish work, etc.)
  - Green building and energy efficiency
  - Renewable energy and Water Purification systems
  - Lead and related hazard control and abatement
  - Weatherization/ Sustainable Retrofitting
  - Green Infrastructure, Hazard Mitigation and resilience
- Tourism and Hospitality
- Healthcare
- Technology training that supports new generation of digital workforce
- Manufacturing
- Other identified unmet workforce training needs to support Puerto Rico's long-term recovery goals

#### INTEGRATED APPRENTICESHIP PROGRAM

Puerto Rico's Apprenticeship program will train a workforce that can learn while they earn as they become part of the narrative in recovery and economic investment. This Apprenticeship model will include:

- Training, certifications, employment, coaching and case management services to support apprentices in their journey to grow as high value labor in their trades and industry;
- Cost reasonable incentives and services to attract Puerto Rican citizens who may have left the Island due to the storm to return for training and employment opportunities;
- Financial assistance and supportive services such as transportation vouchers, rent, prescription glasses, day care, tools required to work and related needs to be ready come to work on time, rested and ready to learn and produce without distractions. The scope and amount of an apprentice's financial assistance and supportive services will be evaluated on a case by case basis with a case manager and approved by DDEC.

- Partnerships with the construction and hospitality industry to get input on labor gaps and training and certification standards;
- Cultivation of partners to deliver training and ongoing case management support for apprentices;
- Cultivation of sponsors who will hire apprentices and provide on-the job training and mentorship; and
- Coordination with PRDOH and other grantees who will be implementing disaster recovery projects that need to comply with Section 3 to establish clear pathways for employment of apprentices.

DDEC is cultivating a partnership with the Office of Apprenticeship in Washington DC, as well as with the support staff in Region 1 of the US Department of Labor and working together to share best practices and identify strategies to customize an integrated Apprenticeship program to be deployed throughout the Island. Strategies will include targeting specific sectors of the economy most critical to the long-term recovery and economic stability of the Puerto Rican economy. This will help position apprentices for success through long-term gainful employment. Specifically, DDEC envisions apprenticeship programs serving the Tourism, Healthcare, and Construction sectors.

For the Tourism Apprenticeship programs, DDEC will work with university hospitality industry programs trade association and other nonprofit organizations that have been cultivating a pipeline of candidates by providing internship and/or training opportunities and building technical skills to enable eligible candidates to enter the workforce within the tourism industry. DDEC will coordinate with DMO and the Puerto Rico Tourism Board to identify tourism and hospitality businesses that may be candidates to serve as sponsors to hire apprentices.

For the Construction Apprenticeship programs, DDEC will cultivate a resource group of stakeholders in the construction industry to help develop a coordinated and high impact delivery of training and employment support that includes:

- Contractors in the design and building trades
- Design, Engineering, Construction, Contractor and Supplier Trade Associations
- Labor Unions
- Local American Job Centers
- Trade Schools and Universities
- Department of Education (especially Vocational Education resources)
- US Department of Labor, Office of Apprenticeship and Certification Offices
- Municipalities and Local Government Leadership
- Puerto Rico Housing Department

DDEC will manage the Apprenticeship Program under its Workforce Development Program (WDP).



## NEW BEGINNINGS PROGRAM

The New Beginnings Program is a safety net initiative that will serve and work with non-violent incarcerated persons and recently incarcerated individuals (parolees) to participate in the recovery workforce. This program will provide comprehensive job training and support services to participants in order to facilitate long-term gainful employment to reduce recidivism and enable and ensure long-term financial independence. Recognizing that a structured reentry environment for individuals preparing to transition from prison is a critical component in recidivism reduction, this program will create a transition pipeline for incarcerated persons nearing the end of their sentence, and also be available to recent parolees.

This program will be operated within a multi-member partnership from DDEC as well as the Department of Corrections and potentially utilizing the support of non-profit groups. PRDOH may also provide work release housing centers to serve participants, pending review of programmatic needs. Individuals residing in work release housing centers will provide secure environments for housing participants and will require residents to be present during non-work hours. Participant monitoring of different formats (electronic, in-person check-ins, direct full-time supervision) will be conducted for those individuals participating in this program, depending on individual need.

## KEY PERFORMANCE INDICATORS FOR APPRENTICESHIP PROGRAM

Key performance indicators align with the goals of the program in the action plan for the sustained investment in developing a workforce that will contribute fresh talent to the island. Key Performance Indicators include:

1. Number of apprentices who successfully complete a training course and/or achieve certifications
2. Number of sponsors who employ and train apprentices
3. Number of apprentices who secure gainful employment after completion of apprenticeships





TOURISM & BUSINESS MARKETING PROGRAM		
<b>PROGRAM TOTAL</b> \$25,000,000	<b>ADMINISTERING ENTITY</b> DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE, DMO/ INVEST PUERTO RICO	<b>NATIONAL OBJECTIVE</b> LMI, UN
<b>MAX AWARD</b> \$25,000,000	<b>START- END DATE</b> TWO YEARS BEGINNING AT FIRST CDBG-DR DRAW	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Prior to the storm, tourism represented 8% of the Puerto Rico economy. Unfortunately, the prolonged loss of power across the island and national media reports on the devastation has deterred visitors for some months causing significant impact to this sector of the economy. As a result, potential tourists and business investors are unaware of recovery efforts and which areas of the island are open for business. One of the biggest challenges for the tourism and commercial sectors is communicating to the US and abroad that Puerto Rico is open for business. Though some parts of the island are still badly damaged, San Juan and other areas have functional infrastructure and can receive tourists. While industries are slowly recovering, the island needs full-scale tourism and business marketing campaigns to fully rebound from the effects of the storm.

**RECOVERY PLAN ALIGNMENT**

The Tourism & Business Marketing Program aligns with the following course of action from Puerto Rico’s Recovery Plan: ECN 11.

**ELIGIBLE ACTIVITIES**

Economic Development, Job Creation (Section 105 (a) (15) and/or Section 105 (a) (17) of HCDA)

**PROGRAM ACCOMPLISHMENTS**

Continued stabilization or increase in tourism-related revenues and increase in businesses moving to Puerto Rico, generating economic return. Metrics may include video and website views, social media engagement, print ad placements, and/or other Return on Marketing Investment key performance indicators.

**ELIGIBILITY**

DDEC, Destination Marketing Organization (DMO) and Invest Puerto Rico will administer the program in partnership with PRDOH utilizing subrecipient agreements. with Destination Marketing Organization (DMO) which operates in the market to manage tourism and hospitality industry marketing and Invest Puerto Rico to manage marketing to encourage outside investment in Puerto Rico businesses.

## METHOD OF DISTRIBUTION

PRDOH assigns, as a method of distribution, a portion of the \$25 million in Tourism & Business Marketing Program funds to DDEC, the DMO and Invest PR. DDEC or PRDOH will execute detailed subrecipient agreements that comply with 2 CFR Part 200 and related CDBG-DR and PR regulations.

The majority of storm related business recovery and expansion services will focus on marketing and advertising campaigns. In the respective DDEC-subrecipient agreements with DDEC, Invest PR and DMO, each subrecipient may provide:

- Schedule of services that will require public procurement of professional service providers, contractors and/or related goods and services to fulfill the mission of the Tourism and Business Marketing program; and
- Detailed plan for how Invest PR and DMO will manage their competitive public procurement processes and generate written agreements for contractors and/or professional service providers in compliance with 2 CFR Part 200 and related CDBG-DR and PRDOH procurement and financial management regulations.

## PROGRAM OBJECTIVE & DESCRIPTION

Given the impacts of Hurricane Maria on tourism assets and long-term economic conditions, PRDOH in partnership with DDEC, will fund subrecipients to develop a comprehensive marketing effort to promote outside the Island that the area is open for business. DDEC will also utilize internal expertise for this activity, including work under its Collaboration Agreement with Invest Puerto Rico, which is a non-profit corporation created by law (Act 13-2017) to ensure continuity.<sup>139</sup>

Additionally, Puerto Rico will create and implement strategies promoting Puerto Rico as an ideal place to do business. This will attract new businesses of external capital that can contribute additional capital to the economy. Marketing Puerto Rico as a pro-business jurisdiction will encourage new external investments, promote economic development and create new jobs. Efforts will work to prevent tourism and service sector displacement or business failure as a result of the hurricane impact.

The projected use of funds for marketing and outreach efforts will be focused on advertising creation and media placement (television/radio/digital and out-of-home advertising) outside of Puerto Rico, as well as promoting Puerto Rico as an ideal place to do business. **No elected officials or political candidates will be featured or included in promotional marketing funded through this program.** Per CDBG regulation, CDBG-DR funds shall not be used to engage in partisan political activities, such as candidate forums.

The increased revenue brought to local economies through tourism will fund jobs that stabilize households through primary, secondary and tertiary jobs created in communities across the Island.

<sup>139</sup> Note that Act 13-2017 limits Invest Puerto Rico's operations to new business. DDEC will continue providing assistance to expanding and existing companies throughout the island.

Puerto Rico requested and received a waiver from HUD for \$15,000,000 for this activity. PRDOH sought a waiver request to incorporate additional funds allocated in the substantial amendment due to the critical importance of creating investment in the Island post-Maria.<sup>140</sup>

#### KEY PERFORMANCE INDICATORS

DMO and Invest PR will track and analyze the performance and impact of the following outputs and outcomes (Key Performance Indicators, or KPIs) with their respective scopes of work:

#### TOURISM MARKETING

1. Optimize the brand health of Tourism in Puerto Rico as evidenced by tracking an increase in baseline targeted level of positive earned media coverage for the destination.
2. Track the Publicity Value of Promotional Investment by the dollar ad equivalency value delivered relative to the dollar value invested.
3. Increase in General Visitation as measured by an increase in # of visitors and/or % increase in visitation, as compared to the baseline measurement of likely travelers targeted over a 5-year period.

#### BUSINESS MARKETING

Invest PR will use standard marketing KPIs to provide specific, numerical marketing metrics and tracking to measure their progress towards increasing the visibility, within marketing channels, of doing business in Puerto Rico's by highlighting the unique benefits within the island and as a base for business operations.

1. Insight and better coordination of marketing for industry specific sectors to help sharpen the message of where and how Puerto Rico has competitive market advantages in the global economy;
2. Clarification and streamlining of processes for permitting and related logistics to facilitate attraction of businesses to invest in and set-up and expand business operations in Puerto Rico;
3. Volume and dollar amount of new investment capital in business operations in Puerto Rico;
4. Volume of existing and/or new business enterprises that establish facilities and/or operations in Puerto Rico;
5. Volume of new jobs created as a result of the added investment in new and existing businesses.

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<sup>140</sup> PRDOH requested to use up to \$115 million for this activity. 84 FR 4836 published on February 19, 2019 limited the amount of funding currently available for this program to a total of \$25 million. PRDOH may re-request the additional funds via waiver at a later date.



<b>STRATEGIC PROJECTS AND COMMERCIAL DEVELOPMENT</b>		
<b>PROGRAM TOTAL</b> \$125,000,000	<b>ADMINISTERING ENTITY</b> DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE	<b>NATIONAL OBJECTIVE</b> LMI, UN, SB
<b>MAX AWARD</b> \$125,000,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

#### HURRICANE IMPACT

Due to the tightening of the financial market on the Island, and as a direct impact of the hurricanes, strategically located commercial districts suffered property damage and loss of business.

#### RECOVERY PLAN ALIGNMENT

The Strategic Projects and Commercial Development program aligns with the following course of action from Puerto Rico's Recovery Plan: HOU 10.

#### ELIGIBLE ACTIVITIES

Section 101(c), Section 104(b), Section 105(c), Section 105(a)(4), Section 105(a) (15) of the HCDA

#### PROGRAM ACCOMPLISHMENTS

- Revitalize areas benefitting low and moderate-income people.
- Incentivize entrepreneurship and economic return

#### ELIGIBILITY CRITERIA

DDEC will administer the program in partnership with PRDOH

- DDEC will develop program guidelines defining eligible subrecipients

#### METHOD OF DISTRIBUTION

Partnership Distribution Model

#### PROGRAM OBJECTIVE & DESCRIPTION

Provide strategic investments for improvements in infrastructure, amenities and commercial real estate properties in targeted commercial districts. Commercial rehabilitation activities are designed to bring commercial structures up to code or improve their facades. If the commercial structure is owned by a private, for-profit entity, the following limitations apply: Rehabilitation is limited to the exterior of the building and the correction of code violations; Any other improvements are carried out under the special economic development activities category.

Special economic activities provide for the acquiring, constructing, reconstructing, rehabilitating, or installing commercial or industrial buildings, structures, and other real property equipment and

improvements, industrial parks and business park redevelopment, or similar extensions. These are economic development projects undertaken by nonprofit entities and grantees (public entities), that may include partnerships with for-profit investors and business enterprises. Additional economic development activities to promote private investment and development, including financing of commercial development, may be undertaken as part of strategic projects.

DDEC will also utilize internal expertise for this activity, including work under its Collaboration Agreement with Invest Puerto Rico, which is a non-profit corporation created by law (Act 13-2017) to ensure continuity.



ECONOMIC DEVELOPMENT INVESTMENT PORTFOLIO FOR GROWTH		
<b>PROGRAM TOTAL</b> \$800,000,000	<b>ADMINISTERING ENTITY</b> PUERTO RICO PUBLIC-PRIVATE PARTNERSHIPS AUTHORITY (P3)	<b>NATIONAL OBJECTIVE</b> LMI, UN, SB
<b>MAX AWARD</b> \$800,000,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

Prior to the hurricanes, the economy of Puerto Rico had been experiencing a period of decline involving disinvestment in businesses, business closures, and outmigration of workers in all sectors. Hurricanes Irma and Maria compounded these economic challenges significantly and created a new set of serious inhibitors to encouraging investment and economic expansion.

**RECOVERY PLAN ALIGNMENT**

The Economic Development Investment Portfolio for Growth program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CPCB 3, CPCB 4, CPCB 6, ECN 2, ECN 3, ECN 10, ECN 11, ECN 13, ECN 14, ECN 15, ECN 19, ECN 23, ECN 28, ECN 30, HOU 6, HSS 20, HSS 22, HSS 30, MUN 3, MUN 10, MUN 8, NCR4, NCR 15, NCR 20, PBD 2, PBD 3, TXN 2, TXN 3, TXN 4, TXN 6, TXN 9, TXN 12, and TXN 22.

**ELIGIBLE ACTIVITIES**

Special economic development (24 CFR Part 570.482, and HCDA Sections 105(a)(2), 105(a) (14), 105(a) (15), and 105(a) (17)); • Community-Based Development Organizations (24 CFR Part 570.204)/ 105(a) (15) organizations. • Commercial rehabilitation (24 CFR Part 570.202); and Rehabilitation of commercial or industrial structures – HCDA Section 105(a)(4); HCDA Section 105(a) (17). • Infrastructure (public facilities and improvements) [HCDA Section 105(a)(2)]. To a lesser extent, the following types of eligible activities may comprise portions of an overall large-scale development project: • Acquisition - HCDA Section 105(a)(1)]; • Clearance - HCDA Sections 105(a)(4)] • Public Services - HCDA Section 105(a)(8)]; and • Privately owned utilities [24 CFR Part 570.201(l)].

**PROGRAM ACCOMPLISHMENTS**

Large-scale redevelopment projects that are transformative in nature and create job creation and/or cascading economic impacts. They are also key parts of a comprehensive revitalization strategy to enable and nurture strategic growth nodes and opportunity zones.

**ELIGIBILITY**

Eligible applicants will be:

1. Units of general local government
2. Community-Based Development Organizations



### 3. Private entities, as eligible under applicable activity

PRDOH will work with the P3 Authority to identify and prioritize CDBG-DR eligible projects that meet National Objectives.

- Demonstrate significant economic development impact
- Incorporate leveraged funding
- Provide long-term job creation and retention

## METHOD OF DISTRIBUTION

Partner Distribution Model

## PROGRAM OBJECTIVE & DESCRIPTION

Large-scale commercial or industrial development is a broad-ranging category of activities covering a wide variety of economic development tasks. This may include, but is not limited to the development/redevelopment of:

- Retail facilities such as shopping centers or stores; commercial facilities such as hotels, shipping distribution centers, or office buildings; Industrial/manufacturing complexes such as factories or industrial parks; and public commercial spaces such as convention centers or parking garages.
- Infrastructure development (such as a new road to a commercial facility) often accompanies these types of large economic development activities. Infrastructure activities, as related to large-scale development projects, are non-housing activities that support improvements to the public capital stock. This includes transportation facilities (street rehabilitation, sidewalk improvements, streetlights, parking facilities, etc.); and water, sewer, and drainage improvements.

These projects will be developed for large levels of financial investment, of which the CDBG-DR portion may range from intensive to minor. The projects will have a large community impact, whether in terms of job creation, service to the neighborhood, or renewal of a given area. Depending on the nature of the project, these projects may involve real estate development, whether it is the construction of a new facility or the expansion of an existing building and will be expected to involve several types of financing and sources of funds. For example, large-scale projects often have a combination of private lender financing, various types of public financing, and business owner cash injections.

This program will be established for the funding of projects that will significantly impact and enable the long-term economic growth and sustainability of the island. This program has the capacity to be a funding stream for projects determined by the central government to be key drivers for Puerto Rico's new economy and align with the economic recovery plan. As such, funds will be directed to innovative solutions that are forward-looking, cost efficient, and socially transformative. Targeting of new business incentivization and existing business expansion will be components of this program. Entities providing key services related to activities supporting LMI workers and key strategic growth sectors as outlined in the Recovery Plan and Fiscal Plan.

The Public Private Partnerships (P3) will support this effort by cultivating potential projects with a high leverage component and initiatives that have long-term sustainability frameworks that do not solely rely



upon CDBG-DR or other public funding streams. All potential projects will comply with HUD national objectives.



RE-GROW PR URBAN-RURAL AGRICULTURE		
<b>PROGRAM TOTAL</b> \$100,000,000	<b>ADMINISTERING ENTITY</b> DEPARTMENT OF AGRICULTURE	<b>NATIONAL OBJECTIVE</b> LMI, UN, SB
<b>MAX AWARD</b> VARIABLE	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

### HURRICANE IMPACT

The sustained high winds and intense rainfall of the hurricanes decimated agricultural production across the island. Prior to the Hurricane, 85% of food in Puerto Rico was imported. In rural areas, loss of crops contributed to enhanced erosion conditions and promoted opportunities for landslides. Impacts to coffee crops was significant, which carries economic impacts for successive years due to growth and maturation cycles. Loss of agricultural production in the post-disaster period has highlighted significant food security challenges in both urban and rural areas.

### RECOVERY PLAN ALIGNMENT

The RE-GROW PR Urban-Rural Agriculture program aligns with the following courses of action from Puerto Rico’s Recovery Plan: ECN 9 and ECN 37.

### ELIGIBLE ACTIVITIES

Economic development, Job creation/ retention (Section 105 (a) (15) and/or Section 105 (a) (17) of HCDA)

### PROGRAM ACCOMPLISHMENTS

- Promotes and expands island-wide food security
- Addresses impacts to damaged agricultural productivity
- Enhances food quality production, cultural/culinary tourism, and eco-tourism
- Enhances social, economic, and environmental resilience

### ELIGIBILITY

Eligible entities are:

1. Small and Medium Businesses
2. Non-governmental organizations
  - a. Entities engaged in agricultural, livestock, aquaculture production
  - b. Units of General Local Government Jurisdictions replacing demolished structures or blighted in-fill areas with community and urban gardens with a long-term maintenance and operations plan/partner



## METHOD OF DISTRIBUTION

### Partner Distribution Model

## PROGRAM OBJECTIVE & DESCRIPTION

RE-GROW PR has two primary aims: 1) Promote and increase food security island-wide, and 2) Enhance and expand agricultural production related to economic revitalization and development activity.

Given its island status, Puerto Rico has long recognized the food security challenges of dependence on imported food products, and certainly experienced a heightened degree of risk during the aftermath of the hurricanes. Historically, Puerto Rico has focused agricultural production on several main crop typologies, and RE-GROW PR will address this food security risk by increasing local production and expanding diversity of agricultural production on the island.

RE-GROW PR will serve both urban and rural areas and will seek to capitalize on urban in-fill opportunities to install community gardens where vacant lots may exist, or where blighted structures are being demolished.

RE-GROW PR will work to promote crop diversification and expand production of locally consumed produce, and further meet the needs of expansion in the tourism sector to meet culinary needs of Puerto Rico's renowned and burgeoning gastronomic sector. Greenhouses may also be viable strategies considered to reduce crop losses in both rural and urban environments, utilizing large-scale formats in rural areas, converted warehouses or abandoned industrial sites, and roof-top greenhouses in urban areas. Crops to support goals in the tourism sector via culinary arts and eco-tourism needs will also be prioritized, such as growth of key produce and herbs such as cilantro, chives, basil, oregano, avocados, tomatoes, peppers, etc. as well as investments to address impacts to coffee production.

This program represents an opportunity for collaboration between multiple potential partners within the public, academic, and non-governmental sectors.

At the outset, RE-GROW PR aims to focus on the following potential activities to increase food security and bolster social and economic resilience:

- Urban agriculture - community gardens
- Rural agriculture investments, crop diversification to meet island food security needs
- Rural and urban greenhouses
- Agricultural cultivation and livestock production to feed into culinary programs and meet culinary tourism demands
- Aquaculture/aquafarming

This program will release a notice of funding availability (NOFA) in the first quarter of 2019 that will outline parameters for application and participation, and outline award caps. Over the long-term, RE-GROW PR will aim to create further economic development opportunities through exports of locally grown produce, livestock, and aquaculture outputs.

# INFRASTRUCTURE COORDINATION

Infrastructure recovery will be a whole community approach, consisting of extensive, multi-billion dollar, years-long programs. PRDOH is aware of the vital infrastructure needs of communities across the island, as identified by the municipios in the public hearings and through their written comment and will continue to work closely with FEMA and the COR3 as project worksheets are developed.

The cost share matching requirements of many of these programs create a financial burden on subrecipients that will dramatically hinder the recovery process without supplemental funding. To substantially reduce this burden, PRDOH intends to leverage CDBG-DR to meet these matching fund requirements, both through the implementation of a programmatic “Global Match” concept for FEMA’s Hazard Mitigation Grant Program (HMGP) and a cost share match program for FEMA Public Assistance, Individual Assistance, and other federal grant-in-aid programs.

PRDOH continues to collaborate with COR3 and other stakeholders to determine with greater clarity the amount of CDBG-DR funds needed to meet the cost share match. Although the match requirement for the HMGP program has been determined, projects under the FEMA Public Assistance program are still being scoped, with a deadline of October 2019 for parties to agree on fixed cost estimates. Accordingly, the amount of CDBG-DR funds for match may be amended as additional projects are obligated and funds become available.

PRDOH will collaborate with the COR3 on strategies for long-term resilience to natural hazards and how infrastructure investments align with other planned Puerto Rican or local capital improvements. This funding coordination may include working with local governments on the construction or rehabilitation of storm water management systems in flood impacted areas.

## MITIGATION & RESILIENCE

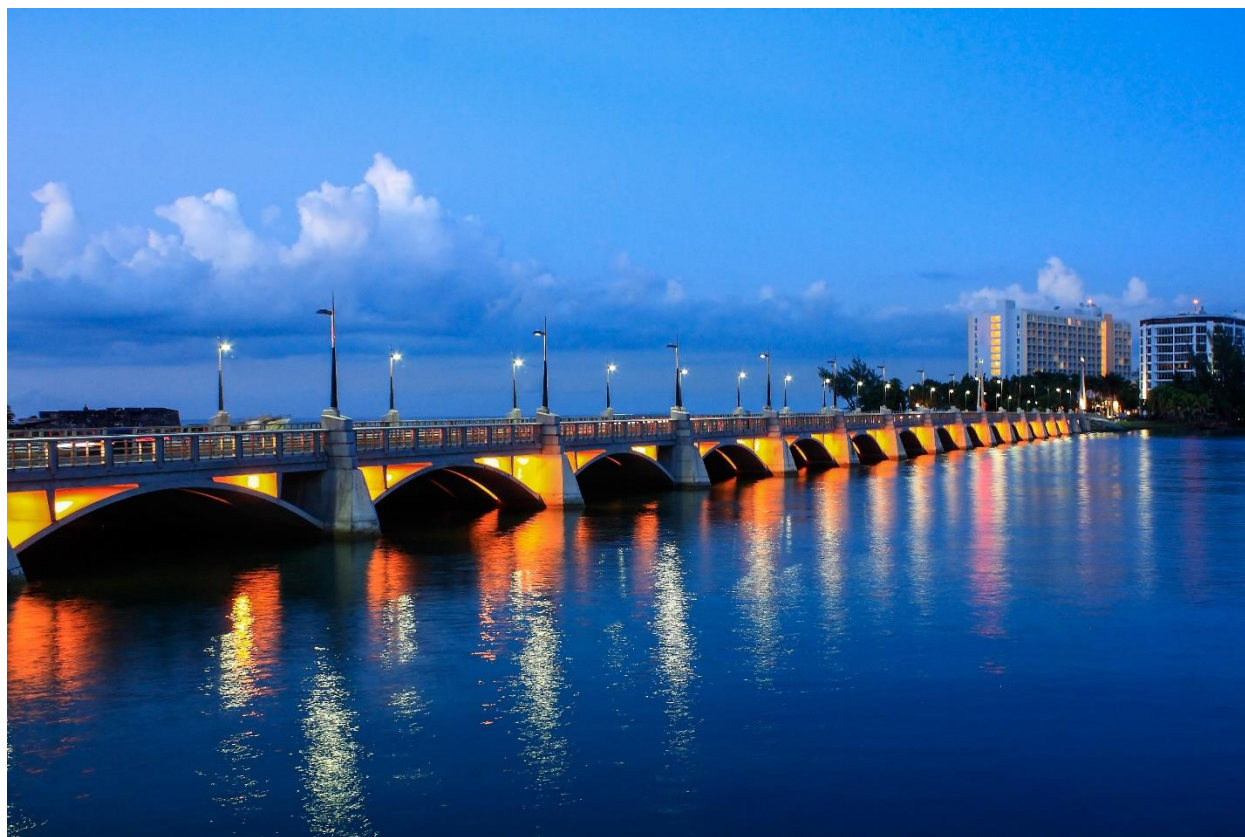
PRDOH may combine funding from FEMA’s Hazard Mitigation Grant Program (HMGP) with CDBG-DR funds to complete resilience project. CDBG-DR funding may be used to provide the required 25% funding match for FEMA HMGP projects through a Global Match program. Projects funded by FEMA HMGP must comply with HMGP resilience standards. By working with COR3 to execute dually funded resilience projects, PRDOH will advance long-term resilience to natural hazards and promote adaptation to sea-level rise and other environmental changes by evaluating and selecting potential infrastructure or resilience projects based on guidance outlined in FEMA’s Hazard Mitigation Assistance Guidance.<sup>141</sup> Projects may be evaluated using the following considerations, as will be determined in Program Guidelines:

- Technical Feasibility
- Cost effectiveness
- Effects on the environment and cultural resources
- Community support

<sup>141</sup> FEMA Hazard Mitigation Guidance; [https://www.fema.gov/media-library-data/1424983165449-38f5dfc69c0bd4ea8a161e8bb7b79553/HMA\\_Guidance\\_022715\\_508.pdf](https://www.fema.gov/media-library-data/1424983165449-38f5dfc69c0bd4ea8a161e8bb7b79553/HMA_Guidance_022715_508.pdf)

- Promotion of community resilience
- To what extent the project design reduces vulnerability
- To what extent the project includes measures to avoid or minimize adverse impacts to floodplains, wetlands, or other environmental and cultural resources
- Accessibility accommodations for individuals with disabilities and/or access and functional needs

By following the guidance outlined by FEMA's Hazard Mitigation Assistance Guide, PRDOH will fund projects which create long-term resilience to natural disasters and hazards. As part of the funding coordination pursued for infrastructure activities, PRDOH may work with local governments, in conjunction with the COR3, on the construction and/or rehabilitation of storm water management systems in flood impacted areas. Storm-water management systems for which HMGP is sought will be evaluated using the above-listed considerations in mind when they are identified.



FEMA COORDINATION		
<b>PROGRAM TOTAL</b> \$1,000,000,000	<b>ADMINISTERING ENTITY</b> PRDOH IN COORDINATION WITH COR3	<b>NATIONAL OBJECTIVE</b> LMI, UN, SB
<b>MAX AWARD</b> \$1,000,000,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

PRDOH is coordinating with the COR3 on two major approaches for FEMA coordination. These are for HMGP Global Match and for a coordinated match approach for Non-Federal Cost Share.

**HMGP Global Match**

Under the Stafford Act, the federal cost share for HMGP projects cannot be increased above 75%. Matching HMGP costs with CDBG-DR funds on a project-by-project basis can prove to be problematic in ensuring a project’s eligibility under both grant programs. Fortunately, the HMGP program allows a global match approach to matching the non-federal share, whereby match is determined at a programmatic level. PRDOH is collaborating with COR3 in designing and implementing this approach, which contemplates two sets of HMGP-eligible and CDBG-DR-eligible projects, each funded at a cost share of 100%. FEMA has authorized the implementation of an HMGP Global Match program.

**RECOVERY PLAN ALIGNMENT**

The FEMA Coordination program aligns with the following courses of action from Puerto Rico’s Recovery Plan: ECN 24, PBD 8, PBD 9, TXN 2, TXN 4 TXN 12, WTR 1, and WTR 11.

**ELIGIBLE ACTIVITIES**

Global match projects receiving CDBG-DR funding will align with Section 105(a)(9) of the HCDA (non-federal share match) as well as one additional eligible activity. For projects contemplated under this program, that additional activity may include property acquisition under Section 105(a)(1), public facility improvements under Section 105(a)(2), and the clearance, rehabilitation, reconstruction and construction of buildings, including housing, under Section 105(a)(4).

**PROGRAM PRIORITIES**

Projects will undergo a review process that determines the most strategic alignment of national objective. Projects determined to have a service area that provides benefit to low-to-moderate income individuals

will be aligned with this national objective. Other projects will be assigned the urgent need or slum-and-blight national objective. Some programs not determined to be viable under the global match program may be funded through the Non-Federal Cost Share program.

#### PROGRAM ACCOMPLISHMENTS

Leverage CDBG-DR funding to ease local cost share burden through projects that qualify under the HMGP and CDBG-DR programs.

#### ELIGIBILITY CRITERIA

The project must meet a national objective and accomplish a CDBG eligible activity as well as FEMA HMGP requirements, including cost-effectiveness.

#### METHOD OF DISTRIBUTION

Partnership Distribution Model

#### PROGRAM OBJECTIVE & DESCRIPTION

PRDOH seeks approval to submit HMGP-eligible projects, as defined in FEMA's Hazard Mitigation Guidance, funded with CDBG-DR dollars to contribute to a FEMA Global Match. Puerto Rico will coordinate with FEMA and HUD to ensure all eligibility requirements are met for all project applications submitted for Global Match. PRDOH will also evaluate the potential of partially meeting the matching cost requirement with donated resources.

This funding mechanism provides the local requirement of matching the FEMA federal funding for identified projects, while easing the financial burden on Puerto Rico.

### **Non-Federal Cost Share Match**

#### HURRICANE IMPACT

Grant programs that have funded Puerto Rico's response and will continue to provide for the island's long-term recovery are subject to cost-share requirements that must be met on a project-by-project basis. PRDOH primarily intends to focus on meeting the non-federal cost share of FEMA's Public Assistance and Individual Assistance programs; however, projects funded through other federal grant-in-aid programs will also be evaluated for the viability of matching their non-federal cost shares. These programs include, but are not limited to, those administered by the FHWA, FAA, and U.S. Army Corps of Engineers.

#### RECOVERY PLAN ALIGNMENT

The FEMA Coordination program aligns with the following courses of action from Puerto Rico's Recovery Plan: ECN 24, PBD 8, PBD 9, TXN 2, TXN 4 TXN 12, WTR 1, and WTR 11.

#### ELIGIBLE ACTIVITIES

Projects receiving CDBG-DR funding will align with Section 105(a)(9) of the HCDA (non-federal share match) as well as one additional eligible activity. For projects contemplated under this program, that additional activity may include public facilities under Section 105(a)(2), debris removal under Section 105(a)(4), public services under Section 105(a)(8), and administrative costs under Section 105(a) (13).

#### PROGRAM PRIORITIES

Projects will undergo a review process that determines the most strategic alignment of national objective. Projects determined to have a service area that provides benefit to low-to-moderate income individuals will be aligned with this national objective. Other projects will be assigned the urgent need or slum-and-blight national objective.

#### PROGRAM ACCOMPLISHMENTS

Leverage CDBG-DR funding to ease local cost share burden of federal disaster recovery programs requiring matching funds.

#### ELIGIBILITY CRITERIA

The project must meet a national objective and accomplish a CDBG eligible activity as well as all requirements under its native program.

#### METHOD OF DISTRIBUTION

Partnership Distribution Model

#### PROGRAM OBJECTIVE & DESCRIPTION

Long-term resilience measures and infrastructure improvements are critical to the ongoing recovery of Puerto Rico. To fortify infrastructure with resilience measures, it will be of the utmost importance to leverage CDBG-DR dollars in conjunction with other funding streams. PRDOH will maximize the benefit achieved through the expenditure of CDBG-DR funds combined with funding from other federal grant programs.

At this time, most projects are still undergoing the formulation process. As a result, the exact amount of funds needed to meet match requirements is still being assessed. Through several amendments to the disaster declaration for DR 4339, FEMA has agreed to cover 100% of the cost share of category A and B project worksheets, including debris removal through 6/17/18, category B emergency protective measures through 5/18/18, and category B costs funded through the Sheltering and Temporary Emergency Power Pilot Program (STEP) through 9/16/18. The amount of CDBG-DR funds needed to match these temporary work projects is dependent on the value of work performed outside of the 100% cost-



share period. PRDOH has estimated approximately \$37.4 million in matching costs related to the STEP program extending beyond this period.



CRITICAL INFRASTRUCTURE RESILIENCE PROGRAM		
PROGRAM TOTAL \$400,000,000	ADMINISTERING ENTITY PRDOH	NATIONAL OBJECTIVE LMI, UN, SB
MAX AWARD \$50,000,000	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

**HURRICANE IMPACT**

The storms impacted already aging and vulnerable critical infrastructure leading to conditions for a humanitarian crisis. The failure of such infrastructure has resulted in a debilitating effect on national security, the economy, public health and safety, and/or local way of life.

**RECOVERY PLAN ALIGNMENT**

The Critical Infrastructure Resilience Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CIT 12, CIT 21, CIT 29, and CPCB 7.

**ELIGIBLE ACTIVITIES**

Section 105(a)(9) of the HCDA

- Roads, bridges, drainage
- Smaller scale utility security
- Broadband/communications capabilities
- Channelization of waterways
- Dikes
- Repair of public facilities

**PROGRAM ACCOMPLISHMENTS**

Increase and protect the health and safety of residents across the impacted area.

**ELIGIBILITY**

- Be a Unit of General Local Government (Municipio)
- Activity is CDBG-DR eligible and addresses one of the 16 critical infrastructure sectors: energy, dams, manufacturing, communications/broadband, chemical, government facilities, defense industrial base, health and public health, food and agriculture, commercial facilities, emergency services, waste and wastewater, financial services, transportation systems, or nuclear reactors, materials and waste.
- Prove impact due to the storm



## METHOD OF DISTRIBUTION

### Subrecipients

## PROGRAM OBJECTIVE & DESCRIPTION

This program will fund the rebuilding, hardening, improving of critical infrastructure (e.g. roads, bridges, channels, healthcare facilities) across the island, making it more resilient, adaptable to changing conditions, and able to withstand and recover rapidly from disruptions caused by future disasters. This program will also seek to ensure that resilient infrastructure investments carry multiple community benefits, creating public amenities, reducing hazards, and contributing to economic revitalization.

This program recognizes that Puerto Rico must be re-built in a more resilient manner, not simply replacing or repairing damaged infrastructure, but that changing environmental conditions must be accounted for and addressed in all aspects of the recovery. To realize the full potential of a holistic recovery across the island, these critical infrastructure needs must be addressed in a way that goes beyond what has been done in past efforts.

This program will work as a complement to HMGP global match when feasible, funding a portion of activities in alignment with these FEMA funded initiatives. This program further aligns with Recovery Plan priorities for short-term priority on critical and health and safety needs. The program will make funds available to municipios through a subrecipient model and seeks to coordinate and leverage program funds with other public investments and from the private sector. Projects will be evaluated to ensure no duplication of benefit across other funding streams.

Note: The Critical Infrastructure Resilience Program would contain similarities but not overlap with the Puerto Rico by Design initiative, as it needs to maintain the agility which speaks to more targeted, specific needs and is not based upon the larger-scale holistic visioning of Puerto Rico by Design. The fundamentals are similar in terms of creating multiple benefit scenarios through program investments, the scale of the investment is the primary difference.



COMMUNITY RESILIENCE CENTERS		
PROGRAM TOTAL \$75,000,000	ADMINISTERING ENTITY PRDOH	NATIONAL OBJECTIVE LMI, UN, SB
MAX AWARD \$1,000,000	START- END DATE DURATION OF GRANT	ELIGIBLE AREA PUERTO RICO

### HURRICANE IMPACT

During the period leading up to the hurricanes, and particularly during the aftermath of the disasters, communities across the island realized the need to have centralized hubs for receiving resources, critical communications, charging phones and battery-operated equipment, among other functions. In some cases, these hubs materialized in the form of public buildings, academic institutions, faith-based organizations, or traditional community centers, however, overwhelmingly there was not a recognized location known to communities, nor were these ‘pop-up’ community resilience centers adequately equipped to serve needs.

### RECOVERY PLAN ALIGNMENT

The Community Resilience Centers program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CIT 5, CIT 29, CPCB 4, and CPCB 5.

### ELIGIBLE ACTIVITIES

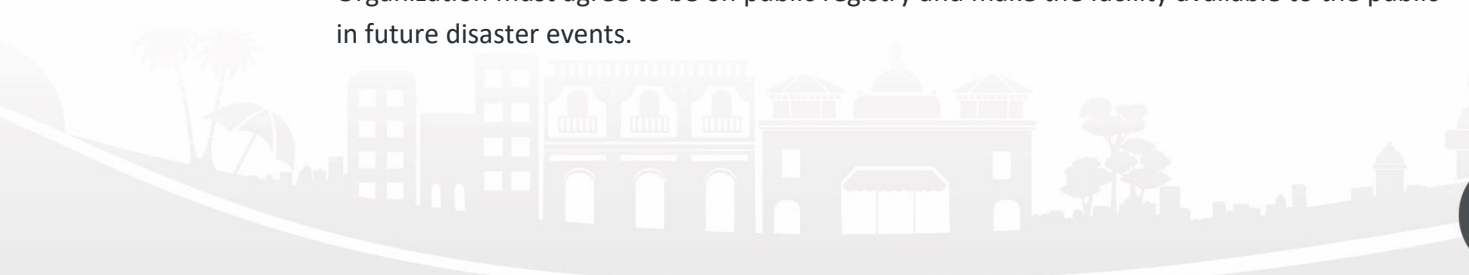
Section 105(a)(9) of the HCDA - Public facilities

### PROGRAM ACCOMPLISHMENTS

Creates a known network of clearly identified and registered community resilience centers across the island to support communities during disasters with provision of critical functions and increasing social resilience through potential expansion of year-round day-to-day functions.

### ELIGIBILITY

- Non-governmental organization (Non-profit)
- Unit of General Local Government (Municipio)
  - Organization or entity whose building or facility will serve as a Community Resilience Center to prepare for and recover from disaster.
  - Year-round maintenance and operations expenses must be covered through day-to-day operations, as CDBG-DR funds will not fund long-term maintenance and operations.
  - Organization must agree to be on public registry and make the facility available to the public in future disaster events.



## METHOD OF DISTRIBUTION

### Subrecipients

## PROGRAM OBJECTIVE & DESCRIPTION

During disasters, Community Resilience Centers (CRCs) increase the resource distribution and short-term sheltering capacity and support for residents to provide critical services. CRCs also represent a location for year-round community engagement through wrap-around services provided by the hosting entities through day-to-day functions. An example would be a non-profit community center that in its normal daily functioning serves the community, and through its role as an identified CRC serves as a community hub year-round in preparation and response to disasters. Further, CRCs can act to provide community gathering spaces to receive educational materials and information on preparedness and home/community resilience initiatives. In this way, CRCs will enhance social resilience within communities by creating clearly identified and easily accessible gathering spaces and rendezvous locations for residents.

CRC's will predominantly be established through retrofitting existing facilities, but in some cases may entail the construction of new facilities where additional leverage funds are incorporated, and a maintenance and operations funding plan is in place. For some communities unable to make improvements to sheltering facilities through FEMA programs, the CRC program could build new shelter facilities to provide life-saving harborage during emergency events and serve community needs year-round. Shelters could contain the following components, depending on their day-to-day functioning and intended use:

- Shower facilities
- Cooking facilities
- Refrigeration
- Device Power Stations for charging cell phones
- Back-up generation/ Solar panels
- Sleep space
- Disability Accessibility features
- Green-building features
- Pet-friendly spaces
- Wireless internet service

For CRCs that are not incorporated in an existing entity or agency, during non-crisis events CRCs may serve as traditional community centers for public benefit. For example, the CRC may be leased or rented year-round for community organizations or for events, and income generated will be utilized to maintain the operation of the center and shall not be considered program income.

Whether retro-fitted or constructed, the dual-purpose CRCs will aim to be built to FEMA standards to withstand high winds and provide a safe haven for citizens in impacted areas. Public facilities will require a licensed architect to design the facilities in accordance with FEMA standards. Facilities must be made available to residents in times of emergency.

All CRCs must have a long-term maintenance and operations plan and be viable through existing functions or new contractual agreements, whether through the local hosting entity or deferred through rents from tenants such as non-profits or other service providers. Non-profit organizations could request funding for their facilities if these services are provided and guaranteed in case of emergency.



## MULTI-SECTOR INITIATIVES

The programs in this section are multi-sector initiatives, in that they incorporate aspects of, or provide benefits in each of the four sectors: economic development and revitalization, infrastructure, planning, and housing. Similarly, these initiatives involve a variety of potential subrecipients at different scales, depending on the scope of the initiative.

The over-arching goal of these multi-sector initiatives is to engage and implement innovative and transformative long-term recovery solutions for Puerto Rico, in keeping with the Recovery Plan. These multi-sector programs offer entry points for all scales of potential projects and subrecipients. Within the City Revitalization Program, municipios, NGOs, and non-profits are able to present their project concepts to help shape the future vision of their community. This may involve revitalizing of community plazas, green infrastructure installations along key corridors prone to street flooding, or façade renewal initiatives in commercial corridors. Within Puerto Rico by Design, large-scale high-impact project concepts will be sourced through a competitive design process that will engage best-in-class knowledge from the international design community. These large-scale project concepts will offer holistic visions for strategic growth nodes and opportunity zones across the island, and the best and most feasible will be implemented.



CITY REVITALIZATION PROGRAM		
<b>PROGRAM TOTAL</b> \$1,200,000,000	<b>ADMINISTERING ENTITY</b> PRDOH	<b>NATIONAL OBJECTIVE</b> LMI, UN, SB
<b>MAX AWARD</b> \$100,000,000	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

### HURRICANE IMPACT

Municipalities with impacted urban areas and key corridors lack the financial resources to rebuild or enhance main streets, plazas, and other districts that are vital to community revitalization activities to support recovery from the hurricanes and align with goals for reducing outmigration and promoting tourism across the island. The hurricanes damaged tree canopy in urban and rural areas, which contributes to enhanced erosion conditions and promote opportunities for landslides. In the short, medium, and long term, loss of tree canopy in urban areas contributes to increased heat island effects, and also allows more rainfall to inundate streets and overcome stormwater management infrastructure.

### RECOVERY PLAN ALIGNMENT

The City Revitalization Program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CIT 19, CIT 32, CPCB 5, and CPCB 10.

### ELIGIBLE ACTIVITIES

- Economic Development; Job Creation and Retention. Section 105(a)(9) of the HCDA
- Public Infrastructure
- CDBG-DR eligible activities

### PROGRAM ACCOMPLISHMENTS

Revitalize downtown areas and key corridors, bringing community businesses back online and encouraging tourism. Promotes widespread re-greening (green infrastructure, etc.) efforts across the island to provide multiple benefits to communities. Prioritizes funding for projects with higher levels of leverage investments.

### ELIGIBILITY

Applicants:

- May include municipios, NGOs, non-profits
- Applications must be approved and sponsored by the relevant governing body
- Have a designated downtown area or key growth corridor
- Demonstrate tie-back to the disaster
- Projects must be CDBG-DR eligible activities not covered by other funds



## METHOD OF DISTRIBUTION

### Subrecipients

## PROGRAM OBJECTIVE & DESCRIPTION

This program establishes a fund for municipios to enable a variety of critical recovery activities aimed at reinvigorating urban centers and key community corridors to focus investments, reduce sprawl, and create a symbiotic environment to nurture complimentary investments from the private sector.

Municipios will submit applications for consideration by PRDOH. Eligible projects include rehabilitation or reconstruction of downtown buildings, public infrastructure improvements, streetscape improvements such as sidewalks, lighting, parking, façade improvement, and activities to eliminate architectural barriers for the disabled. Further, this program may fund improvements to public spaces (plazas, town squares), cultural and art installations, and recreation amenities. This program will also fund clearance and demolition of unoccupied substandard structures. Demolition and clearance efforts should not duplicate FEMA Private Property Debris Removal (PPDR).

The City Revitalization Program also includes Re-Green initiatives such as green infrastructure installations and standards, including reforestation efforts via non-profit entities such as Para la Naturaleza, and waste re-purposing and reduction initiatives. (This program will maintain an option to expand funding of RE-GREEN components under third tranche for mitigation). Municipios will be responsible for identifying inventory of substandard structures and evaluating costs, following standard acquisition protocols and based upon fair market values.

Applications that consider a holistic multi-benefit approach including colocation with transit-oriented development (TOD), walkability, and support of commercial districts will be prioritized. Applicants are encouraged to present a blended funding approach, with supplemental leverage investments from complementary programs or other funding sources that may strengthen the proposal.

This program makes funding available to municipios to implement integrated and innovative solutions to the problems facing their communities. Eligible revitalization projects must correlate to a larger strategy that targets downtown service and business districts or key corridors and supports and aligns with future public and private investment.

This program contains a set-aside of \$100,000,000 to prioritize strategic investments in growth nodes for redevelopment of urban area in support of the University of Puerto Rico (UPR) Rio Piedras and UPR Mayagüez. The student body has been significantly strained by the physical and economic impact of the hurricanes. These investments shall not take the place of governmental investments in the University system but will create the environment for economic regeneration around the University to enable students to return to their studies in safe, economically vibrant areas.

Project applications should demonstrate a 25% or more match from additional investments directly related to the project, which may include in-kind contributions, land donations, long-term maintenance and operations support from non-profits or civic/community groups, and other measures. Additional

project funding over the minimum 25% will contribute to a higher scoring potential upon application review. All match funding or in-kind commitments must be fully committed at time of application.

This program is anticipated to be conducted in multiple rounds, with the anticipated release of the initial NOFA in the first quarter of 2019.



PUERTO RICO BY DESIGN		
<b>PROGRAM TOTAL</b> \$700,000,000	<b>ADMINISTERING ENTITY</b> PRDOH	<b>NATIONAL OBJECTIVE</b> LMI, UN, SB
<b>MAX AWARD</b> VARIABLE	<b>START- END DATE</b> DURATION OF GRANT	<b>ELIGIBLE AREA</b> PUERTO RICO

**HURRICANE IMPACT**

The entirety of the island sustained widespread damage, including major infrastructure impacts, housing, environmental degradation, and commercial sectors. The extent of holistic damage offers an opportunity to re-think large-scale development opportunities in strategic regeneration nodes to support multiple benefit transformative solutions.

**RECOVERY PLAN ALIGNMENT**

The Puerto Rico by Design program aligns with the following courses of action from Puerto Rico’s Recovery Plan: CPCB 10, ECN 15, NCR 20, and TXN 3.

**ELIGIBLE ACTIVITIES**

Section 105(a)(9) of the HCDA

**PROGRAM ACCOMPLISHMENTS**

Puerto Rico by Design will create and implement holistic multiple benefit high-impact infrastructure and economic development initiatives in strategic regeneration nodes and opportunity zones, introducing major transformations in critical sectors to enable and ensure long-term growth and viability in Puerto Rico.

**ELIGIBILITY**

- Eligible applicants will likely include blended design teams comprised of architects, engineers, designers, planners, etc. and potentially combined with communities, or multiple communities, municipios, and private sector collaborators.
- Focus will be placed on projects that correspond to critical priorities such as mass transit, mobility, ports, infrastructure, and correspond to opportunity zones.

**METHOD OF DISTRIBUTION**

Subrecipient

**PROGRAM OBJECTIVE & DESCRIPTION**

To simultaneously address the holistic damage wrought by the hurricanes, and to capitalize on the unique opportunity to re-think major redevelopment initiatives in strategic areas, Puerto Rico will host an



international design-build competition to seek best-in class submissions, from which the best, most feasible, and cost reasonable options will be constructed.

Puerto Rico by Design follows the competitive models developed through past HUD-funded initiatives Rebuild by Design and the National Disaster Resilience Competition but tailored to the unique risk and opportunity parameters of the island of Puerto Rico. The goal of the competition will be to seek innovative, transformative, high-impact, large-scale projects that will incorporate resilience measures and blend benefits across multiple sectors. While the main program vehicle will focus on infrastructure and economic development addressing holistic regeneration of high-density growth nodes and opportunity zones, the goal will be the creation of simultaneous co-benefits or ripple effects in housing and real estate, public amenities, and community connectivity, as a few examples.

PRDOH will lead this initiative with the potential support of strategic partners. At the outset, PRDOH will release a 'call for papers' from design teams wherein respondents will provide an overview of the strength of their respective team, and the approach they would take in developing a potential project. A community engagement plan will be a required component of all proposals. The competition will seek to leverage and stimulate investment from private sector interests and demonstrate cost-efficiency and sustainability of large-scale projects. This competition will also compliment and build upon tourism and marketing efforts to recognize Puerto Rico as a destination for vacation, business investment, and for retirees. PRDOH anticipates the release an announcement for a 'call for papers' in early 2019, with the goal of the design competition culminating by December 2019, and winning selections beginning construction in 2020.



# CITIZEN PARTICIPATION

A Citizen Participation Plan has been developed in compliance with § 24 CFR 91.115 and applicable HUD requirements to set forth the policies and procedures applicable to citizen participation, intended to maximize the opportunity for citizen involvement in the planning and development of the Puerto Rico CDBG-DR recovery program including but not limited to:

- The amount of assistance expected to be received by impacted communities;
- The range of eligible activities to be undertaken;
- Other Action Plan and program activities.



The goal of the Citizen Participation Plan is to provide all of Puerto Rico's residents with an opportunity to participate in the planning and assessment of the PRDOH's CDBG-DR recovery programs. In order to facilitate citizen involvement, Puerto Rico Department of Housing has laid out target actions to encourage participation and allow equal access to information about the program by all citizens, especially those of low and moderate income, those living in slum and blighted areas and in areas identified for recovery through CDBG-DR, and other disadvantaged populations. In addition to citizen involvement, PRDOH encourages the participation of regional and island-wide institutions, such as non-profits, civic groups, the educational community, and professional associations.

PRDOH considered comments received in writing, via email, or expressed in-person at official public hearing events. Additionally, in an effort to permit public examination and public accountability, PRDOH will make the above information available to citizens, public agencies, and other interested parties upon request.

The final Action Plan, and public comments compiled into a separate volume, can be found on the PRDOH public website at the following address: <http://www.cdbg-dr.pr.gov/action-plan/>.

The Citizen Participation Plan is posted as a stand-alone document on the disaster recovery website.

## Public Hearings

PRDOH held a series of initial public hearings during Action Plan development to collect early input from citizens impacted by hurricanes Irma and Maria. Notice of public hearings were published in the local newspaper. The public hearings commenced on Monday, March 5th, 2018 and concluded on Saturday, March 10th, 2018. The schedule of the hearings ran as such:

- I. March 5, 2018 – East and Metropolitan  
Municipality of Bayamón  
Community Center of Jardines de Caparra  
9:00 am – 5:00 pm
- II. March 6, 2018 – Central/ Mountain  
Municipality of Cidra  
Mayor’s Office 3rd Level, Activities Room  
9:00 am – 5:00 pm
- III. March 7, 2018 – Southeast  
Municipality of Caguas  
Center of Science and Technology 59 Ave., Gautier Benitez, Caguas  
9:00 am – 5:00 pm
- IV. March 8, 2018 – West  
Municipality of Mayagüez  
Yagüez Theatre  
9:00 am – 5:00 pm
- V. March 9, 2018 – South  
Municipality of Ponce  
Añoranza Room 1st Floor Ponce’s Casino  
9:00 am – 5:00 pm
- VI. March 10, 2018 – North  
Municipality of Arecibo  
Manuel Petaca Iguana Coliseum  
9:00 am – 5:00 pm

Interpreters were made available at the hearings to assist those participants in need of Spanish, English or sign language medium. The Puerto Rico Department of Housing accepted all comments and proposals of citizens in writing, orally at the public hearing or sent to the designated email, [infocdbg@vivienda.pr.gov](mailto:infocdbg@vivienda.pr.gov). A summary of each comment, coupled with a response by Department of Housing, is included in the public comment attachment to the plan. All written proposals received are attached in their entirety as appendices to this plan and available for public consumption at [www.cdbg-dr.pr.gov](http://www.cdbg-dr.pr.gov).

#### MAYORAL MEETINGS AND MUNICIPIO ENGAGEMENT

Since February 2018, PRDOH has conducted outreach meetings with mayors and other municipal staff to discuss each community’s unmet needs, resulting from Hurricanes Irma and Maria. PRDOH staff continues to reach out to ensure that all municipalities are expressing their needs. Between February 2018 and

publication of the draft Action Plan, PRDOH had received written comments from the following 67 municipios.

Municipio Comment Submitted		
• Aguada	• Fajardo	• Orocovis
• Aguadilla	• Florida	• Ponce
• Aguas Buenas	• Guayama	• Quebradillas
• Aibonito	• Guayanilla	• Rincón
• Añasco	• Guaynabo	• Rio Grande
• Arecibo	• Guánica	• Sabana Grande
• Arroyo	• Hormigueros	• Salinas
• Barranquitas	• Isabela	• San Germán
• Bayamón	• Jayuya	• San Juan
• Cabo Rojo	• Juana Díaz	• San Lorenzo
• Caguas	• Juncos	• San Sebastián
• Camuy	• Lajas	• Toa Alta
• Canóvanas	• Lares	• Toa Baja
• Carolina	• Las Marías	• Trujillo Alto
• Cataño	• Las Piedras	• Utuado
• Cayey	• Loíza	• Vega Alta
• Ceiba	• Luquillo	• Vega Baja
• Ciales	• Manatí	• Vieques
• Cidra	• Maricao	• Villalba
• Coamo	• Mayagüez	• Yabucoa
• Comerío	• Moca	• Yauco
• Corozal	• Morovis	
• Dorado	• Naranjito	

#### AGENCY, NGO AND CITIZEN ENGAGEMENT

In addition to collaboration focused at the municipal level, PRDOH has taken into consideration unmet community needs and input for potential recovery efforts from governmental agencies and non-governmental organizations (NGO), non-profit entities, community organizations and citizens. These agencies and citizens have played an active role in the development of this Action Plan. Many attended and spoke at the various public hearings held across the island and to date. Between February 2018 and publication of the draft Action Plan, 63 formal written submissions had been received from organizations and individuals listed in the table below.

### Government Agency Comment Submitted

- Municipio de Carolina: Vivienda Desarrollo Comunal
- Universidad de Puerto Rico - Recinto Ponce
- Autoridad de Carreteras de Puerto Rico
- Hon. José "Memo" González
- Hon. Joel Franqui Atilés
- Proyecto Agrícola Comunitario
- Puerto Rico State Office of Public Energy Policy
- Oficina para el Desarrollo Socioeconómico y Comunitario de Puerto Rico
- Municipio de Morovis: Proyectos Adicionales
- Legislatura Municipal de Ponce
- Departamento de Recreación y Deportes
- Municipio de Ponce: Alumbrado Fotovoltaico
- Municipio de Ponce: Agua para el Campo
- Proyecto Barriada Juana Matos, Cataño
- Autoridad para el Financiamiento de la Vivienda de Puerto Rico
- Banco de Desarrollo Económico
- Municipio de Rincón: Proyectos
- BLUE TIDE Initiative, Department of Commerce

### Non-Governmental Agency Comment Submitted

- Proyecto Villa Ponce II
- Corporación para el Desarrollo Económico de Trujillo Alto
- Fundación Fondo de Acceso a la Justicia
- Fideicomiso de Vivienda y Desarrollo Humano
- Boys & Girls Club of Puerto Rico
- Proyecto Enlace Caño Martín Peña
- Foundation for Puerto Rico
- Comisión Asesora Para un Puerto Rico Resiliente
- Disaster Housing Recovery Coalition
- Instituto para el Desarrollo Económico y de Vivienda de Puerto Rico Inc.
- Asociación de Constructores de Hogares de Puerto Rico
- Habitat for Humanity
- Sociedad Puertorriqueña de Planificación
- Scuba Dogs Society
- Grupo de Caficultores de la Asociación de Agricultores
- Inundación La Fe, Residentes Juana Díaz
- Comunidad La Yuca Ponce
- Tamandre Travel, LLC
- Sr. Porfidio Nino Román, Barrios de Camuy
- Coalition for Environmentally Responsible Economies (CERES) Environmental Inc.
- Arecibo Development Group
- ALC Legal Services Group
- E&F Development



- Nature Housing Senior Community
- Los Pescadores de la Villa del Ojo de Crash Boat de Aguadilla
- Residentes Calle Robles de Cidra
- Harrison Consulting Group
- American Association of Retired Persons
- Arecibo Development Group, Plan Maestro de Mejoras
- Cambio
- La Perla de Gran Precio
- McCormack, Baron & Salazar: Bayshore Villas
- McCormack, Baron & Salazar: Renaissance Square
- McCormack, Baron & Salazar: JG Benitez Multifamily and Eldery developments
- Colegio de Abogados y Abogadas de Puerto Rico (CAAPR)
- ERS Consulting Group, LLC
- Fernando L. Sumaza & Company Inc
- Fundación Comunitaria de Puerto Rico
- Fundación de Desarrollo Comunal de P.R., Inc. (FUNDESCO)
- LA Design Group: Brisas del Mar
- LA Design Group: Galicia del Mar
- LA Design Group: Palomino Hills
- LA Design Group: Parque Miramonte
- Urbe Apie
- Lucha Contra el SIDA, Inc. (LUCHA)

PRDOH implemented a comprehensive public engagement strategy to encourage engagement during the public comment period for the Action Plan draft. The strategy utilizes various methods for citizen participation as outlined in the HUD Toolkit for Citizen Participation<sup>i</sup> including:

- Website publications
- Email announcements
- Collaboration with private stakeholders
- Alternative methods of public notice
- Alternative language media targeting
- Local television and radio
- Social media
- Printed flyers

#### ACTION PLAN COMMENT PERIOD PUBLIC ENGAGEMENT

The Action Plan was posted for Public Comment from May 10 – May 25, 2018. In anticipation of posting the Action Plan for public comment, PRDOH invited stakeholders to participate in the public comment period and provided instructions regarding how to get involved. Stakeholders were encouraged to share information with the communities they serve. Stakeholders included but were not limited to:

- o Municipios
- o Attendees of original public hearings
- o Persons who have previously sent emails to the CDBG-DR inbox
- o Stakeholders who have given email addresses on meeting sign in sheets
- o Persons or entities who have included email addresses in submitted written comment
- o Government agencies
- o Legislators
- o Key NGO's/non-profit entities
- o Public Housing Authorities

During the public comment period, PRDOH held community round-table meetings, open to the public in eight locations around the island. Notice of the round-tables was published in the local newspaper and posted on the web. Sign language interpreters were available at all round-table meetings. The meetings were held in the locations and on dates as follows:

- I. May 15, 2018 - Río Piedras
- II. May 16, 2018 – Loíza
- III. May 17, 2018 – Bayamón
- IV. May 18, 2018 – Isabela
- V. May 21, 2018 – Carolina
- VI. May 22, 2018 – Arecibo
- VII. May 23, 2018 – San Lorenzo
- VIII. May 24, 2018 – Mayagüez

## SUBSTANTIAL AMENDMENT ACTION PLAN PUBLIC COMMENT PERIOD AND PUBLIC ENGAGEMENT

PRDOH hosted fourteen public hearings during the public comment period associated with the substantial amendment to the Action Plan, from September 21, 2018 – October 21, 2018. Approximately 600 people attended the hearings, which were held in morning and evening sessions and in various locations around the island, as shown in the table below.



Date	Location	Time
October 15, 2018	Toa Baja	9:00am – 1:00pm 2:00pm – 8:00pm
October 15, 2018	Guayama	9:00am – 1:00pm 2:00pm – 8:00pm
October 16, 2018	Barranquitas	9:00am – 1:00pm 2:00pm – 8:00pm
October 16, 2018	Manatí	9:00am – 1:00pm 2:00pm – 8:00pm
October 17, 2018	Moca	9:00am – 1:00pm 2:00pm – 8:00pm
October 18, 2018	Guánica	9:00am – 1:00pm 2:00pm – 8:00pm
October 19, 2018	Fajardo	9:00am – 1:00pm 2:00pm – 8:00pm

During the hearings, the PRDOH Team presented the Action Plan and gave an overview of all twenty-seven (27) programs contemplated in the substantial amendment. Attendees at the hearings were given the option to make an oral presentation, deliver hard-copy comments, or complete a hand-written comment form or questionnaire.

The public comment period resulted in a wealth of information exchanged. Over 600 public comments were submitted during the public comment period. Although each proposal may not have been referred to by name in the Action Plan, all submittals have been reviewed carefully by PRDOH and were considered in the development of the plan. All comments submitted or voiced during public hearings are memorialized and responded to within the appendices to the Action Plan.

# ACTION PLAN CERTIFICATIONS

The Commonwealth of Puerto Rico makes the following certifications with its action plan:

a. Puerto Rico certifies that it has in effect and is following a residential anti-displacement and relocation assistance plan in connection with any activity assisted with funding under the CDBG program.

b. Puerto Rico certifies its compliance with restrictions on lobbying required by 24 CFR part 87, together with disclosure forms, if required by part 87.

c. Puerto Rico certifies that the action plan for disaster recovery is authorized under State and local law (as applicable) and that Puerto Rico, and any entity or entities designated by Puerto Rico, and any contractor, subrecipient, or designated public agency carrying out an activity with CDBG–DR funds, possess(es) the legal authority to carry out the program for which it is seeking funding, in accordance with applicable HUD regulations and this notice. The grantee certifies that activities to be undertaken with funds under this notice are consistent with its action plan.

d. Puerto Rico certifies that it will comply with the acquisition and relocation requirements of the URA, as amended, and implementing regulations at 49 CFR part 24, except where waivers or alternative requirements are provided for in this notice.

e. Puerto Rico certifies that it will comply with section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and implementing regulations at 24 CFR part 135.

f. Puerto Rico certifies that it is following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.115 or 91.105 (except as provided for in notices providing waivers and alternative requirements for this grant). Also, each local government receiving assistance from Puerto Rico as a State grantee must follow a detailed citizen participation plan that satisfies the requirements of 24 CFR 570.486 (except as provided for in notices providing waivers and alternative requirements for this grant).

g. Puerto Rico certifies that it has consulted with affected local governments in counties designated in covered major disaster declarations in the non-entitlement, entitlement, and tribal areas of the State in determining the uses of funds, including the method of distribution of funding, or activities carried out directly by the State.

h. Puerto Rico certifies that it is complying with each of the following criteria: (1) Funds will be used solely for necessary expenses related to disaster relief, long-term recovery, restoration of infrastructure and housing and economic revitalization in the most impacted and distressed areas for which the President declared a major disaster in 2017 pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974 (42 U.S.C. 5121 et seq.). (2) With respect to activities expected to be assisted with CDBG–DR funds, the action plan has been developed so as to give the maximum feasible priority to activities that will benefit low- and moderate-income families. (3) The aggregate use of CDBG–DR funds shall principally benefit low- and moderate-income families in a manner that ensures that at least 70

percent (or another percentage permitted by HUD in a waiver published in an applicable Federal Register notice) of the grant amount is expended for activities that benefit such persons. (4) The grantee will not attempt to recover any capital costs of public improvements assisted with CDBG-DR grant funds, by assessing any amount against properties owned and occupied by persons of low- and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements, unless: (a) Disaster recovery grant funds are used to pay the proportion of such fee or assessment that relates to the capital costs of such public improvements that are financed from revenue sources other than under this title; or (b) for purposes of assessing any amount against properties owned and occupied by persons of moderate income, the grantee certifies to the Secretary that it lacks sufficient CDBG funds (in any form) to comply with the requirements of clause (a).

i. Puerto Rico certifies that the grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d), the Fair Housing Act (42 U.S.C. 3601– 3619), and implementing regulations, and that it will affirmatively further fair housing.

j. Puerto Rico certifies that it has adopted and is enforcing the following policies, and, in addition, must certify that they will require local governments that receive grant funds to certify that they have adopted and are enforcing: (1) A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in nonviolent civil rights demonstrations; and (2) A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location that is the subject of such nonviolent civil rights demonstrations within its jurisdiction.

k. Puerto Rico certifies that it (and any subrecipient or administering entity) currently has or will develop and maintain the capacity to carry out disaster recovery activities in a timely manner and that the grantee has reviewed the requirements of this notice. Puerto Rico certifies to the accuracy of its Public Law 115– 56 Financial Management and Grant Compliance certification checklist, or other recent certification submission, if approved by HUD, and related supporting documentation referenced at A.1.a. under section VI and its Implementation Plan and Capacity Assessment and related submissions to HUD referenced at A.1.b. under section VI.

l. Puerto Rico certifies that it will not use CDBG-DR funds for any activity in an area identified as flood prone for land use or hazard mitigation planning purposes by the State, local, or tribal government or delineated as a Special Flood Hazard Area (or 100-year floodplain) in FEMA’s most current flood advisory maps, unless it also ensures that the action is designed or modified to minimize harm to or within the floodplain, in accordance with Executive Order 11988 and 24 CFR part 55. The relevant data source for this provision is the State, local, and tribal government land use regulations and hazard mitigation plans and the latest issued FEMA data or guidance, which includes advisory data (such as Advisory Base Flood Elevations) or preliminary and final Flood Insurance Rate Maps.

m. Puerto Rico certifies that its activities concerning lead-based paint will comply with the requirements of 24 CFR part 35, subparts A, B, J, K, and R.

n. The grantee certifies that it will comply with environmental requirements at 24 CFR part 58.

o. Puerto Rico certifies that it will comply with applicable laws. Warning: Any person who knowingly makes a false claim or statement to HUD may be subject to civil or criminal penalties under 18 U.S.C. 287, 1001 and 31 U.S.C. 3729.

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Fernando Gil Enseñat**  
Secretary, Department  
of Housing Puerto Rico



# PUBLIC COMMENT

The amended draft Action Plan was posted for public comment from September 21, 2018 through October 21, 2018. All comments received during this period are included and responded to in Appendix A of the Action Plan.



# APPENDICES

Due to the amount of supplemental material submitted with the Plan, including referenced reports, tables and other material, items are compiled as stand-alone appendices to the Plan. All appendices will be submitted to HUD as part of the Action Plan for approval and may be found on the PRDOH website alongside the Plan.





