

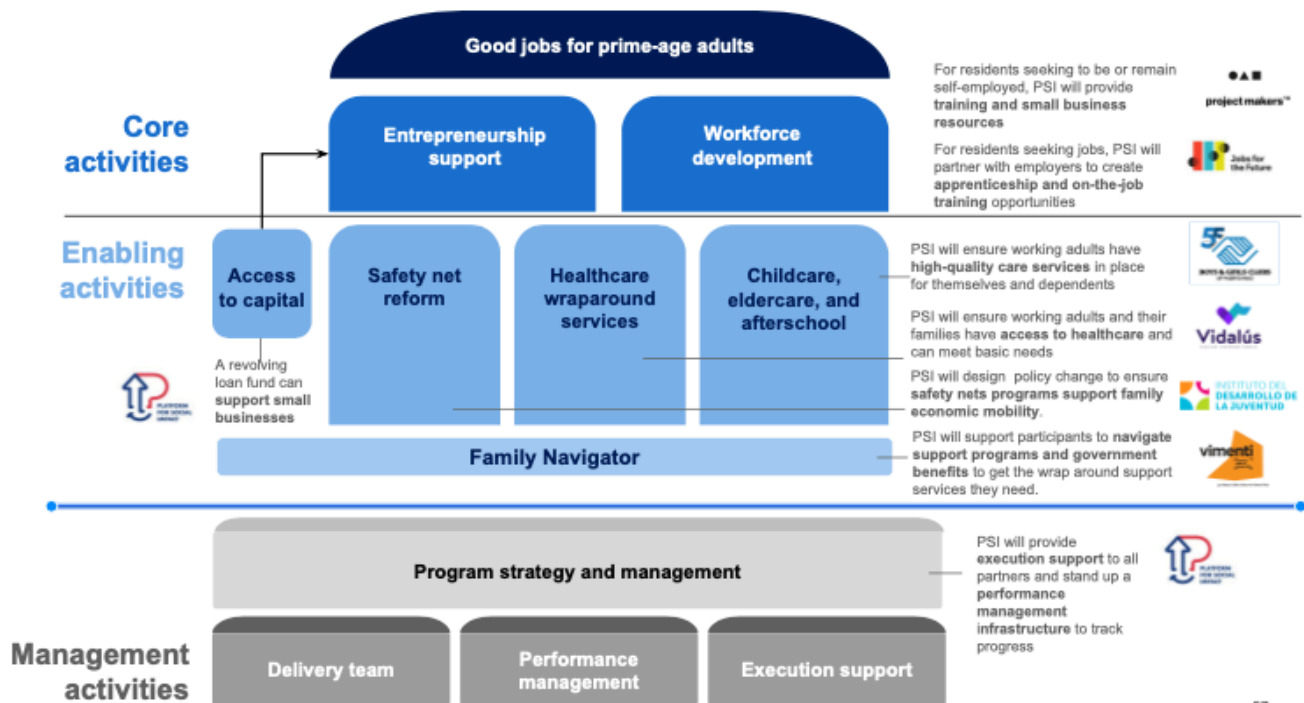
EXECUTIVE SUMMARY

Applicant: Platform for Social Impact (PSI) (a 501c3 non-profit) with City of San Juan, PR.

Project Name: Oasis Expansion

Geography: Villa Prades is a community in San Juan, Puerto Rico. The area has two zip codes (00923 and 00924, two of Puerto Rico’s most populous), is 6.7 sq miles, and has 76,000 residents, including an estimated 25,996 prime-age adults. It includes 26 Public Housing buildings with 7,252 units and 21,000 residents. The prime-age employment gap is 14.20%.

Investment Thesis: The hurdles faced by prime-age residents of Villa Prades in finding and maintaining employment can be manifold. Extensive research on the barriers to economic growth and mobility for Puerto Rico’s low-income families found that prime-aged residents want to work. Still, they face obstacles in securing and staying in Good Jobs¹: 48% of the unemployed have been out of the formal job market for three or more years. 85% of those not employed reported a desire to work. Of those employed, one in three part-time workers (36%) say their employer does not offer them enough hours. 61% report that fear of suspended government benefits, if employed, is a major problem in accessing work. For example, even with food benefit support available, 51% of households did not have enough food to last a month several times in the last 12 months. In 92% of households, the head of household has not taken any job training courses in the previous three months. The Oasis Expansion Initiative will help residents overcome these barriers to work. PSI has structured an integrated, multigenerational support model to help prime working-age adults return to work by not only investing in their training (“core activities”) but also providing wraparound and other resources for their additional needs (“enabling activities”). Through this approach, PSI proposes to reduce the prime-age employment gap (PAEG) in Villa Prades by 10% in 5 years by placing **2,792** prime-age adults into good jobs that increase household income. To do this, PSI will provide services that meet participants’ expressed needs and help them overcome barriers to work by reaching **6,533** residents who access one or more project services. With an award of \$50,768,110, the anticipated federal cost per resident served is \$7,771, and the federal cost per prime-aged adult placed in a Good Job is **\$18,542**.



OVERALL VISION AND STRATEGY: After years of recession in Puerto Rico, the economy shows signs of recovery and growth. Most of this growth is likely fueled by recent influxes of federal recovery funding in the wake of Hurricane Maria and the COVID-19 pandemic. While these indicators are promising and the influx of federal funding, poverty rates are not budging. Between 2021 and 2022, the poverty rates increased slightly for the general population (from 40.5% to 41.7%) and 54.9% to 57.6% for children¹. This signals a deeper structural issue in which economic growth is not leading to absolute upward economic mobility. Given the temporary nature of the federal recovery funds, it is **imperative** to strategically leverage them for long-term policies and programs to sustain economic mobility across Puerto Rico.

Project Design and Component Projects: With PSI as lead for all project streams, Oasis Expansion 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. Approach is modeled off the PSI's Economic Mobility Framework and Vimenti Education & Workforce Initiative pilot, a founding PSI project in the Villa Prades community to reduce childhood poverty through two-generation (2Gen) model with 5+ years of significant results². PSI will work with **five** government agencies, **seven** intended core sub-awardees and contractors, and **eight** employers to design and implement an interactive, mutually reinforcing Jobs and Family Navigator approach that offers tailored services to increase the number of skilled workers, increase the quality of local jobs, remove barriers to work, and improve income levels for Villa Prades residents. The interlocking system of projects includes two core activities and five enabling activities.

1. Core Activity: Mejores trabajos para mí! (Better Jobs for Me!): \$12,127,617 Creates a high-quality ecosystem of targeted short-term training and apprenticeship programs to upskill residents in hospitality, customer and professional services, construction and green jobs, healthcare, IT, and the care economy. Partners directly with employers and national and local training providers for program design, implementation, and job placement services. Key subaward is Jobs for the Future (JFF), a national workforce development and education leader.
2. Core Activity: Empleo Equitativo a través de la Empresa (Equitable Employment through Enterprise, E3): \$11,953,402 Small business incubation/acceleration programs, focused on Calle Simon Madera commercial corridor, with equipped community center (s) for job seekers and remote workers via digital tools and workshops. Key subaward will be Project Makers, a non-profit business incubator creating a new headquarters at the Oasis Hub in Villa Prades.
3. Enabling Activity: Invierte en Ti (Invest in Yourself) Revolving Loan Fund: \$5,110,080 Support women—and minority-owned small and medium-sized enterprises (SMEs) in Villa Prades. The RLF will enhance access to capital, stimulate business growth, and promote economic resilience by directly providing adaptable, low-barrier loan products to SME entrepreneurs. Managed by PSI, seed funding and oversight from government and investors.
4. Enabling Activity: Empoderados para el Empleo (Empowered for Employment): \$3,627,200 Expand research into barriers to work for PAEP and develop campaigns to challenge the narratives of public “benefit cliffs” and work in the formal economy. Pilot a new approach to public benefits to reduce burdens and increase access to help residents achieve self-sufficiency. Key subaward will be Instituto del Desarrollo de la Juventud (IDJ), a non-profit Puerto Rico organization committed to improving economic security for families with children and youth.
5. Enabling Activity: Comunidad Saludable (Healthy Community): \$1,852,590 Extend preventative healthcare through telehealth and microclinic service expansion, community health campaign, and investments in healthcare providers for service expansion.
6. Enabling Activity: Comunidad Cariñosa (Caring Community): \$3,399,818 Expand diversified

child and elderly care models, improving mothers' educational outcomes and workforce participation while creating new employment opportunities in care fields in the community. Key subwards Boys and Girls Club of Puerto Rico (BGCPR), which serves 13,000 children and 3,000 family members in afterschool and childcare through 30 programs across 12 locations, and Vimenti, a social policy lab and afterschool provider in Villa Prades

7. Enabling Activity: Family Navigator Case Management: \$4,566,539 Increase the reach of the family navigation systems support to hundreds of additional families in Villa Prades, serving as the coordinated center from which individualized plans are developed and executed to remove barriers to employment, increase the reach of public and private support services, improve family wellbeing, and increase the number of families that live above poverty. Key subaward is Vimenti, a social policy lab in Villa Prades, to prove a holistic model with education, economic, and social programs for children and families. Includes oversight and development of “on-demand” digital case management led by PSI.
8. Management Activities: Program Strategy and Management: \$8,130,864 Backbone organization and execution support to all partners and components, including a performance management infrastructure to track progress. Ensures success with high-quality governance.

Mutually Reinforcing: Achieving significant upward economic mobility in Puerto Rico requires comprehensive strategies beyond mere job creation, focusing on making economic opportunities accessible and equitable. The Oasis Expansion approach is based on 10 years of research and 5+ years of program pilots in Villa Prades and Puerto Rico in sustainable development and family self-sufficiency. **Landmark partnerships with the Government of Puerto Rico and the City of San Juan leverage more than three dozen government programs and initiatives and \$136,027,990 in external government funding.** This creates an opportunity to work hand-in-hand with public and private partners as they attempt once-in-a-generation policy changes to address Puerto Rico's unique and persistent socioeconomic challenges and inequities.

Meet Maria, a Typical Project Participant: Maria is a determined 30-year-old single mother living in Villa Prades with her two sons, Luis, aged 8, and Gabriel, aged 4. Maria earns \$10,000 per year and navigates her daily life using a range of support services, including Public Housing, Nutrition Assistance Program (NAP), Women, Infants, and Children (WIC) benefits, Head Start/Early Head Start (HS/EHS) programs for her young child, and Temporary Assistance for Needy Families (TANF) to help sustain her family. In 2024 the Oasis Expansion Initiative launches with Recompete funds. Maria’s pathway to empowerment begins with a referral to a Family Navigator from the staff at her public housing complex. Her navigator develops a comprehensive Family Action Plan tailored for Maria and her sons, recognizing her needs and aspirations. Gabriel starts attending a newly improved childcare center using a childcare voucher from Dept. of Families through Comunidad Cariñosa. Meanwhile, Luis benefits from an enriching after-school program that keeps him academically engaged and supported, a critical component of his development and a source of peace of mind for Maria. Maria enrolls in Mejores trabajos para mí!, where she undertakes targeted training in vocational areas relevant to her business aspirations. For her, that means getting credentials in green construction, where she is supported by a work-based learning employer that supports women in the industry and offers Good Jobs. On days when Gabriel or Luis falls ill, the Comunidad Saludable program provides timely care, ensuring Maria doesn’t miss her training sessions. Armed with new skills and bolstered confidence, Maria leverages the Empleo Equitativo a través de la Empresa, as referred to by her Family Navigator. Here, she receives crucial support to develop a business plan to launch her green infrastructure repair service one day. This new venture improves her financial stability and workforce participation and contributes to the new Puerto Rican infrastructure and economy.

To finance her startup, Maria accesses funds from the Invierte en Ti Revolving Loan Fund, which offers adaptable, low-barrier financial products to budding entrepreneurs like her. Reinvestment in her business becomes a sustainable cycle as the improved regional economy increases her customer base's resources, allowing her to enhance her services continually. Maria's commitment to local hiring practices further strengthens this model, as she employs residents from Villa Prades, supporting regional economic growth and community safety. Throughout her journey, Maria benefits from the Empoderados para el Empleo initiative, which advocates for policy changes and helps her understand and mitigate the benefits cliffs she feared-- and navigated through -- during her journey. Maria's story is a testament to the power of integrated community support systems. From comprehensive services for her sons to tailored training and financing aid for her career, every element of the Oasis Expansion elevates her family towards a brighter, more secure future.

SUSTAINABLE PARTNERSHIPS and COMMITMENTS: Complementary Investment, Policy, or Other Commitments: PSI will work with 12+ public, private, and social sector partners to place unemployed prime-age adults into Good Jobs, as detailed in the Community Commitment Index. This leverages **\$144.5 million** in complementary investments.

Puerto Rico (PR) Government Agencies (\$136,027,990): The PR government agencies—Department of the Family, Department of Housing, Department of Economic Development and Trade, and Department of Education—collaboratively enhance the Oasis Expansion initiative. Their collective leveraged efforts include improving family welfare and securing affordable housing to bolster workforce education and foster economic development, each contributing strategically to the initiative's goal of revitalizing the community through integrated socio-economic support and educational advancements. Commitments include:

Department of the Family (DOF) anticipated leveraged funds of \$9,750,000 will provide annual vouchers, facility upgrades, professional development scholarships, and the "Rebuild 100 x 35" initiative to enhance five childcare centers, Nutrition and disability support, TANF support and wage subsidies, ASFA pilot boosts child and family safety services, quarterly education fairs enhance access, and staff training in 2-Generation Model. This funding directly supports workforce development by streamlining training programs, expanding professional capacity, and integrating vulnerable populations aligned with PR State WIOA goals.³ The funds remove barriers to job training and workforce entry, leading to economic growth and workforce readiness.⁴

Department of Education (PRDE) anticipated leveraged funds of \$81.8 million, including \$65.4 million for the reconstruction of Miguel Such Vocational School, to boost educational and vocational opportunities in Villa Prades. This funding supports after-school programs for 1,500 students, promotes technology institute enrollment, and subsidizes GED and job training for single parents, addressing WIOA's economic growth and opportunity diversification goals.⁵ ESSER plans also target closing post-COVID-19 achievement gaps.⁶ Additionally, Oasis Expansion partners will inform curriculum development and adoption at the updated vocational school, which will tailor training to the community's needs and complement Oasis efforts.

Department of Housing (PRDOH) anticipates leveraged funds of \$24.05 million, including a \$15.2 million CDBG-DR loan for the Oasis project, to modernize facilities with renewable energy upgrades across nine housing complexes and implement annual community needs assessments in seven. This funding supports after-school care for 250 students with \$140,000 allocated over five years, fosters entrepreneurship in six complexes, and trains 30 staff in the 2-Generation Model. These efforts align with PRDOH's PHA plan³⁶ to encourage economic independence and WIOA objectives⁷ to enhance service delivery and program effectiveness, as well as ARPA infrastructure and government of excellence projects,⁸ ensuring all Villa Prades residents have stable, safe housing equipped for disaster resilience.

Department of Economic Development and Commerce (DDEC) anticipates leverage of \$15.6 million, including WIOA funds⁹, for workforce training and placement, a \$4.1 million subsidy over five years for pilot apprenticeship expansion, biannual job fairs, development of an "Employer Partnership Playbook," enhancement of entrepreneur-in-residence programs,^{10 11} and support for 300 businesses. Additionally, \$1.2 million from the Weatherization Assistance Program will improve energy efficiency in 150 dwellings, and funds are allocated for renewable energy at the new Oasis Hub building. DDEC's investments support WIOA goals by aligning vocational education with Puerto Rico's labor market needs. DDEC's infrastructure support facilitates in-person mentoring and business development, demonstrating a commitment to viable business opportunities in the community. This effort is part of the broader ARPA Puerto Rico CSFRF Strategic Disbursement Plan to address COVID-19's economic impacts, supporting workforce development and emergency environmental investments.¹²

As stated in the MOU with the City of San Juan, enhancements to child and elderly care models will increase workforce participation, particularly among mothers, and extend preventive healthcare. Further efforts include pursuing approval for investments in the Revolving Loan Fund, developing individualized family plans, researching, campaigning against formal work stereotypes, and making social programs more accessible. Supported by ARPA funds for infrastructure and environmental remediation,¹⁴ this collaboration integrates educational and workforce initiatives under the Oasis Expansion, aligning with WIOA's strategy¹³ to eliminate training barriers and foster community development. San Juan's commitment to this comprehensive approach will enhance local SMEs and increase PAEP workforce participation by collaborating with Oasis Expansion partners to address benefits cliffs.

Philanthropic and other Partner Commitments (\$8,441,500): One angel investor (identified in the Letter of Commitment) will provide \$5 million as part of the required 2:1 match for EDA funds within the Invierte en Ti Revolving Loan Fund. PSI also uses philanthropic funds and works with BGCPR, Vimenti, and IDJ to leverage philanthropic funds to develop and analyze 2Gen services. Additional partners provide added services valued at a leverage of \$3,441,500.

Employer and Employer Placement Commitments: Oasis Expansion employer commitments demonstrate 5,628 jobs to the PAEP in Villa Prades. Produce LLC commits to creating 200 jobs by September 2029. EDP University pledges to provide 70 jobs, and 15 residents will benefit from formal education and work-study opportunities. Greentech PR LLC commits to hiring 8 employees, aiming for a payroll of \$250,000 by the end of the project period. Lord Construction Group promises to fill up to 300 jobs by the end of the project period.

Oasis Hub: Oasis Expansion leverages PSI's first major project, 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 the heart of 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 the site-- each independently contributing to reductions poverty and employment. The facility opens in 2026 and will house Vimenti, Project Makers, Vidalus, PSI, and host workforce training.

EQUITY: Overlooked High Need Service Population: Puerto Rico has experienced a chronic lack of proportional investment compared to mainland U.S., significantly impacting the health, education, and economic sectors.¹⁵ For example, there is unequal federal health funding, where PR received \$10B less than states of similar populations¹⁶, leading to poorer health outcomes for residents and fewer workforce participants¹⁷. While PRDE has been receiving record funding from the US. Dept of Education, funds are painfully slow to get into schools and the community due to constant changes in PRDE leadership, with some annual fund disbursements

operating with a 2+ year backlog.^{18 19} PR is the lowest funded per capita Medicaid spending²⁰ and among the lowest per pupil funding for schools, with teachers making half what state-side teachers make²¹. All this occurs in a geography where 98.8% of the population identifies as Hispanic. Key partner Vimenti serves the neighborhood in Villa Prades with the highest levels of poverty; PRDOH management company needs assessments showed 87% of families with children live in poverty: 67% have an annual family income below \$5,000; 15% have an income between \$5,001-\$10,000, and 7% have an income between \$10,000-\$15,000. Of the adult participants in current Vimenti programs in Villa Prades, 87% have income levels below poverty, more than 30% are unemployed, and 56% are from single-mother households.²² Vimenti families view unemployment as a key threat to their physical and mental well-being.²³ Puerto Rico's lack of proportional political representation in the federal government and its status as a U.S. territory rather than a state contribute to a cycle of underinvestment and neglect.²⁴ This status affects its eligibility and access to federal funds and decision-making power.^{25 26} For example, PR has 0% funding under the National Highway Performance Program²⁷. Puerto Rico's frequent exclusion from national analyses and policy-making tools starkly undermines its visibility in U.S. policy and resource decisions²⁸. This chronic underinvestment in a comprehensive data infrastructure critically restricts insight into local disparities, stifling the development of targeted, effective interventions that could redress deep-seated inequities.²⁹

Impact of Success: The implementation of the Oasis Expansion Initiative in Villa Prades could significantly restore faith in the public sector and benefit reforms across Puerto Rico³⁰, demonstrating that persistent issues like poverty are surmountable and changing benefits structures can help families and communities. This achievement would strengthen community trust and underscore the potential for breaking the cycle of poverty through targeted, thoughtful interventions.^{31 32} The project's success will ignite the expansion of proven models across Puerto Rico, forging partnerships with public agencies and spreading strategies that enhance equity and economic vitality.³³ This is in addition to the nearly seven thousand lives directly by program services and a community transformed by long-term economic investments led by and for community members.

Equity Across Governance: Governance includes a permanent 10-member Community Engagement Group with members from Villa Prades. The Group contributes to formulating and adjusting the program-wide strategy, guides the direction of community-focused investments, and ensures that resources are allocated in ways that directly benefit and employ residents. At least one community representative is on the Regional Partners Advisory Council, which provides leadership and informs project execution across all partners. The Community Engagement Group, which actively recruits, recognizes and integrates voices of nominated Community Champions and participants, meets regularly and can convene ad-hoc community engagement groups for wider community feedback. In addition, PSI and four subaward participants (Vimenti, Project Makers, IDJ, and BGCPR) are community grown non-profits with Puerto Rican boards who incorporate community voices in decision making and governance. All project partners must also adopt a Diversity Equity Inclusion Acceptance Belonging (DEIAB) framework. This enforces job security through transparent and equitable working conditions, fosters an inclusive organizational culture, mandates a living wage, and creates avenues for skills/career advancement via upskilling opportunities and job connections.

LEADERSHIP AND GOVERNANCE: Leadership Team: The PSI team's dedication stems from their deeply rooted understanding of and connection to the community. Many share lived experiences, growing up in the greater Villa Prades area or communities like it. **Board Members:** Bertil Chappuis, Senior Partner Emeritus of McKinsey & Company, who drove transformational performance for leading high-tech companies. Monica de la Torre, co-founder and president of Fundacion Colibri since 2017, a philanthropic organization with an endowment to

support transformational change and long-term recovery in Puerto Rico. Rafael A. Somoza is a serial entrepreneur investor and co-CEO/Founder of QMC Telecom International, a leading owner of digital wireless infrastructure in Latin America. Rafael Velez, President and Founder of Atabey Capital, an investment management firm committed to building a more robust, empowered, sustainable Puerto Rico and boosting its economic development. **PSI Staff:** Eduardo Carrera, PSI Founder, and CEO, grew up in the Las Margaritas Housing Community and actively participated in BGCPR programs; over two decades of experience in program design, federal funding management, organizational leadership, and Executive Education from the University of Oxford in Impact Investing and Social Finance. Ramphis Castro, PSI Chief Strategy Officer (current RPC), a Kauffman Fellow with over 20 years of experience, brings expertise in law, venture capital, and community development. Native of Guayama and a product of Puerto Rico's public education system, his local ties and Harvard education in Public-Private Partnerships make him an exceptional choice to catalyze lasting, cross-sector partnerships. Eric Torres, Chief Financial Officer, a financial expert with a Finance degree from the University of Puerto Rico and an MBA from Interamerican Metro University, has led financial strategies and business development for Fortune 500 companies and local businesses in Puerto Rico, including Walmart and Procter & Gamble. The qualifications/roles of Staff are also described in Program and Strategy Management. **Recompete Delivery Team:** Senior Operations Manager (0.50 FTE) oversees PSI's portfolio outcomes, including federal and private funding for Oasis Hub Construction and Recompete initiatives, serves as a strategic partner to the Steering Committee and Regional Advisory Council, and reports to CEO Carrera. RPC (1.0 FTE) manages the end-to-end success of the Oasis Expansion Initiative, coordinates partnerships, oversees the Recompete Delivery Team, and manages communications for the Steering Committee; Ramphis Castro currently fills this role until a new RPC is appointed. Stakeholder Coordinator Shaina Caban (1.0 FTE) manages stakeholder dynamics, schedules critical engagements, and facilitates stakeholder meetings, integrating insights into program planning. Data and Grant Management Specialist (2.0 FTE, spread across Component budgets) handles program tracking, evaluation, and execution support, ensures compliance with federal reporting, and aids partner leads in performance management. **Effective Decision-Making and Accountability Structure: Please see Program and Strategy Management for the governance model.** PSI has been diligently researching and developing an accountable structure that allows equitable, transparent programs and financial management that support project partners leading to lower PAEG. The Recompete Delivery Team will uphold ethical practices for project management and hold partners accountable for ethical transparency. Each entity has clear roles and responsibilities, with guiding governance processes that address complex multi-agency collaborations and remove common bottlenecks to decisions, with rigorous oversight mechanisms. These mechanisms not only guide subgrantees, or Project Implementation Leads, with precision but also hold government agencies accountable for fulfilling their commitments outlined in the MOU, ensuring that every dollar is directed towards impactful, community-centric initiatives.

Work Conducted Since Phase 1: Project Design: PSI worked closely with key stream subawardees to develop logic models that aligned with finishing the Good Jobs Action Plan and implementing the plan to lower the PAEG. This included multiple joint and individual working sessions to discuss how to leverage the strengths of each organization. Moving Partnership from Support in Phase 1 to Commitments in Phase 2: The RPC and the CEO solidified the commitment with the City of San Juan with the development of their joint MOU. The CEO had multiple in-person meetings and touchpoints to develop the four-territory public agency MOU, which amounts to **\$144.5 million** of leveraged funds, nearly three times the Recompete funds requested.

The RPC and CEO negotiated the MOU by strategically identifying and targeting unspent federally funded recovery program funds. This ensured these resources were allocated within government deadlines to maximize impact and align all parties on project objectives. Advisory Council: The Original Community Advisory Group is now the Regional Advisory Council. For Phase 2, there is now a Steering Committee to support our implementation project leads and the Recompete Delivery Team. We formally invited membership to these groups, which included information from EDA about the opportunity, a Q&A document based on feedback from implementation partners while working on logic models, and a newsletter to be updated quarterly by project staff. Governance Design with Partners: PSI and implementation partners with key contractors meticulously developed an organizational structure, focusing on mitigating governance risks and leveraging the strengths while addressing the vulnerabilities of our project partners. This strategic approach was instrumental in delineating precise roles and responsibilities, reinforcing accountability, and fostering a unified execution strategy. NEXA Summit: Leveraging funds from DDEC, in April 2024, PSI hosted a catalyzing summit for significant employers, philanthropists, and economic development stakeholders in Puerto Rico and the US. At the NEXA Summit 2024, our team showcased the initial elements of our Good Jobs plan to over 200 stakeholders, effectively setting the stage for a specialized strategy tailored to Villa Prades.

Changes Since Phase 1: Same Partnership Approach: We maintained a consistent strategy and partner network. We solidified the governance model with Steering Committee and Regional Advisory Council members and with targeted work with partners developing logic models for each Oasis Expansion activity stream. Expansion of Service Area: Phase 2 includes a modestly expanded geographic service area encompassing the entire area within two zip codes (see updated Asset Maps from Phase 1 in Attachments). This expansion enabled us to increase the target population of families and attract more significant interest from employers and government partners, enhancing the impact model's reach and effectiveness. Remove Project Areas of Housing, Construction, and Transportation and instead Leverage Existing Funds: PSI strategically removed these components from the Recompete funds request due to extended timelines and cost constraints typical in Puerto Rico for public and private community-benefit construction and transportation service projects. PSI identified an opportunity to leverage PRDOH's unspent federal funds to improve Villa Prades public housing. Tackling transportation barriers through public transportation policy changes was deemed unfeasible within a 5 year project period by the City of San Juan. Instead, PSI proposed deploying a mobile health unit and encouraging small business incubation through a revolving loan fund, supporting enterprises that provide essential services like privately operated shuttles, vans, and carpools to enhance local mobility solutions. Addition of Revolving Loan Fund (RLF): PSI proposes an RLF, validated by the EDA as an eligible enhancement in March, to provide flexible financial support to local entrepreneurs. This aligns with the interests, skills, and capabilities of the targeted PAEP.³⁴

OVERALL IMPACT and RISK MITIGATION: Risk Mitigation: The development of the governance structure and a robust financial oversight system ensures risk mitigation, adherence to budgetary constraints, and financial solvency in subgrantee activities. The Steering Committee and Regional Advisory Council, composed of diverse stakeholders, oversee project execution, monitor progress, and facilitate stakeholder engagement. PSI and its partners will actively develop and implement risk mitigation strategies, making strategic adjustments to align with our workforce development and economic growth objectives. We will conduct thorough risk assessments for each project outcome, regularly monitoring risks categorized as low to ensure they remain controlled. In cases of high evidence risk, where impact data availability is limited, associated risks such as drop-off, execution, unexpected impact, and efficiency are also elevated,

negating the need for separate assessments. Alternatively, a medium evidence risk allows for a more detailed analysis, helping to direct resources effectively. Based on the operational environment, we will also evaluate risks related to stakeholder participation, external influences, endurance, and alignment. Through scenario planning, we ensure a comprehensive understanding of potential risks, preparing robust mitigation strategies to safeguard our projects. **Climate Responsibility:** Puerto Rico's Senate Bill 1121 mandates a transition to 100% renewable energy by 2050.³⁵ The Mejores trabajos para mí! aligns with this goal by tailoring vocational training to meet renewable energy needs, including through PRDE commitment to redevelop Miguel Such Vocational School in Villa Prades as a key center for green technologies. A diversified economy also helps Puerto Rico respond to, mitigate the effects of, and recover from future climate disasters, which will be more prevalent on the Island in future years. This collaboration between local employers, training providers, and the government ensures a skilled workforce ready to advance sustainable energy goals and resilience.

Outcomes and Outputs: The overarching SMART goals of the Oasis Expansion project are to (1) Close the prime-age employment gap in Villa Prades by 10% in 5 years by placing 2,792 prime-aged adults into good jobs that increase household income and (2) Provide services that meet participants' expressed needs that help them overcome barriers to work by reaching 6,533 residents who access one or more Oasis Expansion service. **Every component narrative has clear leading and lagging indicators and component SMART goals that feed into these two project-level goals.** While the indicators are expressed in cumulative terms over the lifecycle of the project, each subaward/contract agreement will contain yearly milestone metrics to track progress, with expectations to reach 10% of leading indicator metrics by Year 1, 30% by Year 2, 50% by Year 3, 70% by Year 4, and 100% by Year 5. **Outcomes are Ambitious but Achievable:** **Baseline Data:** PSI used 2022 ACS Census data combined with estimates from the EDA PAEG calculator. The service area zip codes 00923 and 00924 have a total PAEP of 25,996, with a margin of error of 14.9%. Applying the PAEG of 14.2% to this population means that putting 3,691 more individuals in the area into formal jobs would eliminate the PAEG. **Setting Goals and Outputs:** It is unrealistic to eliminate such a large and persistent employment gap within a 5-year project timeframe, especially given the percentage of unemployed residents without jobs for an extended time. PSI set the core goal of tackling a bit over 2/3rds of the gap, closing the gap by 10.7%, which would place 2,792 Villa Prades residents into jobs and impact 6,533 residents. The # of residents reached is based on an average household size of 2.4 in the community. We then developed outreach, enrollment, and completion targets based on 5+ years of success data operating a job training program in Villa Prades with multiple identified project partners. The pilot (Vimenti 2-Gen) has the same core service population and proposed set of core wrap-around anti-poverty services. Success rates for these programs have been high, with an 80% enrollment to completion rate and a 50-75% completion to placement rate (depending on the program). Project Maker's leadership also used data from their existing small business incubation and support programs to estimate enrollment, completion, and job creation rates from incubation and support activities. Again, success rates have been high, with 80% completion rates for new businesses and 67% for existing businesses. Average job creation within 12 months from participants is 0.25FTE from new businesses and two jobs improved or created from existing businesses. **Accounting for Quality Along with Quantity:** The second clause of the goal is also essential- the placements are in good jobs that increase household income. The goal of placing individuals in good jobs that boost household income is crucial for equity and economic development in Puerto Rico, marking a shift from low-wage, unstable employment to positions enabling Villa Prades residents to overcome poverty and compensate for the loss of public benefits. PSI is developing a Good Jobs plan and

framework for the unique Villa Prades context through the Recompete Strategy Development Grant. That plan will be completed by February 2025 as a reference document for evaluating if jobs meet Good Jobs tenets. Unifying Goals, Leading and Lagging Indicators Across Components: As demonstrated in the components, there are up to 2 types of SMART goals, 3 types of leading indicators, and 3 types of lagging indicators across every element, which all flow directly to the project-level SMART goals: SMART Goals: (1) Place Prime Age Adults; (2) Provide services that meet participants’ expressed need; Lagging Indicators: (1) Job Placement, (2) Job Quality; (3) Income Improvement; Leading Indicators: (1) Quality of Partners; (2) Enrollment, Completion, Reach; (3) Community Feedback. This ensures all project components are focused on activities that are shown to contribute to job placements and closing the PAEG. All leading and lagging indicators are disaggregated by demographic. Please see Attachment A for a visual of how all component outcome tables fit together. This information can also be found in each Component.

Deliverables and Key Milestones: Each component application has a scope of work with deliverables and key milestones. This includes Program and Strategy Management, describing overall program operations, regularly coordinating, decision-making, and evaluative review.

Task	PSI+Partners	Start Date	End Date	Year 1		Year 2		Year 3		Year 4		Year 5	
				Oct	Apr	Oct	Apr	Oct	Apr	Oct	Apr	Oct	Apr
Program Strategy and Management													
Conduct a comprehensive kickoff meeting	PSI	10/1/2024	4/1/2025										
Systems for tracking and reviewing finance, project performance, and compliance audits.	PSI	4/1/2025	9/30/2029										
Formulate and adjust project strategies based on community input and stakeholder feedback	PSI	4/1/2025	9/30/2029										
Better Jobs for Me													
Form coalitions, develop career pathways	JFF	10/1/2024	2/28/2025										
Implement apprenticeships and training programs using JFF’s framework	JFF, DDEC	12/31/2025	4/30/2027										
Develop and monitor pathway development and outcomes, report on job quality metrics	JFF, City of San Juan	12/31/2025	9/30/2029										
Equitable Employment through Enterprise													
Conduct market research and implement training programs for start ups.	Proj Makers	2/1/2025	9/30/2029										
Launch programs for existing business support	Proj Makers	10/1/2025	9/30/2029										
Train SMEs in Good Jobs, estb business assoc	Proj Makers	12/25/2025	9/30/2029										
Invest in Yourself RLF													
Finalize structure and planning for RLF, EDA and legal and regulatory compliance.	PSI	10/1/2024	9/30/2025										
Implement a detailed risk management strategy for the RLF; launch RLF; Develop and integration of the 'Pay It Forward'	PSI	10/1/2026	9/30/2029										
Empowered for Employment													
Community research, informing targeted reforms and enhancements in safety net programs	IDJ	2/1/2025	10/1/2025										
Launch benefits cliff pilot. Launch campaign on benefit cliff	IDJ, JFF	10/1/2025	9/30/2029										
Engage in continuous policy advocacy and education of government employees	IDJ	2/1/2025	9/30/2029										
Healthy Community													
Equip and deploy mobile health unit.	PSI, Vidalus	10/1/2025	10/1/2026										
Install and use telehealth stations in microclinics	PSI, Vidalus	10/1/2025	9/30/2029										
Develop and implement healthcare job training and placement programs through partnerships	PSI, Vidalus, JFF	10/1/2024	9/30/2029										
Caring Community													
Care economy market analysis and RFP development	Vimenti, City	10/1/2024	4/1/2025										
Direct childcare subsidy campaign and worker development and afterschool	PSI, Viment, BGCPR	1/1/2025	9/30/2029										
Policy enhancements for care services	PSI, IDJ	4/1/2025	9/30/2029										
Family Navigator Case Management													
Family navigator staff recruitment and training	PSI	10/1/2024	3/1/2028										
Case management expansion and integration	PSI, PRDOH	1/1/2026	9/30/2029										
Self-Service portal development and deployment	PSI	7/1/2025	9/30/2029										

Activity		Outputs: Leading Indicators			Outputs: Lagging Indicators			SMART Goals Component		SMART Goals Oasis	
Title	Primary Subgrantee Partner	Quality of Partners	Enrollment, Completion, Reach	Community Feedback	Job Placement	Job Quality	Income Improvement	Place Prime Age Adults	Provide Services that meet participants' expressed needs		
1	Better Jobs for Me!	PSI, JFF	<p>Number of employers participating in placement programs. Target: 7.</p> <p>Number of PAEP enrolled in Better Jobs for Me career pathways training. Target: 3,257 cumulative by end of Year 5.</p>	<p>Proportion of Better Jobs for Me career pathways training participants reporting positively on experience and sufficiency of training to acquire skills that enhance employability. Target: 90%</p>	<p>Placement counts by job type in each target industry: construction, green jobs, entry IT, hospitality and customer service, healthcare. Targets: TBD as the industry training programs identify the specific job roles through the program design process.</p>	<p>Percentage of filled placement positions that demonstrate tenets of Good Jobs. Target: 90%.</p>	<p>Income improvement among Better Jobs for Me completers. Target: 50% of completers report a meaningful increase in income within 12 months of completion.</p>	<p>Place prime aged adults into jobs that increase household income. Target: 1,954 cumulatively by end of project period.</p>	<p>Proportion of Better Jobs for Me initiative enrollees reporting that programming helps them overcome barriers to work. Target: 90%.</p>		
2	E3 Equitable Employment through Enterprise	PSI, Project Makers	<p>Number of businesses/entrepreneurs enrolled in E3 programs. Target: 804 start up, 500 businesses reached through support outreach.</p> <p>Number of businesses participating in community business association. Target: 150.</p> <p>Number of businesses/entrepreneurs completing E3 programs. Target: 670 start up, 335 business support services.</p>	<p>Proportion of E3 enrollees reporting positively on program experience and sufficiency of program to help them meet their enterprise needs. Target: 90%.</p>	<p>Percentage of positions created demonstrate tenets of Good Jobs. Target: 50%.</p>		<p>Income improvement among start up E3 completers. Target: 50% of completers report a meaningful increase in income within 12 months.</p>	<p>Businesses receiving E3 <u>business growth</u> support improve the quality of 670 FTE jobs by the end of Year 5 as measured by the Good Jobs principles</p> <p>Businesses receiving E3 <u>start up</u> support create 168 FTE cumulatively by the end of Year 5.</p>	<p>Proportion of E3 businesses enrolled in business support program reporting positive improvements to their ability to create, sustain, and hire for jobs in the community. Target: 60%.</p>		
3	Invierte en Ti Revolving Loan Fund	PSI	<p>Amount of funds committed and deployed from partner organizations. Target: \$5,000,000</p> <p>Number of loans and amounts disbursed. Target: \$4,000,000 disbursed, 80 loans by end of Year 5.</p> <p>Repayment and "Pay it Forward" rates. Target: Tentative 95%. A local target will be determined once the fund has established a typical portfolio profile.</p>	<p>Businesses located in Villa Prades report increased access to capital. Target: TBD in Year 2.</p>	<p>Number of jobs created by entities who receive loans. Target: 80 by end of Year 5. <i>Note: Rolls up into the Entrepreneur program goals.</i></p>	<p>Percentage of RLF recipients who adopt Good Jobs tenants in their employment policies. Target: 50%. <i>Note: Rolls up into the Entrepreneur project goals.</i></p>	<p>Income improvement among RLF recipients. Target: 50% report a meaningful increase in income from business activities within 12 months of receipt of loan. <i>Note: Rolls up into Entrepreneur target goals.</i></p>	<p>Place prime aged adults into businesses receive RLF support. Target: 40. <i>Note: Rolls up into the Better Jobs for Me and Entrepreneur program goals.</i></p>	<p>Increase business in Calle Simon Madera business corridor. Target: TBD based on business survey to be done in Year 1.</p>		
4	Empoderados para el Empleo (Empowered for Employment)	PSI, IDJ	<p>Number of public benefit programs, and affiliated agencies, participating in benefit cliff pilot. Target: 5.</p> <p>Number of public benefit servicers completing benefits cliff training. Target: 150.</p>	<p>Number of families enrolled in and completing benefit cliff pilot program. Target: 100.</p> <p>Number of individuals reached with education and awareness campaigns. Target: 13,000 in Villa Prades, 100,000 in Puerto Rico</p>	<p>Proportion of pilot enrollees reporting positively on experience and sufficiency of pilot to help them address benefit cliff concerns. Target: 90%</p>	<p>Proportion of pilot enrollees reporting changed attitudes toward workforce participation and the benefit cliff. Target: 90%</p>	<p>Income increases from enrollment to Year 5 among benefit cliff pilot participants. Target: 30% report increases in income.</p>	<p>Decreased percentage of low-income Villa Prades residents report that the suspension of government benefits, if employed, is a significant barrier to accessing work. Target: 30%. Baseline: 61%.</p>	<p>Provide services that meet participants' expressed needs that help them overcome barriers to work. This involves reaching 6,533 residents who access one or more Oasis expansion services.</p>	<p>Close the prime age employment gap in Villa Prades by 10% in 5 years. This involves placing 2,792 prime age adults into good jobs that increase household income.</p>	
5	Comunidad Saludable	PSI, Vidalus	<p>Number of health workforce partners participating in apprenticeship or placement partnerships. Target: 3.</p> <p>Number of individuals receiving health services at micro-clinic and main clinic locations. Target: 10,405.</p>	<p>Proportion of Oasis Expansion project participants reporting positively that expanded health care offerings meet family needs. Target: 90%</p>	<p>Number of Villa Prades residents placed into health care apprenticeships by 2029. Target: 100. <i>Rolls up into Better Jobs for Me numbers.</i></p>	<p>Income increases among graduates of health industry apprenticeship training programs. Target: 50% report increases in income within 12 months of completion. <i>Rolls up into Better Jobs for Me indicators.</i></p>	<p>Meet Community Needs: A decreased percentage of Oasis Expansion project participants report that healthcare access is a barrier to employment. Target: 50% reduction. Baseline: TBD in Year 1.</p>				

Activity		Outputs: Leading Indicators			Outputs: Lagging Indicators			SMART Goals Component		SMART Goals Oasis	
Title	Primary Subgrantee Partner	Quality of Partners	Enrollment, Completion, Reach	Community Feedback	Job Placement	Job Quality	Income Improvement	Place Prime Age Adults	Provide Services that meet participants' expressed needs		
6	Comunidad Cariñosa	PSI, Vimenti, BGCP	<p>Number of new enrolled families in care vouchers/support programs. Target: 200 childcare vouchers, 100 elderly care, 220 informal care stipends.</p> <p>Number of partnerships with care providers--afterschool, childcare, elderly care. Target: 10.</p> <p>Number of new care slots created or improved in Villa Prades. Target: 30 overnight or weekend child care; 100 daytime child care; 600 afterschool; 50 elderly care.</p>	<p>Proportion of Oasis Expansion families reporting greater access to care support--afterschool, childcare, or elderly care-- in the Villa Prades community. Target: 60%.</p>	<p>Number of prime aged adults with children placed into jobs. Target: 500.</p> <p>Note: <i>Rolls up into the Better Jobs for Me and Enterprise program goals.</i></p>	<p>Within the Better Jobs for Me and Enterprise program graduates and placements, percentage of positions filled by prime aged adults with children that demonstrate tenets of Good Jobs. Target: 90%. Note: <i>Roll up into the Better Jobs for Me and Enterprise program goals.</i></p>	<p>Income improvements among prime aged adults with children who complete Better Jobs for Me, Enterprise, or Family Navigator programs. Target: 30% report a meaningful increase in income within 12 months of completion. Note: <i>Rolls up, as appropriate, to Better Jobs for Me and Enterprise program goals.</i></p>	<p>Villa Prades care businesses create 100 FTE by the end of Year 5. Note: <i>Rolls up into Enterprise and Revolving Loan fund numbers.</i></p>	<p>Decreased percentage of low-income Villa Prades residents with children report that childcare and/or afterschool care is a significant barrier to accessing work. Target: 20% reduction. Baseline: 71%.</p>		
7	Family Navigator Case Management	PSI, Vimenti	<p>Proportion of partner service providers participating in shared case management data platform. Target: 95%</p> <p>Number of individuals served cumulatively through on-demand navigation services by Year 5. Target: 3000.</p>	<p>Proportion of Family Navigator participants reporting positively on experience and sufficiency of case management to help them access wrap around services. Target: 90%.</p>	<p>Placement counts of prime aged participants by vulnerability categorization. Target: TBD based on partner model design, with intent to ensure most vulnerable individuals achieve results. Note: <i>Rolls up into Better Jobs for Me placement goals.</i></p>		<p>Income improvements among Family Navigator Case Management prime aged participants. Target: 30% report a meaningful increase in income within 12 months of enrollment. Note: <i>Rolls up, as appropriate, to Better Jobs for Me and E3 program goals based on individual enrollments.</i></p>	<p>Number of Family Navigator Case Management prime aged participants placed into jobs that increase household income. Target: 230. <i>Rolls up into Better Jobs for Me project goals.</i></p>	<p>Proportion of Family Navigator Case Management participants reporting that programming helps them overcome barriers to work. Target: 75%.</p>		

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