

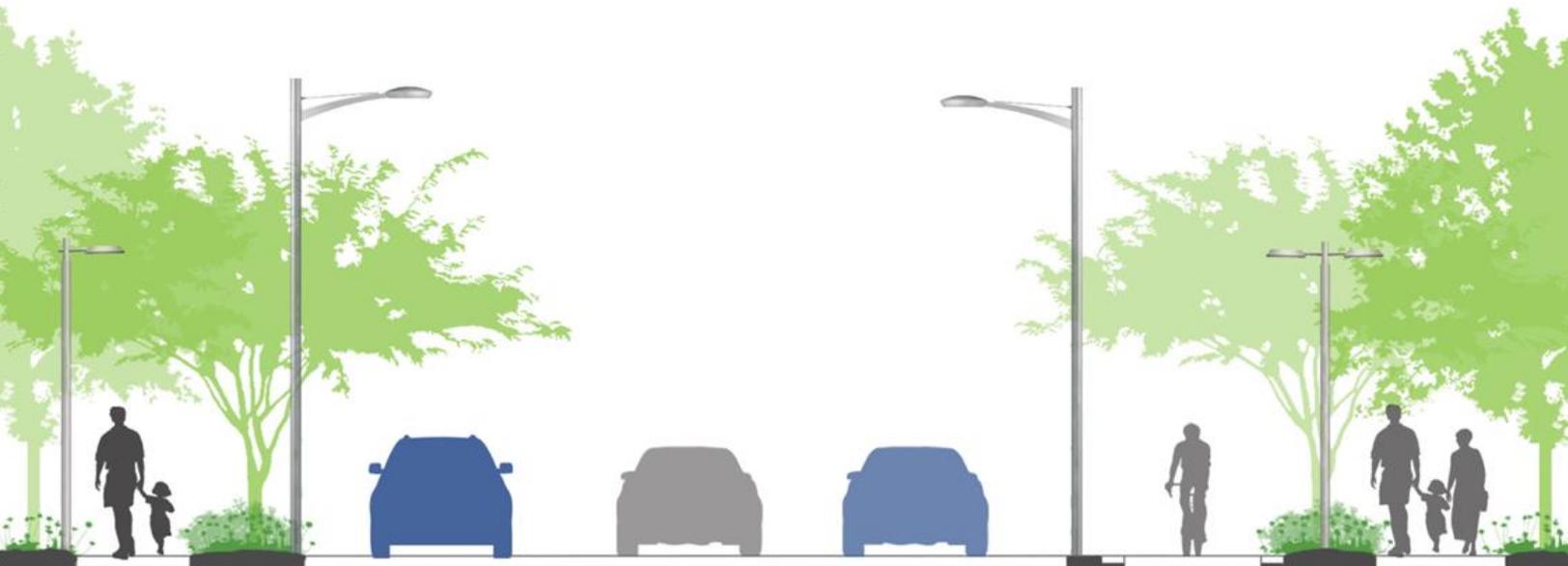


Puerto Rico

San Juan Multi-Modal Transportation System Infrastructure and Safety Improvements

TIGER VI Discretionary Capital Grant Application
April 2014

Puerto Rico Infrastructure Financing Authority





COMMONWEALTH OF
PUERTO RICO

Puerto Rico Infrastructure
Financing Authority

April 25, 2014

The Honorable Anthony Foxx
Secretary of Transportation
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

RE: TIGER VI Discretionary Grant Application; Commonwealth of Puerto Rico, San Juan Multi-Modal Transportation System: Infrastructure and Safety Improvements

Dear Secretary Foxx:

I am pleased to submit this \$12.44M TIGER VI Discretionary Grant Application for the San Juan Multi-Modal Transportation System improvements project, a \$28.7M investment that will address key transportation connectivity gaps in the Commonwealth of Puerto Rico's main governmental, economic, and tourism hubs.

This project's capital improvements consist of four phases that will provide multi-modal transportation connections between the Islet of San Juan, Puerto Rico's principal center of government and tourism activity, and mainland San Juan's Hato Rey district, Puerto Rico's main economic hub. The first two phases will complete Paseo Puerta de Tierra, an innovative multi-modal transportation network in the Islet of San Juan that will link an economically disadvantaged community to historic Old San Juan and to Condado, Puerto Rico's premier hotel district. The subsequent phases consist of connector walkways and cycling paths that will link the Islet of San Juan to Hato Rey's commercial district. At their point of convergence in Hato Rey, these connector walkways will also create a regional multi-modal transportation hub by linking pedestrian, cycling, automotive, metropolitan bus, maritime, and rail transportation mode access points.

Through these investments, we seek to improve our citizenry's accessibility to important centers of employment, education, and services by removing barriers between our transportation systems. These infrastructure improvements will promote labor development and mobility that will generate regional and economic growth by linking residents, commuters, and tourists to Puerto Rico's main cultural, governmental, educational, medical, commercial, and tourism hubs.

The San Juan Multi-Modal Transportation improvements detailed within this application are well aligned with the TIGER Program's criteria and are designed to yield substantive public benefits. The Puerto Rico Infrastructure Financing Authority and its lead partner, the Municipality of San Juan, have committed \$12.43M in state and local funds towards this project.

Thank you for the opportunity to apply. Contact me directly for questions concerning this application.

Respectfully yours,

Grace M. Santana-Balada, Esq.
Executive Director

Table of Contents

0. Executive Summary	1
1. Project Description	3
1.1. Paseo Puerta de Tierra	5
1.1.1. Phase 6: Ponce de León Avenue	6
1.1.2. Phase 7: San Agustín Street and Cross Streets	7
1.2. San Juan Multi-Modal Connectors	8
1.2.1. Phase 8: Central Park Connector	8
1.2.2. Phase 9: Calaf Street Connector	10
2. Project Parties	12
3. Grant Funds and Sources/Uses of Project Funds	12
3.1. Paseo Puerta de Tierra	13
3.1.1. Phase 6: Ponce de León Avenue	13
3.1.2. Phase 7: San Agustín Street and Connecting Streets	14
3.2. San Juan Multi-Modal Connectors	14
3.2.1. Phase 8: Central Park Connector	14
3.2.2. Phase 9: Calaf Street Connector	15
4. Selection Criteria.....	15
4.1. Primary Selection Criteria.....	15
4.1.1. State of Good Repair	15
4.1.2. Economic Competitiveness	16
4.1.3. Quality of Life.....	18
4.1.4. Environmental Sustainability	19
4.1.5. Safety.....	19
4.2. Secondary Selection Criteria	20
4.2.1. Innovation	21
4.2.2. Partnership.....	21
4.3. Benefit-Cost Analysis	22
4.4. Economically Distressed Area Determination	24
5. Project Readiness	25
5.1. Technical Feasibility	25
5.2. Financial Feasibility	26
5.3. Project Schedule.....	26
5.4. Environmental Approvals and National Environmental Policy Act Process	29
5.5. Legislative Approvals	29
5.6. State and Local Planning.....	30
6. Federal Wage Rate Certification	30



San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

List of Figures

Figure 1.1: Phases 6, 7, 8, and 9 proposed segments and improvement areas.	4
Figure 1.2: Paseo Puerta de Tierra’s ongoing and proposed phases relative to mass-transit systems.....	5
Figure 1.3: Phase 6 Ponce de León Avenue current conditions and proposed improvements.	6
Figure 1.4: Phase 7 San Agustín Street and Cross Streets current conditions and proposed improvements.....	7
Figure 1.5: Phase 8 Central Park Connector plan drawing and cross sections.	9
Figure 1.6: Phase 8 Central Park Connector proposed route relative to mass-transit systems in the area.....	9
Figure 1.7: Phase 9: Calaf Street Connector proposed route relative to mass-transit systems in the area.....	10
Figure 1.8: Phase 9 Calaf Street Connector section and plan views.....	11
Figure 3.1: Project costs, allocation of matching funds, and allocation of requested TIGER VI funds.	12
Figure 3.2: Distribution of funds by service.	13
Figure 4.1: Project impact area poverty and unemployment characteristics.	17
Figure 4.2: Current conditions of the San Agustín Street Cross Streets.....	18
Figure 4.3: Benefit Cost Analysis Summary	23
Figure 5.1: Development Schedule for Phases 6, 7, 8 & 9.....	28

Attachments

- A. Benefit Cost Analysis Report
- B. Benefit Cost Analysis Quantitative Model (Excel)
- C. Support Letter from the Governor of Puerto Rico
Hon. Alejandro García-Padilla
- D. Support and Matching Fund Certification Letter from the Mayor of San Juan
Hon. Carmen Yulín Cruz-Soto
- E. Development Budget Summary and Funds Allocation
- F. Development Schedule
- G. PRIFA’s Matching Funds Certification
- H. Federal Wage Rate Certification

The entire application and appendix materials, as well as additional information about the San Juan Multi-Modal Transportation System are available for public review at <http://www.bgfpr.com/2013/Grants/TIGERGRANTS2014/TG2014SJMmultimodal.html>.



San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

Project Title:

**San Juan Multi-Modal Transportation System:
Infrastructure and Safety Improvements**

Location:

San Juan, Puerto Rico

Applicant:

Puerto Rico Infrastructure Financing Authority

Applicant Type:

Unit of State Government

Application Type:

Capital Infrastructure

Grant Application Amount:

\$12,435,242.41

0. Executive Summary

The Puerto Rico Infrastructure Financing Authority (“PRIFA”), a public company and instrumentality of the Commonwealth of Puerto Rico, requests \$12,435,242.41 in TIGER VI discretionary funds to complete four infrastructure improvement phases that will provide critical connections and enhancements to San Juan’s Multi-Modal Transportation System. San Juan’s transportation infrastructure, despite offering diverse transportation choices, suffers from key connectivity gaps between services and facilities in key access points. This lack of connectivity severely limits our citizenry’s mobility and accessibility to centers of employment, education, and services. The investments that PRIFA proposes will address these challenges by integrating San Juan’s transportation assets through non-motorized links that will connect socio-economically diverse communities to Puerto Rico’s most prominent employment, education, and service centers.

These improvements are part of the Commonwealth of Puerto Rico’s comprehensive plan to link socio-economically diverse communities to Puerto Rico’s main government, education, and service hubs by increasing accessibility to San Juan’s diverse transportation assets. The Commonwealth fully funded the first five phases of this plan, laying the foundation for the local and regional connections that PRIFA’s proposed investments will achieve. Following is a breakdown of PRIFA’s proposed improvements, associated costs, and funding sources:

Project Phases	Project Costs	Non-Federal Funds	TIGER VI Request
Phase 6: Ponce de León Avenue	\$8,805,715.42	\$4,282,917.32	\$4,522,798.10
Phase 7: San Agustín Street & Cross Streets	\$6,416,025.60	\$3,204,145.64	\$3,211,879.96
Phase 8: Central Park Connector	\$4,620,472.11	\$2,419,547.30	\$2,200,924.81
Phase 9: Calaf Street Connector	\$5,028,271.70	\$2,528,632.15	\$2,499,639.54
Totals	\$24,870,484.83	\$12,435,242.41	\$12,435,242.41
Percent of Totals	100 %	50.00 %	50.00 %

These investments include completing Paseo Puerta de Tierra, an innovative multimodal transportation network that will connect an economically disadvantaged community to employment and service centers in the Islet of San Juan, Puerto Rico’s government and tourism hub. Phase 6 will provide pedestrian and cycling surfaces along Ponce de León Avenue’s business district. Phase 7 will revitalize Puerta de Tierra’s low-income San Agustín neighborhood by removing pedestrian barriers that impede accessibility to and from the community. Phase 7 will also restore main cross streets that will connect mass-transit public bus service to Puerta de Tierra’s neighborhoods, business district, and tourist attractions. Together,



San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

these improvements will improve circulation within San Agustín’s community driven businesses and Ponce de León’s business corridor. These improvements will draw many of the Islet of San Juan’s 1.3 million yearly visitors to these sectors, creating opportunities for small and micro-businesses to flourish. They will also connect residents to diverse employment opportunities within the Islet of San Juan. Phases 6 and 7 are critical phases that will revitalize Puerta de Tierra’s economy by reconnecting its neighborhoods to mass-transit services and its residents to the Islet’s employment and service centers.

These investments also include non-motorized connections that will link Puerto Rico’s government and tourism hubs in the Islet of San Juan to mainland San Juan’s financial and commercial districts in Hato Rey. Phase 8 will complete a regional non-motorized corridor between the Islet of San Juan and Hato Rey. Phase 9 will provide a non-motorized link between low-income and middle class communities and Puerto Rico’s most diverse employment and professional services sector. At their point of convergence, Phase 8 and 9 will fully integrate San Juan’s Multi-Modal Transportation System by connecting pedestrian, cycling, mass-transit public bus, maritime, and regional rail transportation access points. Together, these improvements will increase our citizenry’s accessibility to Puerto Rico’s most important centers of employment, education, and services.

PRIFA’s proposed investments will yield substantive public benefit. These improvements will result in present day Life Cycle Benefits of \$105,787,311 based on present day Life Cycle Costs of \$35,097,889, for a benefit to cost ratio of 3.01:1. The project’s focus on providing non-motorized connections to San Juan’s collective transportation infrastructure will reduce motor vehicle traffic volume by 6,575 vehicles per day in some of Puerto Rico’s most congested roads. These improvements will also directly benefit around 38,000 residents across ten low-income communities with an average 41 % poverty level and 16 % unemployment rate.

These improvements constitute an innovative, state of the art transportation project for Puerto Rico. This is a model transportation project in that it begins the modernization of Puerto Rico’s transportation systems by integrating multimodal transportation—including collective, passive, and recreational modes—with Intelligent Transportation System (“ITS”) technologies. Combined with the new pedestrian and cycling surfaces, ITS technologies will dramatically increase transportation safety in the Islet of San Juan.

In managing these proposed improvements, PRIFA designed a schedule that will allow compensating for unforeseen delays while complying with TIGER VI program deadlines. By assuming worst-case scenarios across multiple calendar activities, PRIFA will have flexibility to reallocate time allowances from activities that conclude under typical timeframes to activities that experience unforeseen delays. Under its project schedule, PRIFA will obligate all project funds by early March 2016. Construction for all phases will begin on April 2016. Phase 9 improvements will be completed by May 2017. Construction of Phases 6, 7, and 8 will conclude on September 2017.

The infrastructure improvements that PRIFA proposes within this TIGER VI Grant Application will integrate San Juan’s Multi-Modal Transportation System in critical employment and service-oriented districts within Puerto Rico’s most densely populated region. These infrastructure improvements will complete a regional, multi-modal transportation corridor that links socio-economically diverse communities, commuters, and tourists to Puerto Rico’s main cultural, governmental, educational, medical, commercial, and tourism hubs. By connecting



San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

people to jobs and to education hubs and by creating new through accessible, affordable multi-modal transportation. By creating and improving connections between our citizenry and important centers of employment, education, and services, we will facilitate economic mobility and accelerate Puerto Rico's economic recovery from the lingering effects of the Great Recession. By connecting our communities to jobs through our transportation system, this impact project will enable low-income and middle class communities to contribute to the progressive wellbeing of our society.

1. Project Description

Through this TIGER 2014 Discretionary Grant Application, the Puerto Rico Infrastructure Financing Authority ("PRIFA") requests funding to complete four phases of infrastructure improvements that will provide essential, non-motorized links and critical enhancements to San Juan's Multi-Modal Transportation System. Two phases consist of completing Paseo Puerta de Tierra, an innovative multimodal transportation network in the Islet of San Juan that will seamlessly connect an economically disadvantaged community to historic Old San Juan and to Puerto Rico's premier hotel district. The two other phases implement connector walkways, cycling paths, and infrastructure enhancements that will fully integrate pedestrian, cycling, automotive, mass-transit public bus ("public bus"), maritime, and rail transportation in a key employment and commercial district within Puerto Rico's capital city of San Juan. These infrastructure improvements will complete a regional, multi-modal transportation corridor that links socio-economically diverse communities, commuters, and tourists to the Commonwealth of Puerto Rico's main cultural, governmental, educational, medical, commercial, and tourism hubs. *See Figure 1.1.*

Key connectivity gaps hinder San Juan's Multi-Modal Transportation System. The city's infrastructure offers diverse transportation choices, including automotive, public bus, rail, maritime, pedestrian, and cycling modes of transport. But services and facilities lack connectivity in key access points. This constrains user mobility, safety, accessibility to, and circulation within Puerto Rico's main centers of employment, education, and government services. These connectivity gaps not only limit economic mobility, they also perpetuate the strong dependency on single-occupant automobiles as the primary mode of transportation for hundreds of thousands of residents, commuters, and tourists in the San Juan Metropolitan Area. Thus, despite San Juan's diverse collective transportation infrastructure, many prospective users remain underserved, particularly in economically disadvantaged communities.

The infrastructure improvements that PRIFA proposes within this TIGER VI Grant Application will safely integrate essential portions of San Juan's Multi-Modal Transportation System in critical employment and service-oriented districts in Puerto Rico's most densely populated region. This project will facilitate economic mobility in the Economically Distressed Municipality of San Juan by: creating and improving connections between our citizenry and important centers of employment, education, and services; removing barriers to connected transportation systems; and promoting labor development and mobility to generate regional and economic growth. Following is a detailed description of these improvements.



San Juan Multi-Modal Transportation System Infrastructure and Safety Improvements



Figure 1.1: Phases 6, 7, 8, and 9 proposed segments and improvement areas.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

1.1. Paseo Puerta de Tierra

Paseo Puerta de Tierra is an infrastructure improvement project that will implement an integrated, safe, low-cost, and sustainable multimodal transportation system in San Juan's Puerta de Tierra district, a key historic and tourism area in the Islet of San Juan. The project's innovative multimodal transportation network includes a centrally located mass-transit public bus artery, a continuous 3.17 mile exclusive pedestrian walkway, and 3.17 miles of continuous dedicated cycling lanes that will seamlessly connect Puerta de Tierra to historic Old San Juan and to Condado, Puerto Rico's premier hotel district. Paseo Puerta de Tierra's first five phases are fully funded by the Commonwealth of Puerto Rico and are already underway. **Figure 1.2** shows Paseo Puerta de Tierra's impact area across the Islet of San Juan.

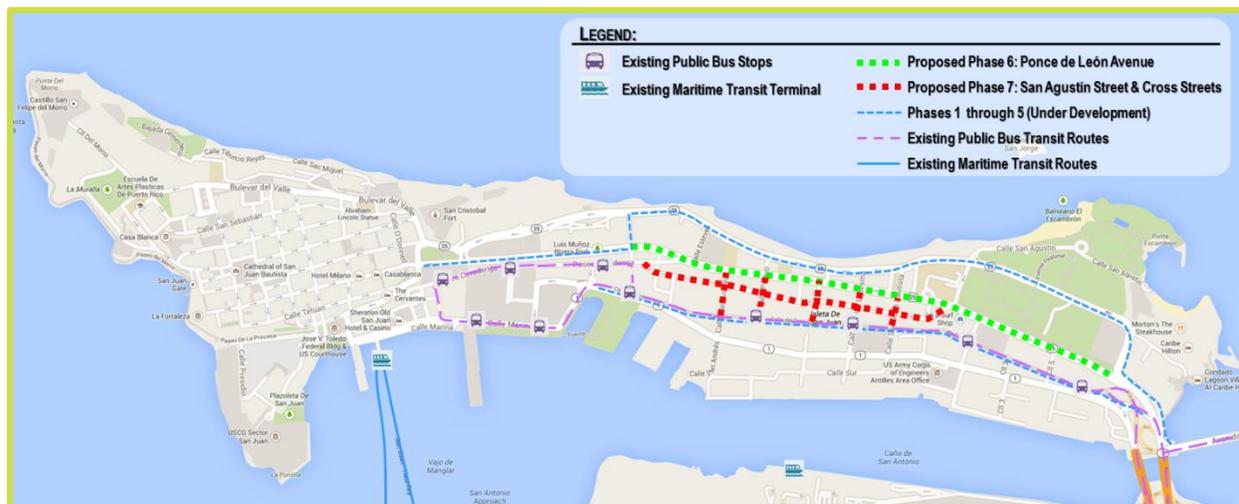


Figure 1.2: Paseo Puerta de Tierra's ongoing and proposed phases relative to mass-transit systems.

Puerta de Tierra shares the Islet of San Juan with Old San Juan, Puerto Rico's principal tourism and historical district. It sits east of Old San Juan and west of Condado, the mainland's premier hotel district. Puerta de Tierra serves as the only land connection between Old San Juan and the rest of Puerto Rico; thus its name, which roughly translates to "Land Gate" in English. The district is home to Puerto Rico's State Capitol and Supreme Court, historic state monuments, Spanish-era fortifications, the state library, theaters, museums, and state parks. Together, Puerta de Tierra and Old San Juan comprise Puerto Rico's main government and tourism hubs.

Despite its diverse state and national treasures, dense population, and geographic location, Puerta de Tierra's economy remains stagnant due in part to urban blight and a battered, outdated transportation system. Puerta de Tierra's transportation infrastructure is in substantive disrepair and ill suited to adequately serve the residents, commuters, and tourists that depend on it to reach their destinations. The district's transportation system is based on a motor-vehicle-oriented model. Its sidewalks are disjointed, dilapidated, or gravely disconnected. It lacks cycling paths despite high user demand. Mass-transit public bus service is geographically scattered. Many bus stops lack shelters, seating, and sidewalk connections to adjacent streets and neighborhoods. The current infrastructure limits accessibility to the district and impedes efficient movement of residential, commercial, and tourist traffic across the Islet of San Juan. This lack of accessibility has led to persistent urban blight and a depressed business district.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

Paseo Puerta de Tierra’s improvements will address these challenges by providing safe, reliable, low-cost accessibility to, and circulation within the Islet of San Juan. The project’s continuous 3.17 mile pedestrian walkway and dedicated cycling lanes will safely connect residents, commuters, and tourists to the area’s business corridor and to the prominent districts of Old San Juan and Condado. The project will boost public bus service within the Islet by consolidating routes into a central mass-transit artery along Calle del Tren (“Train Street”). Strategically placed state of the art bus stops will intersect with select renovated main cross streets to increase pedestrian circulation throughout Puerta de Tierra’s neighborhoods. The new bus service will place riders within 0.3 miles of all points north and south of the bus corridor.

Paseo Puerta de Tierra will create a fully integrated multimodal transportation network by restoring and enhancing the cross streets and sidewalks that connect the district’s neighborhoods to the bus corridor, pedestrian walkway, cycling lanes, and main traffic arteries. These infrastructure improvements are designed to revitalize the district, to raise residents’ standard of living, and to draw visitors, businesses, and mixed-use development to the area.

Paseo Puerta de Tierra consists of seven phases. The first five phases were fully funded by the Commonwealth of Puerto Rico and are in varying stages of development. These phases include optimizing and centralizing the mass-transit public bus system in the Islet and building the first half of the pedestrian and cycling circuit along the Islet’s Atlantic Ocean waterfront.

Paseo Puerta de Tierra’s most critical phases, Phases 6 and 7, require TIGER VI funding to proceed. These phases include completing the final segment of Puerta de Tierra’s pedestrian and cycling paths and restoring select cross streets. They are described in detail below.

1.1.1. Phase 6: Ponce de León Avenue

Phase 6 will complete the final 1.11 mile segment of Paseo Puerta de Tierra’s exclusive pedestrian walkway and dedicated cycling circuit. *See Figure 1.3.* This segment will link Old San Juan to Condado through Puerta de Tierra’s business district along Ponce de León Avenue.

Ponce de León Avenue’s business corridor currently has the highest density of abandoned or unused buildings in Puerta de Tierra. This is partly due to the avenue’s one-directional westbound flow, its blighted urban landscape, and its limited pedestrian surfaces. Phase 6 will convert Ponce de León Avenue from a one-way road to a two-way thoroughfare with orderly parallel parking spaces on both sides. It will also add urban landscape enhancements and welcoming public spaces to encourage circulation and social interaction that will build a sense of community among locals and a vibrant atmosphere for visitors.

Phase 6 is designed to revitalize Puerta de Tierra’s business district by converting Ponce de León

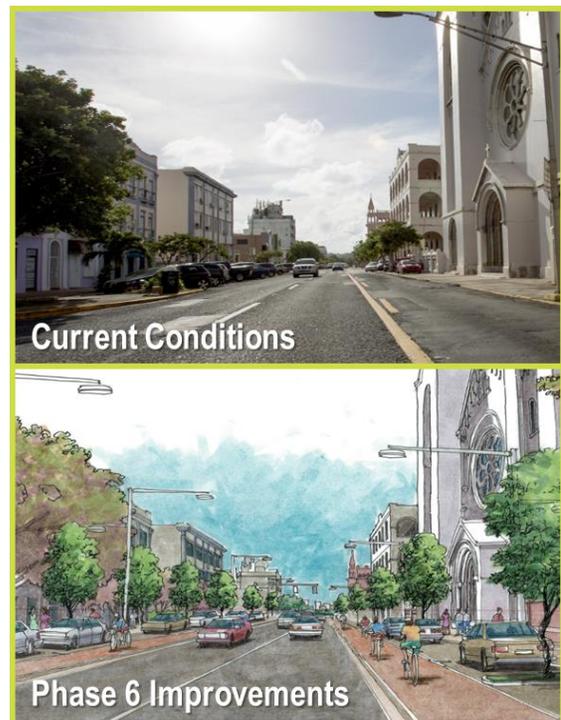


Figure 1.3: Phase 6 Ponce de León Avenue current conditions and proposed improvements.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

Avenue into a multi-modal, continuous transportation corridor that facilitates pedestrian, cycling, and bi-directional automotive traffic between Old San Juan and Condado’s hotel district. The increased pedestrian and cycling traffic, combined with bi-directional vehicular flow, will increase demand for commercial goods and services that will draw new tenants and mixed-use developments throughout the business district.

1.1.2. Phase 7: San Agustín Street and Cross Streets

Phase 7 consists of two components: (1) improvements to San Agustín Street’s urban landscape to increase mobility and accessibility; and (2) improvements to four principal cross streets that will connect the new, state-of-the-art public bus stops to the district’s neighborhoods, pedestrian and cycling path, and main traffic arteries. **Figure 1.2** shows Phase 7’s impact area.

The San Agustín neighborhood is Puerta de Tierra’s residential center. It is a socio-economically depressed community of mostly poor people who lack formal education. This neighborhood consists of residences and community-driven businesses that run along San Agustín Street. This narrow street sits between, and runs parallel to, Puerta de Tierra’s mass-transit public bus artery at Calle del Tren and its business district along Ponce de León Avenue. This neighborhood lacks a community-gathering place, amenities, and accessibility to the rest of the district. Narrow spaces, pedestrian barriers, poor nighttime illumination, battered sidewalks, and illegal parking constrain mobility, safety, and accessibility for residents and visitors alike.

Phase 7 will implement urban landscape enhancements to San Agustín Street that will substantially improve accessibility to and from San Agustín. Orderly, single-side parking, a wider traffic lane, and continuous pedestrian walking surfaces will facilitate pedestrian mobility and raise property values. Phase 7 will also restore and expand the space that houses Queen Elizabeth II’s bastion, converting it into a community gathering and recreation place for San Agustín’s residents and visitors. These improvements will promote circulation and increase local business activity within San Agustín by opening up the neighborhood’s community-driven commercial and trade establishments to tourists and commuters. *See Figure 1.4.*

Phase 7 will also renovate four principal cross streets that will connect Puerta de Tierra’s neighborhoods and main traffic arteries to the district’s new, state-of-the-art public bus stops. These four cross streets are: San Andrés Street, Pelayo Street, Matías Ledesma Street, and San Juan Bautista Street. Currently, these streets provide limited accessibility to and from the bus corridor and between neighborhoods like San Agustín. They are poorly illuminated. Their sidewalks are in grave disrepair. And illegally parked cars plague their pedestrian surfaces.



Figure 1.4: Phase 7 San Agustín Street and Cross Streets current conditions and proposed improvements.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

Renovating these cross streets will fully integrate Puerta de Tierra’s revamped mass-transit service and new pedestrian walkways and cycling paths to the district’s neighborhoods, business sector, government offices, educational facilities, and historical and cultural attractions.

Two of Paseo Puerta de Tierra’s principal design goals are to facilitate the movement of persons and goods through reduced congestion and to improve economic mobility for the district’s citizenry through enhanced multimodal transportation connections to centers of employment, education, and services. Phase 6 and Phase 7 are designed to facilitate access to mass-transit and non-motorized transportation modes and to encourage the socio-economic revitalization of the region by promoting mobility, connectivity, sustainable economic activity, and new mixed-use development. TIGER Discretionary Grant funding is essential to achieve these goals.

1.2. San Juan Multi-Modal Connectors

The San Juan Multi-Modal Connectors consist primarily of two walkways and cycling paths that will complete a regional multi-modal transportation corridor linking disadvantaged communities, commuters, and tourists to Puerto Rico’s primary cultural, governmental, educational, medical, commercial, and tourism hubs. The Phase 8 Central Park Connector and the Phase 9 Calaf Street Connector will fully integrate pedestrian, cycling, public bus, maritime, and rail transportation infrastructure in San Juan’s Hato Rey district.

Despite offering diverse mass-transit options, San Juan’s transportation infrastructure suffers from key connectivity gaps that limit user accessibility and mobility. San Juan is the center of Puerto Rico’s cultural, educational, economic, and government activity. It is also the Commonwealth’s most densely populated municipality. Limited access to collective transportation forces hundreds of thousands of residents, commuters, and tourists to rely on privately owned automobiles as the primary transportation option in San Juan, particularly in the densely populated area between the island’s main financial and commercial district in Hato Rey and its main government and tourism districts within and around the Islet of San Juan.

The San Juan Multi-Modal Connectors will leverage existing transportation infrastructure to complete a transportation system that integrates pedestrian walkways and cycling paths with public bus, ferry, and rail services near Puerto Rico’s main commercial and financial district in Hato Rey. This multi-modal transportation system will link Puerto Rico’s main cultural, economic, and government centers to multiple socio-economically diverse communities across the San Juan Metropolitan Area.

1.2.1. Phase 8: Central Park Connector

The Central Park Connector consists of a 1.74-mile pedestrian walkway and cycling path between Luis Muñoz Rivera Park in the Islet of San Juan and Central Park in mainland San Juan. *See Figure 1.5 and 1.6.* Central Park Connector will combine with the scenic Paseo Lineal Ernesto Martí Coll (“Paseo Martí Coll”). Paseo Martí Coll is a 1.4-mile linear pedestrian and cycling park that runs from Central Park to Hato Rey’s financial district along the Martín Peña Channel, a tidal channel within the San Juan Bay Estuary. Combined, the Central Park Connector and Paseo Martí Coll will form a 3.82 mile pedestrian and cycling corridor that provides a non-motorized connection from Puerto Rico’s main government and tourism hubs in the Islet of San Juan to the island’s main financial and commercial hubs in San Juan’s Hato Rey district. This pedestrian and cycling corridor will also provide Islet of San Juan residents, commuters, and visitors a safe, reliable, non-motorized connection directly to the San Juan



San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

Harbor’s passenger ferry service. Tren Urbano is the San Juan Metropolitan Area’s regional passenger rail service. Tren Urbano provides safe, fast, reliable, low-cost mass-transit access to important venues in the San Juan Metropolitan Area, including the island’s primary governmental, financial, commercial, educational, and medical hubs.

Tren Urbano’s Regional Rail Service Connects Riders To: Office of the Comptroller of Puerto Rico
Auxilio Mutuo Hospital • Puerto Rico Teacher’s Association • Puerto Rico Department of Labor
Commonwealth Employees Association • University of Puerto Rico, Río Piedras Campus
Retirement Systems of Government and Judiciary Employees Administration • Molecular Sciences Building
Centro Médico of Puerto Rico • State Insurance Fund Corporation • First Instance Court of Bayamón
Sagrado Corazón University • Department of Natural and Environmental Resources • Ana G. Méndez University

1.2.2. Phase 9: Calaf Street Connector

The Calaf Street Connector (“Calaf Connector”) will provide multi-modal transportation connections across mixed-use, low-income, commercial, and banking communities along Juan Calaf Street and select transversal streets in San Juan’s Hato Rey district. See **Figure 1.7**. Improvements include surface enhancements, dedicated cycling lanes and a continuous pedestrian walkway. The 2.34 mile Calaf Connector will connect socio-economically diverse communities to maritime, rail, public bus, cycling, and pedestrian transportation infrastructure. The Calaf Connector will also serve as San Juan’s multi-modal transportation hub.

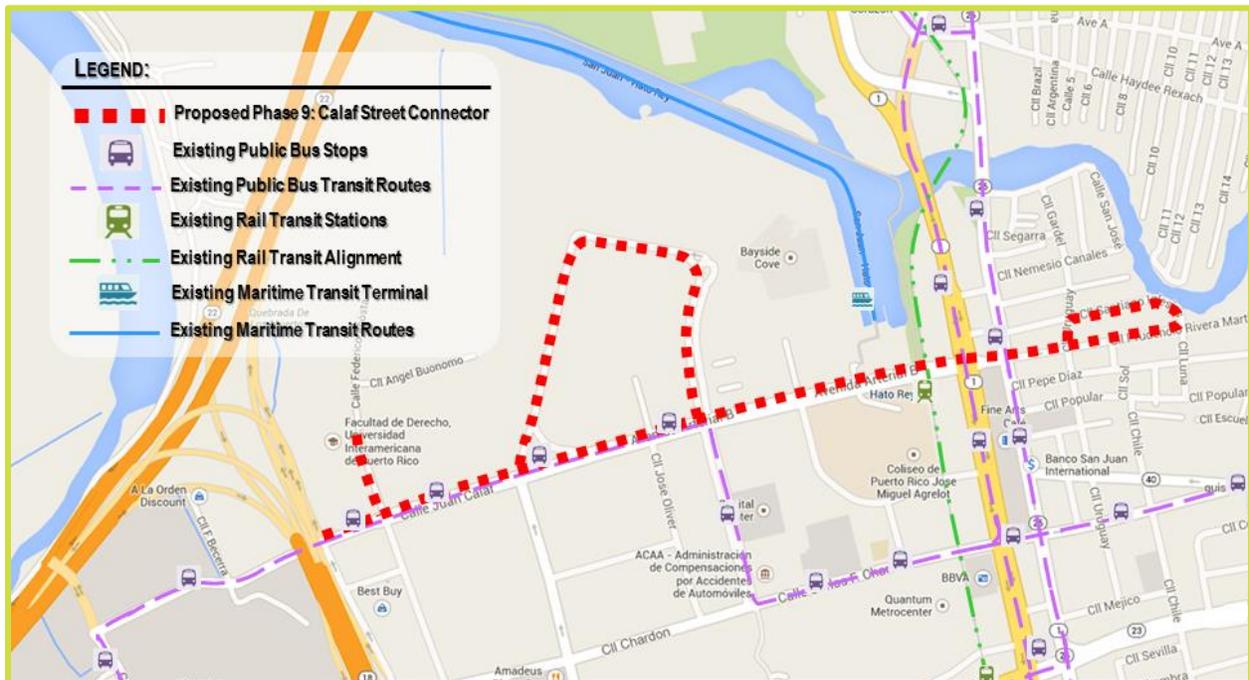


Figure 1.7: Phase 9: Calaf Street Connector proposed route relative to mass-transit systems in the area.

Juan Calaf Street extends along a 1.6 mile axis that anchors some of Puerto Rico’s most important commercial, financial, educational, governmental, entertainment, and transportation assets. At its western end, the axis anchors Plaza Las Américas—the 2nd largest shopping mall in Latin America, the Puerto Rico Department of Education, and the Inter-American University of Puerto Rico School of Law (“InterAmerican Law School”). Along its center, it anchors mixed-use commercial and residential developments, San Juan Technical College, and Puerto Rico’s

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

State Elections Commission. At its eastern end, the axis anchors the Martín Peña low-income community, Puerto Rico's financial district, and the Puerto Rico Coliseum. Middle-income high-rise buildings, the San Juan Municipal Tower office building, the Capital Center medical and professional services building, and the Ernesto Ramos Antonini vocational school also surround Calaf Street. More importantly, near its eastern end, Calaf Street also anchors access points to AcuaExpreso regional ferry service, to Tren Urbano regional rail service, and to the Martí Coll cycling and pedestrian path to Central Park.

Juan Calaf Street's battered and outdated infrastructure prevents it from serving as San Juan's most important urban connector. Roadway width, alignment, and turning radii vary greatly along its axis, which hinders motorized traffic flow. Multiple barriers impede pedestrian traffic. These barriers include: dilapidated, narrow, or non-existent sidewalks; lack of crosswalks and handicap ramps; improperly placed utility poles; and illegal sidewalk parking. In addition, poor street illumination discourages both pedestrian and vehicular traffic after dark. These factors impede access to the Calaf Street's public bus service since pedestrians cannot move safely to and from Calaf Street's bus stops. Thus, area residents, commuters, and visitors are severely limited from accessing Calaf Street's diverse multi-modal transportation choices, including public bus, ferry, rail, pedestrian, and cycling access points.

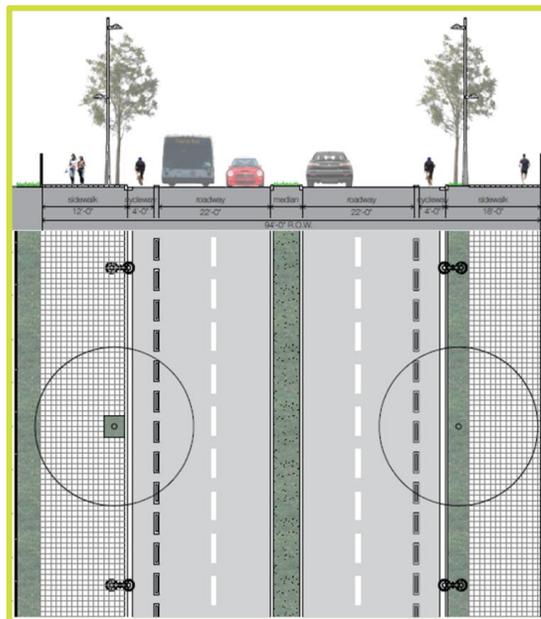


Figure 1.8: Phase 9 Calaf Street Connector section and plan views.

The Calaf Connector will transform Juan Calaf Street into San Juan's multi-modal transportation hub. Improvements will facilitate traffic flow and reduce traffic speed by making roadway widths, medians, and turning radii more uniform along the Connector's axis and three transversal streets to its north. This phase will remove pedestrian barriers by relocating utility poles, adding crosswalks and handicap ramps, providing a continuous sidewalk designed to suppress illegal parking, and installing proper road and sidewalk lighting. It will also improve a portion of Federico Acosta Street to provide access to the InterAmerican Law School. Improvements will include the loop comprised by César González Street, New San Juan Avenue, and Hostos Street. The Calaf Connector will include a 2.34 mile pedestrian walkway along its northern edge that will include this loop. It will also include a 1.85 mile cycling path that will extend from the InterAmerican Law School to the Martín Peña low-income community. The Calaf Connector's pedestrian walkway and cycling lanes will run along a stretch of the main east-west axis that includes public bus, ferry service, rail station, and Martí Coll cycling access points.

The Calaf Connector will link local and regional communities to one of Puerto Rico's most prominent centers of employment, education, and services. In addition, the Calaf Connector and the Central Park Connector will link socio-economically depressed communities like San Agustín to broad employment and education opportunities and to essential government, medical, professional, and legal service centers.

2. Project Parties

The Puerto Rico Infrastructure Financing Authority (“PRIFA”) is the Lead Applicant of this TIGER 2014 Discretionary Grant Application and will be the Grant Recipient. The Municipality of San Juan has joined PRIFA to finance the phases proposed through this Grant Application.

PRIFA is a public corporation and governmental instrumentality of the Commonwealth of Puerto Rico. Its mission is to provide financial, administrative, consulting, technical, and advisory assistance to other public corporations, governmental instrumentalities, political subdivisions and municipalities authorized to develop infrastructure facilities and to establish alternate means for financing infrastructure facilities.

The Municipality of San Juan is the capital city of the Commonwealth of Puerto Rico. It is the Commonwealth’s most populous city with approximately 400,000 residents. San Juan is the center of Puerto Rico’s cultural, academic, economic, tourism, and state government activity.

PRIFA will administer grant funds and will oversee the project’s design and construction.

3. Grant Funds and Sources/Uses of Project Funds

The Commonwealth of Puerto Rico and the Municipality of San Juan have made substantive funding commitments for each project phase proposed within this Grant Application. *See Figure 3.1.* Total project costs equal \$24,870,484.83. The Commonwealth has committed \$5,735,242.41 in state funds. San Juan has committed \$6,700,000.00 in municipal funds. Combined, the Commonwealth and San Juan will fund 50 % of total project costs. PRIFA requests \$12,435,242.41 in TIGER VI discretionary funds to complete the financing package for all phases proposed in this Grant Application.

PRIFA will administer TIGER VI Grant Award funds to complete the project proposed in this Grant Application. PRIFA will apply TIGER funds strictly toward project construction costs. *See Figure 3.2.* PRIFA will cover contingency costs with state and local matching funds. This project’s design services are currently underway and were fully funded by the Commonwealth of Puerto Rico.

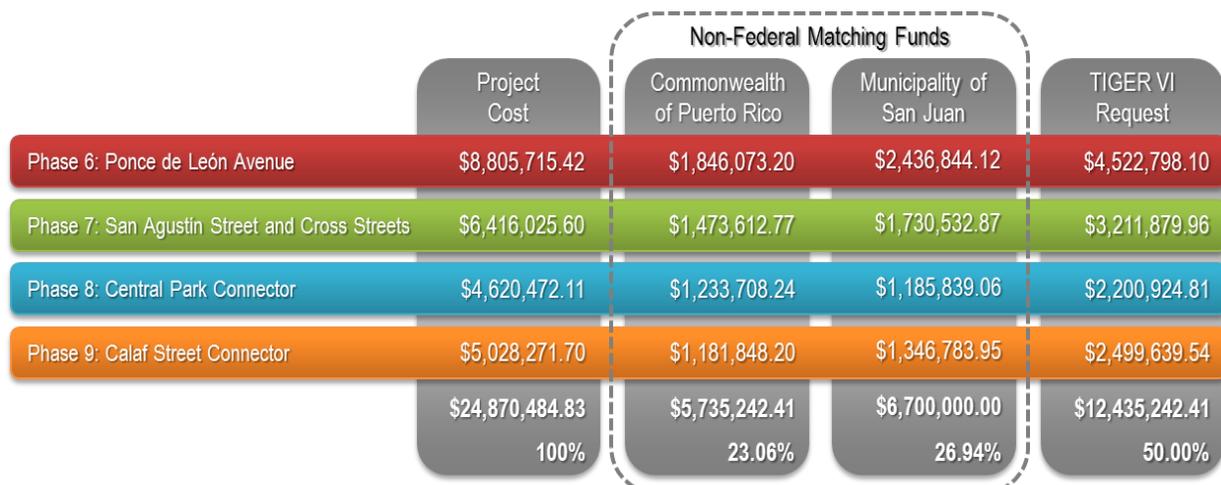


Figure 3.1: Project costs, allocation of matching funds, and allocation of requested TIGER VI funds.

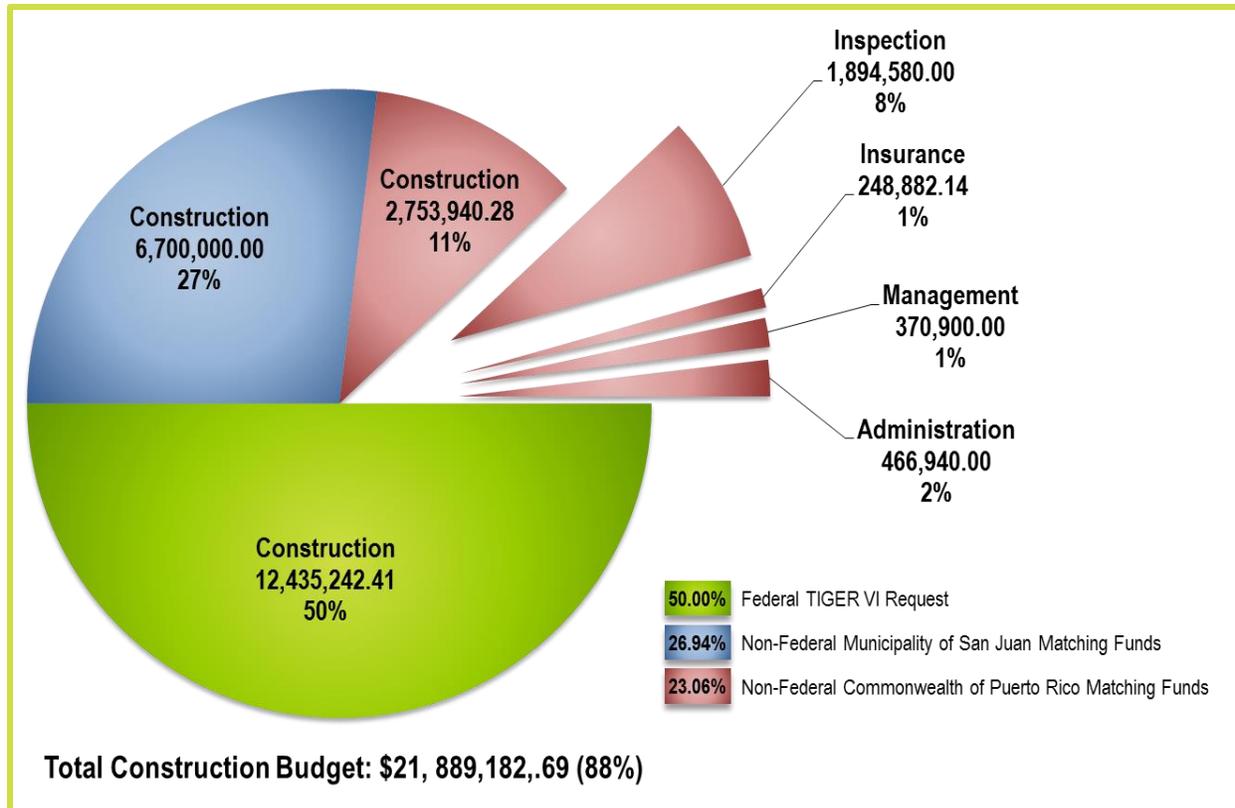


Figure 3.2: Distribution of funds by service.

3.1. Paseo Puerta de Tierra

This TIGER Discretionary Grant is vital to complete Paseo Puerta de Tierra and to fully leverage the infrastructure improvements of its first five phases. Phases 6 and 7 are Paseo Puerta de Tierra’s most critical elements to reduce traffic congestion, to revitalize the district’s economy, and to increase safety, mobility, accessibility to, and circulation within the district.

3.1.1. Phase 6: Ponce de León Avenue

Phase 6 will serve as the economic catalyst to Puerta de Tierra’s renovation. It will provide the final 1.11 mile segment of the pedestrian and cycling circuit along Ponce de León Avenue. This segment will serve as the critical multi-modal connection that will improve mobility, safety, and accessibility for residents, commuters, and visitors to travel safely across Puerta de Tierra’s business corridor. Ponce de León Avenue has the highest concentration of abandoned and unused buildings in Puerta de Tierra. Without Phase 6’s improvements, the district’s business area will continue to languish and deteriorate, traffic congestion will persist, and there will be no incentive to reclaim abandoned structures along the business corridor. Phase 6 will serve as the draw for private investments to the area by creating demand for services and new commercial activity, which will lead to near- and long-term job creation.

Phase 6 will cost \$8,805,715.42 to complete. The Commonwealth committed \$1,846,073.20, or 21 % of costs. San Juan committed \$2,436,844.12, or 28 % of costs. PRIFA requests \$4,522,798.10, or 51 % of costs, in TIGER Discretionary funds to complete Phase 6 funding.

3.1.2. Phase 7: San Agustín Street and Connecting Streets

Phase 7 will serve as Paseo Puerta de Tierra’s mobility, accessibility, safety, and circulation driver. It will fully interconnect Puerta de Tierra’s revamped, centrally located mass-transit artery to the district’s neighborhoods, main traffic arteries, and pedestrian and cycling path. It will also improve the San Agustín Street neighborhood’s urban landscape, providing the community with increased safety, mobility, and accessibility to collective transportation. Without Phase 7, mass-transit access would be severely limited by dilapidated and obstructed sidewalks. This would compromise prospective riders’ safety and would suppress ridership levels. Phase 7 is Paseo Puerta de Tierra’s most critical phase because it will remove pedestrian barriers across principal connecting streets to increase accessibility to the area’s mass-transit system and circulation throughout the district.

Phase 7 will cost \$6,416,025.60 to complete. The Commonwealth committed \$1,473,612.77, or 23 % of costs. San Juan committed \$1,730,532.87, or 27 % of costs. PRIFA requests \$3,211,879.96, or 50 % of costs, in TIGER Discretionary funds to complete Phase 6 funding.

Paseo Puerta de Tierra’s Phases 6 and 7 are critical components to increase livability, accessibility, and pedestrian circulation in the Islet of San Juan. Together, these improvements will provide safe, reliable, and accessible low-cost multi-modal transportation alternatives for Islet of San Juan residents, commuters, and visitors.

3.2. San Juan Multi-Modal Connectors

This TIGER Discretionary Grant is vital to bridge critical connectivity gaps in San Juan’s existing multi-modal transportation infrastructure. The San Juan Multi-Modal Connectors will provide multi-modal non-motorized accessibility to Puerto Rico’s most important centers of economic, governmental, cultural, and touristic activity. The Phase 8 and Phase 9 connectors are essential infrastructure components to increase pedestrian safety, mobility, and accessibility to collective transportation alternatives in Puerto Rico’s most densely populated districts.

3.2.1. Phase 8: Central Park Connector

The Central Park Connector will leverage existing transportation assets to complete a critical non-motorized regional connection between the Commonwealth’s central government and tourism districts and its financial and commercial hubs. This regional connection will also link directly to AcuaExpreso ferry and Tren Urbano rail stations. Not building the Central Park Connector will limit accessibility between the island’s most important centers of economic, employment, government, and touristic activity primarily to automotive transportation. The Central Park Connector will aid in gradually shifting ridership from automobiles to collective and non-motorized alternatives. This will alleviate the area’s chronically persistent traffic congestion and improve physical and economic mobility for hundreds of thousands of residents, commuters, and visitors.

The Phase 8 Central Park Connector will cost \$4,620,472.11 to complete. The Commonwealth committed \$1,233,708.24, or 27 % of costs. San Juan committed \$1,185,839.06, or 26 % of costs. PRIFA requests \$2,200,924.81, or 47 % of costs, in TIGER Discretionary funds to complete funding for Phase 8.

3.2.2. Phase 9: Calaf Street Connector

The Calaf Street Connector (“Calaf Connector”) is essential to address a key transportation connectivity and accessibility gap in Puerto Rico’s most densely populated and most socio-economically diverse area. This Connector will increase local and regional accessibility and connectivity to pedestrian, cycling, maritime, public bus, and rail transportation infrastructure across an axis that anchors low-income, mixed-use, commercial, and financial communities. The Calaf Connector will facilitate safe mobility and accessibility to Puerto Rico’s most important centers of employment, education, and medical and government services.

The Phase 9 Calaf Connector will cost \$5,028,271.70 to complete. The Commonwealth committed \$1,181,848.20, or 23 % of costs. San Juan committed \$1,346,783.95, or 27 % of costs. PRIFA requests \$2,499,639.54, or 50 % of costs, in TIGER Discretionary funds to complete Phase 9’s financial package.

4. Selection Criteria

The capital infrastructure and safety improvements we propose within this Grant Application are well aligned with TIGER VI Selection Criteria. Following is a detailed explanation of how the project satisfies the primary and secondary criteria.

4.1. Primary Selection Criteria

4.1.1. State of Good Repair

Paseo Puerta de Tierra

Paseo Puerta de Tierra will improve the Islet of San Juan’s existing transportation infrastructure across its seven phases. This project will rebuild and widen sidewalks and crosswalks, making them compliant with Americans with Disabilities Act (“ADA”) standards. It will install new traffic signals and wayfinding signage. Phase 1 will install state of the art, sheltered bus stops along the central mass-transit artery.

Paseo Puerta de Tierra will reduce roadway repair frequency and costs by consolidating dispersed public bus routes into a centrally located, exclusive mass-transit artery. It will replace the released bus lanes with pedestrian and cycling surfaces. It will also reduce sidewalk maintenance and repair costs by impeding illegal sidewalk parking. A coordinated, demand-responsive traffic control system and speed cameras will ameliorate wear on two of the Islet’s three thoroughfares by reducing motor vehicle speeds.

In addition, all project phases will replace pedestrian, roadway, and urban landscape surfaces with modern, durable materials. Optimized LED lighting fixtures will be installed across all phases.

Phase 6 (Ponce de León Avenue) and Phase 7 (San Agustín Street and Cross Streets). Phase 6 will reduce maintenance costs and improve infrastructure by reclaiming part of Ponce de León Avenue’s roadway surface to build a continuous, widened pedestrian walkway and dedicated cycling lanes. Phase 7 will reduce maintenance costs and improve infrastructure by impeding sidewalk parking and by rebuilding or adding sidewalks that will increase safe accessibility to the mass-transit corridor. In addition, Phases 6 and 7 will reduce life cycle costs for roadway

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

infrastructure by promoting non-motorized travel. Phase 6 will complete a direct pedestrian and cycling corridor that will connect Puerta de Tierra to Old San Juan and Condado. Phase 7 will safely connect the district's neighborhoods to the central mass-transit corridor. By facilitating access to non-motorized and collective transportation, Phase 6 and 7 will reduce dependency on low-occupancy motor vehicles among area residents, commuters, and visitors.

San Juan Multi-Modal Connectors

Phase 8: Central Park Connector. The Central Park Connector will add a non-motorized connection between the Islet of San Juan and Hato Rey's financial and commercial district. This improvement will yield low maintenance costs because it is completely segregated from traffic. Thus, this segment will be subject to minimal wear and tear strictly from pedestrian and cyclists' traffic.

Phase 9: Calaf Connector. The Calaf Connector will improve existing infrastructure making roadway segments, intersections, and turning radii more uniform throughout its impact area. Continuous widened sidewalks, a pedestrian walkway, and dedicated cycling lanes will increase accessibility to ferry, rail, public bus, and additional non-motorized infrastructure.

The Calaf Connector will use durable materials and components to lower maintenance costs and to withstand natural disasters. It will incorporate removable pavers in sidewalks to avoid cracks, to accommodate potential tree root displacements, and to allow minimally intrusive infrastructure repairs. It will also install vehicular barriers that will suppress illegal sidewalk parking. Low-level lighting posts will facilitate fused luminary changes. Reduced motor-vehicle speeds will reduce surface wear. Lastly, evergreen trees with minimally intrusive root systems will extend sidewalk durability. The Calaf Connector's design will be a durable and low maintenance infrastructure improvement.

4.1.2. Economic Competitiveness

Paseo Puerta de Tierra

Paseo Puerta de Tierra will promote economic competitiveness by providing an ordered and coordinated multi-modal transportation network that will foster pedestrian and bicycle traffic throughout the Islet of San Juan. This multi-modal transportation system will serve as a vital transportation asset for Puerta de Tierra's small business community and for its economically disadvantaged citizenry. *See Figure 4.1.* It will serve local and regional workers, residents, and students as well as domestic and international tourists. Increased non-motorized traffic, efficiently redesigned street parking, and a centric mass-transit system with strategically located access points will increase circulation and, consequently, demand for goods and services. The new cycling infrastructure, for instance, will create a market for bicycle sales, rentals, and repair service. This will create opportunities for long-term jobs throughout the district.

Paseo Puerta de Tierra's multi-modal transportation network will facilitate efficient, reliable, and low-cost movement of residents, commuters, and visitors throughout the Islet of San Juan. Reduced traffic congestion will also facilitate increased efficiency and affordability in transporting goods throughout the Islet.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

Phase 6: Ponce de León Avenue.

Phase 6 is designed to revitalize Puerta de Tierra’s business district by facilitating pedestrian, cycling, and bi-directional automotive traffic through a multi-modal, continuous transportation corridor that links historic Old San Juan and Condado’s hotel district. Ponce de León Avenue currently has the highest density of abandoned or unused buildings in Puerta de Tierra. Increased pedestrian and cycling traffic combined with bi-directional vehicular flow will create opportunities for small and micro businesses to fulfill the demand for commercial goods and services throughout the business district.

Phase 7: San Agustín Street and Cross Streets.

Phase 7 will remove pedestrian barriers to connect the Islet’s central mass-transit corridor to the district’s neighborhoods, pedestrian walkway, cycling paths, and major thoroughfares. This phase will also improve accessibility to and circulation within San Agustín Street’s mixed-use and small business community. These enhancements will improve economic mobility by providing residents, commuters, and visitors multi-modal access to centers of employment, education, and services throughout the Islet of San Juan.

San Juan Multi-Modal Connectors

Phase 8: Central Park Connector. The Central Park Connector will complete a regional non-motorized connection between Puerto Rico’s central government and tourism hub in the Islet of San Juan and its financial and commercial hub in San Juan’s Hato Rey district. This regional connector will also link directly to ferry and rail service access points in Hato Rey. The Central Park Connector’s greatest value as a transportation asset is that it will improve local and regional economic mobility by broadening multi-modal connections and accessibility to Puerto Rico’s main cultural, governmental, educational, medical, commercial, and tourism hubs. This will be particularly beneficial to several disadvantaged communities in Hato Rey and in the Islet of San Juan. *See Figure 4.1.*

Phase 9: Calaf Connector. The Calaf Connector will enhance the economic competitiveness of its urban sector by linking the area’s primary entertainment, commercial, institutional, and educational centers to middle-class and low-income communities. The new walkway, cycling lanes, and improved sidewalks will increase non-motorized circulation. These investments will

Low Income Communities	Population	% Below Poverty Level	Population at Poverty Level	Unemployment Rate
Phases 6 & 7: Ponce de León Avenue; San Agustín Street & Cross Streets				
Old San Juan	2,510	33%	824	21.9%
Puerta de Tierra	3,783	55%	2,096	24.2%
Total	6,293	46%	2,920	23.3%
Phase 8: Central Park Connector				
Hipódromo	1,602	49%	787	25.0%
Miramar	4,419	22%	955	10.2%
Tras Talleres	2,009	51%	1,033	16.5%
Total	8,030	35%	2,774	14.7%
Phase 9: Calaf Street Connector				
Eleanor Roosevelt	3,743	24%	910	8.9%
Floral Park	1,199	53%	629	N/I
Las Monjas	6,681	42%	2,779	20.4%
Martín Peña	4,828	23%	1,101	6.1%
Quintana	7,780	57%	4,427	23.5%
Total	24,231	41%	9,846	15.8%
Project Total	38,554	40%	15,540	16.8%

Source: U.S. Census Bureau, 2010 Census Demographic Profile.

Figure 4.1: Project impact area poverty and unemployment characteristics.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

provide enhanced multi-modal accessibility to San Juan’s ferry, public bus, and rail services for residents, commuters, and visitors.

The Calaf Connector’s roadway and intersection investments will also reduce congestion, which will enhance public bus service consistency and reliability. Improved motorized traffic flow and non-motorized transportation alternatives will reduce travel time across the Connector.

4.1.3. Quality of Life

Each phase that PRIFA proposes within this Grant Application will either enhance existing or build new pedestrian and cycling infrastructure in the Economically Distressed Area of San Juan. Each phase will also increase mobility and accessibility to safe, reliable, and affordable transportation choices; all phases will foster a mode shift toward non-motorized and collective transportation alternatives.

Paseo Puerta de Tierra

Paseo Puerta de Tierra will increase accessibility to affordable and convenient multi-modal transportation choices, including pedestrian, cycling, and mass-transit. The first five phases will restore and widen sidewalks, remove pedestrian barriers, build exclusive pedestrian and cycling paths, and optimize mass-transit service throughout the impact area.

Phase 6: Ponce de León Avenue. Phase 6 will increase accessibility to non-motorized transportation choices by incorporating an exclusive pedestrian walkway and dedicated cycling path that will connect Old San Juan to Condado along Ponce de León Avenue’s business district. It will also convert this avenue into a bi-directional thoroughfare, providing convenient accessibility for customers and for the delivery of goods.

Phase 7: San Agustín Street and Cross Streets. Phase 7 will rebuild Puerta de Tierra’s street grid and reconnect its neighborhoods. The San Agustín Street and Cross Streets improvements restore cross streets and will connect the Islet’s mass-transit corridor to the district’s neighborhoods, attractions, government and education facilities, pedestrian and cycling paths, and major thoroughfares. Phase 7 will remove pedestrian access barriers along connecting streets and will renovate or add wider, ADA compliant sidewalks. This will facilitate mass-transit access for seniors and handicapped citizens. Phase 7 will complete non-motorized and mass-transit infrastructures that will reduce congestion, encourage multi-modal connectivity, and substantively enhance quality of life throughout the Islet.



Figure 4.2: Current conditions of the San Agustín Street Cross Streets.

San Juan Multi-Modal Connectors

Phase 8: Central Park Connector. The Central Park Connector will enhance livability by providing residents, commuters, and visitors access to convenient, low-cost, non-motorized transportation between the Islet of San Juan and Hato Rey’s financial district. The Connector also facilitates Islet of San Juan and Convention Center District residents, commuters, and visitors non-motorized access to Tren Urbano’s regional rail service and its fast, reliable, and affordable connections to San Juan’s education and medical hubs.

Phase 9: Calaf Connector. The Calaf Connector will provide area residents, commuters, and visitors, including seniors and persons with disabilities, access to non-motorized, ferry, rail, and public bus transportation choices through continuous, exclusive pedestrian walkways and dedicated cycling lanes. These improvements will increase area property values and greatly enhance quality of life for the area’s residents, commuters, and visitors, most notably in the low-income and middle-class communities along and adjacent to the Calaf Connector.

4.1.4. Environmental Sustainability

The infrastructure improvements proposed in this Grant Application are centered on long-term environmental sustainability. Each phase is designed to facilitate accessibility to pedestrian, cycling, and mass-transit modes of transportation. These improvements will promote a mode shift from single-occupant vehicles to collective and non-polluting modes of transportation. In addition, optimized LED lighting fixtures will increase energy efficiency. These improvements will result in long-term reductions in air pollution, petroleum consumption, and greenhouse gas emissions.

4.1.5. Safety

Each of this project’s phases will dramatically improve transportation safety throughout the impact area. Some of the project’s transportation safety enhancement measures include improving traffic patterns (Phase 6), reconfiguring difficult intersections and merges (Phase 9), building clearly marked and exclusive pedestrian and cycling surfaces (Phases 6, 7, 8, 9), and installing new traffic signals, signage, and wayfinding elements. The project will also implement traffic calming measures to reduce vehicle speeds and increase driver attentiveness, including intersections with wider sidewalks and crosswalks, improved traffic signals with a pedestrian crossing cycle, and curb extensions that reduce pedestrian crossing distances. These improvements will reduce the number and severity of accidents.

Paseo Puerta de Tierra

Paseo Puerta de Tierra will dramatically improve transportation safety in the Islet of San Juan. The project will consolidate mass-transit routes into an exclusive, central mass-transit corridor that will prevent pedestrians from conglomerating near automobile traffic. Exclusive pedestrian and dedicated cycling paths will segregate non-drivers from motorized traffic. In addition, optimized LED lighting will greatly improve nighttime visibility for pedestrians, cyclists, and drivers in areas that have traditionally been poorly illuminated. The project will also incorporate an Intelligent Transportation System that allows active, coordinated traffic management to mitigate traffic congestion. These innovations will prevent and reduce accidents, property damage, injuries, and fatalities by segregating pedestrians and bicyclists from motorized traffic flow and by improving visibility during nighttime hours.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

Paseo Puerta de Tierra will remove pedestrian barriers—including uneven sidewalks, non-compliant ramps, uneven manholes, and obstacles—from sidewalks. The project will improve deteriorated pedestrian surfaces and crosswalks. It will also install modern traffic signals and new signage and wayfinding aids that will help orient drivers and non-drivers.

Phase 6: Ponce de León Avenue. Phase 6 will dramatically improve safety by providing an exclusive pedestrian walkway and dedicated bicycle lanes across Puerta de Tierra’s business district along Ponce de León Avenue. Currently, the district’s lack of cycling and adequate pedestrian infrastructure leads cyclists and runners to use the existing bus lane as impromptu cycling and running paths. This has resulted in several fatalities and injuries along Ponce de León Avenue. Phase 6 improvements will Phase 6 sidewalk improvements include ADA compliant sidewalks, ramps, and crosswalks.

Phase 7: San Agustín Street and Cross Streets. Phase 7 will substantively improve safety by removing pedestrian barriers and restoring or adding sidewalks to cross streets that connect to the mass-transit corridor. Improvements to San Agustín Street will provide its community with improved pedestrian and motor vehicle accessibility. Phase 7 will address sidewalks, ramps, cross walks, signage. It will also provide assigned parking areas and will impede illegal sidewalk parking. Most importantly, extending cross streets will also facilitate ingress and egress throughout the district during emergencies and during heavy traffic congestion.

San Juan Multi-Modal Connectors

Phase 8: Central Park Connector. The Central Park Connector will provide safe, non-motorized transportation alternatives through an exclusive pedestrian and cycling path that will be ADA compliant and completely segregated from motorized traffic.

Phase 9: Calaf Connector. The Calaf Connector improvements will reduce transportation related accident and fatality frequency by segregating pedestrians and cyclists from motorized traffic. It will also improve or add ramps and crosswalks along its axis. Sidewalks will have uniform continuity throughout all blocks to facilitate pedestrian movement. Bike lanes will be clearly marked and protected. Bicycle crossings will also be clearly delineated and separated from pedestrians and vehicles. The Calaf Connector will include adequately positioned public bus stops that will not interfere with pedestrian or bicycle lanes. The project will also make roadway width, medians and turning radii more uniform to improve traffic flow and ameliorate congestion.

4.2. Secondary Selection Criteria

Paseo Puerta de Tierra and the San Juan Multi-Modal Connectors are designed to improve accessibility to multi-modal, environmentally sustainable transportation alternatives. All project phases are geared toward improving safety and quality of life in the short- and long-term. Each phase will implement non-motorized multi-modal infrastructure of independent utility designed to maintain a state of good repair. More importantly, these improvements will provide essential local and regional connectivity that promotes economic development by increasing our citizenry’s accessibility to the most prominent employment, education, and service centers in Puerto Rico. In addition, each phase proposed within this Grant Application will dramatically improve user transportation safety by removing pedestrian barriers, by distancing pedestrians and cyclists from motorized traffic, and by improving roadway surfaces, intersections, traffic signals, and signage throughout the project areas.



4.2.1. Innovation

Paseo Puerta de Tierra will incorporate exclusive actuated pedestrian and cyclist traffic signals along select segments. State-of-the-art bus stops along the Calle del Tren mass-transit artery will have electronic boards showing each bus route's headway, allowing riders to schedule their trips more efficiently. New traffic signal systems will incorporate video detection that will allow active remote management from a regional Traffic Management Center.

4.2.2. Partnership

Paseo Puerta de Tierra and the San Juan Multi-Modal Connectors are products of a rigorous transportation planning process among state and local transportation agencies. The Puerto Rico Department of Transportation and Public Works ("DTPW"), the Puerto Rico Highway and Transportation Authority ("PRHTA"), and the Puerto Rico Metropolitan Planning Organization partnered to develop the Puerto Rico Long Range Transportation Plan 2040 ("LRTP"). The LRTP is the overarching blueprint that guides the collaborative efforts of the DTPW, PRHTA, and various stakeholder agencies throughout Puerto Rico as they pursue transportation planning focused on improving and integrating interdependent modes of transportation. The improvements PRIFA proposes within this Grant Application are part of the LRTP's vision for a bicycle and pedestrian network that integrates San Juan's diverse multi-modal transportation infrastructure in an environmentally sustainable way.

Jurisdictional and Stakeholder Collaboration. PRIFA and the Municipality of San Juan are strongly collaborating in the development, financing, and completion of Paseo Puerta de Tierra and the San Juan Multi-Modal Connectors. San Juan has joined PRIFA as a project development, support, and financing partner to help bring forth improved multi-modal transportation connectivity and accessibility to Puerto Rico's most prominent centers of governmental, commercial, academic, and service-related activities.

Disciplinary Integration. PRIFA has received unequivocal support for this project from multiple state and local elected officials, government agencies, and community leaders, including (*see* <http://www.bgfpr.com/2013/Grants/TIGERGRANTS2014/TG2014SJMmultimodal.html> for corresponding Letters of Support):

- Hon. Alejandro García-Padilla,
Governor, Commonwealth of Puerto Rico
- Hon. Carmen Yulín Cruz-Soto,
Mayor, Municipality of San Juan
- Hon. José R. Nadal-Power,
Senator, Senatorial District of San Juan
- Miguel A. Torres-Díaz,
Secretary, Puerto Rico Department of Transportation and Public Works
- Javier E. Ramos-Hernández
Executive Director, Puerto Rico Highway and Transportation Authority
- Alberto Bacó-Bagué
Secretary, Puerto Rico Department of Economic Development & Commerce

- Ingrid I. Rivera-Rocafort
Executive Director, Puerto Rico Tourism Company
- Carlos A. del Valle-Meléndez,
Executive Director, Puerto Rico National Parks Company
- Rolando Torres-Carrión,
Executive Director, Puerto Rico Convention Center District Authority
- Julio E. Fontanet-Maldonado,
Dean, InterAmerican University of Puerto Rico School of Law
- J. Ismael Fernández-Reyes,
President, Taller de Fotoperiodismo
- Lyvia N. Rodríguez-Del Valle
Executive Director, Proyecto Enlace del Caño Martín Peña

4.3. Benefit-Cost Analysis

The Benefit-Cost Analysis (“BCA”) for the proposed project yielded a benefit to cost ratio of 3.01:1. This benefit-cost ratio satisfies the TIGER Discretionary Grant threshold criterion that requires a project’s benefits to exceed its costs. Using a 6 % discount rate over a 20 year period, the BCA produced Net Present Value (“NPV”) Total Life-Cycle Benefits of \$105.79M and NPV Total Life-Cycle Costs of \$35.1M. The project’s economic rate of return is 32.6 %, with a 3 year payback period. The project’s travel impacts indicate a decrease of 6,575 vehicles per day in the development area. **Figure 4.3** shows a tabulated BCA Summary. (For the BCA Report and the BCA Model Excel spreadsheet, *see*

<http://www.bgfpr.com/2013/Grants/TIGERGRANTS2014/TG2014SJMmultimodal.html>.)

With respect to the BCA results, benefits such as travel time savings, operating costs, accident reductions, and emission costs and factors were calculated using the formulas in the Cal-B/ C model v5.01. The model was modified to account for Puerto Rico’s economic factors (discount rates, update factor, value of time/ hourly rate, gasoline price, accident costs). All other benefits and costs were estimated using FHA parameters.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

	Net Present Value (NPV)	Annual Average	Constant – Total for 20 years
State of Good Repair	\$3,150,228	\$157,511	\$7,043,421
Pavement Maintenance & Repair Savings	\$3,150,228	\$157,511	\$7,043,421
Economic Competitiveness	\$59,809,964	\$2,990,498	\$117,108,378
Travel Time Savings	\$12,674,845	\$633,742	\$28,331,938
Operating Cost Savings	\$47,135,118	\$2,356,756	\$88,776,440
Environmental Sustainability	\$8,865,094	\$443,255	\$16,335,602
Emission Benefits	\$5,624,422	\$281,221	\$10,364,054
Savings in CO2 (\$)	\$3,240,673	\$162,034	\$5,971,548
Savings in CO2 (tons)	136,725	6,836	136,725
Livability/ Quality of Life	\$8,074,664	\$403,733	\$16,496,573
Transit & Bicycle Path Benefits	\$7,759,641	\$387,982	\$15,792,231
Noise Pollution Reduction	\$315,023	\$15,751	\$704,342
Safety	\$25,887,361	\$1,294,368	\$54,248,440
Fatalities	\$13,076,411	\$653,821	\$27,402,364
Injuries	\$4,255,132	\$212,757	\$8,916,871
Property Damage	\$8,555,819	\$427,791	\$17,929,205
Life Cycle Benefit	\$105,787,311	\$5,289,366	
Life Cycle Cost	\$35,097,889		
Benefit Cost Ratio	3.01		

Figure 4.3: Benefit Cost Analysis Summary

Economic Benefits

State of Good Repair. The project’s pedestrian walkways and cycling paths will reduce traffic by approximately 6,575 vehicles per day over 3.72 miles of roadway. This will yield approximately \$3.15M in savings on future maintenance and paving repairs along roadways adjacent to the project area. Thus, roads will remain in better state of repair from less wear.

Economic Competitiveness. The project’s improvements will result in *Travel Time Savings* of approximately 4.3 million hours over a 20-year period; this is an average of 216,274 hours saved per year. The estimated time savings arise from less congestion due to fewer cars on the improved roads. This benefit translates into a net present value savings of \$12.7M over a 20 year period.

The improvements will also yield present value *Vehicle Operating Cost (“VOC”) Savings* of approximately \$47.1M over a 20-year period, or \$2.35M in average yearly savings. VOC savings benefits arise from reduced fuel consumption and reduced vehicle wear and tear due to increased trip speed on less congested roads. Fewer vehicles on the road also bring forth less accidents. In this case, the present value of *Accident Reduction Benefits* is approximately \$10.46M over a 20-year period.

Livability / Quality of Life. The project will provide approximately 6.09 miles of pedestrian walkways and 4.7 miles of cycling paths. The Central Park Connector will complete a regional

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

connection between the Islet of San Juan and Hato Rey. The societal benefits of walking and biking in the proposed paths can be measured in two ways. First, the individual benefits that extend life expectancy by reducing certain diseases such as heart disease, type II diabetes, and the medical expenses the individual will pay. Second, an external benefit at large from the improved health of the individual thus reducing costs in subsidized medical care, emergency room visits, and marginal reductions in group health insurance rates.

The project's total *Walking and Bicycle path Benefits* is estimated at \$7.76M. The BCA estimates that 625 people per day—566 pedestrians; 59 cyclists—will use these walking and cycling paths during the first year of operations. To arrive at the net present value of the 20-year benefit of developing these paths, the BCA assumes a 1 % increase per year in the use of these trails as well as in the increase in health benefits.

Noise Pollution Reduction benefits. Reduced vehicle miles traveled (VMT) will create a more livable environment by reducing noise pollution. The project's 20-year benefit of noise reduction will be \$315,023.

Environmental Sustainability. Fewer motor vehicles on the road on a daily basis result in lessened emissions. The present value of this project's *Emission Reduction Benefits* is \$8.87M in savings over a 20-year period, which averages to approximate savings of \$443,255 per year.

Safety. Fewer vehicles on the road on a daily basis yield reductions in accidents, fatalities, injuries, and property damage. The present value of this project's *Transportation Safety Benefits* is \$54.25M.

Economic Costs

Initial Investment. The project's total initial investment is \$24.87M. This includes hard and soft construction costs, including contingencies. In addition, the BCA considers approximately \$1.408M in project maintenance costs per year during the operation phase over a 20-year period.

4.4. Economically Distressed Area Determination

The infrastructure and safety improvements we propose within this TIGER VI Grant Application will be located in the Municipality of San Juan, which is considered an Economically Distressed Area. Section 301(a)(2) of the Public Works and Economic Development Act of 1965, as amended, provides that an area is economically distressed if its unemployment rate is at least 1 percent greater than the national average unemployment rate during the most recent 24-month period for which data are available. 42 U.S.C. 3161. An economically distressed area may be a region, a municipality, or a smaller area within a larger community. *See* 42 U.S.C. 3161(b). According to the U.S. Bureau of Labor Statistics, the average unemployment rate in the U.S. during the most recent 26-month period is 7.63 %. The Municipality of San Juan's average unemployment rate during the same period is 10.08 %, or 2.45 % higher than that in the U.S. Thus, the proposed project sites for Phases 6, 7, 8, and 9 are located in an Economically Distressed Area.



5. Project Readiness

5.1. Technical Feasibility

Paseo Puerta de Tierra's and the San Juan Multi-Modal Connectors' design is based on the principle of increasing accessibility to safe multi-modal transportation choices in environmentally sustainable ways. The project's design criteria include: accessibility to multi-modal transportation choices; maximum use of natural and currently built resources; safety of users, area residents, and local business owners; and the comprehensive integration of collective transportation systems, vehicular traffic, and cycling and pedestrian connections. Each phase will provide increased accessibility to safe, reliable, and affordable multi-modal transportation choices.

The project involves a series of infrastructure and environmental improvements to the Islet of San Juan's Puerta de Tierra district and to mainland San Juan's Hato Rey district. These improvements are designed to increase accessibility to safe, affordable multi-modal transportation choices, to provide a safe environment for pedestrians and cyclists, to create more recreational areas and open spaces for residents and visitors, and to connect socio-economically depressed communities to Puerto Rico's primary centers of employment, education, and services.

The project's improvements and enhancements include:

- sidewalk restoration and extensions;
- general urban landscaping;
- safe, exclusive pedestrian walkways and dedicated bicycle lanes;
- new and improved multi-modal connections to mass-transit bus service, to regional ferry service, and to regional rail service;
- traffic pattern reconfiguration, including pavement markings and traffic signage, new parking spaces, traffic system improvements, and new Intelligent Transportation System ("ITS") technologies; and
- street and urban infrastructure improvements, including energy efficient lighting, and passive recreational areas.

Phase 6 consists of improvements to Ponce de León Avenue, from the intersection with Revd. Gerardo Dávila Street to a point near the intersection with Calle No. 5 ("5th Street"), for an approximate total length of 1.1 miles. The proposed roadway improvements will include two eastbound lanes (3.65 meters in width per lane), one westbound lane (3.65 meters in width), two bicycle lanes (one on each side of the road, each 1.2 meters in width), parallel parking spaces and sidewalks along both sides of the road, and two main intersections with integrated ITS technology.

Phase 7 consists of improvements to San Agustín Street and to four main cross streets. San Agustín Street improvements extend from its intersection with Rev. Gerardo Dávila Street at its western end to its intersection with Luis Muñoz Rivera Avenue at its eastern end, for a total approximate length of 0.81 miles. The proposed street section will include two lanes (3.65 meters in width per lane, bi-directional) and sidewalk improvements on both sides of the

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

street. Phase 7 also includes renovating four principal cross streets that intersect with San Agustín Street and Ponce de León Avenue. These four cross streets are: San Andrés Street, Pelayo Street, Matías Ledesma Street, and San Juan Bautista Street.

Project cost estimates are based on industry pricing guides, accumulated knowledge from prior construction bidding processes, supplier references, and historic cost results of projects of comparable size and scope. The construction cost contingency estimate of 10 % is based on historic cost results of projects of comparable size and scope and on standard industry practice.

To mitigate for unexpected project delays, PRIFA based the project schedule on a conservative time estimate that assumes delays across multiple activities. Since it is less likely that all project stages will encounter material unexpected delays, the proposed schedule allows PRIFA flexibility to adjust the schedules among stages without affecting the overall project schedule. In addition, this project does not require Right-Of-Way acquisitions.

5.2. Financial Feasibility

Paseo Puerta de Tierra and the San Juan Multi-Modal Connectors have a stable, reliable, and complete financing package. The project requires a \$28.87M investment. The Commonwealth of Puerto Rico designated and authorized \$5.735M in state funding for this project. The Municipality of San Juan has committed \$6.7M in municipal funds for all improvement phases. TIGER VI Discretionary funds in the amount of \$12.435M will complete the remaining 50 % funding gap. The project's infrastructure improvements primarily involve pedestrian walkways and cycling paths, which maintain a good state of repair. The Municipality of San Juan and the Puerto Rico Department of Transportation and Public Works will assume maintenance responsibilities for the project upon completion through their respective annual operational funds.

PRIFA will be the TIGER Grant Recipient and will administer project funds. PRIFA has substantive experience in administering grant award funds and in overseeing major construction projects, including projects of comparable size and scope as the project it proposes within this Grant Application.

5.3. Project Schedule

PRIFA has completed considerable planning, pre-engineering, design and coordination activities for all four phases detailed within this proposal. Additional efforts are ongoing. Schematic design and several studies have been completed for all phases. In addition, in compliance with the Commonwealth of Puerto Rico's Environmental Policy, an Environmental Assessment for Phases 6 and 7 in the Puerta de Tierra district is also complete. Preliminary project design is ongoing and should conclude by July 2014.

PRIFA has prepared a conservative schedule to mitigate unexpected delays in the development of activities and processes necessary to use TIGER Award Funds. PRIFA's schedule is conservative in that it assumes a worst-case delay scenario in the project's development. This allows us flexibility to trim execution times from critical activities that conclude with minimal or no delays. Nevertheless, PRIFA expects to obligate funds and to complete the project at earlier dates than those in the enclosed schedule.

San Juan Multi-Modal Transportation System

Infrastructure and Safety Improvements

PRIFA assumes that TIGER Fund Awards are announced during early September 2014. Should PRIFA be awarded TIGER Funds through this Grant Application, PRIFA will make the necessary arrangements to negotiate and sign the TIGER Grant Agreement expeditiously to mitigate delays and idle time in the project's development. In its schedule, PRIFA assumes a maximum three (3) month period to obtain a signed Grant Agreement; however, PRIFA will do everything in its power to reduce the scheduled time. PRIFA expects the Grant Agreement to be in force by December 2014.

To comply with Federal Regulations as set forth in the National Environmental Policy Act of 1969, as amended, PRIFA will prepare a new environmental evaluation for all phases proposed within this TIGER Grant Application. This will entail: initial, and some repeat, consultations with State Agencies; consultations with Federal Agencies; conducting additional studies as required by Federal Regulations; further public involvement in the development stages; and English translation of existing documentation. This process will start after signing the TIGER Grant Agreement, as requested by the Federal Highway Administration's Puerto Rico Division. The process is scheduled for a twelve (12) month duration, during which necessary studies will be performed, documents will be drafted, and relevant Agencies will review and comment on findings. PRIFA expects a conclusion of Finding of No Significant Impact (FONSI) for the project by December 2015.

PRIFA plans to conduct the final design of all phases once the Environmental Assessment is completed, parallel to the public review of documents and the expected Finding of No Significant Impact (FONSI). This provides vast time to complete the final construction drawings and prepare documentation for bid process to reduce risk of setbacks during project procurement. The FONSI and final construction drawings are expected to be complete on December 2015.

PRIFA expects procurement for each phase to begin on early January 2016, in sets of two (2), with a week offset between each set. PRIFA plans to provide forty-five (45) days between bid announcements and bid openings and five (5) weeks for contractor selection and contracting processes. This enables PRIFA to adjust procurement timeframes in case of unforeseen setbacks. For instance, PRIFA's Rules of Procedure provide for a minimum thirty (30) calendar day procurement period for federal projects; yet, contractor selection processes are typically completed within two (2) weeks. This potentially provides PRIFA with the ability to trim approximately three (3) weeks from the Bid & Award schedule and reallocate that time to compensate for unforeseen setbacks across other activities.

PRIFA expects all phases to be awarded early to mid-March 2016 and contracts to be signed before the end of that month. Under this scenario, PRIFA would obligate TIGER 2014 funds three months before the June 30, 2016 target date for obligations.

PRIFA expects construction for all phases to begin early April 2016 and to conclude by May 2017 for Phase 9 and September 2017 for Phase 6, Phase 7, and Phase 8.



San Juan Multi-Modal Transportation System Infrastructure and Safety Improvements

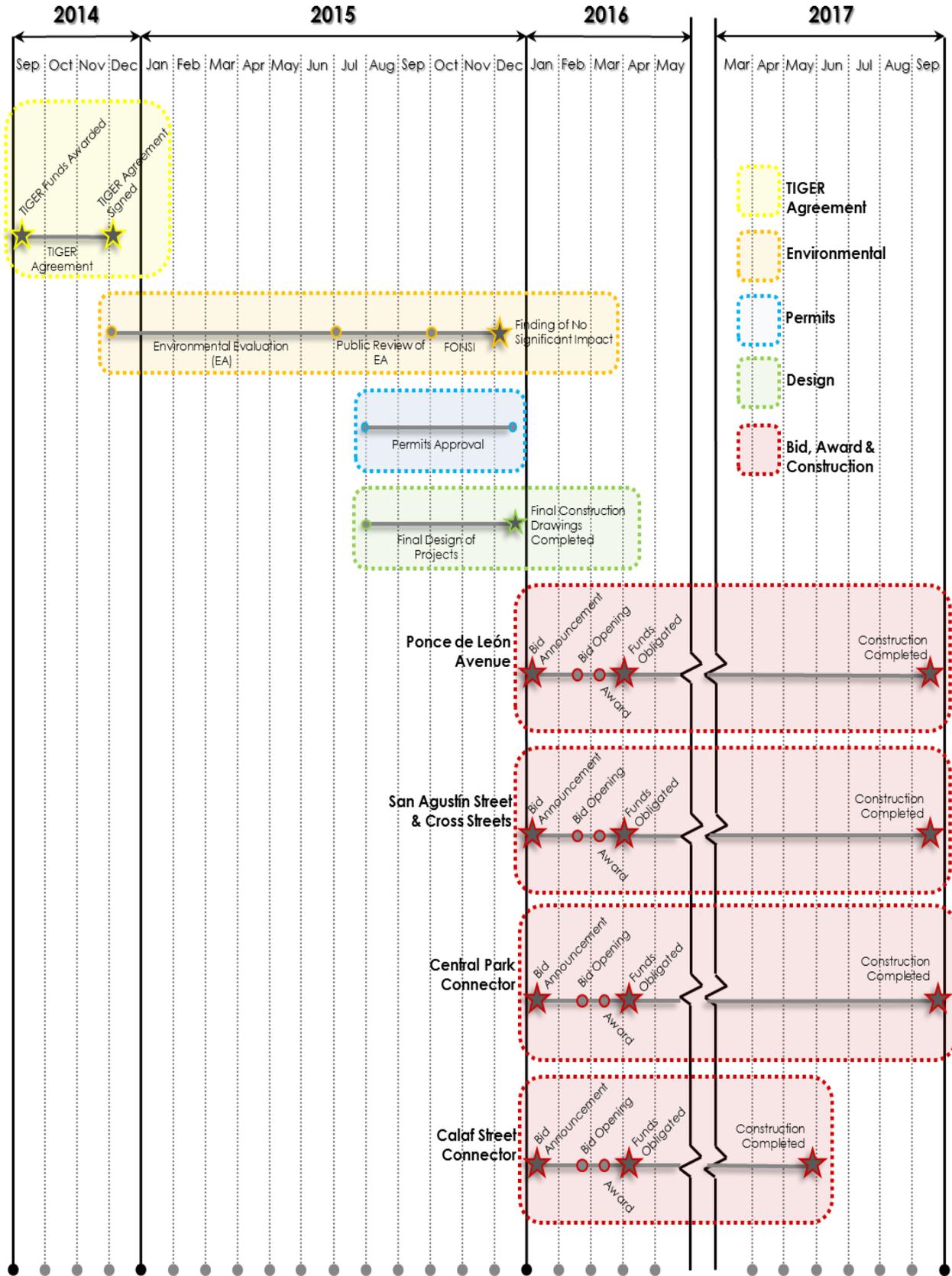


Figure 5.1: Development Schedule for Phases 6, 7, 8 & 9.

5.4. Environmental Approvals and National Environmental Policy Act Process

An Environmental Assessment (“EA”) was completed for Phase 6 and Phase 7 project areas in the District of Puerta de Tierra in accordance with the Puerto Rico Environmental Public Policy Law, as amended. An EA evaluates a project’s potential impacts to the natural environment, including: flora and fauna; the transportation system; and the cultural environment, including archaeological resources. Detailed studies were prepared to assess the area’s flora and fauna, transportation system, and archaeological resources. The studies were performed following Puerto Rico and federal guidelines. Following are the EA’s major findings related Phase 6 and Phase 7 project areas in the District of Puerta de Tierra:

- The project will be developed in an urban area, essentially removing existing infrastructure to build the project’s components.
- No endangered or critical animal and plant species was found at the project site.
- The vehicular transportation network will operate with an acceptable Level of Service. The relocation of the public transportation route will improve service to users.
- The Phase IA Archaeological Study prepared for the project identified areas where the proposed project has the potential to impact cultural resources. Currently, additional studies are beginning for these areas in coordination with regulatory agencies.
- There is no impact to water resources or wetlands.

Based on Phase 6 and Phase 7 project characteristics and on the analysis and assessments made, the EA determined that the proposed improvements do not represent a significant environmental impact, pursuant to the Puerto Rico Environmental Public Policy Law.

PRIFA will prepare an environmental evaluation in accordance with the National Environmental Policy Act (“NEPA”) of 1969, as amended. PRIFA will amend the EA in accordance with 40 C.F.R. 1508.9. Amendments include: additional studies along proposed Phase 8 and Phase 9 project areas; consultation with federal government agencies, such as the State Historic Preservation Office (“SHPO”) and the United States Fish and Wildlife Service (USFWS); additional evaluations and studies as required by Lead Agency regulations; and English translation of existing documentation. PRIFA understands that the Federal Highway Administration (“FHWA”) would be the Project Lead Agency. PRIFA or the Puerto Rico Highway and Transportation Authority (“PRHTA”) would be Co-Lead Agency. Note that PRIFA held a meeting with the SHPO to explain the project’s scope of work. As of April 2014, a Phase IB Archaeological Study had begun along Luis Muñoz Rivera Avenue.

PRIFA will promote public participation during the environmental evaluation process. PRIFA is confident that the environmental evaluation will conclude with a Finding of No Significant Impact (“FONSI”). PRIFA anticipates that publishing the FONSI will require twelve (12) months.

5.5. Legislative Approvals

No additional legislative approvals are necessary to fund the completion of the improvements proposed within this Grant Application.

5.6. State and Local Planning

Paseo Puerta de Tierra and the San Juan Multi-Modal Connectors are part of the bicycle and pedestrian network included in the Puerto Rico Long Range Transportation Plan 2040 and in the PRHTA's Regional Transportation Plans, both approved on December 2013.

6. Federal Wage Rate Certification

The Puerto Rico Infrastructure Financing Authority certifies that it will comply with federal wage rate requirements, as determined by the Secretary of Labor in accordance with U.S. Code Subchapter IV, Chapter 31, Title 40. The signed certification of compliance can be found in the attached Federal Wage Rate Certification. *See*

<http://www.bgfpr.com/2013/Grants/TIGERGRANTS2014/TG2014SJMmultimodal.html>



COMMONWEALTH OF
PUERTO RICO

Puerto Rico Infrastructure
Financing Authority

TIGER VI Discretionary Grant Application
Federal Wage Rate Certification of Compliance

PROPOSED PROJECT: **San Juan Multi-Modal Transportation System:
Infrastructure and Safety Improvements**
Municipality of San Juan

I certify that, to the best of my knowledge, the proposed TIGER VI-funded project known as **San Juan Multi-Modal Transportation System: Infrastructure and Safety Improvements** will comply with Subchapter IV of Chapter 31 of Title 40 of the United States Code (Federal Wage Rate Requirement).

Cordially,

Grace M. Santana Balado, Esq.
Executive Director
Puerto Rico Infrastructure Financing Authority
PO Box 41207
Minillas Station
San Juan PR 00940-1207

April 23, 2014
Date