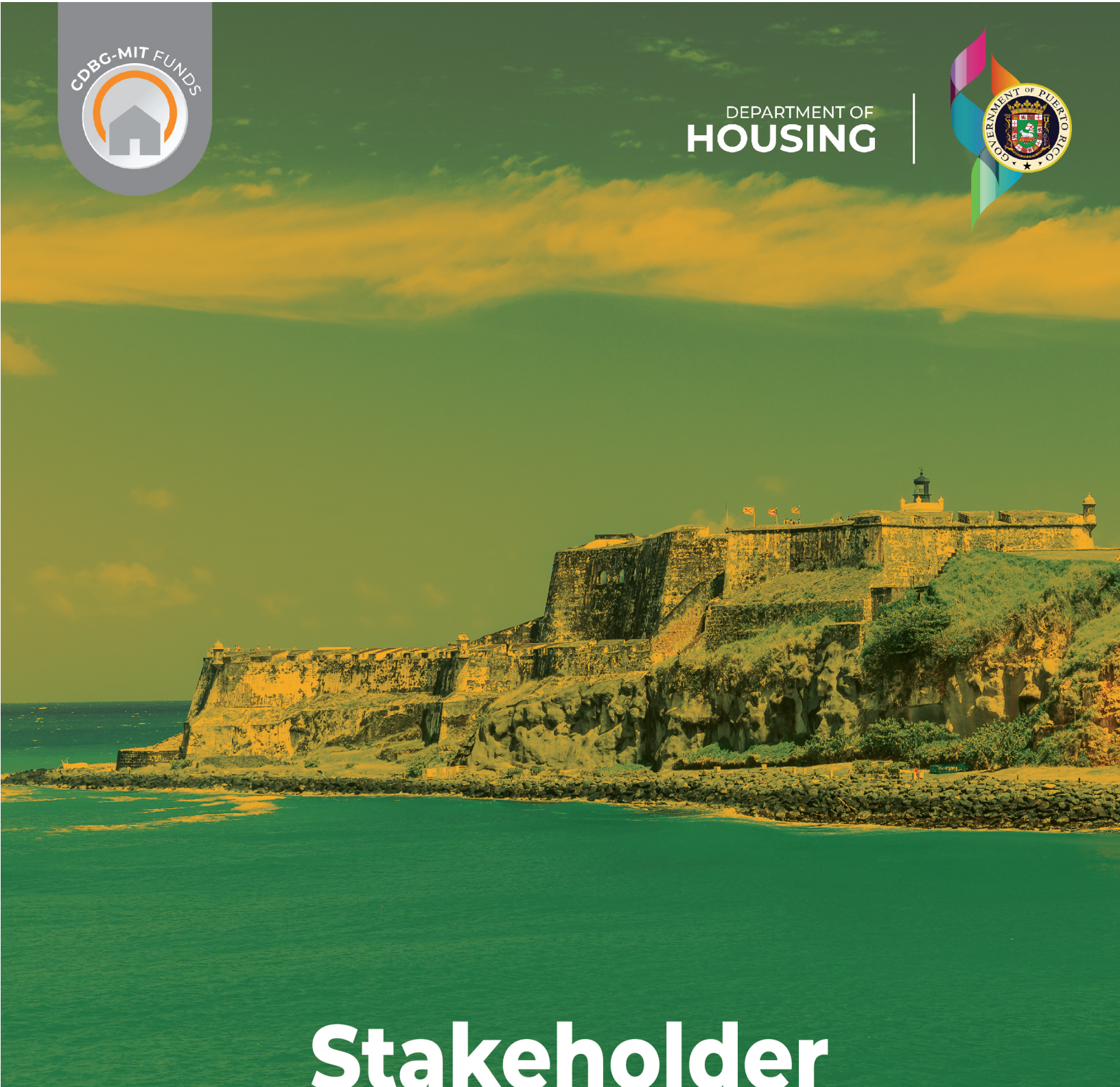




DEPARTMENT OF
HOUSING



Stakeholder Engagement Report



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Executive Summary

Executive Summary

Introduction

The Puerto Rico Department of Housing (**PRDOH**) presents the *CDBG-MIT Stakeholder Engagement Report* as a chapter in the continuing story of Puerto Rico's journey to prosperity. Within these pages, PRDOH presents a summary of the outreach and engagement efforts undertaken by the agency during innovative mitigation planning that sought to bring strength and acknowledgement to community-driven solutions. Over the course of a months-long yet rapid planning timeline, amidst the outbreak of a worldwide pandemic, and during the season of historic national and local elections, PRDOH exhausted every effort to ensure a thorough, future-driven, and – most importantly – publicly accessible planning engagement for the benefit of the of Puerto Rico.

Many reading this report are familiar with the CDBG-Disaster Recovery (**CDBG-DR**) funds that are assisting in the Island's efforts to recover from the devastation of Hurricanes Irma and María. The purpose of CDBG-Mitigation (**CDBG-MIT**) funds, however, is different. They assist Puerto Rico in planning for and building an Island that is more resilient; that can better withstand the impacts of future disasters, whether they be hurricanes, earthquakes, floods, or drought; that suffers less environmental, social, and economic disruption and whose people and communities recover more quickly.

Background and Purpose of this Report

On January 27, 2020, the US Department of Housing and Urban Development (**HUD**) published an allocation of \$8.285 billion for the Government of Puerto Rico in newly created mitigation grant funds. This allocation represents fifty-two percent (52%) of the entire CDBG-MIT portfolio under HUD, which is divided between sixteen (16) grantees proportional to disaster-induced losses.¹ The CDBG-MIT Program represents a new generation of flexible, needs-driven, Congressionally-appropriated mitigation grant funds allocated to lessen or prevent loss from current or future threats in these jurisdictions.²

As Puerto Rico received the largest allocation, PRDOH felt it necessary, imperative even, to approach the planning process with a renewed vigor. Learning from the hurricane recovery, adapting to changing conditions of an Island rebounding from bankruptcy, and integrating the strength of an active community from program efforts underway, PRDOH launched a modernized outreach effort to meaningfully engage stakeholder

¹ HUD awarded CDBG-MIT grant funds to sixteen (16) total grantees in the following states: California, Florida, Georgia, Louisiana, Missouri, North Carolina, South Carolina, Texas, West Virginia, Puerto Rico and the US Virgin Islands.

² The establishment of the CDBG-MIT program was mandated by Congress which directed HUD to allocate no less than \$12 billion of a \$28 billion disaster recovery appropriation for mitigation activities proportional to the amounts that CDBG-DR grantees received for qualifying disasters in 2015, 2016, and 2017. However, after addressing remaining 2017 unmet needs, HUD made available an additional \$3.9 billion for mitigation, bringing the amount available for mitigation to nearly \$16 billion for sixteen (16) CDBG-DR Grantees.

entities and the individual citizens of Puerto Rico in a manner that preserved the health and safety of the public.

The tactics employed to accomplish this mission have, and will continue to include, adherence to the PRDOH Citizen Participation Plan and the use of other citizen engagement protocol developed under the guidance of HUD. PRDOH will continue to seek out modernized solutions to increase the reach of PRDOH's message and to give voice to the people who stand to gain or lose the most--the people of Puerto Rico.

What sets the CDBG-MIT outreach and engagement effort apart is the early integration of stakeholder defined mitigation project needs, the inclusion of needs and ideas developed by the stakeholder community through other federal and state planning efforts, and the early and public release of the risk assessment results that delivered for the first time in modern history, a measurable definition of risk.

Summary of Public Outreach and Engagement

PRDOH recognizes this is a moment of great opportunity and of great responsibility. As the largest recipient of these mitigation funds, PRDOH further recognizes that the most successful strategies for securing a more resilient future for the Island are those formed by the Island itself. Therefore, it is essential to provide the greatest opportunity for public and private stakeholders and the people of Puerto Rico to help establish the most appropriate CDBG-MIT priorities and programs to ensure a more resilient future.

To that end, the agency engaged in a rigorous process of research and public participation to inform the citizens of Puerto Rico of the purpose of CDBG-MIT funds, and to develop the CDBG-MIT Action Plan—the document that will be approved by HUD in 2021 and that shall guide the Island through this journey over the next twelve (12) years.

Throughout the public engagement and planning process, Puerto Rico has experienced the worldwide impacts of the Coronavirus Disease 2019 (**COVID-19**) pandemic. Significant action has been taken in jurisdictions all over the world to mandate social distancing in an effort to reduce the rapid spread of the disease to a level manageable by healthcare systems. And, even in these times, where concern for public and individual safety challenge the opportunity for public discourse—challenge the opportunity for even a simple conversation—PRDOH has remained committed to ensuring the voices of Puerto Ricans can be heard.

PRDOH implemented public outreach and engagement in two (2) phases. As noted in the timeline later in this report, the first was the *Planning & Research* phase, beginning in May 2020, and up until the publishing of the CDBG-MIT Action Plan draft on September 21, 2020. The purpose of engagement activities during this phase was to inform the general public of the CDBG-MIT Program, and to seek their input for formation of the Action Plan.

Through this first phase, PRDOH sought counsel from experts in a variety of fields both in the public and private sectors; met with local, state, and federal partners; and sought the input from private and nonprofit organizations and individual citizens through active, on-line surveys, and the collection of mitigation project needs. More detailed information on methods and activities to accomplish this broad level of public engagement are presented later in this report.

The second phase of public outreach and engagement, the *Publication & Response* phase, began with the publishing of the CDBG-MIT Action Plan draft and ended with the closing of the public comment period on November 20, 2020. The purpose of this phase was to seek public comment on the Action Plan in consideration for amendments prior to its submittal to HUD. More detailed information on methods and activities to encourage broad public comment are presented later in this report.

Most notable among PRDOH's fealty to its commitment to the public is the method by which public hearings were conducted. CDBG-MIT regulations stipulated in the Federal Register Notice (**FRN**) originally required four (4) public hearings be held in four (4) different geographic locations on the Island.³ Due to the COVID-19 pandemic, HUD issued new guidance which would allow hearings to be held virtually over platforms on the internet.⁴ Aware that a significant portion of the Island's population does not have immediate access to the required technical resources for such platforms, PRDOH made history by entering into a partnership with WIPR to broadcast five (5) public hearings on public television, radio and social media. With the goal of PRDOH to balance the democratic opportunity for inclusive public participation with the appropriate response and safety measures set up due to the COVID-19 pandemic, broadcasting all five (5) public hearings on public television, radio and social media, simultaneously, rose to the spirit and intent of the FRN.

In addition, because organizations and individuals would not be able to attend the public hearings to present proposals as they normally would in person, PRDOH launched *Ponencias del Pueblo* (Proposals of the People), an innovative campaign to encourage citizens to submit short video presentations summarizing their needs and proposals that were aired at the public hearings.

As part of the public engagement and planning process, PRDOH released the HUD-required multi-hazard risk assessment, where it utilized a rigorous geospatial approach and a deep understanding of hazards geography to analyze eighteen (18) potential hazards. These risk assessment results remain available in the Puerto Rico Hazards and Risk Dashboard and Critical Lifeline Assets Dashboard, transparent web-based tools available

³ Federal Register Vol. 84, No. 169 (August 30, 2019), 84 FR 45838

⁴ HUD, CDBG-DR COVID-19 Fact Sheet, published March 20, 2020, updated July 24, 2020. Accessed at: <https://www.hud.gov/sites/dfiles/CPD/documents/COVID-19-CDBG-DR-FAQs-072420.pdf>

for public use.⁵ These tools enable citizens to view risk analysis data at the Island-wide, municipal, and 0.5-square-mile hex grid level, allowing access to and providing unprecedented transparency of data and methodology.

And finally, PRDOH allowed for greater participation by holding five (5) public hearings, one more than CDBG-MIT regulations required, and by extending the public comment period from the required forty-five (45) days to sixty (60) days. More detail on all of these innovative efforts is presented later in this report.

Outcomes and a Look at the Future

All of the efforts detailed in this report would have been for naught, if PRDOH had been unable to show that the agency not only listened, but responded. The *Results & Benefits* section of this report provides several examples of how public input has directly impacted outreach activities, the planning process, the assessment of Puerto Rico's mitigation needs, and the contents of the CDBG-MIT Action Plan draft. This is the purpose of public engagement.

But equally important, PRDOH has been able to hear the stories of Puerto Rico—individual and shared challenges and individual and community successes. These stories are heard through an email, through a response to the citizen survey, or a comment through the CDBG-MIT website.⁶

Perhaps this is no more apparent than in the *Ponencias del Pueblo*—the closest citizens can come in these times to telling their stories in person. During the public hearings, all could see and hear stories from across Puerto Rico. These stories were about healthcare, education, agriculture, cultural treasures, and the entrepreneurial spirit. But what resonated most through these stories was the pride, the hope, and the commitment that Puerto Ricans have for our communities and for Puerto Rico. The nearly \$8.3 billion in CDBG-MIT funds provide a historic opportunity for Puerto Rico's future. But it's the value of those qualities—pride, hope, and commitment—that will ensure Puerto Rico's future.

Thank you for sharing those with us.



Mitchelle Méndez Castañeda, Director of Disaster Recovery

⁵ The Puerto Rico Hazards and Risk Dashboard and Critical Lifeline Assets Dashboard can be found here: <https://cdbg-dr.pr.gov/PRhazardandriskslFRM>.

⁶ Located at <https://cdbg-dr.pr.gov/en/cdbg-mit/> in English and <https://cdbg-dr.pr.gov/cdbg-mit/> in Spanish.



Outreach Strategy

Outreach Strategy

Special Considerations for COVID-19

On March 12, 2020, Governor Wanda Vázquez issued executive order OE-2020-023⁷, declaring a state of emergency in Puerto Rico due to COVID-19. OE-2020-023 ordered the temporary closing of local businesses, mandated that citizens were to stay in their homes except for essential activities and imposed a strict curfew. The Puerto Rico response to the COVID-19 pandemic and restrictions to social movement continued to be adapted according to circumstances at the time—nationally, internationally, and in Puerto Rico.

Furthermore, on March 13, 2020, the US President declared the ongoing COVID-19 pandemic of sufficient severity and magnitude to warrant an emergency declaration for all states, tribes, territories, and the District of Columbia pursuant to section 501 (b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5207 (the “Stafford Act”) and he has since provided major disaster declarations for certain areas pursuant to section 401 of the Stafford Act.⁸

At the time this report is submitted to HUD, Governor Wanda Vázquez has issued the latest Executive Order, OE-2020-080⁹, tightening restrictions on businesses and residents as a result of the resurgence of COVID-19 cases following a historic election season. As a result, throughout the planning process, PRDOH has implemented innovative, and in some cases, historic engagement strategies to overcome obstacles to public participation.

Impact to Engagement Strategy

On March 20, 2020, HUD released the CDBG-DR COVID-19 Fact Sheet which granted flexibilities on timelines, eligible activities, and citizen participation as communities worked to prevent and respond to the spread of COVID-19.¹⁰ In the COVID-19 Fact Sheet, HUD suspended the on-site public participation requirement and acknowledged, “...its interpretation of public hearings in the context of the CDBG-MIT FRN to include virtual public hearings (alone, or in concert with an in-person hearing) if it allows questions in real time, with answers coming directly from the elected representatives to all ‘attendees’”.

⁷ Executive Order OE-2020-023 accessed here: <https://www.trabajo.pr.gov/docs/Boletines/OE-2023Esp.pdf>

⁸ Proclamation 9994 of March 13, 2020 (Declaring a National Emergency Concerning the Novel Coronavirus Disease (COVID-19) Outbreak), accessed here: <https://www.whitehouse.gov/presidential-actions/proclamation-declaring-national-emergency-concerning-novel-coronavirus-disease-covid-19-outbreak/>

⁹ Executive Order, OE-2020-080 accessed here: https://basecero.oagp.pr.gov/apex/apex_util.get_blob?s=64256728787&a=161&c=112063554695324788&p=15&k1=5076&k2=&ck=UmEK6VxMuFi39A1Gdvr4ieVQWqirBBGxv9fguyhB2-OoAtOCY-KrrOaZGI3TTVcWVu6S6Fom3aUgqx7atGZFA&rt=IR

¹⁰ CDBG-DR COVID-19 Fact Sheet accessed here: <https://www.hud.gov/sites/dfiles/CPD/documents/COVID-19-CDBG-DR-FAQs-072420.pdf>

Method of Engagement

PRDOH utilized a variety of electronic methods, media, and community networking to maintain a vigorous outreach process. PRDOH set out to be fully inclusive of the diverse population of Puerto Rico, while working within public health constraints on a rapid planning timeline.¹¹ Understanding that most of the population was turning to technology as a means to stay connected during a time of quarantine, PRDOH set out to leverage social media and the public website as the foundation for the CDBG-MIT outreach effort.

Cloud-based platforms such as Microsoft Team and Zoom were utilized to deliver briefings, conduct roundtables, and host individual planning meetings connecting PRDOH staff to federal agency personnel, state agency personnel, municipalities, academia, non-governmental organizations (**NGOs**), and one another. Research to determine the utility of these platforms for engaging citizens through the public hearing process, however, found an unsettling number of limitations in terms of maximum attendance, question and answer (**Q&A**) participation, and accessibility for the portion of the public with limited internet access.

As part of the FRN requirements set forth in Federal Register Vol. 84, No. 169 (August 30, 2019), 84 FR 45838, for allocations of \$1 billion or more CDBG-MIT grantees must hold at least four (4) public hearings in the HUD-identified most impacted and distressed area with at least two (2) of these public hearings occurring prior to the publication of the Action Plan for public comment. Since all of Puerto Rico has been designated by HUD as most impacted and distressed, PRDOH set out to reach the masses by utilizing the most widespread mediums available: public television and radio.

Outreach methods throughout the planning process were used to ensure constituents were made aware of engagement opportunities. Outreach tools were provided to assist constituents with participation in various engagement activities.

Outreach methods included:

- **Public Website** – English and Spanish webpages available at <https://www.cdbg-dr.pr.gov/CDBG-MIT> and used as a resource to access general information about CDBG-MIT, as a method to promote engagement activities, as a tool for constituents to participate in the planning process and to receive updates on the CDBG-MIT Action Plan, as the official site for posting of the Action Plan draft for comment, and eventually, as a resource for updates on implementation plan;
- **Emails** – utilizing a subscriber database from CDBG-DR programs, new registrants from the CDBG-MIT web page and a database from municipalities, entities,

¹¹ Information was made available in both Spanish and English. Website postings complied with accessibility requirements, including those readable by screen readers. PRDOH also made information available in alternate formats available such as radio and call center services, to ensure effective communication to persons with disabilities.

academia and NGOs, English and Spanish emails were used for invitations, conveying surveys and tools, and various reminders;

- **Social Media** – The CDBG-DR Facebook page, CDBG-DR YouTube channel, and WIPR Facebook page were all used to announce activities, e.g., public hearings, important announcements (such as: Action Plan Posting, Action Plan Public Comment Extension Period) and surveys;
- **Press Releases** - used to announce activities to general media;
- **Newspaper Public Announcements** - used for official publishing of public hearing notices and public comment period announcement in English and Spanish;
- **Radio Interviews and Announcements** - Radio ads and promotional interviews were used to promote participation in public hearings as well as the extended public comment period;
- **Television Commercials & Announcements** - used to promote participation in the public hearings.

Outreach tools included:

- **Briefing Packets** – packets containing issue research and attendee lists used to assist participants to prepare for roundtables and other activities;
- **Forms and Surveys** – webforms and call center assisted questionnaire used to allow for registration and public input;
- **GIS Dashboards** – user-friendly, publicly available geospatial data was shared with stakeholders and citizens upon conclusion of the risk assessment and made available weeks in advance of the posting of the CDBG-MIT Action Plan draft for public comment;
- **Instructional Videos** – proactive technical instruction used to assist in project needs data, for responding to surveys, submitting video proposals, other informational requests, and seeking public input;
- **Presentations** – captivating presentations and geospatial information tools used in briefings, roundtables, and various individual meetings;
- **Call Center Assistance** – call center services were promoted as an available method for citizens to participate in the mitigation survey and to submit questions or comments during the public comment period. Comments and questions posted during the public hearings were read live during simulcast public hearing events;
- **Text Message** – direct text messaging was promoted as a means for citizens to submit questions or comments to be read live during simulcast public hearing events.

Information and examples for these individual methods and tools are provided throughout this report. Outreach and engagement methods utilized for the CDBG-MIT Action Plan are depicted in the chart on the following page (fourth column highlighted in blue). HUD alternative requirements for citizen engagement are found at 84 FR 45838 and the CDBG-DR COVID-19 Fact Sheet (requirements depicted in the second column).

The PRDOH Citizen Participation Plan (**CPP**) is the agency's adoption of both CDBG-DR and CDBG-MIT HUD requirements and includes additional administrative protocol adopted for the benefit of Puerto Rico citizens (requirements depicted in the third column).

COMPLIANCE

✓ Complied ✓✓ Exceeded the Requirements

Tasks	Federal Register / COVID-19 Guidance	Citizen Participation Plan	CDBG-MIT Outreach & Engagement	Compliance Status
Quantity of Public Hearings	4	4	5	✓✓
Time of Public Hearings	Not Defined	Non-Business Hours	From 8:00pm to 9:30pm	✓✓
Record Public Hearings and Post in the Website and/or Social Media	Encouraged	Required	Recording updated to: CDBG-DR YouTube channel CDBG-DR Facebook page CDBG-DR & CDBG-MIT Web pages	✓✓
Information from Public Hearing Accessible on Website	Required	Required	Posted on the Website	✓
Comments and Questions Submissions	Allow Questions in Real Time with answers coming directly from elected representatives to "attendees."	One of the Following: CDBG-DR Website Webinar Chat Functions Radio Call-Ins Social Media Call Center	All of the Following: Call Center CDBG-DR Website (Form) Text Messages CDBG-MIT E-mail	✓✓
Public Hearing Notifications	Electronic Mailings	Required by COVID-19 FAQ	Optional ¹²	Emails to stakeholder mailing list and other external contacts. ✓
	Press Releases	Encouraged	Optional	Press Release by PRDOH Secretary. ✓✓
	Statements by Public Officials	Encouraged	Optional	PRDOH POCs announced the Public Hearings in other Public Meetings and Radio. ✓✓
	Social Media Advertisements	Encouraged	Optional	CDBG-DR Facebook Page ✓✓
	Public Service Announcements	Encouraged	Optional	Press Release by PRDOH Secretary. Public Notices published in newspapers ✓✓
	Radio/TV Announcements	Not Required	Required	WIPR 940 AM ✓
Accessibility	Hearings Impairments	Required Provided by Request	Required Provided by Request	Sign Language, Closed Captioning, TTY Phone Access Provided without Request ✓✓
	Vision Impairments	Required Provided by Request	Required Provided by Request	Audio Description Settings Provided by Request ✓
	Reasonable Accommodations	Required Provided by Request	Required Provided by Request	Can be requested in accordance with CDBG-DR Reasonable Accommodation Policy ✓
	Language Access (Limited English Proficiency, Limited Spanish Proficiency)	Required Provided by Request	Required Provided by Request	Closed Captioning Provided without Request ✓✓
Transmission Platforms	Social Media	Not Defined	Required	CDBG-DR Facebook Page ✓
	Radio Broadcasts	Not Defined	Required	940 AM ✓

¹² The CPP encourages the use of electronic mailings as one method of effective outreach.



Schedule

1921

Briefings

Initial Briefing to the IRC	May 21
CDBG-MIT Informative Session – PR Agencies Group 1	June 8
CDBG-MIT Informative Session – North Municipalities	June 9
CDBG-MIT Informative Session – South Municipalities	June 9
CDBG-MIT Informative Session – PR Agencies Group 2	June 10
CDBG-MIT Informative Session – PR Agencies Group 3	June 10
CDBG-MIT Informative Session – East Municipalities	June 11
CDBG-MIT Informative Session – West Municipalities	June 11
CDBG-MIT Informative Session – PR Agencies Group 4	June 12
CDBG-MIT Informative Session – PR Agencies Group 5	June 12
CDBG-MIT Informative Session – PR Agencies Group 6	June 16
CDBG-MIT Informative Session – Additional Session for Municipalities	June 23
CDBG-MIT Informative Session – Additional Session for Municipalities	June 24
Action Plan Preliminary Results – COR3 and PRPB	July 28
Action Plan Preliminary Results – Municipalities Session #1	August 4
Action Plan Preliminary Results – PR Agencies Session #1	August 4
Action Plan Preliminary Results – Municipalities Session #2	August 5
Action Plan Preliminary Results – PR Agencies Session #2	August 5
CDBG-MIT Initial Briefings – PRDOH Staff	August 19
Advisory Committee Briefing	August 27

Individual Meetings

Department of Transportation and Public Works (DTPW)	May 7
Hazard Mitigation Planning meeting with Planning Board (PRPB)	May 15
U. S. Economic Development Administration (EDA)	June 19
U.S. Department of Health and Human Services (HHS)	June 22
Puerto Rico Medical Services Administration (ASEM)	June 30
U. S. Economic Development Administration (EDA)	July 6
Para La Naturaleza (PLN)	July 7
Federal Emergency management Agency - Community Planning and Capacity Building - Recovery Support Function (FEMA CPCB-RSF)	July 21
Trito Agro-Industrial Services, Inc. (TAIS)	July 27
Department of Agriculture (USDA)	July 27
Syracuse University and NON-PRASA Aqueduct Systems Organization of Puerto Rico Corp. (OSAN)	July 27
Puerto Rico Science, Technology and Research Trust (PRSTRT)	July 28
Federal Highway Administration (FHWA)	August 28

Roundtables

Kick-off Meeting with COR3	May 8
Kick-off Meeting with PRPB	May 11
Thought Leaders Roundtable	June 18
Academic Partners Roundtable	June 19
Public Health Roundtable	July 8
HMGP and PRDOH Coordination	July 9
Community Mitigation Roundtable	July 9
Public Education Roundtable	July 13
Waste and Wastewater Roundtable	July 14
Integrated Waste Management Roundtable	July 15

Briefings

AP Programs and GIS Dashboards – PR Agencies and Municipalities	October 7
AP Programs and GIS Dashboards – NGOs, Academia, Registered Entities	October 8
AP Programs and GIS Dashboards – IRC	October 8

Individual Meetings

Puerto Rico Builders Association Briefing	September 4
Department of Transportation and Public Works (DTPW), Federal Highway Administration (FHWA), Puerto Rico Ports Authority (PRPA)	October 7
San Juan Bay Estuary Program	October 16
U.S. Department of Transportation (USDOT) and Puerto Rico Industrial Development Company (PRIDCO)	October 20
University of Puerto Rico (UPR)	November 12
University of Puerto Rico (UPR)	November 13

Roundtables

Public Hearing #1	September 16
Public Hearing #2	September 18
Public Hearing #3	October 14
Public Hearing #4	October 16
Public Hearing #5	October 28



Planning & Research

Planning & Research

Key HUD Objectives

HUD set forth the CDBG-MIT Action Plan requirements for Puerto Rico in Federal Register Vol. 84, No. 169 (August 30, 2019), 84 FR 45838, and Federal Register Vol. 85 No. 17 (January 27, 2020), 85 FR 4676. In general, those requirements include:

- A Mitigation Needs Assessment, taking into consideration characteristics and impacts of current and future hazards, and which put at risk indispensable infrastructure and services that enable the continuous operation of critical business and government functions in a disaster event, and are critical to human health and safety or economic security.
- Consultation with other jurisdictions, the private sector and other government agencies, including state and local emergency management agencies that have primary responsibility for the administration of the Federal Emergency Management Agency (**FEMA**) mitigation funds, including the State Hazard Mitigation Officer (**SHMO**). HUD has largely structured the CDBG-MIT Program and its requirements to complement FEMA Hazard Mitigation Grant Program (**HMGP**) policies and processes where possible.
- The further specification of the potential impacts on seven (7) community lifelines including:



- Long-term planning and risk mitigation considerations that promote local and regional long-term planning and implementation informed by the Mitigation Needs Assessment.
- Connection of mitigation programs and projects to identified risks.

- Consultation with all affected local governments, Indian tribes, and public housing authorities.
- Robust citizen participation through the scheduling of at least four (4) public hearings held in different locations throughout the Island and at different times in the planning process.

PRDOH embraced these requirements as the guiding framework in which stakeholder engagement should take place. As a result, PRDOH engaged the citizens of Puerto Rico in a way that encouraged them to feel ownership over the CDBG-MIT Action Plan by cultivating citizen participation throughout the planning process. To achieve this, PRDOH utilized a variety of methods of outreach and engagement, appropriate to each stakeholder group.

Immediate and Long-Term Planning Based on Meaningful Engagement

Mitigation programs and supporting strategies were developed with significant stakeholder input in alignment with the spirit of HUD guidance to incorporate stakeholder perspective and build capacity. Accordingly, PRDOH incorporates these requirements by evaluating the needs of the individual citizen, those citizens with an identified vulnerability to recovery, communities, and federal and state service provider stakeholders. These perspectives are all present in the CDBG-MIT Action Plan and solutions for stakeholder needs can easily be identified in the programs through which mitigation projects will be funded.

PRDOH has woven four (4) unifying strategies into mitigation programs that align with the requirements found at 84 FR 45838. These unifying strategies are woven into program design and incentivized through evaluation criteria and supported by the development of capacity-building tools, including the risk assessment evaluation tool released during stakeholder engagement. These strategies include:

- **Capacity Building:** PRDOH makes central the importance of continued planning, transparency of information and data sharing critical to emergency response and resilience and increasing the planning and implementation capacity for entities and citizens. The release of the risk assessment data analysis during the planning phase was a key step in building the collective capacity of Puerto Rico. This dedication to increased capacity is also embodied in long-term planning and the future adoption of policies that reflect municipal and regional priorities with long-lasting effects on community risk reduction.
- **Community and Regional Investment:** PRDOH seeks to reduce the conditions of risk through community and regional level collaboration to identify transformative mitigation opportunities that serve the needs of vulnerable communities and reduce the displacement of individuals.

- **Lifeline Stability and Strengthening:** PRDOH recognizes the undeniable need to locally strengthen and/or reduce the conditions that threaten critical lifeline infrastructure in order to reduce the instance of service instability.
- **Alignment of Capital Investments:** Align CDBG-MIT programs and projects with other planned federal, state, regional, or local capital improvements through ongoing planning and competitive project selection.

These strategies pervade the PRDOH CDBG-MIT portfolio of programs. In particular, community-focused planning is a principal component of the mitigation approach under PRDOH.

CDBG-MIT and the Mitigation Community

PRDOH embraces HUD's design of the CDBG-MIT Program to complement, in structure, the policies and procedures that support FEMA's Hazard Mitigation Assistance (**HMA**) programs. Consistent with HUD's objectives to align these federally funded mitigation programs for the benefit of local and state entities, PRDOH has initiated ongoing engagement activities among the three (3) lead agencies involved with mitigation programs for the greater benefit of Puerto Rico: PRDOH, the Central Office of Recovery, Reconstruction and Resiliency (**COR3**)¹³, and the Puerto Rico Planning Board (**PRPB**)¹⁴.

As partners in mitigation for Puerto Rico, these three (3) agencies bear the responsibility of cultivating long-term solutions that build capacity in local, state and private entities in line with HUD's objectives in a manner that complements FEMA programs. Through the CDBG-MIT allocation for mitigation, PRDOH has and will continue to further HUD's objectives to¹⁵:

- **Support data-informed investments** in high-impact projects that will reduce risks attributable to disasters, with particular focus on repetitive loss of property and critical infrastructure;
- **Build the capacity of State and local government** to comprehensively analyze disaster risks and to update hazard mitigation plans through the use of data and meaningful community engagement;
- **Support the adoption of policies that reflect local and regional priorities** that will have long-lasting effects on community risk reduction, including the risk reduction to community lifelines such as Safety and Security, Communications, Food, Water, Sheltering, Transportation, Health and Medical, Hazardous Material (management) and Energy (Power & Fuel); and reduce future disaster costs

¹³ COR3 is the lead agency for managing FEMA Hazard Mitigation Grant Program (HMGP) funds for the Island, houses the State Hazard Mitigation Officer (SHMO), and has the current role of maintaining the authority of the approved 2016 Puerto Rico Hazard Mitigation Plan (HMP) until a newer plan is approved by FEMA.

¹⁴ The PRPB is the current lead on the Puerto Rico Hazard Mitigation Plan overhaul with a timeline to revamp the State HMP and oversee the update of all Municipality HMPs on a three (3) year time frame which began in 2019.

¹⁵ HUD objectives as provided in FRN Vol. 84, No. 169 (August 30, 2019), 84 FR 45838

through policies encouraging adoption of forward-looking land use plans that integrate the hazard mitigation plan, latest edition of the published disaster-resistant building codes and standards (including wildland urban interface, flood and all hazards, ASCE-24, and ASCE-7 respectively), vertical flood elevation protection, and hazard insurance for private and public facilities; and

- o **Maximize the impact of available funds** by encouraging leverage, private public partnerships, and coordination with other Federal programs.

PRDOH-led coordination between these agencies initiated during the preparation of the CDBG-MIT Action Plan begins an integrated partnership to leverage legacy mitigation programs under FEMA, increase the understanding of risk through grant funds under HUD, and iteratively improve these efforts with ongoing planning. Puerto Rico's approach to mitigation will therefore maximize federal assistance dollars and achieve strategic objectives in three (3) main areas:

<p>1 Policy, Education, and Outreach</p>	<p>Puerto Rico plans to implement extensive public outreach and education efforts to communicate the value and benefits of mitigation to stakeholders and the general public. These efforts will create an awareness and understanding of how mitigation investments can protect people, homes, neighborhoods and critical lifelines to reduce risk to property and lives. In addition, Puerto Rico plans to update policies, as well as building and land use codes, to consider and address mitigation and risk reduction. Through these efforts, Puerto Rico endeavors to create a common understanding of risk and mitigation within the public and educate, hire, train, and develop a community of qualified mitigation professionals.</p>
<p>2 Mitigation Investment Coordination</p>	<p>Puerto Rico will improve the coordination of mitigation investments by funding and standardizing data collection and analysis on a regional basis and through modernization of its digital infrastructure. Data will be shared and risk information disseminated amongst Federal partners, Agencies of the Government of Puerto Rico, local partners, and the general public.</p>
<p>3 Integration of Mitigation into Investment Decision Making</p>	<p>Puerto Rico recognizes the need to integrate risk mitigation into the decision-making process for investment, particularly in regard to infrastructure and buildings. As such, the CDBG-MIT Action Plan proposes funding to examine and develop pathways to increase the use of existing and new financial instruments, as well as the creation of new approaches to investing in mitigation through incentives and additional risk transfer opportunities.</p>

Mitigation Community Engagement

During the preparation of the CDBG-MIT Action Plan, PRDOH reached out to both COR3 and PRPB early in the process to discuss data sharing and idea collaboration. PRDOH explored the possibility of aligning FEMA and HUD planning but found incongruities in the submission timelines and planning method. PRDOH was under a significant time constraint to complete the CDBG-MIT Action Plan within a matter of months while PRPB and COR3 were in the process of assisting municipalities and the State to update FEMA HMPs on a three (3)-year timeline. Thus, PRDOH utilized the existing 2016 Hazard Mitigation Plan as the basis for the CDBG-MIT Hazard Analysis and laid the foundation to continue collaboration into the future through Strategic Mitigation Roundtables.

Individual Initial Briefings were held with COR3 and the PRPB. The agendas were similar, but also recognized the unique responsibilities of the two (2) agencies. Agenda items included:



Communication was maintained throughout the engagement process, including COR3 and PRPB participation in the Public Education Roundtable, the Preliminary Results Briefings, and the Action Plan: Proposed Programs and GIS Dashboards Briefings.

It is important to remember that funding from HUD through the CDBG-MIT Program will take place for a minimum of twelve (12) years. The CDBG-MIT planning process has strengthened and laid the foundation for ongoing coordination not only among the three (3) agencies, but for the Island's mitigation community in general, which can include municipalities, other state and federal partners, NGOs and private sector partners.

Currently, PRDOH leadership, Program Managers, and support staff coordinate regularly with municipalities and central government entities such as the PRPB and COR3 for the CDBG-DR Program. To facilitate the successful implementation of mitigation capacity

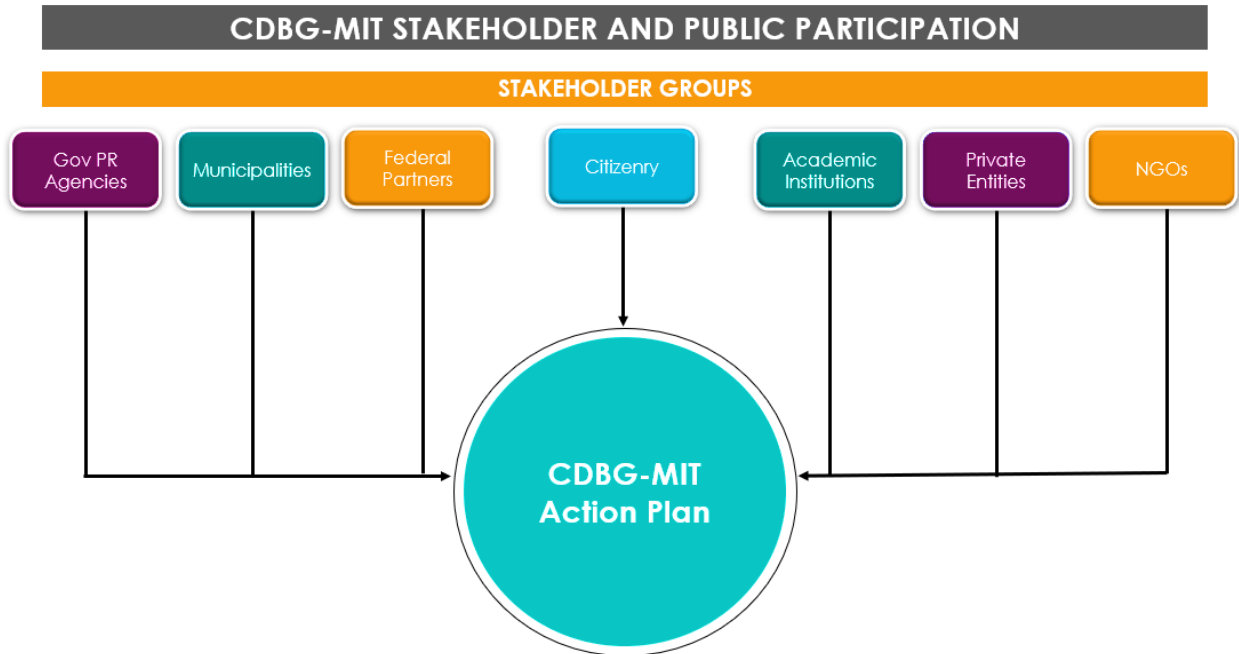
building and ensure coordination and collaboration among stakeholders for CDBG-MIT, PRDOH will expand the scope of coordination efforts to include additional stakeholders at the Federal, Government of Puerto Rico, and local level, including private sector entities and individuals.

Key & Foundational Partners

In addition to ongoing engagement with COR3 and the PRPB, PRDOH conducted extensive outreach to other partners during the preparation of the Action Plan in order to gain additional insight into community mitigation needs.

Building on the relationships formed during hurricane recovery efforts under the CDBG-DR Program, PRDOH identified seven (7) key stakeholder groups as the starting point for participation in the CDBG-MIT planning effort. These groups were identified based on the functional and regional authority of the member participants within the Puerto Rican community. Citizens were approached as an all-encompassing group and engaged through Island-wide and regional activities to connect with individuals as residents of the Island:

- 1) Puerto Rico Agencies,
- 2) Puerto Rico Municipalities,
- 3) Puerto Rico's federal partner's including FEMA, HUD and other agencies assisting in disaster recovery,
- 4) Puerto Rico's private sector including commerce and NGOs,
- 5) Academic partners from public and private universities,
- 6) Focused Round Tables comprised of any of the entities mentioned above, and
- 7) Puerto Rico's citizenry.



No Stone Unturned

Because these funds are intended to mitigate against a multitude of risks rather than one (1) disaster event with a defined cost for recovery, stakeholder input on Puerto Rico's long-term mitigation needs became paramount to informing the planning process. PRDOH initiated outreach to a list of more than 5,000 contacts which included emails for individual citizens and entity contacts representing 300+ stakeholder entities. Attendance tracking confirmed that 200+ stakeholder entities were successfully reached during the planning engagement which included: six (6) federal agencies, 120+ state agencies, seventy-three (73) municipalities and fifty-five plus (55+) NGOs. PRDOH also deployed targeted outreach efforts for elected representation by conducting outreach calls to municipal staff and mayors.

Stakeholder engagement was conducted during a time of ongoing activity under the Hurricanes Irma and María CDBG-DR program implementation, administered by PRDOH. Thus, PRDOH strategically engaged those entities with existing relationships formed during the hurricane recovery and offered new entities and individuals a chance to get involved by registering through the public website.

This Public Participation Registration Program (<https://www.cdbg-dr.pr.gov/>) established the process by which self-identified individuals and organizations could officially indicate their desire to participate in the CDBG-MIT planning process. The registration form allowed them to indicate their issues of interest, in what activities they'd prefer to participate, and how they would prefer to be notified.

Leading up to the publishing of this Action Plan, PRDOH received 133 new registrants from the Public Participation Registration Program through the webpage which grew to 177 at the closing date of the public comment period. This included contact information from 113 representatives of public and private entities and from sixty-four (64) private citizens (breakdown shown in the table below). PRDOH hopes to increase the number of registrants over time by leading an aggressive public information campaign leveraging the PRDOH website, social media, radio and television media.

CDBG-MIT Stakeholder Participation Registrants	
Type of Registrant	# of Registrants
Federal and State Governmental Agency	22
Municipal Government	13
Non-Governmental Organization	39
Private, For-Profit Organization	38
Quasi-Government Organization	1
Resident of Puerto Rico (Private Citizen)	64
Total	177

As each new engagement activity was launched, it was featured in subsequent briefings, roundtables, and individual meetings, and attendees were encouraged to share the information with colleague organizations and their direct constituents. Email blasts always included a request for recipients to share the information with their families, friends and communities.

Community Networking

PRDOH also appreciated the initiative of partner organizations that promoted and facilitated participation in the planning process. Leveraging federal, state, and local partnerships in this manner serves to enhance the outreach efforts formally sponsored by PRDOH, increasing the connection with not only federal and state decision makers, but disadvantaged and underrepresented populations engaged regularly by NGOs. Federal representatives of the Interagency Recovery Coordination (**IRC**) were engaged directly in efforts to promote input from federal entities during the planning process.

Some of the organizations that increased the reach of messaging include:

Ayuda Legal Puerto Rico



Source: Ayuda Legal Puerto Rico website: <https://ayudalegalpr.org/>

Source: Ayuda Legal Puerto Rico Facebook Page: <https://www.facebook.com/ayudalegalpuertorico/>

Source: Ayuda Legal Puerto Rico Instagram Page: @ayudalegalpuertorico

Ayuda Legal Puerto Rico, “a non-profit organization that provides free and accessible legal education and support to low- and middle-income individuals and communities,”¹⁶ provided on-line workshops that presented “a brief analysis on its (CDBG-MIT) impact on housing and related issues.”¹⁷ It utilized website, Facebook, and Instagram to motivate citizens to participate.

Mujeres de Islas, Inc.,



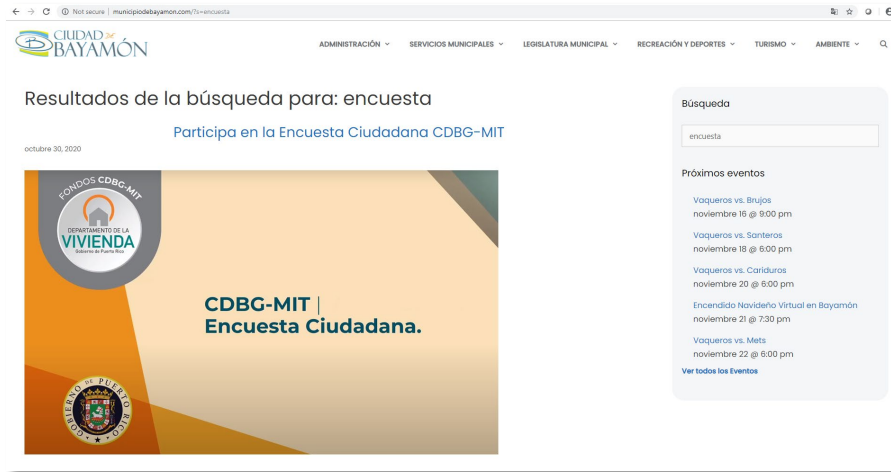
Source: Mujeres de Islas, Inc. website:
<http://www.mujeresdeislas.com/>

Mujeres de Islas, Inc., a community organization in Culebra, assisted six (6) individuals in submitting *Ponencias del Pueblo* videos, which were aired on national television. These are just two (2) examples of which PRDOH is aware. Undoubtedly, other organizations and individuals shared information in both a formal and informal manner.

¹⁶ Ayuda Legal website: <https://www.ayudalegalpuertorico.org/quienes-somos/>

¹⁷ Ayuda Legal website: <https://www.ayudalegalpuertorico.org/calendario/donde-queda-la-vivienda-en-el-borrador-del-plan-de-mitigacion/>

Municipality of Bayamón



The Municipality of Bayamón, in the spirit of helping CDBG-MIT expand on outreach, published the citizen survey on the municipal website.

Public Housing Administration

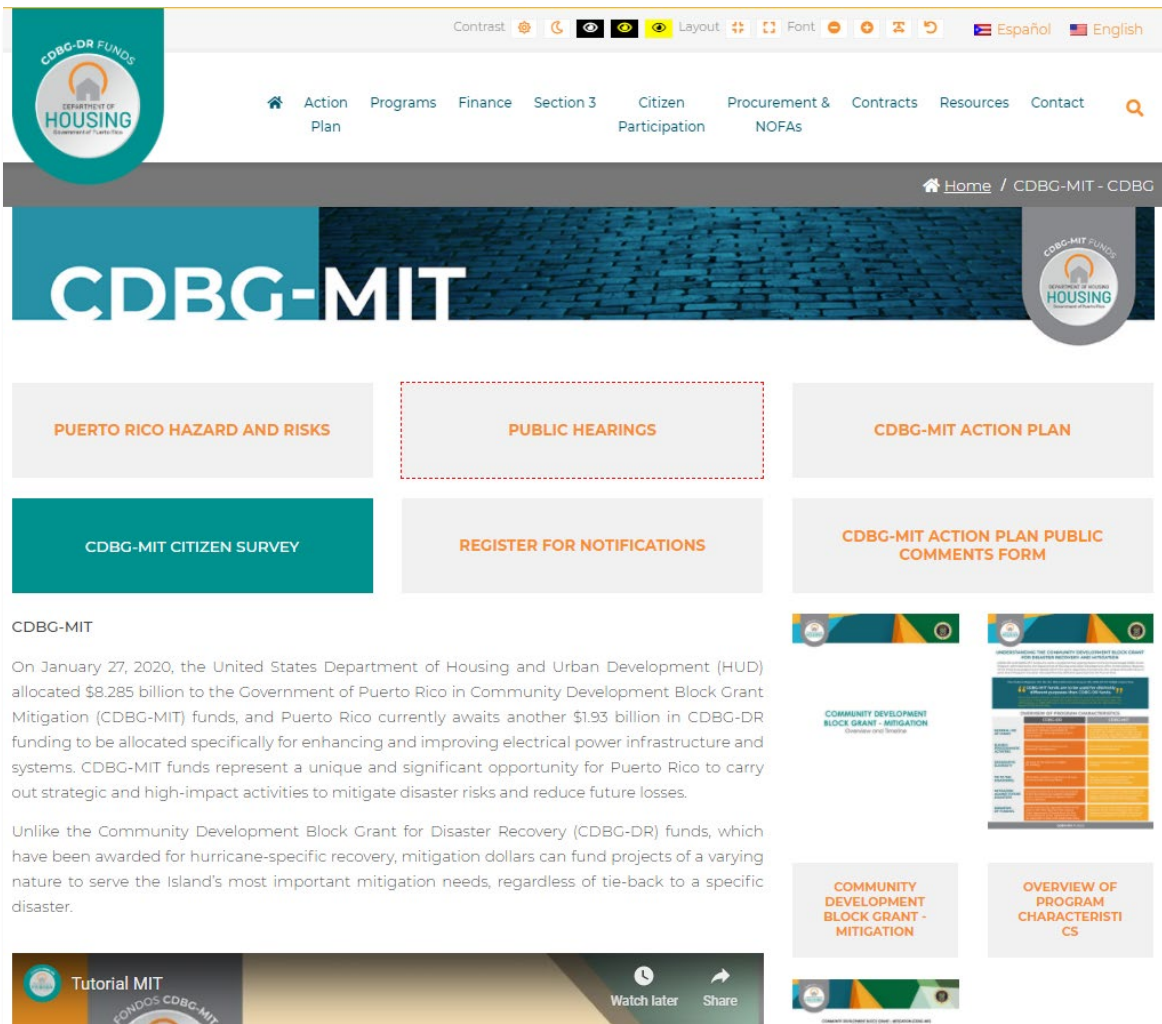


PRDOH also distributed informational material through its regional offices and public housing administrators to strengthen the distribution of news information through regional media. This is in accordance with outreach initiatives aimed to strengthen access to information among low- or moderate-income (**LMI**) citizens and members of minority or disabled groups.

Planning & Research Outreach and Engagement Methods

Website

During the *Planning & Research* phase, public information remained available on a dedicated webpage within the CDBG-DR Program website at <https://www.cdbg-dr.pr.gov/en/cdbg-mit/> in English and at <https://www.cdbg-dr.pr.gov/cdbg-mit/> in Spanish.



From this page, entity and private citizen stakeholders can find up-to-date information, register for program-related notifications, and during the *Planning & Research* phase were able to find formal announcements for public participation opportunities. As described in this report, these opportunities included the following:

- Completion of a proposed project log.
- Completion of the citizen survey.
- Public Hearing events and opportunities for participation, including the submission of a *Ponencias del Pueblo* or of questions or comments via webforms, text, or the call center.
- The opening and subsequent extension of the CDBG-MIT Action Plan public comment period.

The website served as an information hub during the preparation of the CDBG-MIT Action Plan and included a dedicated page to Public Hearings which has been memorialized with archive access to the Public Hearings and final transcripts of questions and answers addressed for each Public Hearing event at <https://cdbg-dr.pr.gov/en/cdbg-mit-public-hearings/> for English and <https://cdbg-dr.pr.gov/cdbg-mit-public-hearings/> for Spanish.

Once the CDBG-MIT Action Plan is approved by HUD and program information becomes available, the final plan will be posted in its entirety to the CDBG-DR Action Plan and amendments page where all versions of the CDBG-DR and CDBG-MIT Action Plan and amendments will reside at <https://cdbg-dr.pr.gov/en/action-plan/> in English and at <https://cdbg-dr.pr.gov/action-plan/> in Spanish.

Instructional Videos

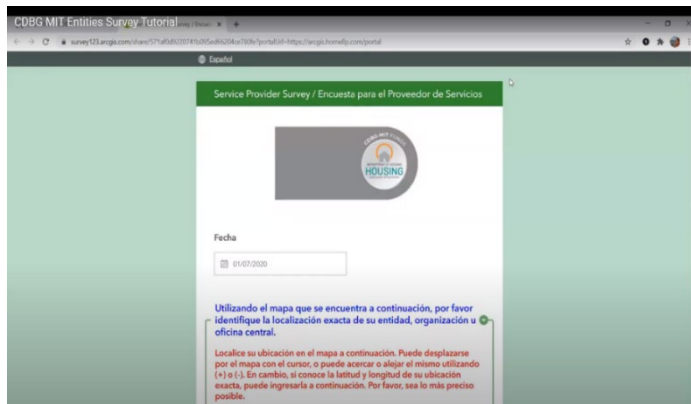
Learning from the CDBG-DR planning process, PRDOH proactively pushed technical assistance information to stakeholder participants with the goal of yielding critical mitigation needs data and increasing overall participation early in the process. Instructional videos assisted in the aggressive effort to gather structured data on mitigation project needs through Proposed Project Logs, solicit survey participation, and seek private citizen and stakeholder entity input through *Ponencias del Pueblo* (described in detail later in this report).

Proposed Projects Log Instructional Video



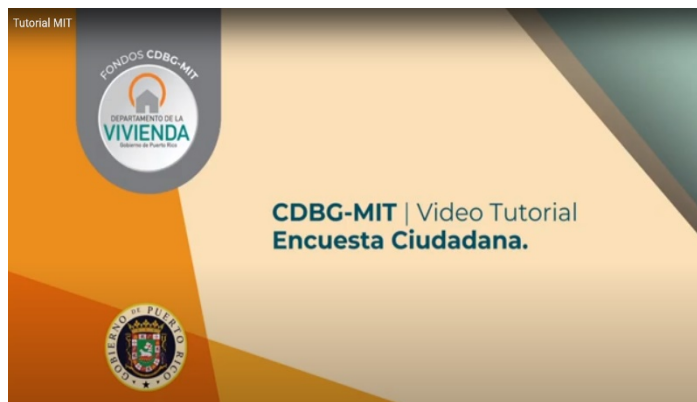
<https://www.youtube.com/watch?v=82lAUcQlyiw&feature=youtu.be>

Service Provider Survey Instructional Video



<https://www.youtube.com/watch?v=UjXd6xLZv0k&feature=youtu.be>

Citizen Survey Instructional Video



<https://www.youtube.com/watch?v=8SYfjT3Cax8&t=22s>

Ponencias del Pueblo Instructional Video



<https://www.youtube.com/watch?v=VFdNZmC4lQE>

Electronic Mail

Email communication served as the primary conduit for the push and pull of mitigation information during the *Planning & Research* phase. PRDOH primarily managed stakeholder communication by means of the program inbox at CDBG-MIT@vivienda.pr.gov. Through this inbox, PRDOH received almost 100 proposed project logs between the months of June and November. Questions and requests for meetings consistently flowed inbound.

Outbound messaging was pushed to a growing contact list that began with public and private entities active in the CDBG-DR Program, grew as registration increased, and expanded as additional CDBG-DR programmatic contacts were added. Email outreach included a series of messages depicted in the pages that follow:



Service Provider Survey Launch Announcement Email



Proposed Projects Log Deadline Extension Announcement Email



Proposed Projects Log and Survey Invitation to Participate



Service Provider Survey Invitation to Submit Email















Proposed Projects Log and Survey Invitation to Participate




Service Provider Survey Reminder Email



Proposed Projects Log Invitation to Comité Asesor to Submit Emails

-  Proposed Projects Log Deadline Extension Announcement Email to Comité Asesor
-  Service Provider Survey Invitation to Submit Email to Registered Entities
-  Proposed Projects Log Extension Announcement Email to Municipalities
-  Proposed Projects Log and Survey Invitation to Participate to PR Agencies
-  Service Provider Survey Email-blast to Registered Entities
-  Proposed Projects Log and Service Provider Survey Email-blasts
-  Citizen Survey Launch Email Announcement to Stakeholders
-  Citizen Survey Launch Email Announcement to External recipients
-  Citizen Survey Launch Email Announcement to Municipalities
-  Citizen Survey Launch Email Announcement to Registered Citizens
-  Website Updates Email-blasts to Registered Citizens
-  CDBG-MIT Public Hearings Email-blasts
-  Service Provider Survey Email-blast to Registered Entities and non-registered NGOs
-  Citizen Survey Email-blast announcement to Registered Citizens
-  CDBG-MIT Public Hearings Email-blasts
-  Public Hearings Reminder Email-blasts
-  Email-blast to Notify Public Hearing #1
-  Email-blast to Notify Public Hearing #2
-  Email-blast on CDBG-MIT Action Plan draft and Public Comments Period
-  Email-blast informing Public Hearings are on YouTube
-  Email-blast on Ponencias del Pueblo citizen participation efforts
-  Email-blast on CDBG-MIT Updates
-  Email-blast reminder of Ponencias del Pueblo

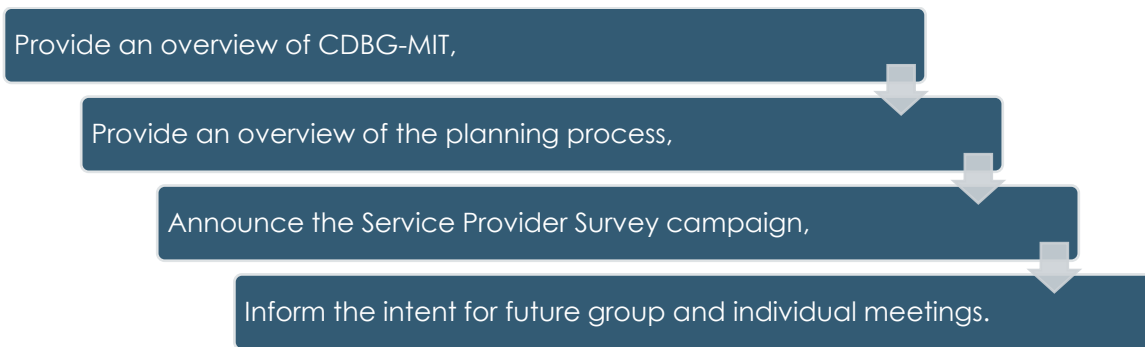
-  Email-blast announcing Public Hearings #3 and #4
-  Email-blast announcing Public Hearings #3
-  Email-blast announcing Public Hearings #4
-  Email-blast reminder of Ponencias del Pueblo
-  Email-blast announcing Website Updates and Important Dates
-  Email-blast announcing Public Hearing #5
-  Email-blast on Citizen Survey
-  Email-blast on Citizen Survey to Stakeholders
-  Email Blast on CDBG-MIT Citizen Survey deadline to external stakeholders
-  Email Blast on CDBG-MIT Citizen Survey deadline to mitigation stakeholders
-  Email Blast on Action Plan public comment period extension deadline reminder
-  Email Blast on Action Plan public comment period extension final reminder

Initial & Preliminary Results Briefings

PRDOH held a series of informational briefings for the benefit of public and private entities. These briefings took place at two key points in the planning process: at the kickoff of stakeholder engagement and a preliminary release of the risk assessment leading up to the September 21st posting of the Action Plan for public comment.

Initial Briefings

To launch the engagement process with key partners in the public sector, PRDOH held a series of fourteen (14) Initial Briefings. Puerto Rico's municipalities are key partners in advancing the Island's recovery and will play an equally key role in implementing future mitigation strategies. Many of Puerto Rico's agencies are also focused on the daily and future resilience of the Island. Initial Briefings were held for these public sector partners. The general purpose of these Initial Briefings was to:



There are a number of federal government agencies that are assisting in the recovery of Puerto Rico from the hurricanes. This includes over \$37 billion in funding and technical assistance from agencies such as HUD, FEMA, the US Army Corps of Engineers (**USACE**), Economic Development Administration (**EDA**), US Department of Agriculture (**USDA**), Small Business Administration (**SBA**), Environmental Protection Agency (**EPA**), and the Department of Health and Human Services (**HHS**), to name a few. The FRN requires that these partners be consulted and that projects funded by CDBG-MIT be in alignment with other mitigation investments they are supporting.

In order to consult with our Federal Partners, PRDOH utilized the Interagency Recovery Coordination Team (**IRC**), which is an assembly of federal agencies in Puerto Rico that meets at least twice weekly. PRDOH held an Initial briefing with the IRC with three (3) main objectives in mind:

- 1) to give an introduction to CDBG-MIT and the planning process;
- 2) to begin to identify data and other resources Federal Partners can bring to the planning process, and
- 3) to establish contacts for follow-up meetings with individual agencies.

Feedback from federal entities, including HUD, was positive.

Preliminary Results Briefings

Five (5) Preliminary Results Briefings were held for municipalities, Puerto Rico agencies and the *Comité Asesor* (Advisory Committee)¹⁸. The purpose of the Preliminary Results Briefings was to provide an update on the CDBG-MIT Action Plan planning process including a preview of the results of the multi-hazard risk assessment, the breakdown of the methodology, preliminary results of stakeholder engagement tools such as surveys and proposed projects log, and highlights of the plan that was in development at that time. The meetings also included the opportunity for stakeholder comment and input.

¹⁸ The Citizens Advisory Committee formed under the CDBG-DR program that will carry into the implementation of the CDBG-MT grant.

The significance of the preliminary briefings cannot be understated. It was during these briefings that PRDOH delivered to stakeholders, a modernized understanding of risk. Where other CDBG-MIT grantees have simply evaluated the occurrence of past disasters and based their understanding of risk on those documented events and historical losses, PRDOH went a step further to define what assets in Puerto Rico are at risk of current and future threats, including climate sensitive weather events.

The risk assessment results presented provided a true definition of risk for the Island. The evaluation and published results of the eighteen (18) natural and human-caused hazards provide everyday citizens with an understanding of what commonly occurring hazards do and do not threaten their community.

AGENDA

- Introduction of CDBG-MIT team
- Overview of CDBG-MIT
- Action Plan Development
- Risk Analysis
- CDBG-MIT Action Plan Programs
- Q&A
- Adjournment

PARTICIPATION PROTOCOLS





Attendance Instructions



Questions & Answers at the end of presentation




WELCOME!

MEETING WILL BEGIN IN A FEW MINUTES


3 - MUST ADDRESS CURRENT AND FUTURE




MULTI-HAZARD RISK ASSESSMENT

- Risk-based Mitigation Needs Assessment that identifies analyzed
- Must consult with HMGP-eligible jurisdictions, including the State
- Must use the most recent risk assessment completed through the
- If a jurisdiction is currently updating an expired HMP, the grante


4 - HUD NATIONAL OBJECTIVE & TIE BACK



UNM




S & B



LMI

- New **urgent need mitigation (UNM)** national objective. Requires activities to **result in measurable and verifiable reductions in the risk** of loss of life and property from future disasters and yield community development benefits.
- No elimination of slum and blight (S&B)** conditions without approval from HUD, because this national objective generally is not appropriate in the context of mitigation activities.
- Low- and moderate-income (LMI) priority.** Proposed mitigation programs and projects must prioritize the protection of low-and-moderate income individuals. **No less than 50% of Grant must benefit LMI.**



CDBG-MIT **does not require a "tie-back"** to a specific event, but must meet criteria set by HUD for mitigation.

2 - CDBG ELIGIBLE ACTIVITIES

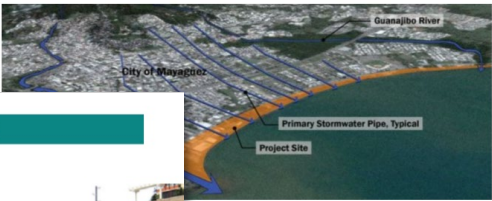
CHANNELIZATION | NATURAL CHANNEL DESIGN





Location: United States
Photo Credit: Paige Baker

Location: Seattle, Washington
Photo Credit: Seven Canyons Trust Org


COASTAL MITIGATIVE MEASURES



City of Mayaguez, Guanajibo River, Primary Stormwater Pipe, Typical, Project Site




Stormwater diverted through site, Typical, Proposed Park, Location: Maya, Photo Credit: Local O



CONTACT US

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<https://www.cdbq-dr.pr.gov/CDBG-MIT>



Q&A

Service Provider Survey

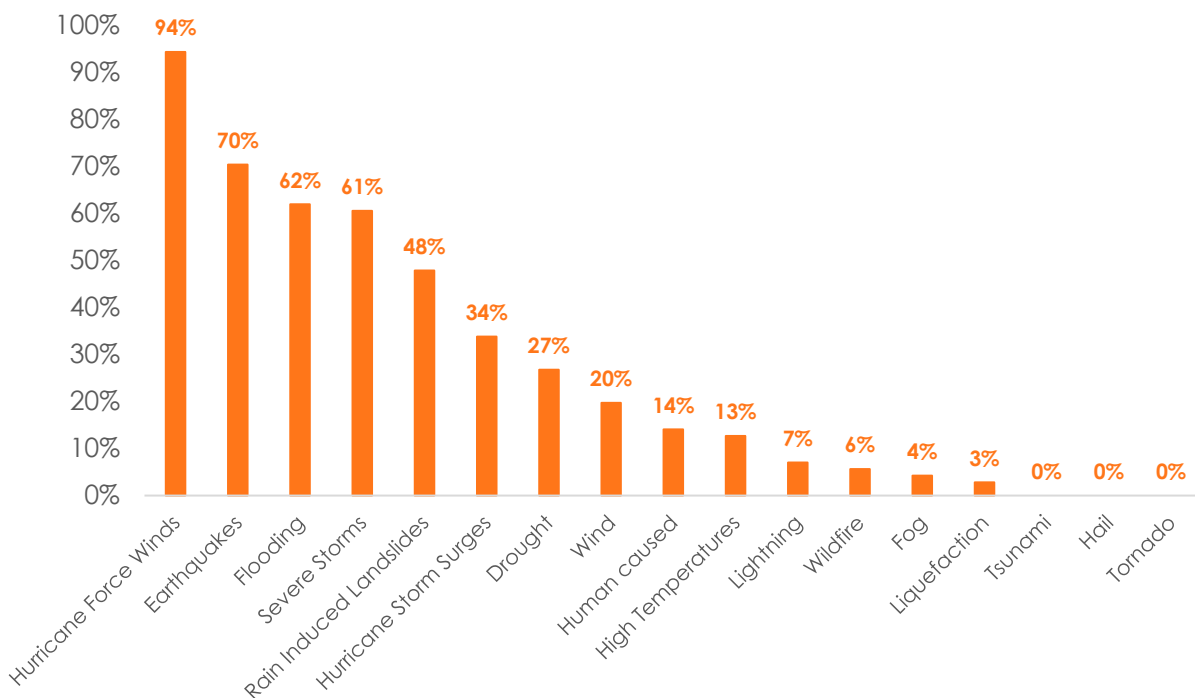
To assist PRDOH with the development of mitigation programs and early identification of project needs, public agencies, NGOs and all municipalities, were asked to complete the Service Provider Survey. Responses to the survey:

- o Informed PRDOH on the hazards that have interrupted critical services in Puerto Rico;
- o Allowed PRDOH to gain valuable input on how the interconnections and interdependencies of the lifeline systems in Puerto Rico were impacted by previous disasters; and
- o Demonstrated the extent of impacts of previous hazards on the critical services that the entity or organization provides.

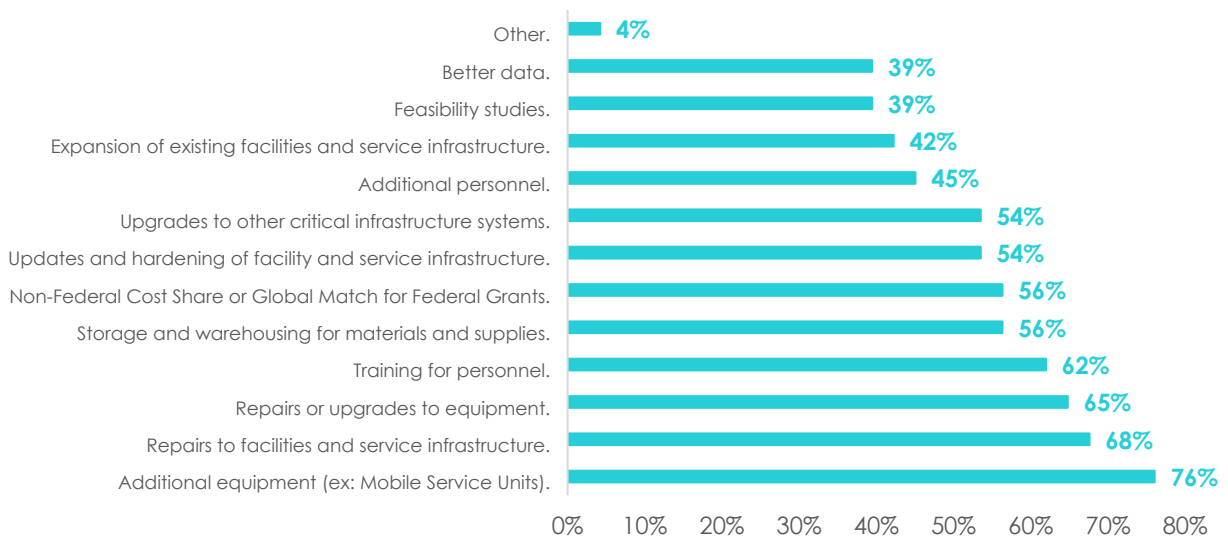
The survey received a total of seventy-six (76) responses from seventy-one (71) unique entities. The five (5) survey entries that were received from a repeating entity were considered duplicates for the purposes of the survey summary and consequent results analysis, and in that way prevented responses from repeating entities to have a larger weight than other responding entities.

The results of the survey are provided in the charts below.

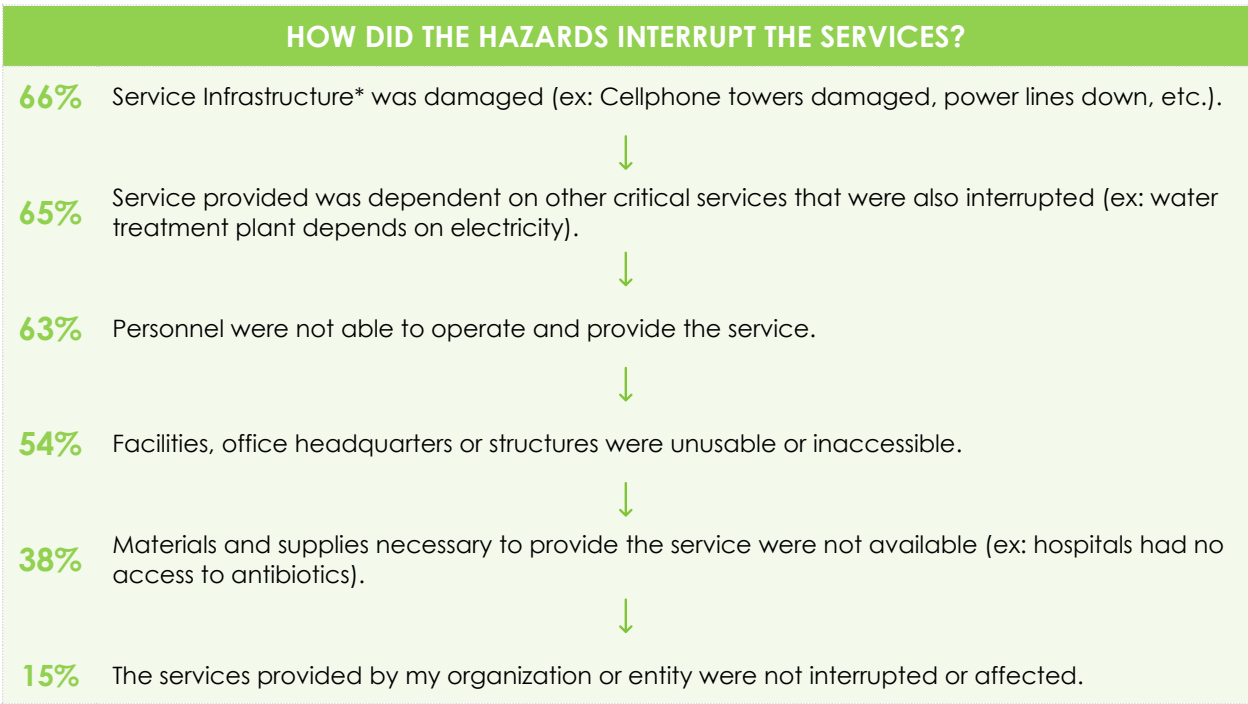
TOP HAZARDS (HIGH TO LOW)



WHAT DOES YOUR ORGANIZATION OR ENTITY NEED IN ORDER TO PROVIDE THESE SERVICES WITH FEWER INTERRUPTIONS IN THE EVENT OF ANOTHER DISASTER?



SURVEY  RESULTS



WHAT DID YOUR ORGANIZATION OR ENTITY DO THAT WAS SUCCESSFUL IN MANAGING THE IMPACTS OF THE DISASTER AND IN CONTINUING PROVIDING SERVICES?

- 52%** Entity or organization used additional resources through formal partnership with an outside private entity.

↓

- 51%** Entity or organization used additional resources through formal partnership with an outside government entity.

↓

- 28%** Entity or organization used additional resources through informal partnership with an outside government entity.

↓

- 25%** Entity utilized additional resources through informal partnership with an outside private entity.

↓

- 18%** Other.

TYPE OF ORGANIZATION OR ENTITY

Type	Quantity	Percentage
Municipal Government	37	52%
Not-For-Profit	19	27%
State Governmental Agency	8	11%
Non-Governmental Organization	5	7%
Federal Governmental Agency	1	1%
Private, For-Profit	1	1%
Academic Institution	0	0%
Other	0	0%

SERVICE CATEGORY OF SURVEYED ENTITIES

Service Category	Quantity	%	Lifeline Alignment
Emergency Services	55	77%	→ Safety and Security / Communications
Human Services	52	73%	→ Food, Water and Sheltering
Basic Services	50	70%	→ Safety and Security / Health and Medical
Utilities	44	62%	→ Food Water and Sheltering / Hazardous Materials

SERVICE CATEGORY OF SURVEYED ENTITIES			
Service Category	Quantity	%	Lifeline Alignment
Housing	43	61%	→ Food, Water and Sheltering
Food Supply and Distribution	37	52%	→ Food, Water and Sheltering
Transportation People and Goods	37	52%	→ Transportation
Medical Services	34	48%	→ Health and Medical
Telecommunications	27	38%	→ Communications
Energy	25	35%	→ Energy
Financial	18	25%	→ N/A
Other	0	0%	→ N/A

Proposed Mitigation Projects Log

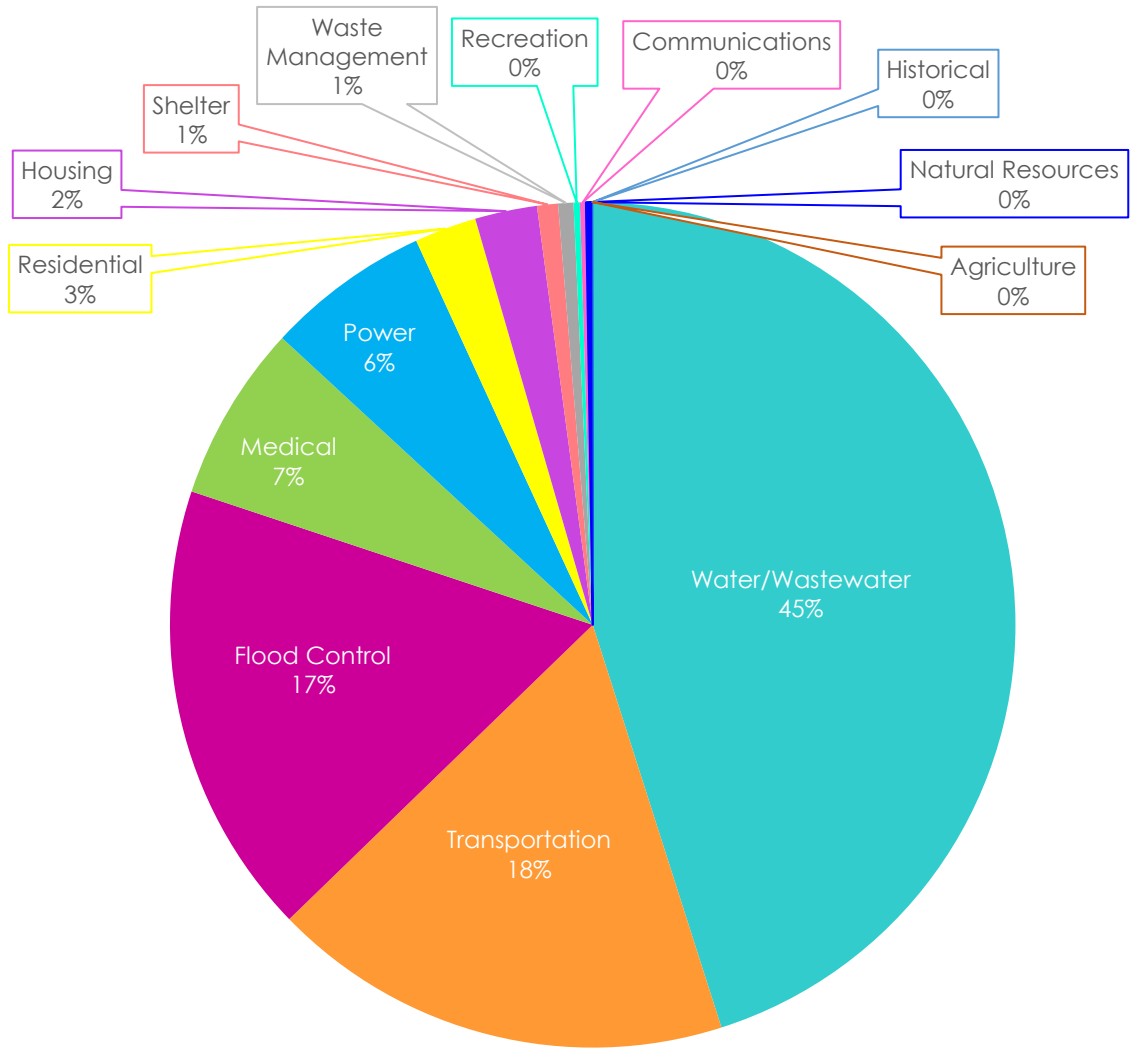
In May 2020, PRDOH released the Proposed Mitigation Projects Log template to federal, state, municipal, and NGO stakeholders to request a baseline understanding of mitigation project needs. Because mitigation is a new program to address Puerto Rico's need to mitigate against a multitude of disasters rather than recover from one event, these Proposed Project Logs served as a basis for programs designed for the CDBG-MIT Action Plan.

The results of Proposed Projects Logs received are provided in the tables below.

SUMMARY OF SUBMITTED PROPOSED MITIGATION PROJECT LOGS ¹⁹		
Type of Entity	Total Proposed Project Logs	Total Amount of Projects
Municipalities	63	1,218
PR and Federal Agencies	19	867
NGOs, Private, Academia	22	669
Total	104	2,781

¹⁹ The totals presented below represent unique items, duplicates were eliminated.

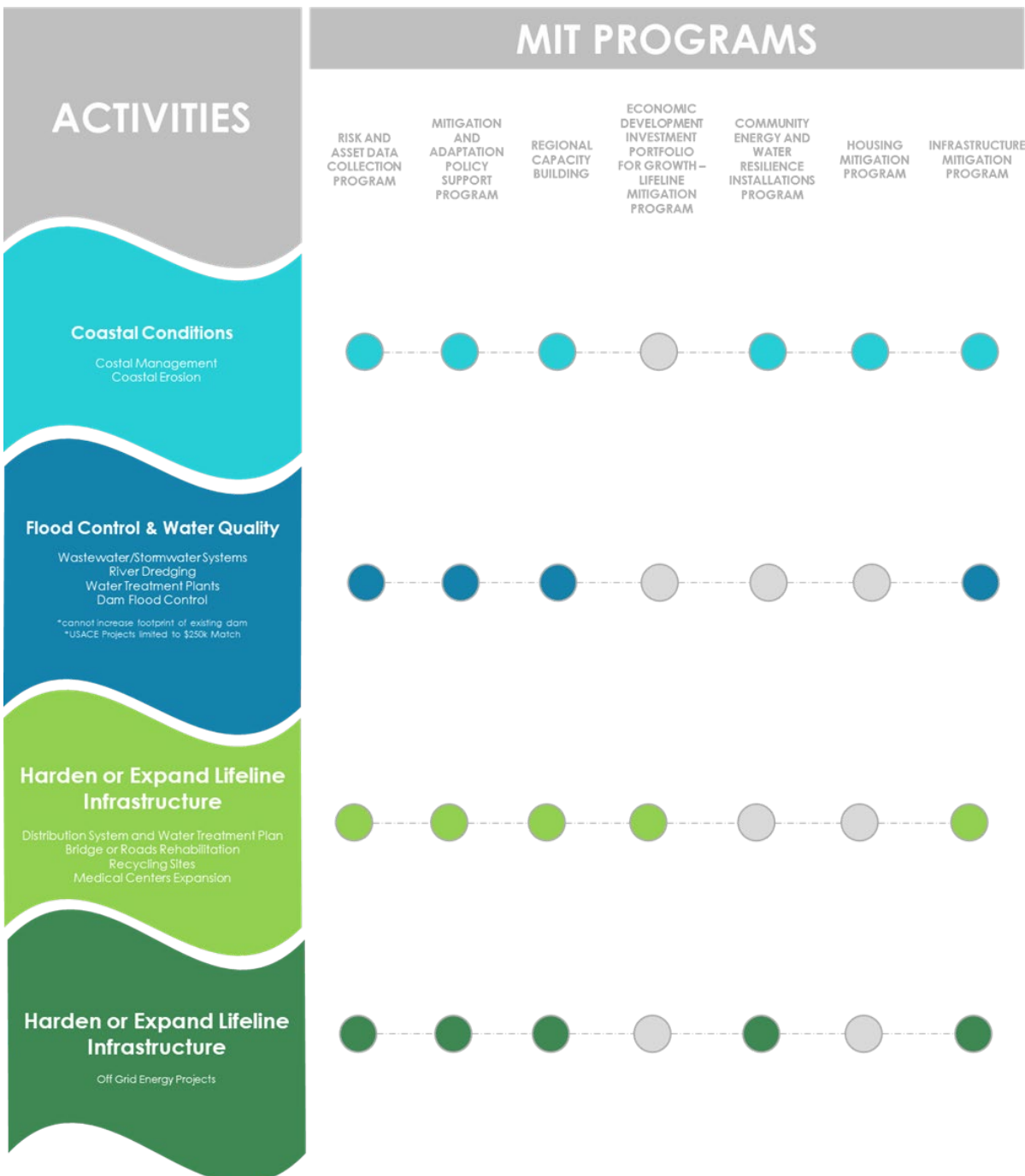
LIFELINE PROJECT PORTIONS PROPOSED BY STAKEHOLDERS



- Water/Wastewater ■ Transportation ■ Flood Control ■ Medical
- Power ■ Residential ■ Housing ■ Shelter
- Waste Management ■ Recreation ■ Communications ■ Natural Resources
- Historical ■ Agriculture

The table below illustrates how Proposed Mitigation Projects Log responses informed program design in the Action Plan for the example activities of Coastal Conditions, Flood Control & Water Quality, and Hardening or Expanding Lifeline Infrastructure. These activities and projects serve only as examples, and are not intended to be limiting or conclusive, or utilized for consideration of funding.

The *Results & Benefits* section of this report provides additional and more expansive information on how engagement activities and public input helped establish program priorities and craft program design.



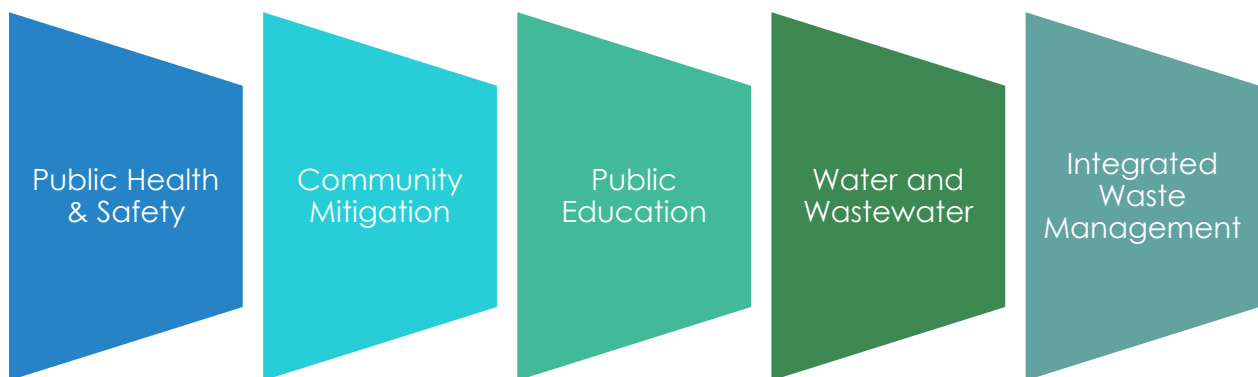
Focused Roundtables

Recognizing their unique and ongoing contributions to Puerto Rico's recovery from the hurricanes, PRDOH held a series of Focused Roundtables to initiate engagement with public and private sector partners including Recovery Thought Leaders and Academic Partners:

- **Recovery Thought Leaders Roundtable** – to convene NGOs, universities, and members of the private sector with published reports and memoranda pertaining to Puerto Rico's recovery from Hurricanes Irma and María.
- **Academic Partners Roundtable** – to convene academic institutions with an active research agenda focused specifically on issues of importance to Puerto Rico both in terms of current hurricane and earthquake recovery challenges and in connected issues surrounding building Island-wide capacity for planning and resilience focused on future shocks and stresses.

Similar to Initial Briefings, an objective of these roundtables was to provide an overview of the federal CDBG-MIT Program. More specifically, PRDOH sought the assistance of Recovery Thought Leaders in engaging vulnerable and disenfranchised communities in the planning process. Academic Partners were provided a preview of the multi-hazard risk assessment methodology and preliminary results and were asked for comments and input.

Early on in the engagement process, PRDOH identified the need to initiate additional issue-based roundtables. Given the aggressive timeline established for outreach and engagement, PRDOH relied on the counsel of key partners to determine these additional five (5) Focused Roundtable topics:



Key partners also advised PRDOH on appropriate Focused Roundtable participants. These initial participants were further requested to identify additional colleague individuals and organizations for inclusion in the Focused Roundtables. This request was overwhelmingly successful and broadened the level of participation significantly. More than 118 individuals representing thirty-eight (38) entities participated in Focused Roundtables.

VARIOUS TOPICS DISCUSSED

PRDOH CDBG-MIT ORGANIZING PRINCIPLES

As Puerto Ricans look toward their collective future and make decisions about how to mitigate natural and human caused hazards and instabilities several organizing principles emerge.

These organizing principles form a common thread throughout the Risk-Based Mitigation Needs Assessment and inform the programmatic response to the mitigation needs identified therein. These organizing principles are:

- **Reduce system fragility** by lessening the impact of hazard events on the built environment, social structures, and ecological systems.
- **Improve the adaptive capacity of Puerto Rico** by removing impediments to long-term systemic change and promoting collaborative governance of multiple scales.
- **Create self-sustaining, regenerative systems** that have the ability to persist or thrive through physical, economic, and social challenges after a hazard event.

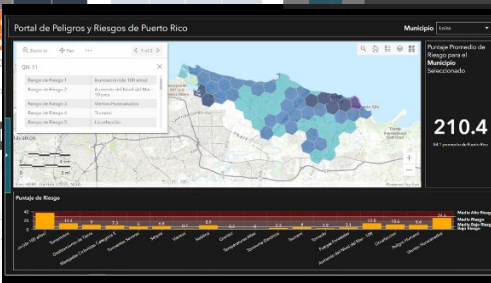
PROGRAM	BUDGET	TOTAL	% BUDGET	% TOTAL	% PLANNING	% MULTI-SECTOR	% HOUSING	% INFRASTRUCTURE
PLANNING								
Risk and Asset Data Collection Program	\$480,546,472.00	\$571,484,596.00	7.20%	N/A	5%	13%	14%	15%
Mitigation and Adaptation Policy Support Program	\$24,855,852.00							
Regional Capacity Building Program	\$64,282,272.00							
INFRASTRUCTURE								
Infrastructure Mitigation Program	\$7,735,039,806.00	\$4,735,039,806.00	57.15%	50%	72%	87%	74%	70%
HWGF Match Set Aside	\$1,000,000,000.00							
Healthcare Facilities Set Aside	\$1,000,000,000.00							
HOUSING								
Housing Mitigation Program	\$2,000,896,086.00	\$2,000,896,086.00	24.15%	100%	12%	0%	0%	0%
MULTI-SECTOR SUPPORT								
Economic Development Investment Portfolio for Growth Program - Lifeline Mitigation	\$207,132,100.00	\$538,543,460.00	6.50%	0%	N/A	N/A	N/A	N/A
Community Energy and Water Resilience Installations Program	\$331,411,360.00							
ADMINISTRATIVE								
Administrative Budget	\$ 414,244,200.00	\$ 414,244,200.00	5.00%	N/A	3%	5%	5%	5%
Planning Oversight	\$ 24,855,852.00							
Total		\$8,285,284,000.00	100%	60%				

*Infrastructure Mitigation Program budget encompasses all eligible projects.
 **Includes Planning Oversight category for easy visual comparison to other grants.

¿CÓMO SE DETERMINA EL RIESGO?

$$RISK_{HAZ_n} = (VUL)(HAZ_n)$$

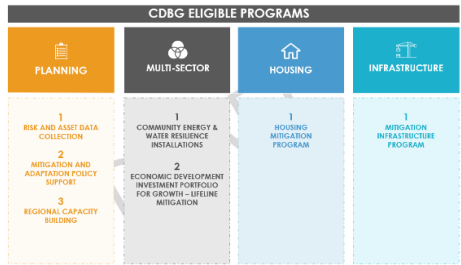
RIESGO = (Vulnerabilidad) (Peligro)



MITIGATION REQUIREMENTS

2 Must be CDBG-eligible activities under title I of the Housing and Community Development Act of 1974 (HCDA) or otherwise eligible pursuant to a waiver or alternative requirement.

4 Must meet a national objective, including additional criteria for mitigation activities and Covered Projects (as defined by HUD).

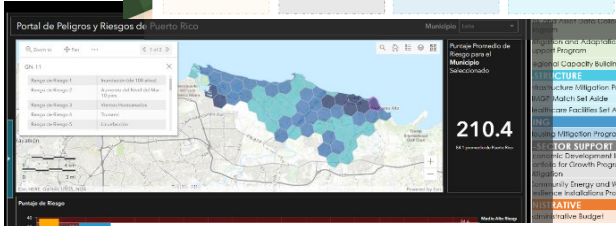


1 Must meet the HUD definition of mitigation activities.

2 Must be CDBG-eligible activities under title I of the Housing and Community Development Act of 1974 (HCDA) or otherwise eligible pursuant to a waiver or alternative requirement.

3 Address the current and future risks as identified in the grantee's Mitigation Needs Assessment of most impacted and distressed areas.

4 Must meet a national objective, including additional criteria for mitigation activities and Covered Projects (as defined by HUD).



BUDGET	TOTAL	% BUDGET	% TOTAL	% PLANNING	% MULTI-SECTOR	% HOUSING	% INFRASTRUCTURE
\$480,546,472.00	\$571,484,596.00	7.20%	N/A	5%	13%	14%	15%
\$24,855,852.00							
\$64,282,272.00							
\$7,735,039,806.00	\$4,735,039,806.00	57.15%	50%	72%	87%	74%	70%
\$1,000,000,000.00							
\$1,000,000,000.00							
\$2,000,896,086.00	\$2,000,896,086.00	24.15%	100%	12%	0%	0%	0%
\$207,132,100.00	\$538,543,460.00	6.50%	0%	N/A	N/A	N/A	N/A
\$331,411,360.00							
\$ 414,244,200.00	\$ 414,244,200.00	5.00%	N/A	3%	5%	5%	5%
\$ 24,855,852.00							
Total		\$8,285,284,000.00	100%	60%			

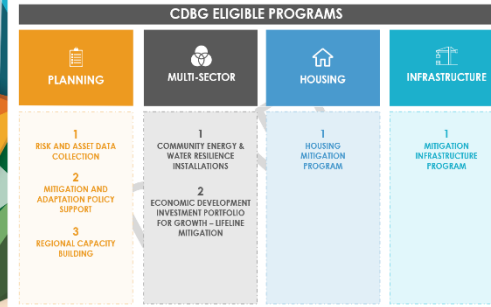
ELIGIBLE MITIGATION PROJECTS

1 Must meet the HUD definition of mitigation activities.

2 Must be CDBG-eligible activities under title I of the Housing and Community Development Act of 1974 (HCDA) or otherwise eligible pursuant to a waiver or alternative requirement.

3 Address the current and future risks as identified in the grantee's Mitigation Needs Assessment of most impacted and distressed areas.

4 Must meet a national objective, including additional criteria for mitigation activities and Covered Projects (as defined by HUD).



To a great extent, agencies and organizations that participated in Focused Roundtables had previously provided data, resources, and literature to the recovery of Puerto Rico. The roundtables provided the opportunity for discourse among the members, synergies across those resources, and helped to guide consensus toward a path forward. The agenda for each Focused Roundtable was appropriate to the topic. The Community Mitigation, Integrated Waste Management, and Public Education Focused Roundtables provided good examples of the varied discourse.

The Community Mitigation Roundtable was convened for the purposes of sharing additional data and research and idea exchange in a manner that would contribute to the stability and resilience of vulnerable communities in Puerto Rico. Discussion included identification of those communities, characteristics that make them particularly vulnerable, past or current efforts to mitigate vulnerability, and an exploration of what potential resources CDBG-MIT and other federal agencies and programs might contribute to increased resilience and stability of these particularly vulnerable communities.

Members of an Integrated Waste Management Roundtable participated in an idea exchange of how comprehensive and sustainable waste management could contribute to a more resilient Puerto Rico. This discussion revolved around questions such as:

- What opportunities do recent disruptions provide us to re-think how waste is managed on the Island?; and
- Given the impacts of recent disasters on the capacity of the waste management system, how do we continue to capitalize on the public-private partnerships that have advanced that system in the past?

Similarly, the Public Education Focused Roundtable explored questions such as:

- What current conditions make public education less resilient to disasters?
- What current efforts make public education more resilient to disasters?
- What potential mitigative activities would make public education more resilient to future disasters?

The word clouds below provide a compelling visualization of the content and breadth of the five (5) Focused Roundtables. A comprehensive word cloud, which includes all Focused Roundtables, is provided as well in the CDBG-MIT Action Plan²⁰.

²⁰ Roundtables were held in English therefore the Cloud Map of words heard during stakeholder roundtable discussion is in English only.

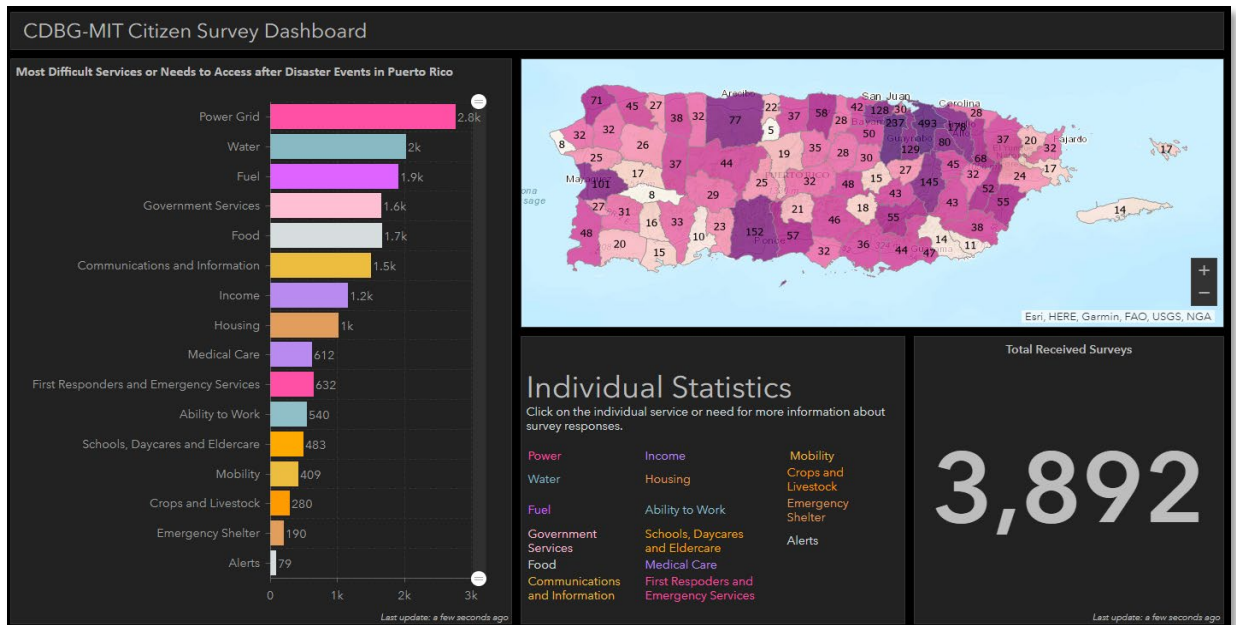
TOTAL OF SURVEYS BY GENDER

Gender	Quantity	Percentage (%)
Male	1,150	29.5%
Female	2,618	67.3%
I prefer not to say	4	0.1%
Gender Other:	33	0.8%
Did not specify	87	2.2%
Total	3,892	100%

TOTAL OF SURVEYS BY AGE

Age Range	Quantity	Percentage (%)
13 to 17 years	6	0.2%
18 to 24 years	224	5.8%
25 to 34 years	978	25.1%
35 to 44 years	1,046	26.9%
45 to 54 years	957	24.6%
55 to 64 years	487	12.5%
65 to 74 years	142	3.6%
75 years and over	34	0.9%
Did not Specify	18	0.5%
Total	3,892	100%

TOTAL OF SURVEYS BY INCOME		
Income	Quantity	Percentage (%)
Less than \$10,000	855	22.0%
\$10,000 to \$14,999	677	17.4%
\$15,000 to \$24,999	996	25.6%
\$25,000 to \$34,999	571	14.7%
\$35,000 to \$49,999	374	9.6%
\$50,000 to \$74,999	212	5.4%
\$75,000 to \$99,999	93	2.4%
\$100,000 to \$149,999	51	1.3%
\$150,000 to \$199,999	17	0.4%
\$200,000 or more	8	0.2%
Did not Specify	38	1.0%
Total	3,892	100%



Additional breakdown of the survey responses is available in the public dashboard located at:

<https://arcgis.hornellp.com/portal/apps/opsdashboard/index.html#/c33c97b1a3b54a68a5fea9d35541df0f>

Individual Meetings

As presented in earlier outreach agendas, PRDOH recognized that meetings with one or more individuals or entity(ies) participating in briefings and roundtables might be engaged on an individual and/or more frequent basis. These meetings could facilitate focused planning efforts that may be necessary for beneficial data exchange, idea generation, or coordination that would yield a tangible benefit in the planning process. In actuality, the majority of individual meetings were conducted at key partners' requests and as time and resources allowed.

The table below provides a summary of the individual meetings PRDOH conducted with key partners and constituents during the outreach and engagement process.

LIST OF INDIVIDUAL MEETINGS CONDUCTED	
1	Department of Transportation and Public Works (DTPW)
2	Hazard Mitigation Planning meeting with Planning Board (PRPB)
3	U. S. Economic Development Administration (EDA)
4	U.S. Department of Health and Human Services (HHS)
5	Puerto Rico Medical Services Administration (ASEM)
6	U. S. Economic Development Administration (EDA)
7	Para La Naturaleza (PLN)
8	Federal Emergency management Agency - Community Planning and Capacity Building - Recovery Support Function (FEMA CPCB-RSF)
9	Trito Agro-Industrial Services, Inc. (TAIS)
10	Department of Agriculture (USDA)
11	Syracuse University and NON-PRASA Aqueduct Systems Organization of Puerto Rico Corp. (OSAN)
12	Puerto Rico Science, Technology and Research Trust (PRSTRT)
13	Federal Highway Administration (FHWA)

LIST OF INDIVIDUAL MEETINGS CONDUCTED	
14	Department of Transportation and Public Works (DTPW), Federal Highway Administration (FHWA), Puerto Rico Ports Authority (PRPA)
15	U.S. Department of Transportation (USDOT) and Puerto Rico Industrial Development Company (PRIDCO)
16	San Juan Bay Estuary Program
17	University of Puerto Rico (UPR) Nov. 12
18	University of Puerto Rico (UPR) Nov. 13

Pre-Draft Public Hearings

HUD Guidance, as provided in the FRN, states that PRDOH, as a CDBG-MIT grantee with an allocation of \$1 billion or more, shall hold at least four (4) public hearings to obtain citizens' views and to respond to proposals and questions. PRDOH chose to hold a total of five (5) hearings, all of which were broadcasted on public television and radio and internet platforms.

Addendum A provides an overview of the outreach campaign for the Public Hearings. With the goal of balancing the democratic opportunity for inclusive public participation with the appropriate response and safety measures established due to the COVID-19 pandemic, PRDOH implemented a unique solution.

According to an AC Nielsen Report, the transmission through WIPR public television, Puerto Rico's public broadcasting station, had a reach of 82,538 for all five (5) public hearings. Additionally, social media platforms such as Facebook and YouTube, provide metrics to account owners. The tables below provide metrics from those two platforms as of November 18, 2020, across the timeline of the CDBG-MIT public engagement process.

Facebook & YouTube Campaigns			
Facebook	Total Posts	Dates (2020)	Total Reach
MIT Funds Campaign	3	9/28, 10/02, 10/16	5,443
Citizens Survey Launch	1	8/25	3,314
Citizen Survey Tutorial Video	4	9/30, 10/1 (3 live posts)	40,726
Action Plan Draft Publication	1	9/22	2,454
Public Hearings (calendar events & livestream posts)	22	Various	65,644
TOTAL			117,581
YouTube	Total Posts	Dates (2020)	Views (as of 11/17/20)
First Public Hearing – 09/16/20 Spanish SAP English	1 1	9/18	104 201
Second Public Hearing – 09/18/20 Spanish with English Closed Captions	1	9/21	125
Third Public Hearing – 10/14/20 Spanish with English Closed Captions	1	10/16	78
Fourth Public Hearing – 10/16/20 Spanish with English Closed Captions	1	10/19	73
Fifth Public Hearing – 10/28/20 Spanish with English Closed Captions	1	10/30	71
TOTAL			654

By broadcasting all five (5) public hearings on public television, radio and social media, simultaneously, PRDOH's efforts rose to the spirit and intent of the FRN in an innovative and historic manner.

Two (2) of these public hearings were completed on September 16 and September 18, 2020, prior to Action Plan publication for public comment. Similar to Initial Briefings, the program included a presentation on the federal CDBG-MIT Program. While similar information had been available on the CDBG-MIT website for several months, PRDOH felt the national broadcast provided an opportunity for a greater number of citizens to be informed of this new and complex funding opportunity.



WIPR MODERATOR

- o Mayra Acevedo Orta

PUERTO RICO DEPARTMENT OF HOUSING OFFICIALS

- o Luis C. Fernández-Trinchet, Secretary
- o Maretzie Díaz Sánchez, Deputy Secretary
- o Carlos R. Olmedo, Deputy Director of Planning
- o Mitchelle Méndez Castañeda, Director of Disaster Recovery

The remainder of the programs was dedicated to a live Q&A session. Citizens were able to submit questions and comments through the CDBG-MIT email, by calling the PRDOH call center, by texting the CDBG-MIT mobile number, or by completing an on-line form on the CDBG-MIT website. The first two (2) hearings resulted in the submission of 115 comments from the public.

A summary of all comments and PRDOH responses is provided as an appendix to the CDBG-MIT Action Plan.

Public Hearing Media Announcements

FONDOS CDBG-MIT
 DEPARTAMENTO DE LA VIVIENDA

Asignación de más de
\$8 Mil Millones
 Fondos de Mitigación para Puerto Rico

PRÓXIMAS VISTAS PÚBLICAS
 14, 16 y 28 de octubre | 8:00 p.m.

WIPR 940 AM | @notiseis360pr | @cdbgdrpuertorico

VISTAS PÚBLICAS CDBG-MIT
 Sintoniza y participa

Este próximo miércoles 16 y
 viernes 18 de septiembre a las 8:00 p.m.

puerto rico tv | CANAL 3 | WIPR 940 AM

WPR San Juan 611 | WIPR Mayagüez 31

@cdbgdrpuertorico | @notiseis360pr

Para enviar sus comentarios y preguntas puede enviar un correo electrónico a:
CDBG-MIT@vivienda.pr.gov

FONDOS CDBG-MIT
 DEPARTAMENTO DE LA VIVIENDA

FONDOS CDBG-MIT
 DEPARTAMENTO DE LA VIVIENDA

¡SINTONIZA Y PARTICIPA!
VISTAS PÚBLICAS CDBG-MIT
 miércoles 16 y viernes 18
 de septiembre a las 8:00 p.m.

puerto rico tv | CANAL 3 | WIPR 940 AM Radio

¿Cómo participar?
 Llenando el formulario de participación en la página WEB:
www.cdbg-dr.pr.gov/cdbg-mit/
 Enviando un Email: cdbg-mit@vivienda.pr.gov
 Llamando a: 1-833-234-CDBG(2324) | TTY 787-522-5950
 Enviando un Texto: 939-224-9895

FONDOS CDBG-MIT
 DEPARTAMENTO DE LA VIVIENDA

**Propósito
 de los Fondos CDBG-MIT**

Oportunidad única y significativa
 para Puerto Rico para mitigar
 riesgos por posibles desastres en el
 futuro mediante actividades
 estratégicas de alto impacto.

An aerial photograph of a mangrove forest with a teal circular graphic overlay. The graphic consists of two concentric circles, with the inner circle containing the text. The background shows a dense mangrove forest with a winding waterway, and several people are visible wading through the shallow water in the foreground.

Publication & Response

Publication & Response

Published Action Plan

The CDBG-MIT Action Plan draft was published on September 21, 2020 on the CDBG-MIT website. The availability of the Action Plan was announced on the CDBG-MIT website, through email, social media and at every subsequent engagement event, including the five (5) nationally broadcasted public hearings.

Public comment on the Action Plan could be provided:



Through the CDBG-MIT email;



Utilizing an on-line comment form on the CDBG-MIT website;



Providing comment during the public hearings through various means (Refer to Public Hearings section);



Utilizing the PRDOH call center; and



During briefings held during the public comment period.

As required by the FRN, the public comment period was originally established as forty-five (45) days, from September 21 – November 5, 2020. However, recognizing the potential impact of the COVID-19 pandemic, the public comment period was extended an additional fifteen (15) days to November 20, 2020.

Promotion of the extension of the public comment period included:

- A press release on October 28, 2020;
- Announcement at the final public hearing aired live on national television, radio and Facebook on October 28, 2020;
- A pop-up announcement on the CDBG-MIT website;
- Radio interviews on November 16, 2020; and
- A reminder email blast on November 16, 2020.



CDBG-MIT funds ACTION PLAN

**PUBLIC COMMENT
PERIOD EXTENDED!**
November 5th – November 20th



[Click here to comment](#)

Citizens who cannot access the CDBG-MIT Action Plan Draft through the website may request assistance from PRDOH: **Tel.** : 1-833-234-CDBG or 1-833-234-2324 | **TTY:** 787-522-5950
| **Email:** cdbg-mit@vivienda.pr.gov | **Online:** <https://cdbg-dr.pr.gov/cdbg-mit/>
| **In writing at:** Puerto Rico CDBG-MIT Program P.O. Box 21365 San Juan, PR 00928-1365

YOUR OPINION MATTERS!

Complete the Citizen Survey

You can participate in the CDBG-MIT Action Plan development process. By sharing your experiences during and after previous disasters, you assist the Puerto Rico Department of Housing in the identification of Mitigation project needs across the Island and, in this way, the prevention of risk from future disasters.



Transparency of Data

Throughout the engagement process, PRDOH sought to provide the greatest transparency to the planning process and the data and information used in formulating the CDBG-MIT Action Plan.

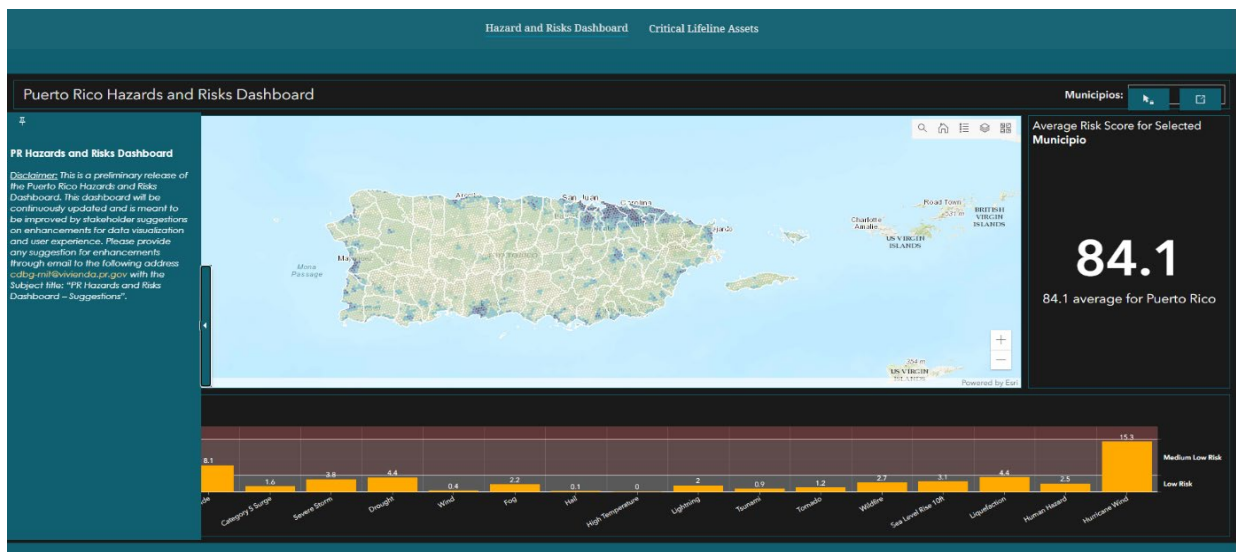
In completing the HUD-required multi-hazard risk assessment, PRDOH utilized a rigorous geospatial approach and a deep understanding of hazards geography to analyze eighteen (18) potential hazards. These risk assessment results are available in the Puerto Rico Hazards and Risk Dashboard and Critical Lifeline Assets Dashboard, transparent web-based tools available for public use. These tools enable citizens to view risk analysis data at the Island-wide, municipal, and 0.5-square-mile hex grid level, allowing access to and providing unprecedented transparency of data and methodology. These dashboards can be found at <https://cdbg-dr.pr.gov/PRhazardandriskslFRM> in English and <https://cdbg-dr.pr.gov/PRpeligrosyriesgoslFRM> in Spanish.

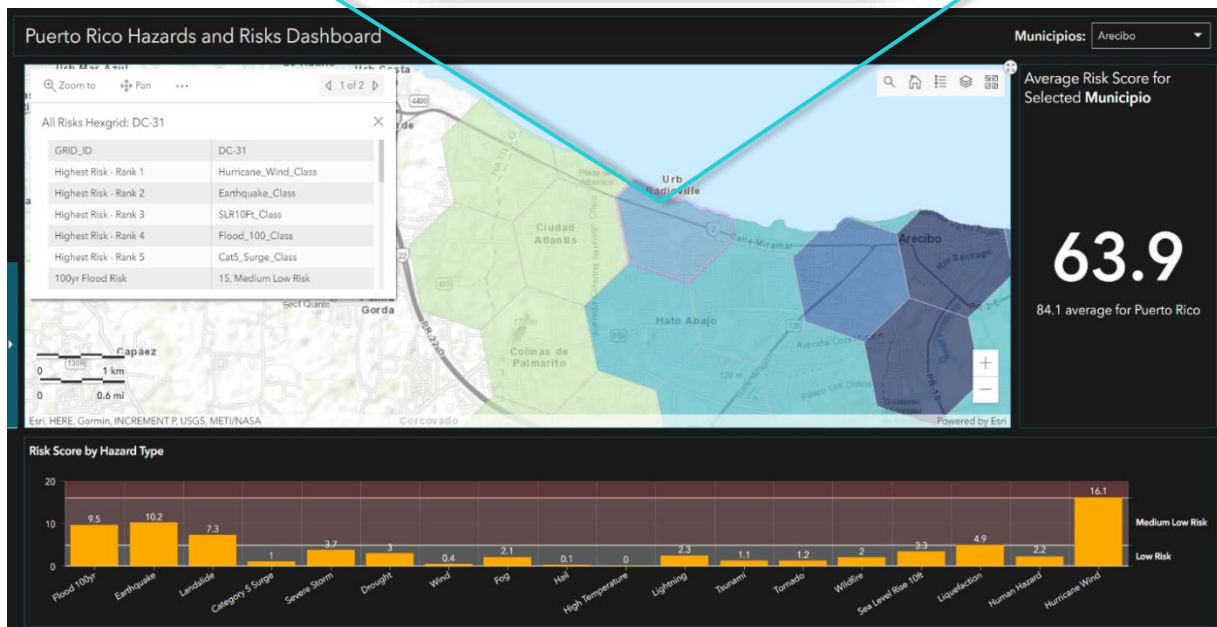
Hazard and Risks Dashboard

This dashboard summarizes the Average Risk Score and the Risk Score by Hazard Type in two (2) ways:

- **By Municipality:** A user may choose a municipality from a dropdown menu. The map will zoom to the municipality and filter the data to that which is completely within or touching the boundary of the municipality.
- **By Map Extent:** Another option is to review the data by the area displayed in the map extent or window. This will only use data contained in the map window for the calculations.

The Hazard and Risks Dashboard allows the visualization of risk-related geographic information with simple, yet powerful tools to explore, zoom into details, analyze needs and vulnerability as well as support decision-makers to make data-informed investments.





Coastal Erosion in Urb. Radioville from the municipality of Arecibo

Images sent by: [Hector Torres](#) representing the Municipality of Arecibo

Critical Lifeline Assets in Your Area Dashboard

This dashboard summarizes Critical Lifeline Assets by municipality or Puerto Rico Emergency Management Agency (**PREMA**) Zones (shown with orange boundary lines). It also provides a count of hurricane damage locations and the LMI population count for the selected jurisdiction. The assets can also be superimposed over valuable layers of information, including the Risk Map.

Both Dashboards are publicly available in the CDBG-MIT website: <https://cdbg-dr.pr.gov/PRhazardandriskslFRM>

Action Plan: Proposed Programs and GIS Dashboards Briefings

After the CDBG-MIT Action Plan was published, PRDOH held a series of four (4) Action Plan Proposed Programs and GIS Dashboards Briefings. These were held for the benefit of the seven (7) key partner groups and those who had registered on the CDBG-MIT website with an interest in the briefings.

The purpose of the briefings was to feature the accomplishment of two (2) major milestones in the planning process: the publishing of the CDBG-MIT Action Plan draft and the availability of the GIS dashboards.

The briefings included a summary of the proposed CDBG-MIT programs as presented in the Action Plan draft and a live demonstration of the dashboards. Open discussion was held throughout the briefings to allow for question and comments. Participants were also encouraged to review the Action Plan and dashboards on the CDBG-MIT website and to submit additional input and questions through the on-line comment form.



Public Hearings

The third and fourth Public Hearings were held on October 14, and October 16, 2020, respectively. The third Public Hearing included a summary of the proposed CDBG-MIT

programs as presented in the Action Plan draft and a demonstration of the dashboards. The remainder of the hearing was devoted to live Q&A.

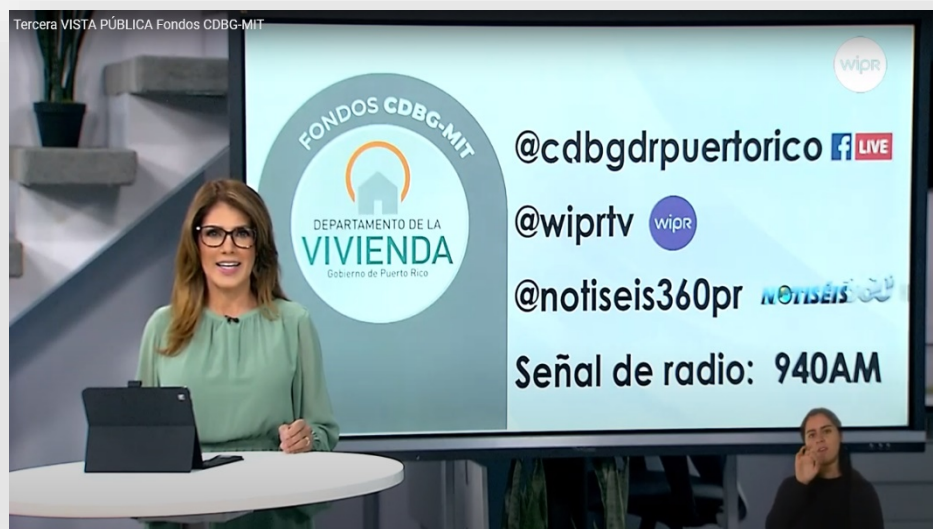
The fourth Public Hearing included a summary of the proposed CDBG-MIT programs as presented in the Action Plan draft and a demonstration of the dashboards. However, it also included the first seven (7) submissions to *Ponencias del Pueblo*. More about *Ponencias del Pueblo* appears later in this section. Remaining airtime was used for live Q&A.

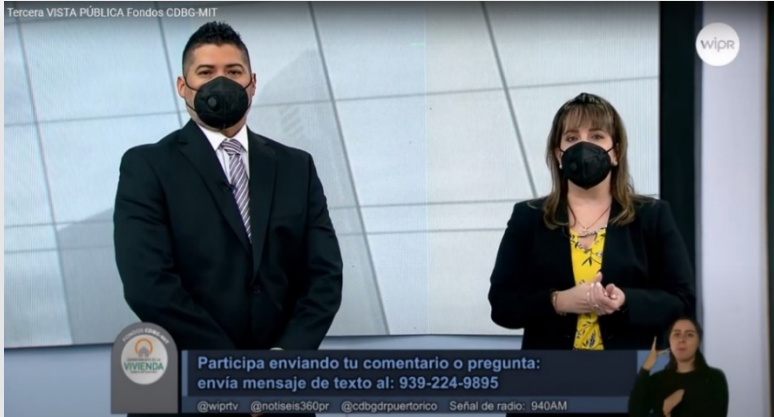
These two (2) Public Hearings resulted in twenty-five (25) comments from the public, in addition to the *Ponencias del Pueblo*.

The fifth and final Public Hearing was held on October 28, 2020. Given the overwhelming response to *Ponencias del Pueblo*, the broadcast was extended to two (2) hours and was dedicated in its entirety to broadcasting thirty-three (33) *proposals*. One (1) public comment was received during this hearing.

Public Hearing Event	Confirmed Viewers
October 14, 2020	12,833
October 16, 2020	11,689
October 28, 2020	38,585
Total	63,107

Mayra Acevedo
Orta





Carlos R. Olmedo
Mitchelle Méndez Castañeda



Maretzie Díaz Sánchez



Luis C. Fernández Trinchet






Recordings of all five (5) Public Hearings remain available on the CDBG-MIT website.

Ponencias del Pueblo

Traditionally in public hearings, individuals are able to appear in person and given an opportunity to present their proposal(s). While airing the CDBG-MIT Public Hearings was a significant accomplishment in reaching the people of Puerto Rico during the COVID-19 pandemic, it didn't allow for this long-held democratic privilege to be exercised.

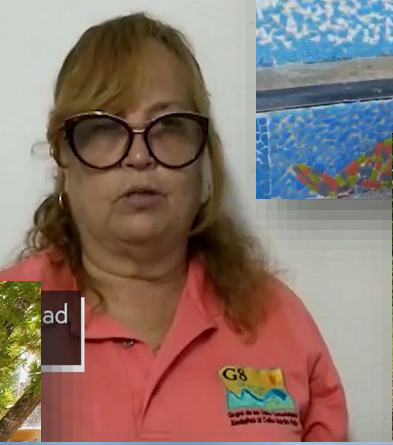
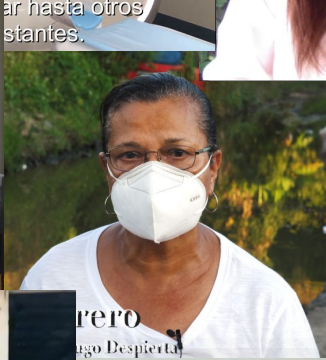
In response, PRDOH launched *Ponencias del Pueblo*, an innovative alternative to allow individuals and organizations to provide brief videos or written summaries of their proposals identifying their mitigation needs. Forty (40) proposals were submitted and aired during the fourth and fifth public hearings. Seven (7) additional full proposals were received; however, they did not include an executive summary nor a video. Therefore, time did not allow their presentation during the public hearing broadcasts.

All forty-seven (47) proposals are included in the public record. *Ponencias del Pueblo* that were aired during the public hearings remain available for viewing on the CDBG-DR Puerto Rico YouTube channel²¹, as well as within the full Public Hearing broadcasts on the CDBG-MIT website.²²

MAP Ponencias del Pueblo Montage (below) The Voices & Faces of Puerto Rico (top to bottom/left to right)					
	Row 1	Hospital San Carlos Borromeo	Brenda Torres Barreto Programa del Estuario de la Bahía de San Juan	Kathleen Zorana Rodríguez Para La Naturaleza	
	Row 2	Ernesto Valle Quintana E&F Tech College	Zaida Guerrero Comité Villa Hugo Despierta	Sylvia, Residente de Culebra Mujeres de Islas, Inc.	Carlos González Hernández Productora Ángeles del Fin, PADF
	Row 3	Dulce, Residente de Culebra, Mujeres de Islas, Inc.	Lucy M. Cruz Rivera Grupo de las Ocho Comunidades Aledañas al Caño Martín Peña, Inc.		Israel Collazo Comité Unidos al Recate del Barrio Mameyes, Inc.
	Row 4	Joel Rodríguez, Expert Accounting Group Proyecto 1 – 2 – 3	Orlando López Finca ubicada en San Sebastián		Jannette Lozada Junta Comunitaria Valle Hill
	Row 5	Gerardo Soriano Comité Villa Hugo Despierta	Esther Caro, Asociación Mayagüezana de Personas con Impedimentos, Inc.		
	Row 6	Maritere Padilla Rodríguez Hispanic Federation	María del Carmen Rivera Representante de la Comunidad Parcelas Falú Comunidad Parcelas Falú		Mario Núñez Mercado Corporación Proyecto Enlace Caño Martín Peña

²¹<https://www.youtube.com/watch?v=XKvdRqVfS4E&t=3s>
<https://www.youtube.com/watch?v=w2tGpR8xA1k&t=1s>

²² <https://cdbg-dr.pr.gov/en/cdbg-mit-public-hearings/>
<https://cdbg-dr.pr.gov/cdbg-mit-vistas-publicas/>



ar hasta otros
stantes.

pero
ago Despierta)

ad

Gerardo Soriano

Jannette Lozada
Presidenta Junta Comunitaria Valle Hill



Results & Benefits

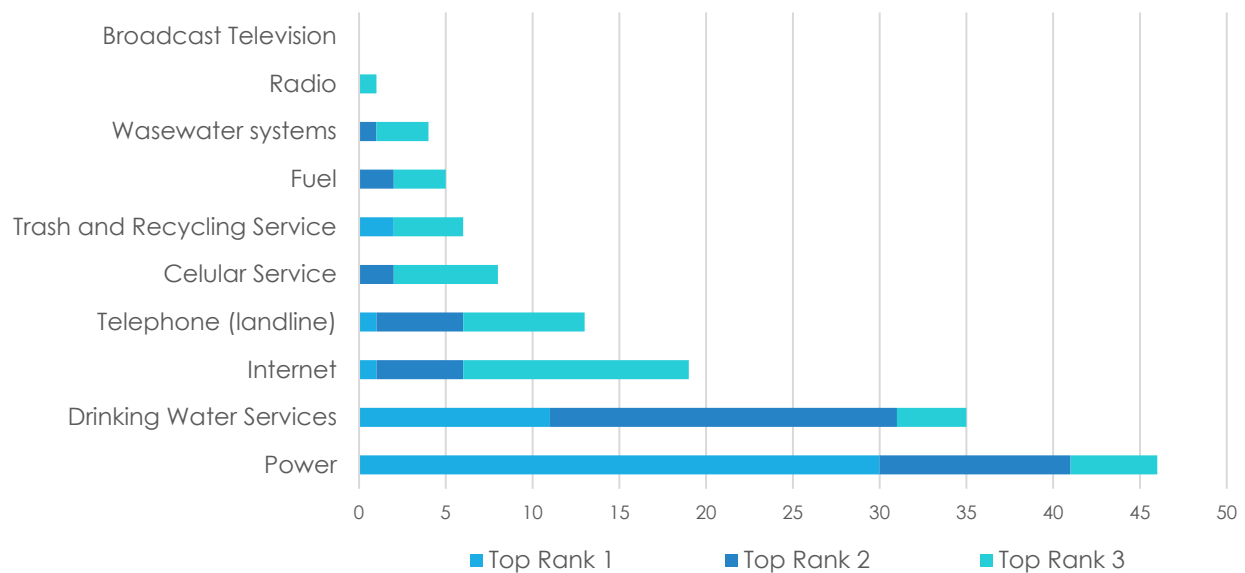
Results & Benefits

Needs-Based Program Design

Important to the planning process, was the collection of qualitative data from Puerto Rico citizens to analyze mitigation needs from two perspectives: that of the everyday citizen, and that of service provider entities. Survey respondents were asked a series of questions regarding their recent experience with hazard events and resultant disruptions to the integrated Community Lifeline network of assets, sectors, services, and capabilities that are used day-to-day to support the recurring needs of the community.

Service Provider Lifeline Interdependency

The need for hardening critical lifeline infrastructure was found to be a fundamental need for surveyed service providers. Survey respondents were first asked to indicate which of the eighteen (18) hazards²³ disrupted their ability to provide services. When asked how the selected hazard(s) interrupted the services provided, sixty-five percent (65%) indicated that their services were dependent on other critical services that also suffered interruptions, highlighting the interdependencies of community lifelines and the vulnerability to cascading failures. The top critical services that were interrupted ranked by the service providers were: power (100%), drinking water services (76%) and internet (41%).



Additional to the interdependencies, the need for hardening of each provider's lifeline infrastructure was highlighted. Sixty-six percent (66%) expressed that damages to their

²³ Hazards include both common weather events and human-caused disasters.

service infrastructure was the main contributor to interruptions, with conditions reported to be mostly repairable (87%) while some infrastructure was reportedly damaged beyond repair (9%).

Indirectly, the Transportation Lifeline showed to be a fundamental factor in why service providers were not able to continue operations. However, when asked the reasons that providers were unable to perform repairs, additional to lack of funding and power supply needs, the lack of available supplies and tools (53%), road conditions (40%), lack of vehicles (32%) and fuel (28%) were fundamental factors, all of which are related to maritime transportation, road networks and supply chain.

Citizens Lifeline Needs and Services

Citizen Survey results indicate that critical and secondary lifelines were among the needs and services that citizens found most difficult to access, with power being the highest difficulty mentioned (71%), followed by water (52%), fuel (49%), food (43%) and government services (42%).

Top 10 Needs and Services Most Difficult to Access by Lifeline				
Need/Service	Quantity	Percentage (%)	Lifeline	Lifeline Category
Power Grid	2,763	71%	Energy	Critical
Water	2,015	52%	Food, Water and Sheltering	Critical
Fuel	1,905	49%	Energy / Transportation	Critical
Food	1,660	43%	Food, Water and Sheltering	Critical
Government Services	1,650	42%	Safety and Security	Secondary
Communications and Information	1,499	39%	Communications	Critical
Income	1,155	30%	All Lifelines	Critical and Secondary
Housing	1,011	26%	Food, Water and Sheltering	Critical
First Responders and Emergency Services	632	16%	Safety and Security / Communications	Critical
Medical Care	612	16%	Health and Medical	Secondary

The issues related to the power grid that citizens encountered were varied from electrical appliances and devices damaged (31%), having alternate energy source but shortage of fuel (27%) and alternate power source that provided a limited use of critical devices (25%). Out of the surveyed citizens, twenty-two percent (22%) indicated not having any alternative power source.

POWER GRID ISSUES			
The electricity in my home went out and I had no alternative power sources.	When the electricity went out, electrical appliances and devices in my home were damaged.	The energy service in my home was interrupted and, although I had an alternate energy source, it depended on the use of diesel or gasoline, which could not be obtained due to a shortage of them.	The electricity in my home went out, although I had an alternate source of energy, it only allowed me to use some critical devices/appliances.
607	857	759	685
22%	31%	27%	25%

In terms of water service needs, the main issue encountered was the water service being disrupted (84%), with other recurring issues being lack of potable water in grocery stores (50%) and lack or insufficient home water cisterns (41%).

WATER		
Water service was disrupted (tap was dry).	Did not have a home water cistern or cistern was inadequate to meet my needs.	Grocery stores were out of water.
1,691	823	1,005
84%	41%	50%

Tying to the top two (2) lifelines mentioned above, lack or limited access to fuel was the third most prominent need identified by citizens and where the interdependencies are most highlighted. The overwhelming majority of issues related to fuel that citizens experimented were the long lines at gas stations (78%) and gas stations running out of fuel (76%).

FUEL	
Gas stations ran out of fuel.	I was unable to access fuel due to long lines at the gas stations.
1,441	1,477
76%	78%

As an integral part of citizens' health and wellbeing, food was the fourth most difficult need to access during and immediately following a disaster event with forty-three percent (43%) of citizens indicated having limitations with accessing this basic need due to loss of power for food storage equipment (74%), food scarcity in groceries (41%), increase in food costs (41%), limited payment methods for food (39%) and closed or damaged groceries stores (38%).

FOOD				
Stored food at home was spoiled because refrigerator and freezer lost power.	Grocery stores were damaged and/or closed.	Grocery stores were out of food.	Groceries were more expensive than normal.	Grocery stores could not accept electronic payment (debit or credit card).
1,225	630	674	679	643
74%	38%	41%	41%	39%

Local and state governments have a crucial role in the response and recovery during and after disasters. Four (4) out of ten (10) surveyed citizens indicated that government services were most difficult to access because of offices being closed (76%), or citizens not receiving full services because of lack of power (35%) or communication networks (36%).

GOVERNMENT SERVICES		
Government offices were closed in the immediate aftermath of the disaster.	Government offices were open; however, I could not receive full services due to lack of energy/power.	Government offices were open; however, I could not receive full services due to lack of communication networks (internet, phones).
1,247	569	590
76%	34%	36%

Alignment with Action Plan

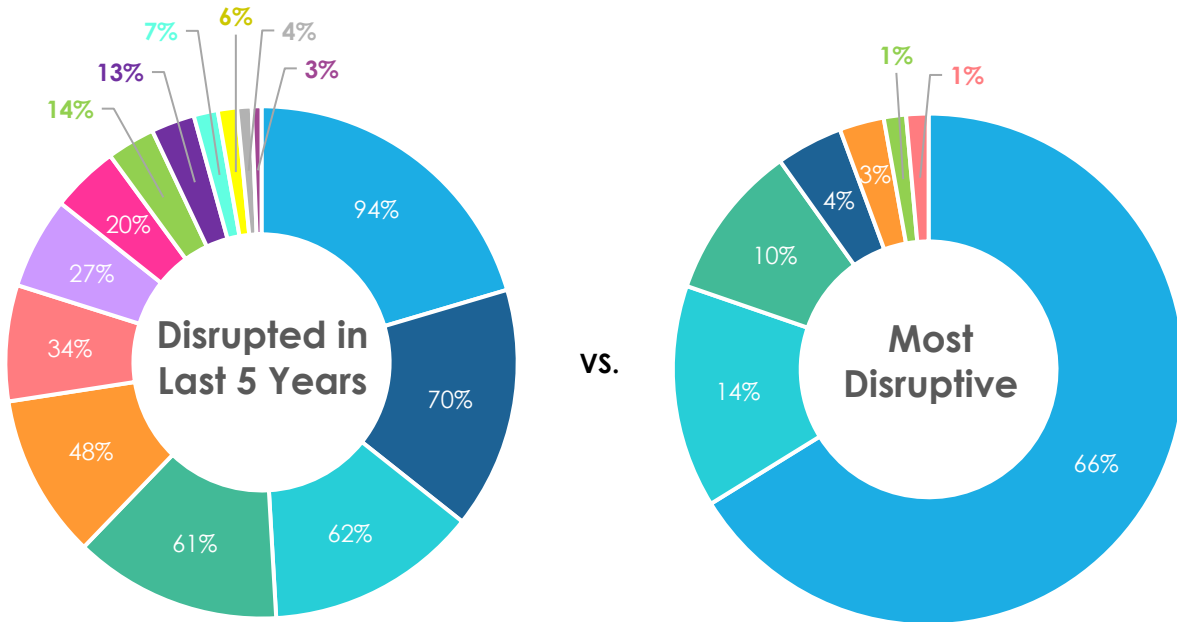
As with all dynamic planning processes, the feedback and input gathered during the Action Plan development process informs the document, but it is also a tool to ground-truth data and research prepared from existing studies, analyses and reports. The quantitative and qualitative data gathered through these public participation tools makes even more evident the importance of the Community Lifelines.

Furthermore, the need for the lifeline infrastructure hardening, as well as the attention to systems that allow for redundancy, alternatives and independence, while ensuring coordination, operational reliability and predictable costs associated with the lifeline infrastructure is validated. The critical lifelines priority was also shown in both surveys and in the needs assessments of the Action Plan, where the significant interdependencies of the Energy sector and the Water and Wastewater Systems are supported with the stories and experiences shared by the citizens and service providers that experienced recent disaster events in Puerto Rico.

Risk Assessment

Top and Most Disruptive Hazards for Stakeholders

Service Providers were requested to indicate, from the list of eighteen (18) hazards, all that had occurred in the last five (5) years that resulted in service interruptions of their organization or entity. Sixty-seven (67) out of the seventy-one (71) survey participants, resulting in ninety-four percent (94%) of all surveyed entities, indicated that Hurricane Force Winds disrupted their provision of services, followed by Earthquakes (70%), Flooding (62%), Severe Storms (61%) and Landslides (48%). Once the entity indicated all disruptive hazards, they were asked to specify which they perceive to be the most disruptive hazard. Results and comparisons are shown in the graphs below.



The graphic on the left, indicates the percentage of service providers that selected a single hazard from multiple selections. Question prompted participants to mark all hazards that affected their service; thus, percentages are in relation to the total of seventy-one (71) unique survey entries.



Island-Wide Risk Assessment

In the CDBG-MIT Action Plan, the eighteen (18) possible threats based on common occurrence and likelihood were ranked and listed. When comparing the top seven (7) most threatening hazards identified as part of the Island-wide risk assessment against the Service Provider Survey results, there are very clear alignments. With the exception of Liquefaction, the other top six (6) threatening hazards ranked were consistent with the surveyed entities' experiences.

Rank	Service Provider Survey		MIT Action Plan
	Most Disruptive Hazard	Disrupted in Last 5 Years	Risk Assessment Island-Wide Level
1	Hurricane Force Winds	Hurricane Force Winds	Hurricane Force Winds
2	Flooding	Earthquakes	Flood (100-year)
3	Severe Storms	Flooding	Earthquake
4	Earthquakes	Severe Storms	Landslide
5	Rain Induced Landslides	Rain Induced Landslides	Liquefaction
6	Human caused	Hurricane Storm Surges	Drought
7	Hurricane Storm Surges	Drought	Severe Storm

Proposed Projects Log

The proposed mitigation projects submitted by stakeholders across the Island also show investment prioritization with top identified threatening hazards. Over fifty-four percent (54%) of the total costs of proposed projects intended to mitigate multiple risks, while twenty-five percent (25%) of the total project costs were proposed to mitigate flood risk.

Estimated Cost and Percentage of Overall Cost of Risk Mitigated by Project Stakeholders

Risk	Estimated Cost	Percent of Total ²⁴
Multi-Hazard Undefined	\$ 16,537,976,635.35	66.8%
Flood	\$ 4,958,320,991.19	20.0%
Drought	\$ 2,891,822,141.59	11.7%
Landslide	\$ 79,998,400.00	0.46%
Seismic (Earthquake/Liquefaction)	\$ 99,712,600.00	0.40%
Hurricane	\$ 95,202,500.00	0.40%
Wildfire	\$ 69,600,000.00	0.28%
Sinkhole	\$ 500,000.00	0.0020%
Severe Storm	\$ 190,000.00	0.0077%
TOTAL	\$ 24,765,016,145.63	

²⁴ Projects that require additional information from the submitting entity in order to accurately determine the risk mitigated may not be included here.

Impact of Stakeholders on MIT Programs

Focused Roundtables and Individual Meetings

Stakeholder Engagement played a fundamental role in the development of the mitigation programs proposed in the Action Plan. Survey inputs, as well as the proposed projects logs, public comments and feedback gathered through individual meetings and roundtables have been taken into account in the development and editing process of the Action Plan draft and its proposed programs. Many organizations, academic institutions, private entities, agencies, citizens and municipalities have been active participants in the recovery and resilience of Puerto Rico since before Hurricanes Irma and María and during more recent disasters. Consulting these stakeholders and opening the space for discussion, idea exchange and feedback allowed PRDOH to minimize duplication of effort, while gaining invaluable input and knowledge from leaders that have Puerto Rico's best interest in mind. Input from these meetings and the programs designed to address said input are shown in the tables below.

SERVICE PROVIDER SURVEY	CITIZEN SURVEY	ROUNDTABLES AND INDIVIDUAL MEETINGS
RISK AND ASSET DATA COLLECTION PROGRAM		
		Better, more reliable, continually updated data was highly mentioned during roundtables and individual meetings: <ul style="list-style-type: none"> ▪ Public Education ▪ Public Health ▪ Water Wastewater ▪ Waste Management ▪ Community Mitigation ▪ HHS individual Meeting ▪ PRSTRT Individual Meeting
MITIGATION AND ADAPTATION POLICY SUPPORT PROGRAM		
		Importance of updating, consolidating, removing barriers and improving policies for mitigation was discussed in various meetings and roundtables: <ul style="list-style-type: none"> • Community Mitigation • Integrated Waste Management
PLANNING AND CAPACITY BUILDING PROGRAM		
Formal and informal partnerships with outside government and private entities was a successful practice in managing the impacts of the disaster and in continuing providing services		Need for regional partnerships, strengthening of consortiums and capacity building at the local level aligns with local initiatives that have emerged after María and were highly discussed topics during: <ul style="list-style-type: none"> • Integrated Waste Management Roundtable & follow up meetings • Water & Wastewater • Public Education

SERVICE PROVIDER SURVEY	CITIZEN SURVEY	ROUNDTABLES AND INDIVIDUAL MEETINGS
		<ul style="list-style-type: none"> Individual Meetings with Federal Partners – EDA and HHS
INFRASTRUCTURE MITIGATION PROGRAM		
<p>Survey results showed overwhelming need to mitigate system failures and harden interdependent and critical lifelines</p> <p>Lifeline service providers are public and private entities</p>	<p>Top needs and indirect needs expressed by citizens (water, fuel, food, supply chain, transportation, government services, communications) align with the critical lifeline focus of this program</p>	<p>Highly discussed topic in all roundtables and individual meetings, as systems failures was considered a major contributor to loss of property, life and other negative issues during and after disasters</p>
HMGP MATCH SET-ASIDE		
<p>Fifty-six percent (56%) of surveyed providers indicated Non-Federal Cost Share or Global Match for Federal Grants was a need</p>		
HEALTHCARE FACILITIES SET-ASIDE		
	<p>Sixteen percent (16%) of citizen indicated Medical Care to be one (1) of the top five (5) needs or services that were interrupted during or immediately after a disaster</p>	<p>Individual meeting with ASEM and other Public Health entities showed high need of improved and more resilient healthcare systems in Puerto Rico</p>
HOUSING MITIGATION PROGRAM		
	<p>Housing issues expressed in the survey emphasize the need to protect citizens from loss of life and property with voluntary relocation or elevation</p>	<p>Community Mitigation Roundtable and follow up meetings with federal partners CPCB-RSF emphasized the large variety of vulnerable communities in Puerto Rico and hazards they are exposed to, including lists of assessed communities that have requested relocation and/or community level mitigation measures</p>
ECONOMIC DEVELOPMENT INVESTMENT PORTFOLIO FOR GROWTH –LIFELINE MITIGATION PROGRAM		
<p>Survey results showed overwhelming need to mitigate system failures and harden interdependent and critical lifelines</p> <p>Lifeline service providers are public and private entities</p>		<p>Meetings with Public Health experts as well as individual meetings with Puerto Rico transportation agencies showed great need for large-scale investment to strengthen lifelines</p>
COMMUNITY ENERGY AND WATER RESILIENCE INSTALLATIONS PROGRAM		

SERVICE PROVIDER SURVEY	CITIZEN SURVEY	ROUNDTABLES AND INDIVIDUAL MEETINGS
Great need for redundancy and reliability in Lifelines for service providers	Losses and issues expressed by citizens would be mitigated by Community and Home energy and water resilience installations	Input provided by stakeholders during roundtables contributed to subprograms
HOME ENERGY AND WATER RESILIENCE IMPROVEMENTS SUBPROGRAM		
	Results of top interrupted needs and services validates the need to mitigate system failures and have backup, resilient and redundant systems independent of power grid or water utilities	Community Mitigation Roundtable, Water and Wastewater Roundtable and other individual meetings provided valuable contributions that informed and improved this program
COMMUNITY INSTALLATIONS SUBPROGRAM		
		Water and Wastewater Roundtable, Community Mitigation Roundtable and various individual meetings with state, federal, academic partners and non-PRASA stakeholders showed importance of investing in community systems that serve unmet needs.
INCENTIVE SUBPROGRAM		
Service provider survey showed great need for redundancy and reliability in energy systems for all providers		

In the combination of the extensive research and important findings, risk and needs assessments and the public and stakeholder input through engagement activities, we acquired a more complete picture of the recovery needs of Puerto Rico. Data not only served to validate the research and annotated reports, but to improve the assessment by gathering information, feedback and suggestions. The surveys were valuable ground-truthing tools, not only for the risk and needs assessments, but the proposed programs and prioritization of funds, and the distribution of the funds throughout the portfolios.





The roundtables were especially valuable in informing the expected outcomes, criteria and design of mitigation programs. During roundtables, there was much focus on the need for better and reliable data, improved policies and local and regional partnerships to tackle important issues that halt recovery. The result of these consensus is the three (3) planning programs that build on existing programs and potentiate mitigation planning.

Most importantly, the stakeholders were heard, considered and incorporated into all phases of this planning process. It is crucial for an Action Plan that determines priority investments in Puerto Rico for the next decade that the people of Puerto Rico and the institutions that work every day towards a more resilient future, take part in its development.

END OF DOCUMENT.

ADDENDUM A: Overview of Outreach Campaign for Public Hearings

Media	Image / Graphic	Description	Outreach Dates
Facebook		<ul style="list-style-type: none"> • Facebook Campaign: Public Hearing Dates Announcements, platforms to submit questions and comments for hearings, public events posts & livestream posts. • Updated Facebook cover: with the Public Hearings Announcements 	<p>Campaign dates for Public Hearings #1, #2, #3, #4 & #5:</p> <ul style="list-style-type: none"> • August 25, 27, 2020 – September 2, 4, 6, 9, 14, 16, 18, 2020 – October 2, 8, 13, 14 (3 posts), 15 (2 calendar event posts), 16, 23, 26, 27, 28
Website		<ul style="list-style-type: none"> • Pop Up: Public Hearing Announcement • MIT Landing Page: Public Hearing Announcement and link to Form for questions submittal 	<ul style="list-style-type: none"> • From September 8 – September 18, 2020
Radio Announcements	N/A	<ul style="list-style-type: none"> • 940 AM - Radio Station: Announcement of Public Hearing date/time • Total of 175 spots 	<ul style="list-style-type: none"> • From October 1 – October 28¹, 2020.
TV Interview/ Channel 6 News	N/A	<ul style="list-style-type: none"> • Interview: Secretary's LCFT inviting the public to participate and watch the First and Second CDBG-MIT Public Hearings and explaining the difference between DR and MIT funds. 	<ul style="list-style-type: none"> • September 15, 2020
Press Release	(sample - next page)	<ul style="list-style-type: none"> • Press Release: Contains CDBG-MIT overview, public hearing announcements and methods of participation and comment period extension on MIT Action Plan. 	<ul style="list-style-type: none"> • September 15, 2020 • September 23, 2020 • October 28, 2020

			
<p>Newspaper Public Announcement</p>		<ul style="list-style-type: none"> • Newspaper Public Announcements: Contains CDBG-MIT overview, public hearing announcements and methods of participation. TWO PRINTED MEDIA PUBLICATIONS PER DATE. 	<ul style="list-style-type: none"> • September 2, 15, 28 2020
<p>TV Spots</p>	<p>N/A</p>	<ul style="list-style-type: none"> • TV Commercial: 30 ss commercial spots announcing public hearings. Delayed launch awaiting approval from VEDA Electoral. • Total of 350 spots aired 	<ul style="list-style-type: none"> • From October 1 – October 28, 2020
<p>E-Blast</p>		<ul style="list-style-type: none"> • E-blast to stakeholders and external contacts: CDBG-MIT public hearing announcement and methods of participation. 	<ul style="list-style-type: none"> • September 8, 2020 • September 14, 2020 • September 16, 2020 • September 18, 2020
<p>CDBG-MIT Engagements</p>		<ul style="list-style-type: none"> • Meetings: Comité Asesor meeting and any other stakeholder engagements prior to public hearings • Thought Leaders: Email and encourage roundtable members to host watch parties and share 	<ul style="list-style-type: none"> • August 27, 2020 • September 3, 2020