



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.



20



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**.

**Relimagina** 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 Relimagina 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





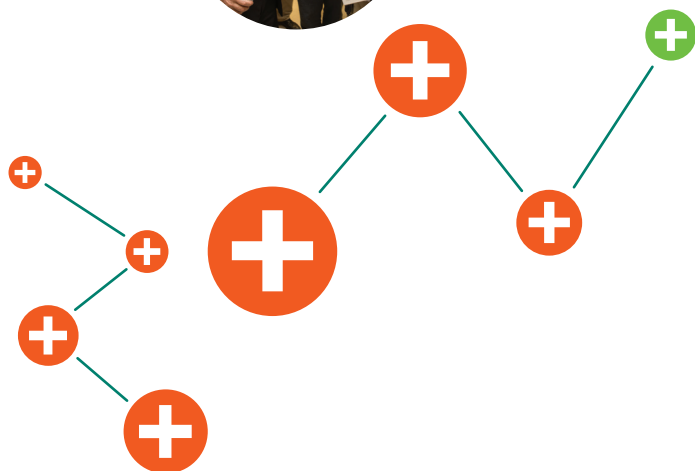
Growth+



# Highlighting the consequences of austerity

Growth<sup>+</sup>

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

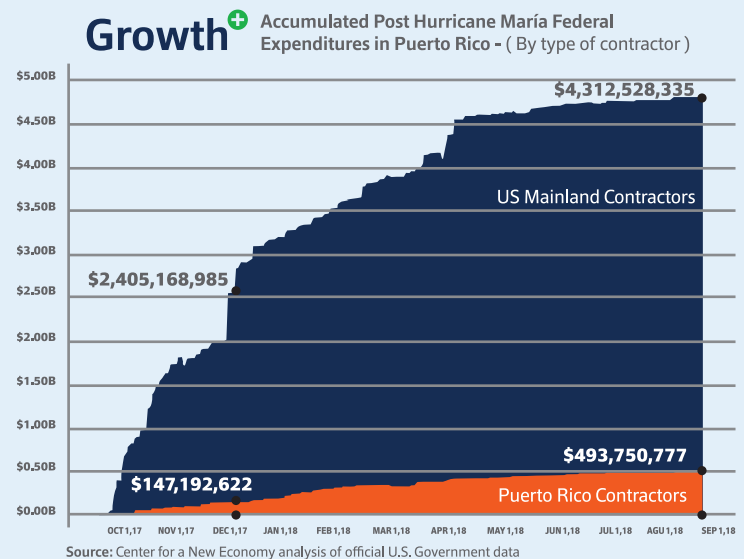
The stellar team of academics, policymakers, private sector representatives and civic leaders, that form **CNE's Growth Commission (CNE GC)** refocused its agenda in 2018 to ensure that post-disaster efforts lead to much-needed socioeconomic transformations.



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.

**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.

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.







**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<sup>+</sup>**  
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)

THE  
WALL STREET  
JOURNAL

Bloomberg  
Business

The  
New York  
Times

The  
Washington  
Post

AP

The  
Guardian

n p r

abc  
NEWS

el Nuevo Herald

DAGENS  
NYHETER.

avn

THE  
HILL

Pravda.sk

# 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**

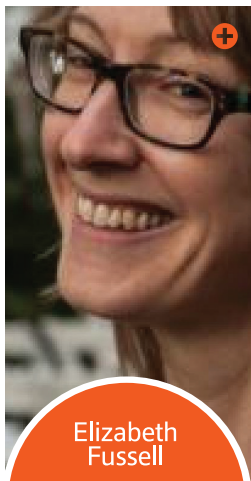
**CNE** appeared in the 2013-2018 editions of the prestigious world report. The Lauder Institute Report has focused on collecting data and conducting research on think tank trends and the role they play as civil society actors in the policymaking process around the world.

# 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

## **Growth<sup>+</sup>** 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.



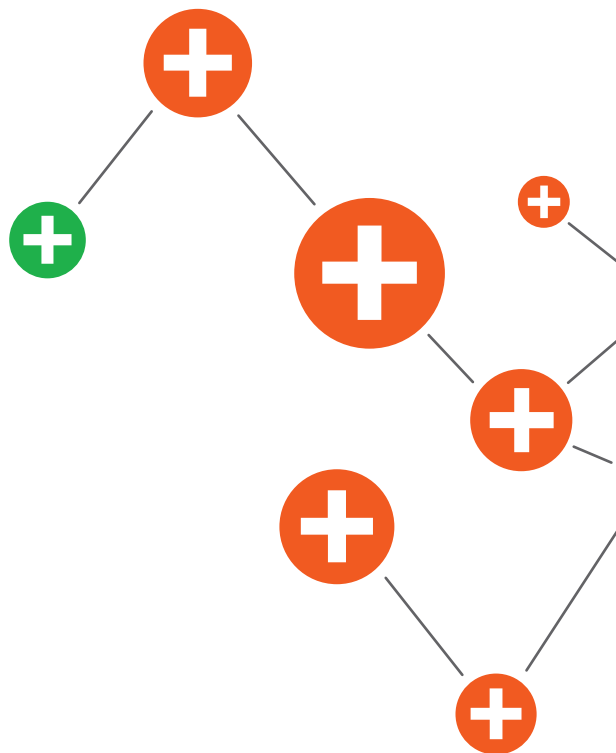
**Robert B.  
Olshansky**

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





# REINFORCING our **THINK TANK**

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

**NEW  
Hires**

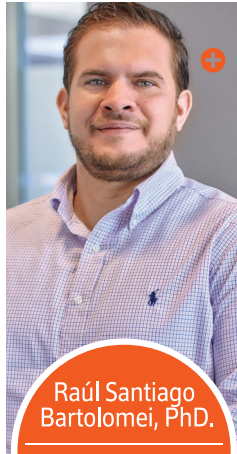


**Rosanna  
Torres**

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.

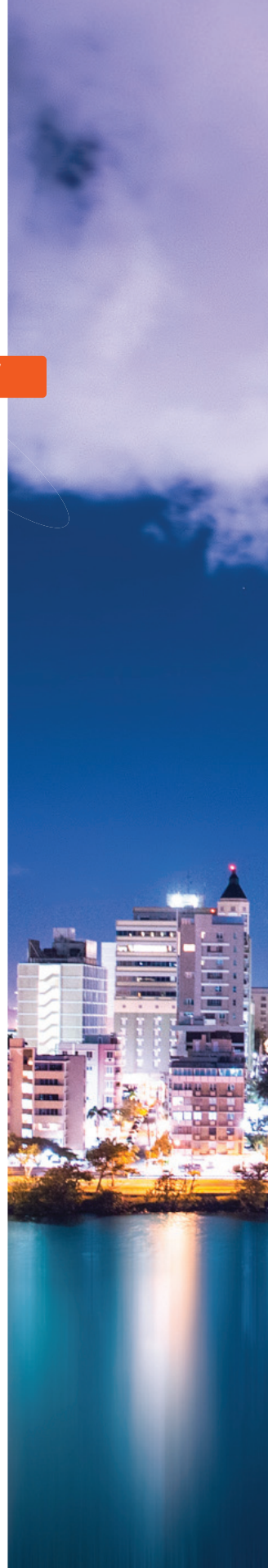


**Ana I.  
Martel**

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

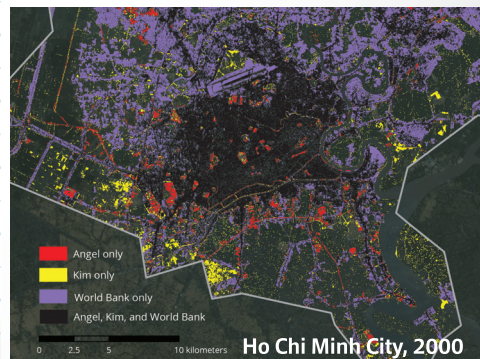
February 2019



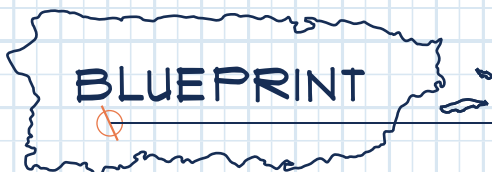
## Land Tenure and Irregular Settlements:

International Experiences and Lessons for Puerto Rico

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

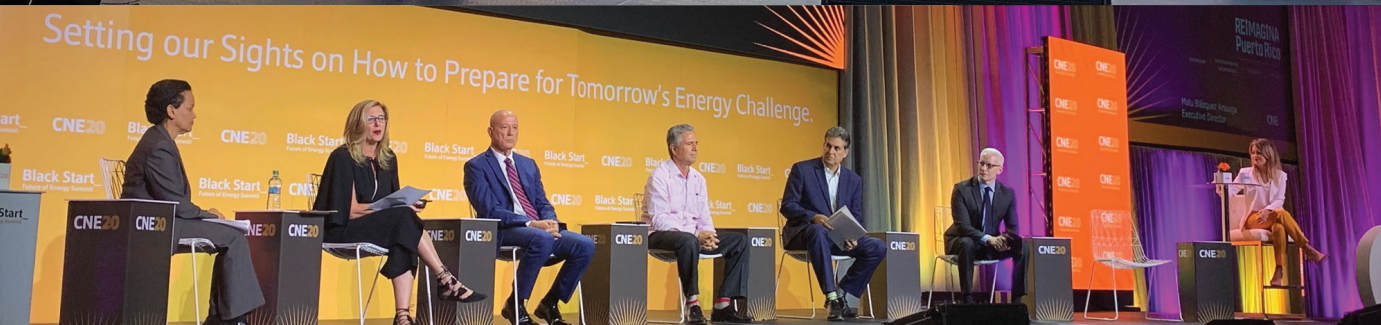
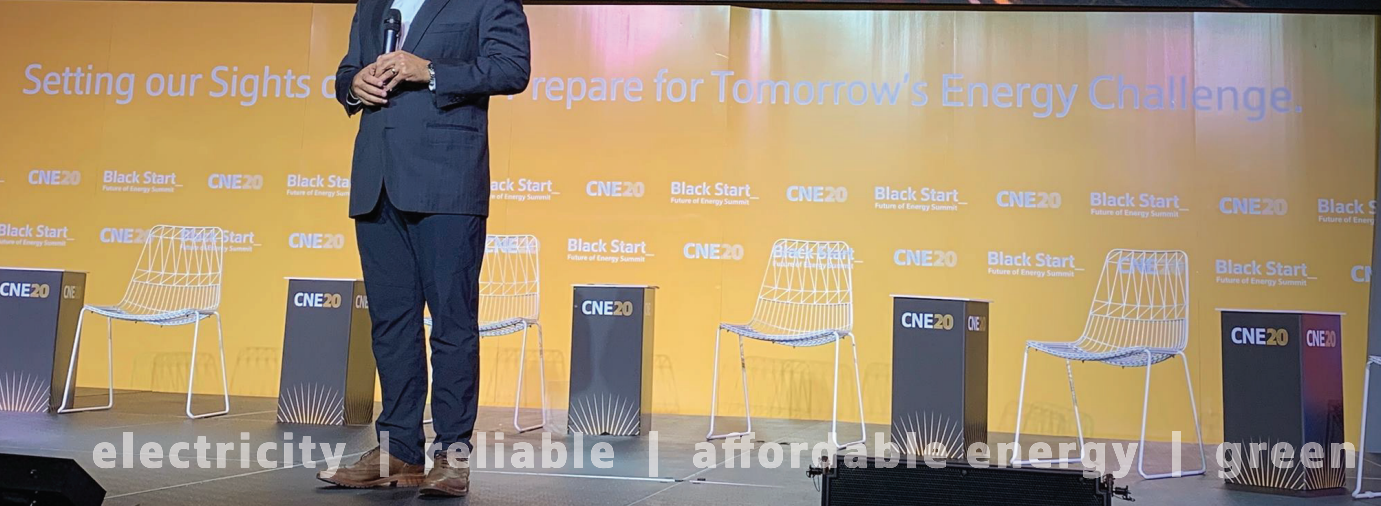






CNE's Growth Commission  
housing + land initiative

# 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**



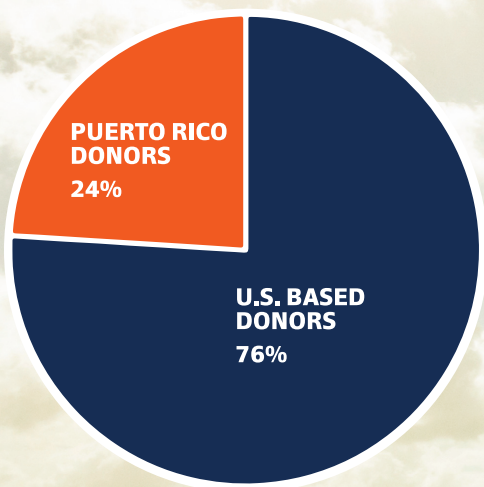
An extraordinary event hosted by **CNE**

**Black Start 2019** —  
Future of Energy Summit

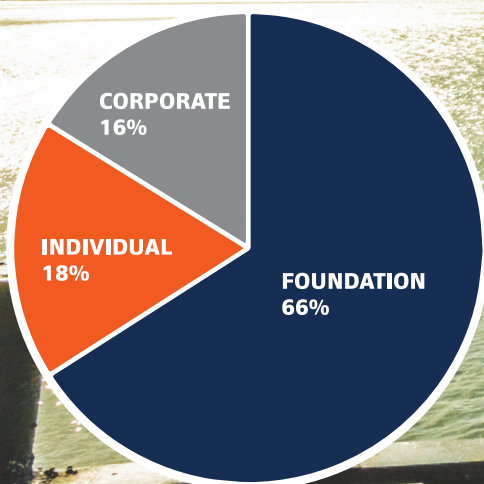


# Effective leadership provides **financial stability**

**REVENUE BY  
LOCATION**



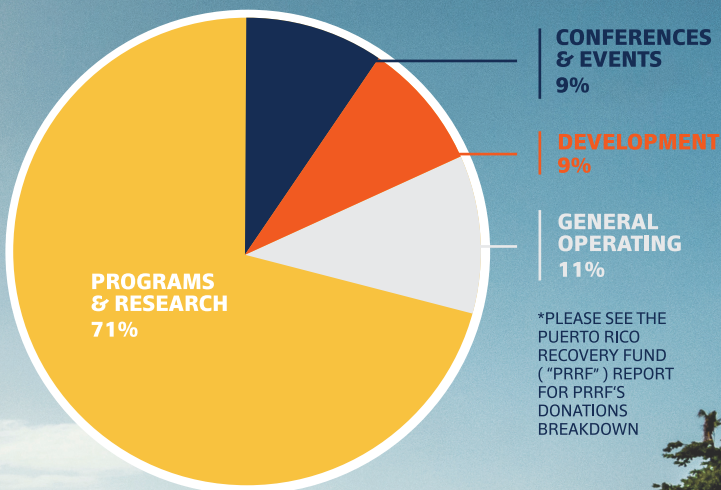
**REVENUE BY  
DONOR TYPE**







## EXPENSES



Black Start 20  
Future of Energy Summit



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20

