

1. Understanding of regional conditions and needs

Applicant: Platform for Social Impact (PSI) (a 501c3 non-profit) in cooperation with the City of San Juan (a political subdivision of Puerto Rico). **Community:** Villa Prades community in San Juan, serves 6.7 miles and 35,000 residents, within 2 of PR’s 10 most populous zip codes, dense public housing, and 7 identified Public Housing Projects with 4,905 units.

Local Conditions, Employment Barriers, Job Quality, and Geographic Considerations:

PAEG: Residents need jobs and connections to and jobs. San Juan is a 14% PAEG Local Labor Market. Villa Prades PAEG: 18-35% (2022 Community Needs Assessments in 5 of the 7 largest public housing projects) [1]. Ernesto Ramos Antonini I & II, where PSI services are operational, has lowest rates [2]. Villa Prades PAEP: 32% are 25-54; disproportionately women and women heads of households [3] [4].

| Local Labor Markets |
|---|
| Status: Eligible |
| Geography Type: Metropolitan Statistical Area |
| Name: San Juan-Bayamón-Caguas, PR |
| State: PR |
| Total Population: 2,096,657 |
| Prime Age Population: 805,452 |
| Prime Age Employed Population: 515,748 |
| Prime Age Employment Rate: 64.19 |
| Prime Age Employment Rate Gap: 14.20 |

Local Conditions, Geographic Considerations: *Successive disasters-* Hurricanes Irma and Maria hit PR in 2017, causing over \$132B in damages and killing 3,000+ [5]. Households went 84 days without power, 68 days sans water, and 41 days no cell service [6]. Between 2010-2019, PR lost 300,000+ people (10% of the population) and 600,000 more after Hurricanes [7][8]. Earthquakes in 2020 caused major structural damage, and COVID-19 sank tourism revenue 19% [9]. PR’s recovery is slow and inefficient: Of the \$28B FEMA allocation, only 19% was spent by 2022 [10]. *Changing Industries, Labor Market with Poor Job Quality:* Workforce has declining participation, sustained unemployment, and sector shifts to service industries: 39,858 manufacturing jobs lost, 100,683 government jobs lost, and outmigration of working-age populations [11]. From 2007-2019, the labor force shrunk by 24%, decreasing labor participation from 49%-2007 to 41%-2019 [12], the nation’s lowest labor participation [13]. Remaining workers have barriers to employment [14][15]. From 2014 to 2020, 63% of unemployment claimants were 25-54. Industries frequented by the target population offer jobs without Good Job Principles [16]. 78% of Villa Prades PAEP earn \$5.08/hour or less on average [17]. *Underground Economy:* About 25% of economic activity is not measured by official data, equaling less taxes, contributing to severe fiscal problems and declining public investment [18]. Villa Prades has hotspots for illicit activities and the drug trade [19][20][21][22][23]. This underscores the area's economic failure, where high unemployment and low living standards fuel reliance on underground markets [24][25][26]. *Poverty:* 43% of PR residents live in poverty, the highest in the U.S., and the PR rate of childhood poverty is 57% (Mississippi is next highest 28%) (US Census, 2020). After Hurricanes Irma and Maria, poverty rates rose to 80% across PR (ESSA, 2017). Villa Prades poverty ranges from 54%-98% in each neighborhood [27]. 66% of household income in targeted housing projects is government aid since COVID [28]. *Transportation:* Residents struggle getting to/from work, with 61% of public housing residents saying transportation hinders employment. 38% rely exclusively on public transportation, a system that doesn't connect Villa Prades with area jobs (source)[29]. A drive from Villa Prades to the heart of San Juan hospitality industry takes 15 minutes, compared to 90+ minutes on public buses.

Employment Barriers: *Unaddressed Dependent Care Needs:* High-quality child and eldercare is a barrier to working [30]. 69% of low-income children in the target service area live in single-parent homes, often headed by women [31]. Mothers of young children in PR are less likely to work [32][33], and if they do, are more likely to rely on inconsistent childcare arrangements with a friend or relative than formal care [34]. Eldercare exists, yet it is still identified as one of the community’s top needs, demonstrating lack of trust and quality services [35]. Less than 0.2%

of PR TANF recipients receive subsidized childcare, v. 4% nationally [36]. Unaddressed Health Needs: Villa Prades is a HRSA Medically Underserved Area [37], with a citizen-to-provider ratio of 3,500:1[38]. 50% of children in Villa Prades public housing lack required vaccines, and acute shortages of pediatricians and vaccination services expose systemic failures in prenatal and pediatric care [39]. Chronic diseases like diabetes and asthma are more prevalent than national averages, at 14% and 14.7%, respectively, and mental health and substance use are top health issues [39][40]. Accessibility to healthcare is hampered by high costs and transportation [41][42]. This is reflected in the high disability prevalence of 25% in Villa Prades [43]—nearly double the U.S. average—especially among adults 35 and older. This grim landscape is further complicated by unequal federal health funding, where PR received \$10B less than states of similar populations [44][45]. Gaps in education, technical skills: 42% of Villa Prades PAEP have less than a HS diploma/GED; only 9% have a BA or higher [46]. By 2028, growing occupations are anticipated to generate 15,420 new jobs, 33% requiring a diploma, 22% a BA [47]. Unemployment in PR is highest among those with less than an associate’s degree [48]. Low-income families face a critical lack of access to technology [49], limiting training opportunity, skills development, and job placement [50]. Founding Member Boys & Girls Club of Puerto Rico’s (BGCPR) current workforce program staff shared a need for bilingual fluency in growing hospitality, customer service, and technology jobs, which Villa Prades residents tend to lack. Inadequate Public Services: PR’s agencies face critical inefficiencies: the Dept. of Ed struggles with funding and corruption [51][52][53], Labor & Human Resources mismanages unemployment funds [54][55], Child Support and SNAP experience operational delays [56], energy policies lead to high costs [57][58][59][60], and PR Housing (PRDOH) struggles with timely fund allocation and maintenance, leading to inoperable facilities and condemnation [61][62][63]. Systemic inefficiencies and challenges collectively exacerbate poverty by limiting economic opportunities and destabilizing household and business finances [64][65][66].

(2) Strength of strategy and quality of potential investments

PSI unites the combined power of diverse public and private organizations, programs, policies, advocacy, and capital initiatives to execute a human-centric approach to eradicate poverty, generate social inclusion and promote sustainable and equitable development. This approach fills gaps left by government-only initiatives [67], boosting equitable workforce development and reducing unemployment [68][69][70][71]. Please see “Targeted Geographic Approach” on the success of the core two-generation economic empowerment approach. Oasis Expansion investment will scale the successful approach of Vimenti’s Education & Workforce Initiative from one site to multiple sites, with 8 evidence-based interventions—a total investment of \$47.5M.

Addressing Cultural Obstacles: In Villa Prades communities, up to 66% of household income comes from government aid, and housing is disproportionately in public housing or supported with public vouchers. The consequences of losing that income-based aid-- called the “benefits cliff”-- are a barrier to transitioning into the workforce and self-sufficiency [72]. Working with residents and researchers at Instituto del Desarrollo de La Juventud (IDJ), PSI will better understand causes and work with partners on policies to address obstacles [73][74].

1) Changing the Narrative of Work (\$1.5M): PSI and IDJ will expand on research into barriers to work for low-income residents [75] and develop with a creative agency (i.e, DDB Latina) a campaign to challenge the narrative of formal economy work. It may include varied audience approaches: (a) current underground economy workers, (b) business owners who may engage in the underground economy or have stereotypes of unemployed workers, and (c) individuals in public benefit programs who worry about lost access to assistance (housing, food, or cash).

2) Changing the Approach to Safety Net Programs (\$4.5M): PSI will work with non-profit and

government partners (Dept. Economic Development and Commerce (DDEC), PRDOH, City of San Juan) to re-imagine the day-to-day experience of residents when interacting with social safety net programs and public transportation so that the programs are less burdensome, more accessible, and client service oriented for residents to achieve self-sufficiency [76][77][78]. This is framed by the proven 2Gen framework demonstrated to break the poverty cycle in our targeted location [79]. PSI, IDJ, and service partners will work with the Governor, Family agency, PRDOH, and PR Health Insurance Administration to develop coordinated frameworks of safety net policy changes and, pilot them in the community, that can increase the efficacy of programs such as, but not limited to, Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Medicaid, Earned Income Tax Credit (EITC), Child Tax Credit (CTC), Earned Income Tax Credit (EITC), Section 8 Housing, Nutrition WIC, HeadStart and childcare vouchers.

3) Implementation Plan Development, Internal Management (\$2.5M): Initial activities for the first 18 months: Action Plan, partnership formalization, community assessments, and data-sharing protocols. Next: Execution of a multi-initiative project, including a specialized team led by the Recompete Program Coordinator (Ramphis Castro) overseeing coordination of partners, programming selection and oversight, and policy compliance. This approach is supported by research advocating a multidisciplinary approach to economic initiatives [80][81][82]

PAEP Empowerment & Job Readiness Initiatives: We will acquire, lease, and/or retrofit existing underutilized community centers to serve as one-stop hubs, offering services— childcare, after-school care, sector & vocational training, or health support [83]. We will support local organizations (contracts, subgrants) for services at hubs to embed and sustain local services.

4) Child, Elderly Care Co-op Initiative (\$3.5M): Fund eligible providers to expand diversified child and elderly care models with one-time funds for infrastructure, startup, licensing, back-end management, and staff training. Mandate community recruiting and a 50% PAEP new hire rate, as permissible by EDA. Partners: Vimenti-afterschool programs, BGCPR-Head Start and Early Head Start, Vidalus-elder care training and model development. Childhood education centers are a high-impact zone for improving mothers' educational outcomes and workforce participation, especially among women of color [84][85][86]. *Success Indicators:* Increase child and elder care availability, create new jobs in these sectors, and expand use of available state subsidies in PAEP.

5) Health and Wellness Initiative (\$3M): Fund eligible, diverse healthcare providers to extend preventative healthcare linked to economic productivity and reduce barriers to employment for PAEP in Villa Prades [87]. Service providers: Vidalus, to attract more through the funding opportunity. Funding would prioritize systemic investments in a healthcare capacity, such as allowable start-up costs of service expansion (supplies, equipment, health insurance billing qualifications) and mobile health units. *Success Indicators:* Increase access to preventive care; increase the re-employment rate by those PAEP previously receiving disability.

6) Workforce Training Initiative: Skill-Upgrade Bootcamps, Subsidized Vocational Training, Expanded Apprenticeships (\$15M): With JFF, Coursera, Home Builders Institute, DDEC, Vimenti, and BGCPR, offer targeted short-term training and apprenticeships to upskill PAEP in hospitality, customer & professional services, construction, green jobs, and entry IT support. Per PR-WIOA, expected fields of growth: Dependent care and health-25% [88], hospitality-11% [89], cosmetology-5%, a high-interest field [90][91], and construction-3% [92]. Bootcamps and apprenticeships are workforce entry catalysts [93][94]. Vimenti will scale successful hospitality and customer service training programs into more neighborhoods. BGCPR offers healthcare, green construction and GED programs for youth, with 100% completion rates and planned expansion into PAEP. Closing skills gaps enables career and educational access [95]. Partners will align with PR-WIOA 2022, targeting skill enhancement in key industries [96]. *Success Indicators:* Increase

skilled workforce in the targeted sectors by 2030.

7) Transitional Housing Initiative (\$2.5M): Support transition vouchers for individuals entering the workforce and exiting public housing [97]. Approach is endorsed by HUD and PR-CDBG CEDS [98][99]. May include housing vouchers to newly employed PAEP, tenant supports (training, financial literacy), landlord tax breaks recognition awards, and long-term community bond investment. Program tailored to eligible use of EDA funds. *Success Indicators:* Increase number of residents transitioning to affordable non-public housing.

Community Small Business Development: We will support emerging entrepreneurs as future employers. Area has 200+ small businesses vying for support/mentorship to create, expand, and sustain businesses and “Good Jobs” for PAEP. Vimenti Project Makers is a small business incubator/accelerator with microenterprise support that incubates/accelerates 25 businesses annually in e-commerce, food service, and hospitality. Piloted with CDBG-DR funds, aligns with the regional hurricane recovery plan [100] and US DoL's proposed entrepreneur initiative [101].

8) Equitable Economy Entrepreneurship Improvement Initiative (\$15M): PSI will expand Project Maker's and Vimenti's proven small business incubation/acceleration programs, focused on Calle Simon Madera commercial corridor and develop two tech-equipped community centers for job seekers and remote workers, via digital tools and workshops [102][103][104]. Invest in commercial corridor capital improvements with the City of San Juan. *Success Indicators:* Reduced retail vacancies, more businesses, increased employment.

(3) Equity, inclusivity, accessibility, and diversity

PSI's Commitment to Equity: PSI seeks to eradicate childhood poverty in PR for children and families to experience well-being, economic security, education, and a healthy environment. We do this by investing in communities left behind for decades. Our work brings public, private, and philanthropic partners together with communities and CBOs to develop and deploy creative solutions to poverty, inequality, and diversity that harness local strengths and leadership. PSI's first major project was the Oasis Hub, a 110,000 sq ft facility with a health clinic, recreation, charter school, community center, business incubation, workforce development, and renewable energy substation in Ernesto Ramos Antonini in Villa Prades. PSI launched and completed a \$45M fundraising campaign to build Oasis and will invest \$35M in the multiple organizations operating programs to address poverty outside of site-- each independently contributing to reductions in childhood poverty and employment. The facility breaks ground in November 2023 and is set to open in 2025; 90% of programs are already operational in the temporary location.

Equity and Governance: Our commitment to equity extends to coalition leadership and governance. PSI is physically located in the Oasis Hub campus, embedding our work in the daily lives of the community. Over half of our leadership and staff share lived experiences of growing up in low-income communities in PR. Community involvement in governance is a cornerstone of approach, marked by local hiring, including Vimenti parent hires, and the integration of community members into key decision-making bodies. This approach fosters ownership and investment in local projects, ensuring they are for and by the community. A central element of this strategy is our CBO Roundtable, a structured framework for long-term community planning. Community members also circulate through various governance roles within PSI and its subsidiaries, enabling a flow of fresh perspectives and decisions reflecting local needs. This model empowers individuals with lived experience to directly influence programs impacting their lives. PSI will support a Community Development Entity (CDE), a Community Development Financial Institution (CDFI) certifications, and potentially a Community Land Trust, further cementing community governance. PSI will create a dedicated Community Advisory Group (CAG) as a vital platform for NGOs, government, businesses, and neighborhood groups to contribute to project

design and execution. This multi-layered approach to governance, enriched by the CAG, lays the foundation for an inclusive and participatory development model.

Funding, DEIA: As/if permissible by EDA, PSI will have a policy that to be eligible to receive more than \$50,000 in funding, an organization must provide assurances that it has or will adopt Diversity, Equity, Inclusion, and Accessibility (DEIA) policies and framework. PSI will give competitive priorities to subgrantees and contractors located in the community, employ staff members with similar lived experiences, commit 15% of new project hires from the community, partner with small local businesses for at least 10% of contracts, and/or who demonstrate at least 5 of 8 principles of Good Jobs in employment agreements. A best practices contractor will be used to validate policies and provide technical assistance. PSI has adopted the Quality Jobs Framework that Jobs for the Future (JFF) developed, which aligns with the Good Job Principles. Both frameworks emphasize multi-stakeholder responsibility, equitable economic advancement, and empowering workers through benefits and advancement opportunities. All project partners must adopt a Diversity Equity Inclusion Acceptance Belonging (DEIAB) framework [105][106]. This enforces job security through transparent and equitable working conditions, fosters an inclusive organizational culture, mandates a living wage, and creates avenues for skills and career advancement through equitable upskilling opportunities and job connections [107]. PSI will work with CAG to ensure funding eligibility requirements are not overly burdensome and will offer technical assistance to help potential applicants and awardees comply and enhance operations.

Reaching All Populations: Project area is a high-poverty, urban, exclusively Puerto Rican population composed of residents of seven public housing complexes and related Section 8 housing, women with dependents, and those with chronic health conditions. Project activities are designed to address specific challenges to employment: increasing child and aftercare, creating new elderly daycare, flexible workforce training to increase credentials and qualifications, consistent primary care services to manage health, and infrastructure improvements to create opportunities for digital work close to home and public transportation access to area business corridors and employment hotspots. Service providers must demonstrate a history of serving historically underserved communities, possess comprehensive community knowledge, and share lived experience. Our program's wrap-around service approach is key to success for this population, making services more accessible to communities of color, women, and the disabled.

Partners that represent underserved communities: Please see the “Partnerships and Potential Commitments” for information on partners that represent underserved communities.

(4) Regional assets. Assets: People: Guided by a 'People First' ethos, leveraging a region's unique assets and investing in local business growth and talent is a proven inclusive growth strategy [108][109]. Villa Prades residents are known for their determination, creativity, loyalty, entrepreneurial spirit, and strong family values [110]. Research shows these traits foster community and economic development [111][112] and reflect significant human capital that can drive sustainable, inclusive growth when invested properly [113].

Assets: Community Facilities, Education, Social Services: Facilities: Each of the 7 public housing facilities has underutilized public facilities available for reuse - about 60,000 sq ft of space for training, services, mobile health, afterschool, child/elderly care, remote work, and/or economic development activities. PSI and partners Vidalus, Vimenti, BGCP, and DDEC have agreements with PRDOH, San Juan, and MAS Corp (the complexes' operator) to use facilities for public benefit. PSI's initial Oasis campus demonstrates how underutilized community facility use can spark redevelopment. **Education:** There are 8 schools (6 public, 2 private), 1 community college (AA, BA degrees), 1 University of PR (nearby in Carolina, BA degrees in forensic psychology, hotel management, criminal justice, business administration, tourism, travel service),

a private beauty school, 3 Head Start programs, and 2 private daycares. PSI and its founding members collaborate with local schools, as a site operator, referral partner, a practicum training site, or a technical assistance provider. Leverage: Vimenti: Federal Full Service Community Schools Grant to pilot expansion of a pathway community model: BGCPR: State 21st Century Community Learning Center funds to strengthen college-preparatory curriculum in afterschool programming; Project Makers, BGCPR: State CDBG-DR funds to pilot industry-recognized entrepreneurship and workforce training. A partnership with DDEC triggers WIOA tuition reimbursement, unlocking sustainable funding. Social Services: While a handful of social-service-focused non-profits have some offerings, only PSI and its founding members have a full-time, consistent presence and comprehensive services in Villa Prades. There are 10 local churches, with four offering regular food assistance and limited faith-based counseling.

Assets: Commercial Corridors: Geographic landscape is punctuated by a rich tapestry of commercial establishments. Entrepreneurship, Retail, Customer Service: The Calle Simon Madera commercial corridor is a 1-mile retail stretch with 8 small businesses, 2 gas stations, 6 restaurants, 2 medical clinics, 1 pharmacy, 1 medical laboratory and available retail spaces. This and underutilized anchor retail centers - 65 Infanteria Shopping Center and Burlington Store complex - can be revamped into multi-purpose community hubs that integrate small business retail, skill training, and community services. In 2022, Project Makers held 152 mentoring sessions and opened 5 new businesses. As demonstrated by partners Causa Local and Startup Popular (BPPR small business loan program advised by Project Makers), social finance investors are interested in lending to entrepreneurs. 2 industrial parks with warehouse/commercial areas-- including area employers, Insulation Specialties, Pitusa, Lord Electric, Bio Nuclear, Ramal Printing and Pepsi Cola-- are ready for employment expansion in logistics and supply chain management. Tourism: The Mall of San Juan, a 650,000 sq ft high-end retail space that generates 600 jobs and has 25 job vacancies, is at the center of the Villa Prades community and within walking or shuttle distance to residents. The heart of San Juan's tourism industry lies 5 miles away. Tourism generates \$8.9B in annual economic activity and employs 91,500 across PR [114]. San Juan's diverse attractions and investments in eco-friendly tourism and cultural preservation create a resilient job market, ensuring long-term employment stability [115][116] Founding members Vimenti and BGCPR have employment placement partnerships with more than 50 businesses and the Mall of San Juan for their existing pilot workforce training programs in hospitality and customer service. Investment can strengthen and scale these initiatives that have graduation and internal job placement rates as high as 53%. Healthcare: The community is a HRSA healthcare desert with only one hospital, two clinics, nine individual medical offices and a pharmacy[117][118]. Vidalus Clinic and provider VITAL are rapidly expanding in the immediate community, bringing entry-level positions in administrative medical assistants, community health workers, practical nurses (entry-level), and healthcare administration. This reflects the general economic trend of a growing healthcare economy [119]. BGCPR has piloted practical nursing and elderly care training - this initiative can be expanded to include other healthcare fields. San Juan used COVID recovery funds for a homecare assistance program for elderly residents, but funds expire in 2026 [120]. Vidalus has already expressed interest in creating an elderly daycare co-op that can double as a practicum site for elderly care training certification [121]. With the healthcare sector identified for growth in WIOA and CEDS plans, job sustainability is bolstered through ongoing upskilling initiatives [122]. Construction: In the wake of successive natural disasters, repairing PR's damaged infrastructure is estimated to cost \$132B [123]. There are 16,000 NEW construction jobs by 2024 [124]. BGCPR has piloted promising workforce training in construction and established partnerships: F&R Construction Group, Bird, Interlink, Avanti, Prisa Group, and

Rimco CAT, to gain credentials/certificates in CPR/First-Aid, OSHA Safety Training, Basic Construction Training Skills certification via approved DOL pre-apprenticeship program, Green Construction certificate, high school diploma/GED with Colegio San Lazaro. A partnership with the Home Builder's Institute expands this further. [See attachment 1, community assets map.](#)

(5) Targeted geographic approach: Approach: People, Policy, and Infrastructure Core approach is modeled off the successful Vimenti Education & Workforce Initiative pilot, a founding PSI project in the Villa Prades community aimed at reducing childhood poverty through two-generation economic empowerment. Through a case management model, Vimenti offers tailored services facilitated by a "Family Navigator". Services and levels of support scale to fit the individual and family and span healthcare, education, afterschool, workforce, small business incubation, and affiliated early childhood education. [See "Strength of Strategy and Quality of Potential Investments"](#). The Family Navigator collaborates with participants on 12-month "Family Goal Plan" articulating individual/family pathways to work, career, and social and economic sufficiency. Combined with monthly touch points, this enhances family and individual sufficiency [125][126][127][128]. From 2021-2022, there was an 8% drop in participant unemployment (from 28% to 20%); over 200 participants completed workforce training, and of those, 53% secured jobs with 78% retention; 10% of participants (21) earned associate or technical degrees [129]. IDJ spearheads federal and local advocacy for economic security, shaping Laws 81 and 84 (economic mobility to eradicate childhood poverty) and working with PR agencies to implement the 2Gen model [130][131][132][133]. IDJ's research, policy, and advocacy contributed to a 3% reduction in child poverty, impacting 29,052 individuals [134]. Over 7+ years, dozens of local public and private project partners supported Vimenti and IDJ's anti-poverty initiative; now, they seek to scale via the Oasis Expansion Project. This will combine the core two-generation economic approach with systemic policy changes and physical infrastructure investments. **Job Pathways:** Our project offers a dual pathway for prosperity: job creation and connection. Geographically zoned interventions will galvanize multiple industries contributing to employment and aligning with Good Jobs Principles and EDA. Collaborative frameworks with strong, sustainable public/private partners bolster the approach[135][136], supporting job placements and scalable economic impact. Occupations with projected growth through 2028 [137].

| <i>Specific Training available in...</i> | Barriers for industry | Types of Jobs Created | Employer Connections | Economic impact |
|--|---|--|---|--------------------------------------|
| <u>Construction</u> | Cultural stereotypes, English proficiency, Trade certifications, physical demands, lack of exposure | Apprentice Electrician, Plumber, Carpenter; Equipment operator; Roofer; Drywaller; Painter; Insulator; Glazier; HVAC technician; Green-Sector Specific Energy auditing; Insulation; Installation; Air sealing; Heating and Cooling, Grup Vasen | F&R Construction Group, Bird, Interlink, Avanti, Prisa Group, and Rimco CAT, Panorama Farms | Local housing, infrastructure |
| <u>Healthcare</u> | Credentials, English Proficiency, Access to Trainings, Dependent Care | Childcare; Elderly Care; Home Health or Personal Care Aide; Nursing Assistant; Community Health Worker; Cosmetology | Vidalus, San Francisco Hospital, General Medicine | Healthcare accessibility and quality |
| <u>Technology</u> | Knowledge of digital tools, lack of 21st jobs skills, connections to Good jobs, English Proficiency | Front-End Developers, Web Designers, Social Media Managers, IT, Computer Repair, Project Management, Sales, Social Media Marketers, Digital Media Marketing; UX design; (entry-level jobs), | Wovenware, Rock Solid Technologies, Invid, Nagnoi, Astrai Media | Tech industry, attract investment |
| <u>Hospitality</u> | English Proficiency, Employment Bias, Limited training, | Hotel Staff, Housekeeping, Sales, security, clerks, janitors, maintenance, retail, cooks | San Juan Mall, Hospitality Partners | Tourism, local revenue |
| <u>Entrepreneurship</u> | Lack of financial capital (start-up and general support) and mentorships | Small Business Owner (Support from Project Makers, Centro para Emprendedores (CpE), and 100 Ventures | Self-Employed | Innovation, local economic growth |

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|-----------------------|--|---|---|-------------------------------|
| Dependent Care | Cultural Stigmas, Licensing, limited on the job training | Childcare Provider, Elderly Care- business owner and individual teacher/clinician | Vidalus, Serenity, Casa Blanca Lourdes, VITAL | Unmet care needs, create jobs |
|-----------------------|--|---|---|-------------------------------|

(6) Partnerships and potential commitments. PSI adopts a catalytic portfolio model, partnering with organizations addressing poverty's root causes. Following WIOA guidelines, our Recompete Plan collaborates with diverse local-to-state partners aiming to decrease the PAEG. Key founding entities in PSI's portfolio are BGCPR, Vimenti, Project Makers, IDJ, and Vidalus. All have operation agreements with PSI, outlining mutual contributions, governance, and economic cooperation. Founding Members will draft an MOU in the initial program year, with other partners following within 18 months, specifying their project commitment. We use DDEC frameworks to emphasize eligibility, data-sharing, and partner collaboration for effective workforce development [138][139]. Partners convene regularly, supporting public campaigns, resource identification, and continuous research for enhancement [140].

| Name | About | Roles |
|----------------------------------|---|--|
| City of San Juan | Governing Body of San Juan | Founding Member, policy-making, resource allocation, and strategic community-based regional development. |
| Governor's Office | Oversees state agencies, sets regional goals, and enacts policies for community development. | Facilitates coordination, advises on policy, allocates resources, champions public engagement. |
| DDEC | State WIOA agency, multisector economic policies, targeting a vibrant, integrated economy by 2035. | Aligns project with PRs economic vision, offering expertise, policy development, and strategic data-sharing. |
| PRDOH and HUD Region | Custodian of housing complexes, addresses poverty through community interventions. | Leading participant sourcing, advisor in planning, active involvement in focus groups, and essential data provision. |
| BGCPR | Over 56 years of after-school, workforce, and child programs, impacting 90,000+ lives across PR. | Founding Member, advise strategic planning; advocate policy change, collaborate on data-sharing and outcomes. |
| Vimenti | 6+ years serving; 2Gen Workforce Hub; Founded by BGCPR, first PR public charter school | Expand 2Gen model, family navigator role, advisor, workforce training, policy strategies; data transparency. |
| Project Makers | 3+ years; Entrepreneurial hub, champions disadvantaged communities through education, resources, and technology. | Founding Member, Deliver entrepreneurial workshops; strategize program improvements; mentor budding businesses; foster local collaborations; |
| IDJ | 10+ years anti-poverty research, leading nonpartisan authority on child and youth economic security. Partnered with the Annie E. Casey Foundation. | Founding Member, leading policy advocacy and providing strategic insights. Evaluates projects rigorously, offers technical support, Ensures data-informed decision-making. |
| Vidalus | Provides preventative healthcare, committed to bridging healthcare disparities | Founding Member; Enhance healthcare access; address health-education barriers; drive preventative care; introduce mobile health vans; workforce training |
| Jobs for the Future | Drives transformation in education and workforce systems to achieve equitable economic advancement. | Focus on innovative jobs training and policy research, piloting, and models to increase Good Jobs |
| Social Finance | Founded in 2011, mobilizes impact capital for positive social outcomes. Over \$350 million invested in areas like education and workforce development. | Focused on innovative funding, strategic workforce training, and performance management. Committed to enhancing Puerto Rican economic mobility. |
| BGCPR HeadStart | Located in Antonini, serves over 400+ children and their families | Childcare and support within targeted geographic location, data collaboration |
| Coursera | Collaborates with 300+ entities, serves 124M learners, with job-relevance and B Corp-certified accessibility. | Customize curricula for local needs, provide language and tech support, share data, emphasize equity in access, |
| Local Businesses and NGOs | ABOUT: Wovenware: San Juan-based consultancy offering AI and software solutions with over 240 experts in various tech domains. CpE: Nonprofit established in 2012 focused on providing education and resources for aspiring entrepreneurs. 100 Ventures: Founded in 2015, offers crucial support services, including accounting, HR, and legal, to small business owners. Grupo Vesán: Since 2016, dedicated to innovating urban areas with modular vertical agriculture projects. Ad Astra Media: Minority-owned social impact production studio crafting content for social impact across platforms, collaborating with Netflix, NASA, and more. Panorama Farms: Agro-tourism community championing sustainable agriculture and cultural exchanges, producing diverse crops like coffee and papaya. Colemena 66: Connecting and building the entrepreneurial ecosystem (260 current orgs). ROLES: Contribute industry expertise, offer potential employment opportunities for program participants, and consult on training modules aligned with sector-specific requirements. | |

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