





A time to
rethink,
reframe,
renew,
revive,
rebuild

The night of September 20, 2017 changed us all. The human and physical devastation caused by hurricane María not only deeply shook each of us individually, but brutally unveiled Puerto Rico's collective fragility. A natural disaster cruelly intensified a man-made one, the wind and rain compounding the harshness of the island's ongoing fiscal and institutional crisis.

Since its creation in 1998, **CNE** has evolved to meet Puerto Rico's ongoing challenges. This critical juncture has been no exception. **CNE** has refocused its priorities according to the urgency and severity of Puerto Rico's needs. We have expanded our staff and strengthened our core competencies—research, empirical analysis, data-based policy development—while at the same time branching out into new and much-needed areas of work.

We have undertaken bold and audacious initiatives to rethink Puerto Rico's current economic, fiscal, and institutional framework and have sought to promote a locally-driven, inclusive and coordinated recovery. We have delved into new areas of policy research and created new platforms for knowledge exchange. We have strengthened our capacity to partner with communities and other NGOs, sharing experiences and resources to make us all stronger and better prepared. We have bolstered our presence in Washington D.C. and amidst the mainland diaspora, increasing the breadth and scope of our influence beyond the island's shorelines while nurturing diverse and nonpartisan relations.

Puerto Rico needs to rethink, renew and rebuild itself. This colossal enterprise requires an audacious, passionate and committed convening of clear minds, courageous voices, generous pockets and strong and willing hands. **CNE** has pledged to do its share. We hope you will join us in our endeavor to create a strong, fair, and more prosperous Puerto Rico.

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Mike

Miguel A. Soto-Class
President and Founder
Center for a New Economy (CNE)





About CNE

The Center for a New Economy (CNE)

is Puerto Rico's first and foremost policy think tank. It is an independent, nonpartisan group with offices in San Juan and Washington D.C. that advocates for the development of a new economy for Puerto Rico.

Over the last **20 years**, **CNE** has championed the cause of a more productive and stable Puerto Rico. It seeks to find solutions to today's most pressing and complex economic development problems and inform policy debates by rigorously analyzing hard data and producing robust empirical research.

CNE is organized as a 501(c)(3) nonprofit that does not solicit or accept government funding. It relies solely on funding by individuals, private institutions and philanthropic organizations.

From first responders to enablers of a **stronger** Puerto Rico



PUERTO RICO RECOVERY FUND

The **Puerto Rico Recovery Fund** (PRRF) was created by **CNE** in the immediate aftermath of hurricane María. It swiftly harnessed resources from Puerto Rico and the

United States and became the first entity to reach isolated communities throughout the island. Over time, the PRRF has focused on building capabilities for stronger small businesses, NGOs and more resilient communities. The PRRF's accomplishments include:

- + Quickly built an **effective distribution network that within days mobilized hundreds** of volunteers through a tightly-knit partnership with strong local nonprofit entities.
- + Distributed over **four million pounds** of critical supplies, including water, food, satellite phones, electric generators and solar lanterns.
- + Bolstered the post-disaster social and economic ecosystem by **promoting local purchases; distributing cash grants** and providing **technical support** to small businesses; and **providing legal assistance** free of charge to families navigating FEMA's individual assistance applications and appeals processes.



- + Generated an **advocacy effort** in Washington D.C. that promotes an efficient use of federal and private monies in the island's reconstruction process.
- + Continues to support its distribution center partners to **ensure future disaster-preparedness** by helping them assess their infrastructure and equipment needs and obtain training on emergency management and response.

REIMAGINA Puerto Rico

REIMAGINA was created in January 2018 to support the swift recovery and coordinated reconstruction of Puerto Rico. Funded in its entirety by philanthropic organizations, it was fiscally-sponsored by **CNE**.

Relmagina convened a wide variety of voices from all walks of life - communities, private entities, NGOs and public institutions - in an effort to identify a broad but common focus for rebuilding efforts.

A total of **748 stakeholders** participated in **77 dialogue sessions** throughout the island and produced **97 actionable recommendations** published in the Relmagina Puerto Rico Report and Six Sector Reports.

The recommendations were presented in **town hall meetings** throughout the island; meetings with the **diaspora** in Connecticut and Massachusetts; and **briefings** in New York and Washington D.C. with local and federal government officials, congressional staff and senators.



ECONOMIC
DEVELOPMENT



ENERGY



HEALTH, EDUCATION
& SOCIAL SERVICES



HOUSING



NATURAL
INFRASTRUCTURE



PHYSICAL
INFRASTRUCTURE

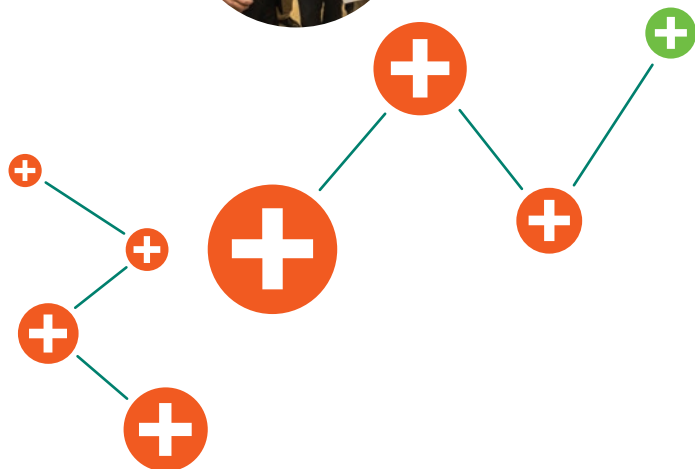


Growth+

Highlighting the consequences of austerity

Growth⁺

Stiglitz



In April 2017, **CNE** hosted a master conference in San Juan by Nobel Prize winner and Growth Commission co-chair Joseph Stiglitz.

Addressing Puerto Rico's fiscal crisis, Stiglitz warned about **the perils of austerity for economic growth and institutional stability**. In his keynote, Stiglitz virtually forewarned the island's current institutional breakdown.

Creating a comprehensive framework for future **Growth**

Advocating for strategic recovery investments

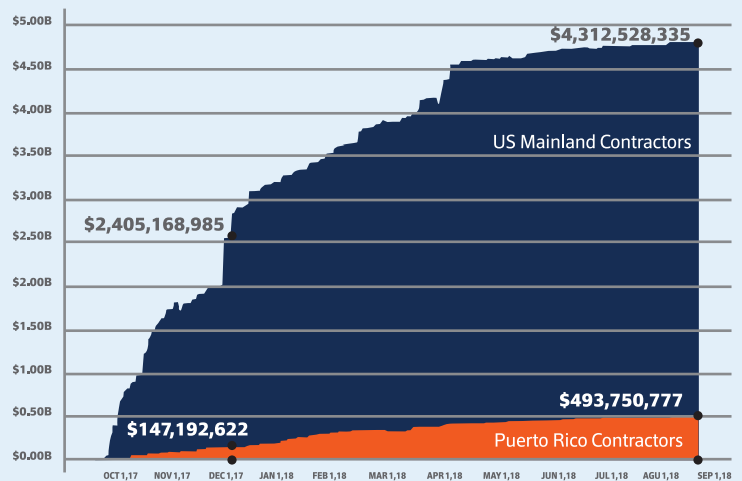
The stellar team of academics, policymakers, private sector representatives and civic leaders, that form **CNE's Growth Commission (CNE GC)** refocused its agenda in 2018 to ensure that post-disaster efforts lead to much-needed socioeconomic transformations.



Understanding **that sustainable debt levels** are critical for economic growth, the **CNE GC** presented a study co-authored by Pablo Gluzmann, Martin Guzman, and Joseph Stiglitz providing calculations for achieving adequate debt relief.

A **CNE GC** research paper examining the use of post-disaster federal funds found that federal relief and recovery spending is mostly being used to contract mainland U.S. firms instead of local ones. This highlighted the need to redirect federal funding in order to promote local economic opportunities.

Growth+ Accumulated Post Hurricane María Federal Expenditures in Puerto Rico - (By type of contractor)



Source: Center for a New Economy analysis of official U.S. Government data

Blueprint, a research, knowledge-exchange and advocacy platform was created to tackle the crucial topics of **housing and land use**. To guide future work, a framing paper was crafted and experts on housing and planning issues were convened to be a part of **CNE's GC** Working Group on Housing.





Partnerships with top-tier universities were also formed to address other critical growth-related areas:

A joint effort with **Brown University**, brings together scholars interested in conducting research on Puerto Rico in the post-disaster context.

Energy reform is the focus of a partnership with **Johns Hopkins University's School of Advanced International Studies** that seeks to craft a long-term action plan for the island's energy sector.



Growth⁺
Commission

Crafting Fact-Based Policy

Policy Papers

- **Puerto Rico's Unfinished Business after Hurricane María** (October 2018)
- **Blueprint Housing + Land Initiative: Notes for a Planning and Public Policy Framework for Housing in Puerto Rico** (October 2018)
- **Transforming the Recovery into Locally-led Growth: Federal Contracting in the Post-Disaster Period** (September 2018)
- **Expediting the Recovery Process: A Proposal to Create a Puerto Rico Development Authority** (December 2017)
- **Rethinking Economic Assistance for Development** (January 2017)

Policy Briefs and Op-Eds

- **Suggestions for the Special Commission on Energy Issues Senate Project 1121** (November 2018)
- **Restructuring PREPA's Debt 2.0** (August 2018)
- **The GAO Report** (July 2018)
- **The Social Cost of the Fiscal Plan** (April 2018)
- **Steps Toward an Energy Transformation in Puerto Rico** (April 2018)
- **Essential Services** (November 2017)
- **Pensions and Social Agreements** (August 2017)
- **Deterioration of the State, Instability and Vulnerability** (July 2017)
- **The Traps of Austerity** (June 2017)
- **Restructuring Debt for Economic Growth** (May 2017)



- **Debt Restructuring with Local Bondholders** (April 2017)
- **Learning by Doing: Processes During Times of Crisis** (April 2017)
- **Fiscal Policies and Competitiveness in the 21st Century** (March 2017)
- **Medicaid, the ACA and Trump** (Feb 2017)

Advocating for Change

Puerto Rico

CNE testified at the Puerto Rico Senate Special Commission on Energy Issues to Transform the Electricity System (PS 860) in April 2018.



In August 2018, CNE presented recommendations on the public energy policy and the regulatory framework to govern the Puerto Rico electric system at the Puerto Rico Senate Special Committee on Energy Affairs.

Washington D.C.

In February 2017, CNE's President and Founder Miguel A. Soto-Class presented Recommendations on Generating Economic Growth in Puerto Rico at the David A. Clarke School of Law, University of the District of Columbia.



CNE's Policy Director Sergio M. Marxuach, presented at the U.S. House of Representatives Bipartisan Brief and Roundtable discussion on the Future of the Puerto Rico Economy in July 2017.



CNE's Washington D.C. Office

Creating a Puerto Rico-focused center of gravity in Washington D.C.



CNE has been able to turn its office in Washington D.C. into an information hub on key issues related to Puerto Rico, including Medicaid, energy, recovery funds and the island's complex reality.

As a credible and independent voice and as the first nonpartisan representation from Puerto Rico in the U.S. capital, **CNE** has been able to cultivate relationships within the halls of Congress, across federal agencies and in the Executive branch: with the Office of Management and Budget at the White House; House and Senate leaders; and the broader network of Puerto Rico stakeholders.

These stakeholders seek **CNE's** expertise on Puerto Rico when designing policy and executing advocacy strategies.

CNE regularly monitors the legislative process and—through briefings, public testimony and events—continuously shares its research and analysis with key stakeholders in the U.S., effectively shaping and influencing policy discussions regarding the island.

CNE's papers and briefings have been lauded as “neutral and informative” and have become a welcome resource in D.C.'s currently charged environment. **CNE** provides background information to members of Congress ahead of all hearings pertaining to Puerto Rico.



EXPANDING OUR INFLUENCE 2017 - 2018



Website

New Users **25,000**

More than **60,000** page views



Facebook

7,785 Followers



Twitter

5,817 Followers



News

350 articles in P.R., U.S. and international media that highlighted CNE's expertise

42 opinion pieces authored by CNE

Mainstream Media

\$5 Million

in earned media
(Puerto Rico, U.S. and international)



GLOBAL

> 2018

RECOGNITION

Featured among the **TOP THINK TANKS**
of the world for the 6th consecutive year
University of Pennsylvania Global Go to Think Tank Index

Categories:



The Global Go To Think Tank Index Report is compiled annually from a list of 8,000+ think tanks and the opinions of more than 12,800 journalists, public and private donors and policymakers from around the world.

AMONG THE PARAMETERS USED ARE:

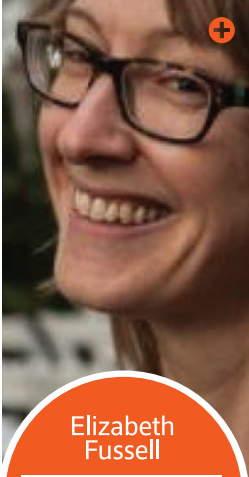
**Leadership | Reputation | Impact | Quality of the faculty and its publications
Effectiveness of its management | Financial stability**

CNE appeared in the 2013-2018 editions of the prestigious world report. The Lauder Institute Report has focused on collecting data and conducting research on think tank trends and the role they play as civil society actors in the policymaking process around the world.

Advocating for a **strategic** recovery



Shaun Donovan
Former U.S. Secretary of Housing & Urban Development



Elizabeth Fussell
Associate Professor of Population Studies & Environment Studies, Brown University



Robert B. Olshansky
Emeritus Professor of Urban Planning University of Illinois at Urbana-Champaign & an expert on post-disaster planning

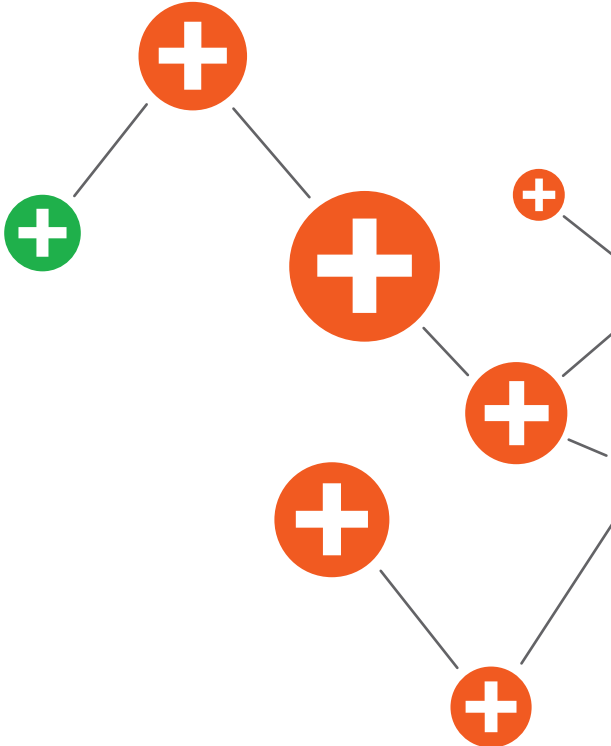


Harold Toro-Tulla
Adjunct Assistant Teaching Professor, Keough School of Global Affairs at the University of Notre Dame

Growth⁺ Commission

CNE's GC refocused its work in 2018 to ensure that post-disaster efforts lead to much-needed socioeconomic transformations.

New members were added to the already stellar team of academics, policymakers, private sector representatives and civic leaders.



REINFORCING

our **THINK TANK**

CNE bolstered its exceptional team by hiring experienced and dynamic new professionals

NEW

Hires

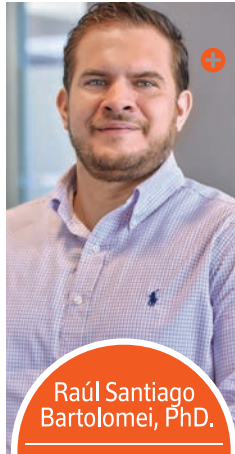


Rosanna
Torres

Director,
Washington, D.C.
Office

Rosanna joined **CNE** after ten years of public service in several roles within the federal government.

Prior to **CNE**, Rosanna served as Legislative Director for a senior member of the U.S. Congress. Other experiences include roles in the Department of the Treasury, the Office of Management and Budget, and the U.S. Census Bureau.



Raúl Santiago
Bartolomei, PhD.

Research
Associate

Raúl's professional experience includes consulting work for urban and environmental planning on multiple development projects in Puerto Rico, as well as engineering work on water infrastructure.

As a researcher, Raúl has done scholarly work on housing, transportation, and sustainability.

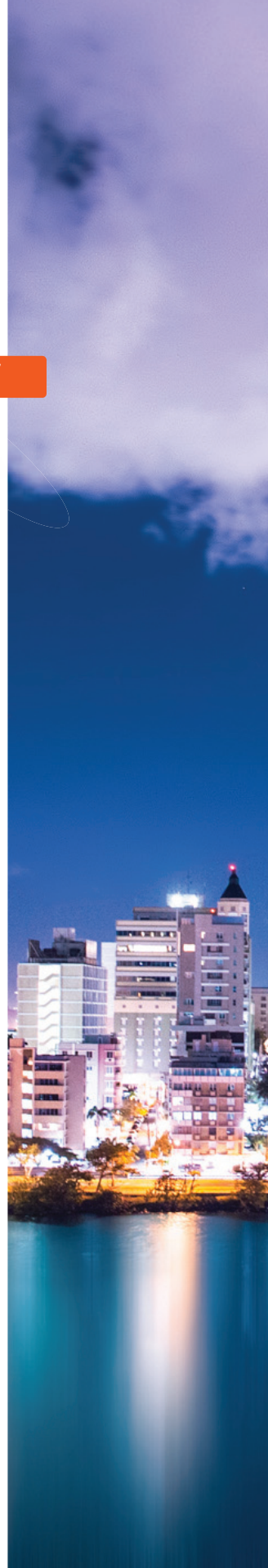


Ana I.
Martel

Communications
& Outreach
Manager

Ana's professional background is in marketing and communications.

She started her career at a local advertising agency De La Cruz & Associates (DLC&A) where she worked as Group Director for accounts such as Sears, Oriental Financial Group, and P.R. Convention Bureau.



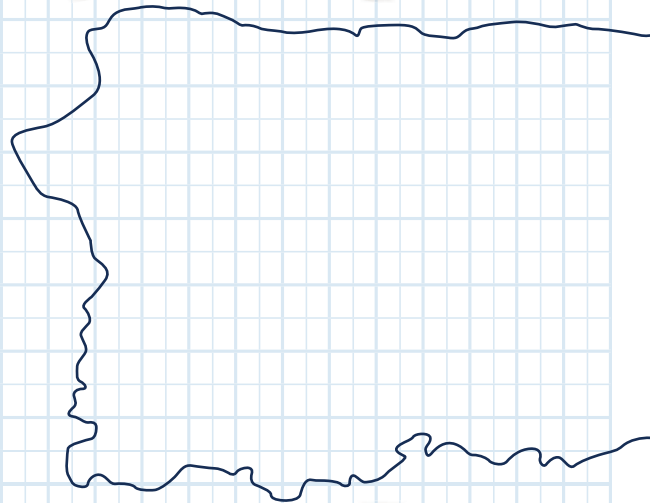
Looking Ahead

2019 



First Blueprint Conference

February 2019

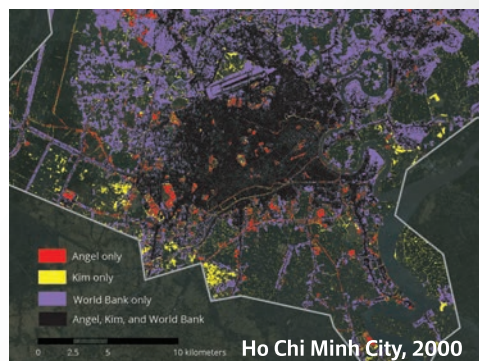


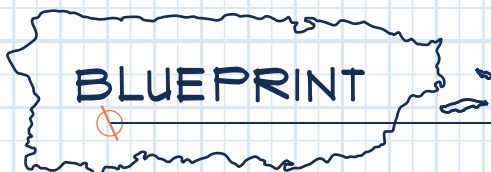
Land Tenure and Irregular Settlements:

International Experiences and Lessons for Puerto Rico



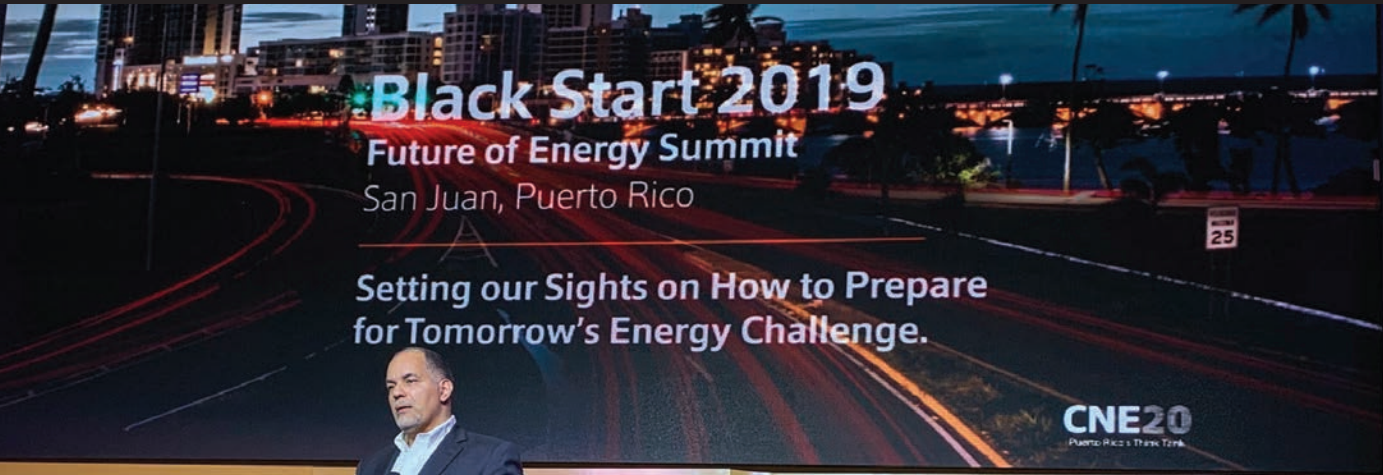
A dialogue on the need to define housing policies leveraging local and global experiences





CNE's Growth Commission
housing + land initiative

CNE Event March 2019



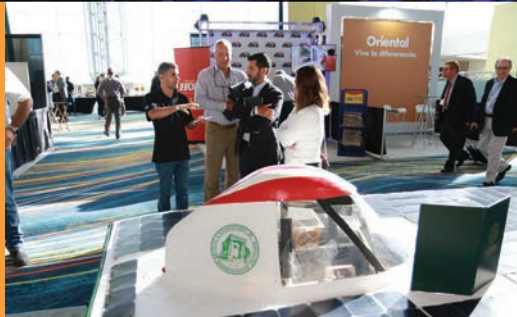
**20
stellar panelists**

**Over 700 local and international
attendees**



| clean | resilience | innovation | renewables

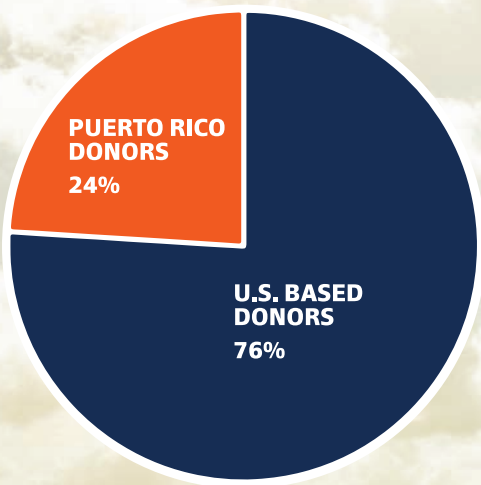
**A vision for
Puerto Rico's
energy future**



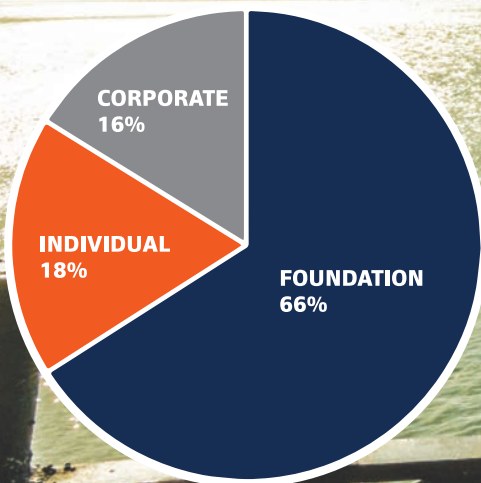
An extraordinary event hosted by **CNE**
Black Start 2019 _
Future of Energy Summit

Effective leadership provides **financial stability**

REVENUE BY LOCATION

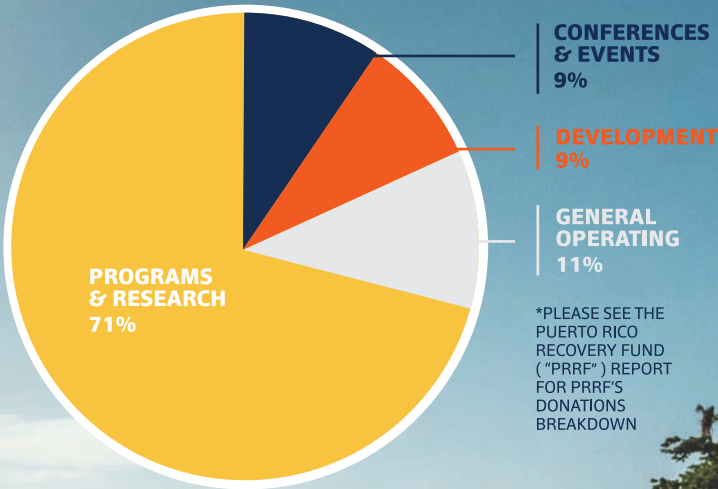


REVENUE BY DONOR TYPE





EXPENSES



CONFERENCES & EVENTS
9%

DEVELOPMENT
9%

GENERAL OPERATING
11%

*PLEASE SEE THE
PUERTO RICO
RECOVERY FUND
("PRRF") REPORT
FOR PRRF'S
DONATIONS
BREAKDOWN

Back Start 2019
Future of Energy Summit

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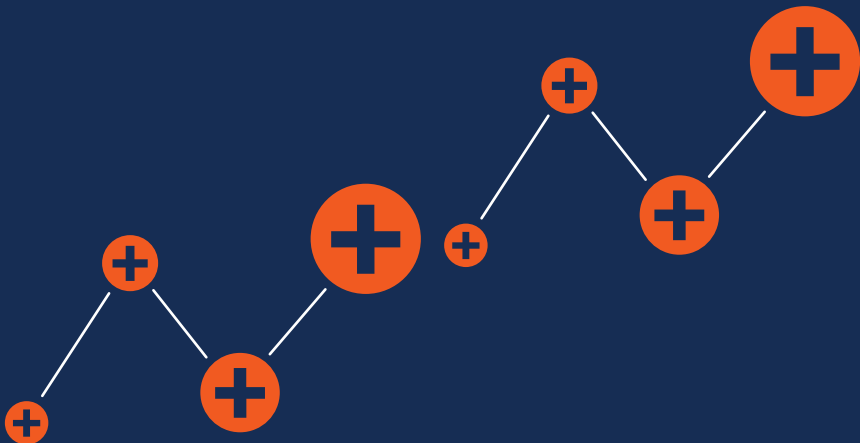
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CNE20
Puerto Rico's Think Tank