

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



Annual Report  
2003-2004

Grant Number: 01-85-07901

COMMONWEALTH OF PUERTO RICO  
OFFICE OF THE GOVERNOR  
PLANNING BOARD

MINILLAS GOVERNMENT CENTER  
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September, 2004

Mr. Paul M. Raetsch  
Regional Director  
U.S. Department of Commerce  
Economic Development Administration  
The Curtis Center Suite 140 South  
Independence Square West  
Philadelphia, PA 19106

Dear Mr. Raetsch:

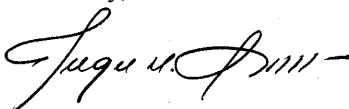
On behalf of the Commonwealth of Puerto Rico, the Puerto Rico Development Area, the Office of the Governor, the Planning Board of Puerto Rico (PRPB), and the **Comprehensive Economic Development Strategy** (CEDS) committee, please accept submission of the Puerto Rico CEDS 2004.

This document was prepared in accordance with the guidelines established by the U.S. Department of Commerce under the provisions of the Public Works and Economic Development Act of 1965, as amended; and, the comprehensive amendments by the Economic Development Administration Reform Act of 1998, (PAEDA); and, the Investment Policy Guidelines of the EDA.

As this year's CEDS reflects our considerable involvement in the *Puerto Rico 2025* initiative, a major multi-sector strategic development initiative, I am pleased to underscore that, the CEDS reflects our significant commitment to stakeholder led strategic development.

As always, we look forward to continuing our efforts to improve economic development planning in Puerto Rico, in partnership with the EDA and its distinguished Region 2 staff.

Sincerely,



Angel D. Rodriguez  
Chairman

# COMPREHENSIVE ECONOMIC --- DEVELOPMENT STRATEGY

## ANNUAL REPORT FY 2004

The preparation of this report was financially supported through a federal grant from the United States Department of Commerce, Economic Development Administration, under Section 301 (b), Title III of the Public Works and Economic Development Act of 1965, as amended. Including the comprehensive amendments by the Economic Development Administration Reform Act of 1998, (PAEDA)

Grant Number: 01-85-07901

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## Puerto Rico 2025 Thanks and Acknowledgements

The development of the Puerto Rico 2025 Vision and Call to Action has depended entirely on the active participation of thousands of individuals and organizations. The individuals who have contributed their time and insights are too numerous to name, but the Puerto Rico 2025 Steering Committee has formerly recognized the following organizations and individuals who have provided significant support and resources to the project:

### **Community and non-profit organizations:**

Fundación Comunitaria\*; Fondos Unidos; Asociación de Organizaciones Comunitarias de Vivienda de Interés Social; Asociación de Pacientes y Familiares de Pacientes de Parkinson; Banco de Alimentos de PR; Boys and Girls Club; Boys Scouts of America; Concilio Caribe de Niñas Escuchas; Esperanza para la Vejez; Iniciativa Comunitaria para la Revitalización; Lucha contra el Sida; YMCA; Comité Comunitario Pro Vivienda; Corporación de Servicios de Salud y Medicina Avanzada

**Aibonito:** Casa Pensamiento; **Arecibo:** Oficina para el Desarrollo Humano; **Bayamón:** Centro Geriátrico El Remanso; Fundación Acción Social Refugio Eterno; Hogar de Niños Forjadores de Esperanza; Hogar Escuela Sor María Rafaela; Instituto Psicopedagógico; Sociedad Puertorriqueña de Epilepsia; **Caguas:** Centro de Envejecientes Club de Oro; Colegio Católico Notre Dame; Fundesco; Proyecto Adiós a las drogas...a Dios; Caimito: Christian Community Center; **Juncos, Canovanas:** Hogar Fuente de Vida; **Cataño:** Asociación Pro Juventud del Barrio Palmas; **Cayey:** Centro de Orientación Mujer y Familia; Centro de Respiración y Rehabilitación San Francisco; **Ceiba:** Corporación de Desarrollo Económico de, Cidra: Centro Margarita; **Cupey:** Centro de Servicios Comunitarios Vida Plena; El Hogar del Niño; **Fajardo:** Integral Community Development Corporation; **Guánica:** Instituto Especial para el Desarrollo Integral del Individuo, Familia y Comunidad; **Guaynabo:** Centro Renacer, Fundación Puertorriqueña Síndrome de Down; **Humacao:** Casa de la Bondad; Centro de Enseñanza para la Familia; Oficina para el Desarrollo; Programa de Educación Comunal de Entrega y Servicio (PECES); **Loíza:** Centro Esperanza; Centro Providencia para Personas de Mayor Edad; **Mayagüez:** Corporación de Desarrollo del Oeste; **Naranjito:** Programa del Adolescente de; **Ponce:** NHS; Instituto Pre Vocacional e Industrial; **San Germán:** Hogar Portal de Amor; Movimiento Juan XXI; **San Juan:** Casa La Providencia; Centro Joaquina Vedruna; Concilio de la Comunidad, Lloréns Torre; Colegio de Actores de Teatro de Puerto Rico; Colegio San Gabriel para Niños Sordos; Iglesia Presbiteriana, Puerto Nuevo; Instituto de Servicios Comunes, Instituto del Hogar Celia y Harris Bunker, Proyecto Península de Cantera; *Caparra Terrace, SJ:* Salvation Army; *Hato Rey, SJ:* Movimiento para Alcance de Vida Independiente (MAVI); *Puerto Nuevo, SJ:* Centro de Ayuda Social; *Río Piedras, SJ:* Centro APACEDO; Colegio de Educación Especial y Rehabilitación Integral (CODERI) Fundación Hogar Niñito Jesús; Hogares Rafaela Ybarra; *Santurce, SJ:* Fundación Dr. García Rinaldi; La Fondita de Jesús; Residencial Las Margaritas; **Toa Baja:** Corporación de Desarrollo de Vivienda de; Trujillo Alto: Fundesco; Hogar Resurrección; **Vega Alta:** Hogar Ruth.

### **Business organizations and professional associations:**

Cámara de Comercio\*; Asociación de Industriales\*; Asociación de Banqueros\*; Asociación de Hoteles y Turismo\*; Asociación de Paradores; Asociación de Exportadores; Asociación de Productos; MIDA; Pharmaceutical Industry Association; Securities Industry Association ; Asociación de Constructores de Hogares; Asociación de Contratistas Generales ; Liga de Cooperativas ; Colegio de Médicos Cirujanos; Colegio de Ingenieros y Agrimensores; Colegio de Arquitectos y Arquitectos Paisajistas ; Colegio de Contadores Públicos Autorizados; Asociación de Economistas\*; Sociedad Puertorriqueña de Planificación\*; Center for the New Economy; PROCOMP

### **Educational institutions:**

Departamento de Educación\*; Asociación de Educación Privada; Superintendencia de Escuelas Católicas; Universidad de Puerto Rico; Universidad del Sagrado Corazón; Universidad Interamericana; Sistema Universitario Ana G. Méndez; Carlos Albizu University; Universidad Politecnica.

### **Government agencies and public authorities:**

Departamento de Desarrollo Económico y Comercio\*; Oficina de Gerencia y Presupuesto; Administración de Fomento Económico e Industrial (PRIDCO)\*; Junta de Planificación\*; Departamento de Corrección y Rehabilitación; Departamento de Educación\*; Departamento de Justicia; Departamento de la Familia; Departamento de Recreación y Deportes; Departamento de Recursos Naturales y Ambientales\*; Departamento de Salud; Departamento del Trabajo y Recursos Humanos; Departamento de Transportación y Obras Públicas\*; Departamento de Vivienda; Administración de Fomento Comercial\*; Banco de Desarrollo Económico; Banco Gubernamental de Fomento (BGF)\*; Administración de Familia y Niños; Administración de Seguros de Salud de PR (ASES); Administración de Servicios Médicos (ASEM); Centro Cardiovascular de PR y del Caribe; Escuela de Artes Plásticas; Oficina del Control de Drogas; Autoridad de Acueductos y Alcantarillados (AAA); Autoridad de Carreteras y Transportación\*; Autoridad de Energía Eléctrica; Autoridad de los Puertos; Compañía de Turismo\*; Junta de Calidad Ambiental (JCA)\*; Junta Reglamentadora de Telecomunicaciones

### **Coordinating team:**

The team of professionals from: DDEC\*, PR Planning Board\*, La Fortaleza, H. Calero Consulting Group, Alfredo Carrasquillo, and A.T. Kearney, who, together, have provided the day-to-day coordination of project Puerto Rico 2025.

\* Indicates an organization that participates in the CEDS committee



## Editor’s Note:

It is my great pleasure to share with you, on behalf of the Commonwealth of Puerto Rico, the Puerto Rico Development Area, the Office of the Governor, the Planning Board of Puerto Rico (PRPB), and the Comprehensive Economic Development Strategy (CEDS) committee—Puerto Rico’s **CEDS 2004**.

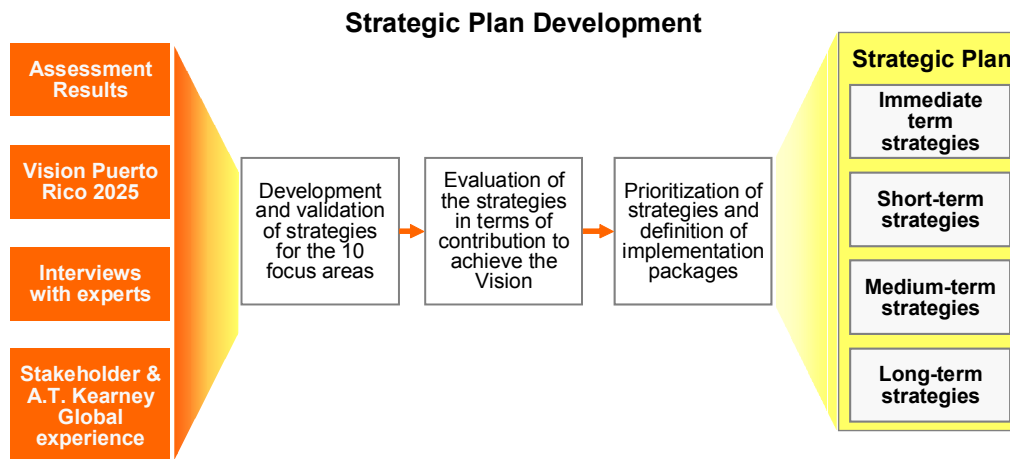
This year, the preparation and publication of the CEDS was a particular pleasure, as much of the content is a direct result of my nearly daily participation in project **Puerto Rico 2025**. Consequently, this year, the CEDS reflects the collective determinations of Puerto Rican society to a greater degree than any other CEDS published during my tenure as the CEDS committee Executive Director.

How did this occur?

As a member of the local contingent of the Puerto Rico 2025 project Coordination Team, I worked with professionals from Departamento de Desarrollo Económico y Comercio (DDEC), the PRPB, La Fortaleza, H. Calero Consulting Group, Alfredo Carrasquillo, and A.T. Kearney, providing day-to-day coordination and work on the project. Together we were able to help Puerto Rico complete a broad-based, non-partisan initiative to develop a long-term vision and strategic plan for Puerto Rico.

As its foundation for success, the Puerto Rico 2025 initiative had a broad stakeholder coalition of community, business, and labor leaders, as well as policy-makers, academicians, opinion shapers, and decision makers. Moreover, through surveys, community meetings, workshops, and many extensive sectoral consultive panel meetings the input and expertise of thousands of Puerto Rico’s residents, citizens, and friends, enriched the initiative. In its totality, this diversity of participation and the subsequent leveraging of expertise and insight ensured that the project outputs are of such a scope and breadth that they clearly exceed the ability of any singular organization to accomplish or any previous initiatives inclusiveness.

While the work product of the **Puerto Rico 2025** initiative encompasses all aspects of economic, socio-cultural, environmental (and infrastructure) development, the **CEDS 2004** utilizes, in particular, those outputs from the Economic and Environmental topic areas. Jointly, these two umbrella topic areas cover all the requirements of the CEDS in their considerable discussion of *Economic Development Conditions* as well as *Land Use and Natural Resource Conditions*.



Source: Puerto Rico 2025

To that end, the analytical framework applied to each topic area was twofold:

- First, during the assessment and visioning project phases, the inputs—research, literature reviews, interviews, data and panel findings—were subjected to **SWOT analysis** (or Strengths Weaknesses Opportunities and Threats) then, the outputs were validated and organized for presentation; and,
- Second, during the prioritization and implementation phases, the project the outputs were refined and enhanced through further validation, editorial clarifications. Finally, under the facilitation and leadership of *Prof. Carlos E. Bana, London School of Economics*, **MCDAs protocols** (or Multi-Criteria Decision making Analysis) were used to prioritize the strategies articulated from the vision phase.

The resultant outputs—the analytical content as well as the vision and strategy articulation—comprise nearly the entirety of **section II: Puerto Rico Today and Tomorrow; Assessment and Visioning** and **section III: Goals and Objectives**.

It is my expectation that you will find this document to be an informative and rewarding guide for economic development policy and funding decisions.

Sincerely,



Pavel De Jesús, MPP  
Special Assistant of the Chairman  
CEDS Committee Executive Director

# SECTION I: Organization & Management; a guide for those who do not know Puerto Rico

## Introduction

Accepted by voters in a referendum in **March 1952**, the Constitution that created the Commonwealth of Puerto Rico, was drafted by an elected constituent assembly, later ratified by U.S. Congress, and subsequently proclaimed on July 25, 1952. Puerto Rico's constitution defines internal government terms and processes similar to those of the U.S., for example Puerto Rico elects a two-chamber Legislature, an Executive and a Judicial Branch. Every four years at the same time that the US Presidential election is held, Puerto Ricans vote for a **Governor**, currently the **Honorable Sila Maria Calderon**, as well as its legislative representatives.

The primary document defining the relationship between Puerto Rico and the federal government, entitled the **Federal Relations Statute**, consists of those elements of the historically significant **Jones Act of 1917** which were not rendered null by the creation of the Commonwealth status. Under the terms of the Federal Relations Statute, the federal government exerts authority over all activities related to foreign relations and defense, as well as postal and customs services. The measure also provides that all trade between Puerto Rico and the U.S. must be carried in US flag bearing vessels.

Traditionally the three mainstays of Puerto Rico's relationship with the U.S. are a *common currency*, a *common defense* and *US citizenship*. Puerto Ricans residing in Puerto Rico are U.S. Citizens, but do not have the right to vote for President of the United States nor are they represented by full voting members in the United States Congress. While Puerto Rico does have representation in the United States House of Representatives through a **Resident Commissioner**, voting privileges are explicitly prohibited in the United States Senate.

Please note, except on certain specified congressional committees, the Resident Commissioner does not exercise the privilege of vote, yet, does exercise the privilege of voice. For further details, please view the web-site of the office of the Resident Commissioner at <http://www.house.gov/acevedo-vila/>.

## The Executive Branch of PR

During the recent past, the Executive Branch of Puerto Rico has undergone significant structural reorganization, the focus of which has been downsizing government, improving efficiency and lowering operational costs. The primary means of lowering operational costs has been executed through the concept of **Umbrella Departments**—consolidation—whereby departments of the central government which share similar public policy goals and render related services have been joined under one roof or “umbrella”.

Using this structural configuration allows Puerto Rico's central government to capitalize on the capacity of diverse agencies, programs and functions to render seamless services to Puerto Rico's general public and specific client populations, while, at the same time, maximizing opportunity for innovation and cost reduction at the agency level. This structure has the advantage of also retaining significant command and control capacity. Crucial in this configuration are the component elements of the greater **Office of the Governor of the Commonwealth of Puerto Rico**, they are; the *Office of the Chief of Staff*, the *Puerto Rico Planning Board (PRPB)*, the *Regulations and Permits Administration*, the *Environmental Quality Board*, the *Central Communications Office* and the *Office of Management and Budget*. A more recent addition to this list, created in 2001 under the Calderon Administration, the *Special Communities Program* also works directly from the Governor's Office and deals specifically with the various development necessities of Puerto Rico's poor communities.

The Umbrella Department concept was promulgated on April 6, 1993 under the Executive Reorganization Act of 1999, or Act Number 5, which also established the foundational umbrella departments, they are:

1. **Security** (Commission on Security and Public Protection), Prisons (Department of Correction and Rehabilitation),

- |  |  |
|--|--|
| <p>2. <b>Natural Resources</b> (Department of Natural Resources and the Environment),</p> <p>3. <b>Agricultural Activities</b> (Department of Agriculture),</p> <p>4. <b>Industry, Trade and Tourism</b> (Department of Economic Development and Commerce),</p> <p>5. <b>Human Resources and Employment Programs</b> (Department of Labor and Human Resources),</p> <p>6. <b>Public Finance</b> (Department of the Treasury), and</p> <p>7. <b>Family and Community Services</b> (Department of the Family).</p> | <p>3. Ms. Iris C. Cuadrado Gómez, Plan. Associated Member</p> <p>4. Mr. Fernando Félix Arroyo<br/>Alternate Associated Member</p> <p>5. Ms. Wanda Marrero , PhD.<br/>Associated Member</p> <p>6. Mr. Frederick Muhlach, Arq.<br/>Associated Member</p> <p>7. Mr. Nelson Velez Ferrer, Eng.<br/>Associated Member</p> |
|--|--|

Much of the savings garnered in the reorganization and restructuring effort were derived from the elimination of 18 public instrumentalities as well as the consolidation of several public bodies and the privatization of the Puerto Rico Maritime Shipping Authority.

**Inside the Puerto Rico Planning Board (PRPB)**

The Puerto Rico Planning Board (PRPB) is part of the Office of the Governor of the Commonwealth of Puerto Rico and was created pursuant to Act No. 213 of 1942, and later reorganized under the PRPB’s Organic Law, or Law No. 75 of June 24 1975 (itself, currently under revision).

On April 30, 2001, present Governor, the **Honorable Sila Maria Calderon** amended the PRPB’s Organic Law with Law No. 26 in order to expand the size of the sitting board from three (3) full-time associated members to seven (7) full-time members. The Governor of Puerto Rico appoints the associated members for terms of six (6) years and also designates one (1) of the associated members as Chairperson of the entire Board. The PRPB is currently composed of this seven (7) member full-time Board and one (1) alternate member.

Currently, the full Board is comprised of:

1. **Mr. Angel D. Rodriguez, Eng. Chairman**
2. Ms. Wanda Capó Rivera, JD  
Vice Chair

Long established as a meeting place for Puerto Rico’s community of planners and practitioners, the PRPB has served as a natural point of coalescence among individuals involved in economic, social, and physical planning. Consequently, the PRPB is uniquely positioned to coordinate and manage the preparation and application of the Comprehensive Economic Development Strategy (CEDS).

This capacity is derived of the PRPB’s ability to function as a fulcrum, where participation of the public and private sector is augmented by sound Micro and Macro analysis in strategy development. Sound data gathering, data collection, and harmonization of zoning conflicts and/or petitions form the backbone the PRPB’s ability; however, the PRPB is particularly adept at both economic and demographic analysis and boasts considerable experience in organizing public participation in policy formation.

Since its inception, the PRPB has striven to serve the Commonwealth of Puerto Rico—the population of the Commonwealth, public and private entities, the government at large, and in particular, the local municipal governments (collectively our “clients”)—with distinction and honor. As one of the oldest agencies of the Commonwealth, with its antecedents in the military Governor’s administrative apparatus, the PRPB has served a principal role through most of Puerto Rico’s periods of crucial physically growth, significant social transformation, and economic revolution. For these reasons, the PRPB is uniquely prepared to manage the CEDS process.

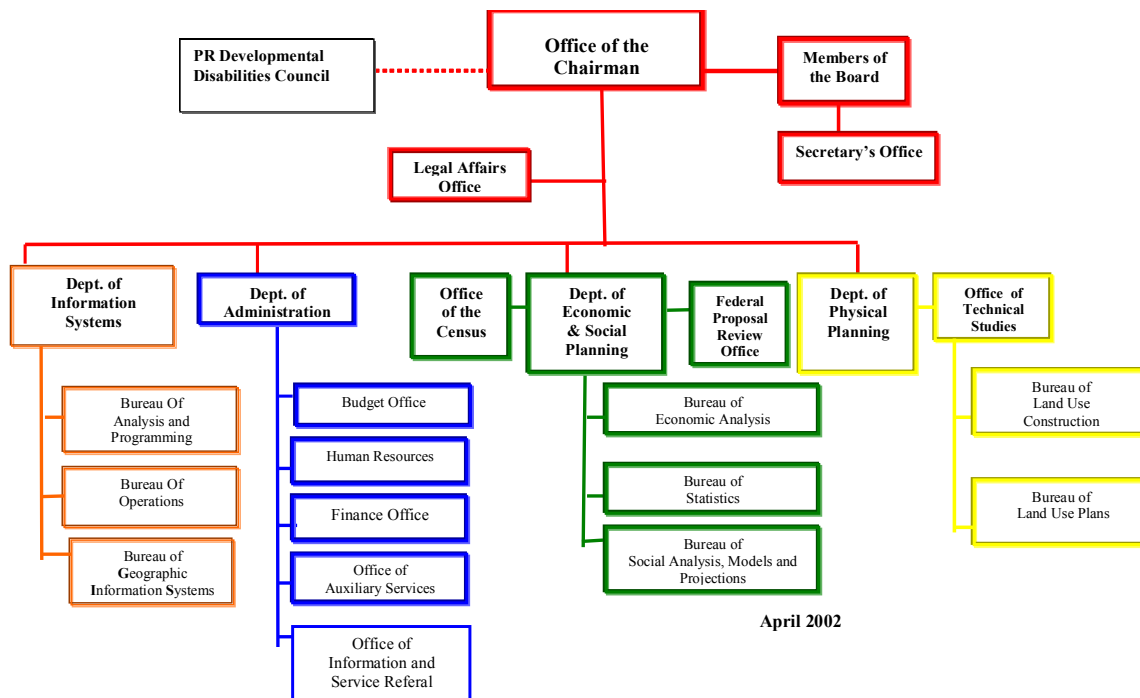
The PRPB’s interest, regarding the CEDS annual report, is to develop an efficient instrument capable of guiding targeted and effective investment of

taxpayer resources. These initiatives are framed as those activities which will cultivate economic independence and solvency at the regional and local municipal levels without sacrificing responsiveness to local input, participation, and accountability.

### Central Goal and Principal Objectives of the PRPB

The central goal of the PRPB is to assist in the management of integrated economic, social and physical development of the Commonwealth as well as leverage its comparative advantage as an interdisciplinary group of planning professionals. To accomplish this central task, the PRPB adheres to eight (8) principal objectives. The objectives of the PRPB are the following:

- 3) To *make viable* the implementation of the Municipal Reform Law and the territorial ordinance plans with the purpose of promoting the decentralization of government services by means of regionalization and transfer of services to the municipalities and the private sector; and,
- 4) To *elaborate a master plan* for the development of areas of high tourism potential in order to augment the participation of this economic sector; and,
- 5) To make the evaluation process and the *granting of construction permits more agile*; and,
- 6) To *promote citizen participation* in the development of our cities and establishment of



- 1) To *maintain a descriptive profile* of the physical, economic and social resources of the island and participate in a proactive manner in the articulation and coordination of their use for the sustainable development of Puerto Rico; and,
- 2) To *prepare, adopt and recommend* to the Governor and the Legislative Assembly the programming of capital improvement initiatives; and,

- 7) To *produce studies and analysis* concerning social dynamics that can help the Commonwealth of Puerto Rico in formulating public policies regarding the island's social ills; and,
- 8) To *make certain* that Federal investment in Puerto Rico advances the defined objectives for the island.

Together, these eight (8) principal objectives constitute the policy context of the PRPB's activities as it meets the responsibilities derived therein and the mandate set forth in the Organic Law, the enabling legislation.

The (8) principal objectives serve the additional purpose of reinforcing the PRPB's philosophical and practical belief in an enterprise-wide perspective, the entrepreneurial spirit, and the direct participation of citizens, experts, the public sector, and the private sector in endeavors of economic, social and physical planning. It is the perspective of the PRPB, that together these communities can plan a better, brighter, and more dynamic future for Puerto Rican society.

### **Instruments of PRPB Planning Policy**

Since 1975, the Puerto Rico Planning Board's tasks have varied to adjust to a more comprehensive concept of planning. As a result, the Puerto Rico Planning Board is no longer required to prepare a Master Plan, with mainly physical connotations. Its principal responsibility is currently to formulate a **Comprehensive Development Plan (CDP)**. The CDP includes policies and strategies that are implemented through three distinct policy instruments; they are, a **Land Use Plan (LUP)**, a **Land Budget (LB)**, and a **Four Year Investment Program (4Year Plan)**.

The *Land Use Program* designates the distribution and allocation of land resources among competing uses. Every project scheduled for execution in Puerto Rico must conform to the official Land Use Plan, with particular emphasis placed on the Objectives and Public Policies articulated therein.

The *Land Budget* is prepared in order to ensure the best possible use of Puerto Rico's limited land resources. The LB includes estimates of the quality and the location of land demanded, as well as a priority system to determine specific land uses during a given period.

The *Four Year Investment Plan* is a general outline of social and economic goals that the Government strives to achieve at the end of a four year period. The Four Year Plan also

serves as a tool to coordinate fixed investment by the government required to realize macroeconomic goals in specific sectors.

Traditionally the **Comprehensive Economic Development Strategy (CEDS)** is comprised, principally, of the CDP along with the CEDS Annual Report (July). However, supplemental to these items are any committee approved *needs assessments, planning studies, field visit briefs*, and in particular *specialized development strategies*—local economic development strategies or local comprehensive initiatives.

It is however, the distinct function of the CEDS annual report to:

1. Articulate the extent to which, in the judgment of the committee, said investment proposal conforms with (and advances) the goals, objectives and, strategies of the CEDS, and in particular as articulated in the annual report; and,
2. Articulate the priority level, in terms of Puerto Rico's strategic economic development, of any given investment proposal submitted for consideration; and,
3. Articulate the extent to which, in the judgment of the committee, said investment proposal conforms to the relevant EDA investment guidelines and policies; and,
4. Articulate the extent to which, in the judgment of the committee, said investment proposal qualifies for the EDA's funding consideration pre-application process.

### **Eligibility and Responsibility**

In view of Puerto Rico's persistent high unemployment and low family income levels, the Commonwealth is eligible as a Redevelopment Area under the provisions of the *Public Works and Economic Development Act of 1965*. The entirety of Puerto Rico's municipalities and their agencies are

fully eligible to receive assistance from the United States Department of Commerce, Economic Development Administration (EDA). To this end, the PRPB has been designated the agency responsible for coordinating the Commonwealth's economic development planning process, in this case with a specific emphasis upon the CEDS initiative.

Under the administration of the Governor, the Honorable Sila Maria Calderon, a new permit process was announced, one which allows the PRPB to concentrate on several of its comparative advantages. Advantages such as:

- A) Economic, social and physical strategic planning that is grounded in sound and comprehensive analysis; and,
- B) Inter-entity coordination; and,
- C) Leverage of a long-term planning horizon in decision making.

These responsibilities encompass economic development planning and include the organization and coordination of the Comprehensive Economic Development Strategy (CEDS) as well as its committee that, in turn, serve as an advisory group to the PRPB on the matter of economic development.

### **PRPB Investment Analysis and the EDA Investment Policy Guidelines**

As transparency has been an important priority of the PRPB and the Calderon administration, in an effort to communicate with the citizenry, the PRPB has provided, and continues to provide, the following initial response, to the Investment Policy Guidelines promulgated by the EDA under the leadership of **David A. Sampson, U.S. Assistant Secretary of Commerce for Economic Development – EDA.**

**1) Market-based:** The PRPB engages the market practically by maintaining two way information flows between the PRPB and our client groups. To

accomplish this, the PRPB uses a number of instruments such as needs assessments, planning studies, field visits, as well as sustained contact with community leaders, industry leaders, and elected officials.

This method allows the PRPB to emphasize synergistic approaches to problem solving. Philosophically, our central task, mission, and general objectives recognize the importance of opting for private sector (or quasi-public sector) solutions as preferable, whenever feasible. In this way, the PRPB makes market based economic development and job creation a central feature of our approach to the CEDS, and our EDA partnership.

**2) Proactive Investments:** The PRPB understands effective economic development planning to require proactive action, an enterprise-wide perspective, entrepreneurialism, partnership and collaboration. We aim to achieve long term capacity improvements via successful short-term investments. Building towards greater area capacity, the PRPB expects innovative uses of resources to characterize the CEDS document and the investments approved therein.

**3) Economic Changes and Diversification:** Besides responding to immediate economic conditions, the PRPB strives to anticipate the evolving needs of our development area in light of “the state of the field” of economic analysis, development, and planning. In addition, the PRPB understands diversification, to describe achievement of a condition whereby the organic responses of the area local economies are dynamic and solvent. The organic response capability sought by the PRPB is dependent upon ongoing efforts.

**4) Private Capital Investment:** The PRPB continues the tradition of underscoring the importance of retention and expansion of private capital investment in existing area industry, while also attracting new ventures to the development area. In addition, in recognition of the relationship between private capital investment and demand for high skills (living wage earning skills), the PRPB maintains a focus on workforce development (if not transformation) among the area's labor force.

**5) High Probability of Success and Including:** a high level of local, state and private matching funds; a high degree of commitment of local political “capital” by elected officials; and a high level of commitment of human resources to project outcomes: The PRPB CEDS process, as well as the evaluation criteria derived from the strategy, reinforces the EDA’s emphasis on demonstrating robust “shareholder” communities for a given investment proposal. The CEDS benefits significantly from the PRPB’s role as a point of coalescence for Puerto Rico’s island wide community of “shareholders”.

**6) Higher Paying Jobs:** created improvement of the development area’s wage levels is a priority goal of the PRPB. Our CEDS process supports those proposed investment opportunities that are appropriate given; one, the level of community investment demonstrated by proponent and, two, those investment proposals that create job which provide wages above the existing area average wage or the existing area median wage (depending upon which wage level is highest).

**7) Return on Taxpayer Investment (RTI):** The PRPB provides the EDA a solid RTI by facilitating a process that targets investment opportunities compliant with the EDA’s vision of economic development. The result is clear; quality investment options of diminished risk that conform to both community needs and the plans and public policies of the Commonwealth, thereby delivering RTI for each investment selected by the EDA. In this way, investment proposals of significant impact, and interest, to the development area are identified and submitted for consideration to the EDA.

The PRPB has articulated three (3) program level tasks as a guide for its work with the CEDS committee. They are as follows:

**Task 1:** To continue the process of comprehensive development planning, prioritizing economic stability, economic solvency and economic dynamism.

**Task 2:** To assess current proposals for economic development in light of the EDA’s new Investment Policy Guidelines.

**Task 3:** To improve the system used to assign priorities compatible with government goals at the local level.

## **Organizing and Staffing For Economic Development; the CEDS Committee and Support Staff**

In Puerto Rico, the work of the **Comprehensive Economic Development Strategy Committee** (formerly known as the Economic Development Evaluation Committee) or **CEDS Committee** has been assigned to the Puerto Rico Planning Board (PRPB). The entire island of Puerto Rico is classified as a “Redevelopment Area”—the **Puerto Rico Economic Development Area**—as determined by its persistent high unemployment and low family income levels, as well as those investment guidelines established by the EDA. Therefore, the CEDS Committee is responsible for the evaluation of all **Investment Proposals** (formerly known as project proposals) for economic development seeking EDA funds that originate in Puerto Rico.

It is the principal goal of the Commonwealth of Puerto Rico, the PRPB, and the CEDS Committee, under its obligation to the EDA as a participant in the EDA’s planning assistance investment program to ensure that all investment proposals which the CEDS Committee recommends for invitation to participate in the EDA’s pre-proposal phase of EDA funding consideration have been evaluated and recommended by a body of individuals who are representative of various sectors and groups in society. A group that reflects, to the best of our ability, the community of “stakeholders” in the Puerto Rico Economic Development Area and its economy.

The decisions of the CEDS Committee are made in accordance with the public policies of The Commonwealth of Puerto Rico. The CEDS Committee works and operates independently of the daily operations of the PRPB, although, funding needs for the CEDS Committee and its activities are met through both Federal and Local funding shares. These “Shares” are provided annually by the EDA and the PRPB on competitive basis wherein the PRPB applies to maintain continued eligibility for the CEDS program.



## Membership on the CEDS Committee

The CEDS Committee is composed of the designated heads (or their representatives) of the following public and private entities which represent the indicated group. Those participants identified in the Bylaws of the CEDS Committee are:

<b>Group:</b>	<b>Entity:</b>
Local Government	The Federation of Mayors (Federación de Alcaldes) The Association of Mayors (Asociación de Alcaldes)
Business	PR Chamber of Commerce (PR Camera de Comercio) PR Department of Commerce (Departamento de Comercio de PR)
Industry	Industrial Association (Asociación de Industriales) PR Industrial Development Company (Compañía de Fomento Industrial)
Finance	Association of Banks (Asociación de Bancos) Economic Development Bank (Banco de Desarrollo Económico)
Agriculture	Association of Agriculturalists (Asociación de Agricultores) PR Department of Agriculture (Departamento de Agricultura)
Professionals	Association of Economists of PR (Asociación de Economistas de PR) Puerto Rican Society of Planners (Sociedad Puertorriqueña de Planificación)
Education	One expert in the area of Education (Un asesor de educación)
Women	One women with knowledge of planning (Un mujer con conocimiento de planificación)
Tourism	PR Tourism Company (Compañía de Turismo)

Once a person is designated by the organization or representing entity, this person is considered a “permanent member” of the CEDS Committee as defined in the Bylaws. However, the CEDS Committee may always recommend changes in its composition to the Chairman of the PRPB or his/her delegate.

Although, the CEDS Committee Bylaws preserve the right of the PRPB Chairman to take action to change the composition of the CEDS Committee under several terms and conditions, functionally, the post on the CEDS committee is held by the institution representing that community. Normally, the term of the individual on the CEDS Committee coincides with the term during which the individual occupies their post in the organization.

A majority of the members who are present at the pertinent meeting, wherein the Chairman of the PRPB (or his/her delegate) presides chooses the CEDS Committee President. If a majority elects to, the CEDS Committee may also establish other positions and designate its members, properly chosen by a majority of the permanent members present at the pertinent meeting, to additional positions such as CEDS Committee Vice-president or Secretary, among others. The CEDS Committee Executive Director or Secretary may be a permanent member of the CEDS Committee, although, it is not required.

## Composition of the CEDS Committee

The entire CEDS Committee is comprised of both government officials and citizens from the wider community whose participation on the CEDS Committee is stipulated in the manner detailed above. Members are invited to participate on the committee in response to the particular expertise or knowledge area their participation is expected to leverage.

The following is an updated membership roster of the CEDS Committee. This roster includes: (1) the name of each committee member, (2) each member’s professional title; and, (3) the name of each member’s organization, in both English and Spanish (addresses are available upon request and with permission of the individual member).

**Hon. José Aponte**

President  
 Mayor's Association  
*Asociación de Alcaldes*  
 • Edgardo Rodriguez, Alternate

**Mrs. Enid Toro de Baéz**

President  
 United Retailers of Association of PR  
*Centro Unido de Detallistas de PR*

**Hon. Milton Segarra**

Secretary  
 Department of Economic Development and  
 Commerce; PR Industrial Development Corp.  
 (PRIDCO)  
*Departamento Desarrollo Económico Y Comercio;*  
*PRIDCO*  
 • Andres Gomez, Alternate

**Dr. Nelson Colón**

Director  
 Puerto Rico Community Foundation  
*Fundación Comunitaria de Puerto Rico*  
 • Ailda Rivera, Alternate

**Manuel Cidre**

President  
 Industrial Association  
*Asociación de Industriales*

**Mr. Pavel De Jesús, MPP**

Special Assistant to the Chairman  
 Executive Director, CEDS Committee  
 Puerto Rico Planning Board  
*Junta de Planificación de Puerto Rico*

**Mr. Edwin Falcón**

President  
 Agricultural Federation  
*Federación de Agricultores*

**Esteban Mujica Cotto, Esq.**

Chairman  
 Environmental Quality Board (EQB)  
*Junta de Calidad Ambiental*  
 • Royston Delanoy, Alternate

**Hon. Fernando E. Fagundo**

Secretary  
 Department Transportation and Public Works  
*Departamento de Transportación y Obras*  
*Públicas*

**Hon. Héctor O'Neill**

President  
 Federation of Mayors  
*Federación de Alcaldes*  
 • Sr. Isabelo Molina, Alternate

**Mr. José A. Otero García**

Director  
 Rural Development Administration  
*Administración de Desarrollo Rural*

**Mr. Miguel Soto Lacourt**

Executive Director  
 Ports Authority  
*Autoridad de los Puertos*  
 • Felipe Figueroa, Alternate

**Mrs. Axia Díaz**

Vice President  
 Economic Development Bank of PR  
*Banco de Desarrollo Económico de PR*

**Dr. César Rey**

Secretary  
 Department of Education  
*Departamento de Educación*

**Luis Benítez**

President  
 Association of Economists  
*Asociación de Economistas*

**Eng. Ángel D. Rodríguez**

Chairman  
 Puerto Rico Planning Board  
*Junta de Planificación de Puerto Rico*

**Hon. Luis E. Rodríguez Rivera**

Secretary  
 Department of Natural Resources  
*Departamento de Recursos Naturales*

**Luis Rivera Cubano**

Secretary  
 Department of Agriculture  
*Departamento de Agricultura*

**Ms. Ethel Torres**

Executive Director  
 Puerto Rico Developmental Disabilities Council  
*Consejo Estatal sobre Deficiencias en el*  
*Desarrollo*

**Mr. José Vega**

Executive Director  
 Economic Development Center, University of PR,  
 Mayagüez Campus  
*Centro de Desarrollo Económico*  
*UPR Recinto de Mayagüez*

**Leonardo Cordero Suria**

President  
 Puerto Rico Chamber of Commerce  
*Cámara de Comercio de Puerto Rico*

The President, or his delegate on the CEDS Committee, at the request of a majority of the members of CEDS Committee, may designate a subcommittee whose function will be to analyze any issue of interest to the members of the CEDS Committee. The CEDS Committee has established a Subcommittee for the Evaluation of Investment Proposals. Composed of members from the larger board, the Subcommittee for the Evaluation of Investment Proposals meets no less than once per year (in this specific capacity) in order to render the official recommendation of the CEDS Committee.

The principal functions of the CEDS Committee are coordinated and administered by the Executive Director who (with the approval of the EDA) is contracted, hired, or assigned to the task of Executive Director by the Chairman of the PRPB in order to supply “Staff Support” to the CEDS Committee.

**Staff Support for the CEDS Committee**

In order to meet the obligations of the EDA’s planning assistance investment program the PRPB is required to contract, hire, or designate an Executive Director to the CEDS Committee. In addition, the PRPB is obligated to provide a secretary for the Executive Director. Together, the CEDS Committee Executive Director and his/her secretary form the “executive staff” of the CEDS Committee.

This mechanism of the executive staff has been established in order to expedite the activities of the CEDS Committee and ensure that its work is conducted with greater effectiveness, efficiency, and in such a manner as to minimize any undue burden on any individual member of the CEDS Committee.

As well as to ensure that, despite the particular logistical difficulties of any given program cycle, on an annual basis, the primary deliverable of the CEDS Committee, the CEDS document, the annual report, is completed to the satisfaction of the EDA. For this reason, the majority of the day to day procedural aspects of the work of the CEDS Committee have been delegated to the Executive Director.

Since September 17, 2001 **Mr. Pavel De Jesús, MPP** has fulfilled the position of Executive Director, and, during that same period the role of secretary to the CEDS Committee Executive Director has been fulfilled by several individuals, most recently Lucy Febus (FY 2004) has worked as secretary.

**Procedures and Internal Mechanisms of the CEDS Committee**

**Attendance of the Permanent Members:** The permanent members of the CEDS Committee, or their delegates, are required to attend all meetings of the CEDS Committee properly announced. The Executive Director is responsible for providing a calendar of six months with the necessary meetings of the period. In cases of necessity, a permanent member may designate a civil employee, or member of the organization, or agency, to represent the permanent member on the CEDS Committee, so that he/she may attend in his/her place. A permanent member that has been absent in three (3) consecutive meetings or five (5) meetings, in four (4) months, will have to inform the CEDS Committee, by means of the President or Executive Director, as to his/her availability to continue as a permanent member of the CEDS Committee. Should the conclusion be met that it will not be possible to fulfill his/her duties to attend the meetings, then, the President of the CEDS Committee or Executive Director shall request of the Chairman of the PRPB that the Chairman make a formal request of the entity to which the permanent member in question belongs, that another person be designated to the CEDS Committee.

**Quorum:** A majority of the permanent members (8 of 15) constitute the committee quorum at the hour of any meeting. If committee quorum for the planned meeting is not met, another meeting can be set for fifteen minutes from that time and, a majority of those permanent members present at the new meeting

shall constitute the meeting quorum for that meeting. Either finding of quorum is required to make decisions on the subjects before the CEDS Committee on the meeting agenda. Quorum is established by counting any permanent member present, or those persons representing the permanent member, at the meeting in question.

**Decision Making:** All decisions of the CEDS Committee are made in accordance with the public policies of The Commonwealth of Puerto Rico.

Only the permanent members of the CEDS Committee, as identified according to the Bylaws (summarized above) are able to vote or to make decisions on matters before the CEDS Committee. In order to render a decision it is necessary that the meeting has been initiated with quorum, as identified according to the rules for establishing quorum in the Bylaws (summarized above). A simple majority of the present permanent members in the meeting as identified according to rules for establishing quorum is sufficient to decide matters on that day's agenda.

Please recall, establishment and execution of internal administrative or procedural mechanisms necessary to accomplish the principal goal of the Commonwealth of Puerto Rico, the PRPB, and the CEDS Committee (within the guidelines proscribed by the Bylaws) regarding this program—“to ensure that all investment proposals which the CEDS Committee recommends for invitation to participate in the EDA's pre-proposal phase of EDA funding consideration have been evaluated and recommended by a body of the individuals who are representative of various sectors and groups in society which compose the community of the Puerto Rico Economic Development Area and its economy”—fall under the purview of those CEDS Committee positions described under the Bylaws of the CEDS Committee. They are, but not limited to the Chairman of the PRPB, the President of the CEDS Committee and, the CEDS Committee Executive Director.

**Formulation of Goals and Objectives:** Because the decisions of the CEDS Committee are made in accordance with the public policies of the Commonwealth of Puerto Rico, any Goals and Objectives are understood to be formulated or refined in like manner.

Goals and Objectives are primarily developed in accordance with and as a result of findings and policy recommendations entailed within the following:

1. Ten Year Assessment program of The Commonwealth of Puerto Rico entitled “Project Puerto Rico (the appropriate year)”

**Reader's Note:**

Please note, the **Ten Year Assessment** was last published in November of 1992 under the title “Project Puerto Rico 2005” and, the Commonwealth of Puerto Rico began work on “**Project Puerto Rico 2025**” during FY 2003, calendar year 2002 and is currently scheduled to complete this work during PR FY 2005, calendar year 2004.

Moreover, **the CEDS Executive Director, Mr. De Jesús, as well as many other members of the CEDS Committee** have been participating in the Puerto Rico 2025 initiative since September 2003, this document contains sections of analysis and work product which are specifically the result of the Puerto Rico 2025 initiative and the parties involved in its management and work product delivery.

For more information regarding Project PR 2025, please see the next subsection entitled “**Program Effectiveness**” and the segment therein entitled *Development of Goals and Objectives* as well as section II entitled “**Puerto Rico's Economy Today and Tomorrow, Assesment and Visioning**” and section III **Strategies and Objectives; Charting a Course to a Dynamic Economic Future**”.

During interim years, particularly during the latter half of the ten year period, Goals and Objectives are refined in accordance with and as a result of findings and policy recommendations entailed within:

2. The Four Year Investment Program “PICA”
3. The Land Use Plans of the PRPB
4. The Land Use Budget of the PRPB
5. The Annual Economic Report to the Governor
6. The best judgment and professional expertise of the CEDS Committee.

All related decisions are rendered in accordance with the decision making procedures and provisos for establishment and execution of the principal goal of the Commonwealth of Puerto Rico, the PRPB, and

the CEDS Committee as articulated within the Bylaws of the CEDS Committee (summarized above).

**Investment Proposal Selection:**

Investment Proposals are sought throughout the FY by; the CEDS Committee, the Executive Director, The UPR Mayagüez University Center, and EDA staff. In February (normally) of each year a specific request for submission of Investment Proposals is sent to a wide range of recipients which include; the 78 mayors of Puerto Rico’s municipalities, the municipal representatives or entities responsible for economic development in the local, and any officials working in the area of federal affairs. In 2004, the complete list approached 200 individuals.

For this proposal solicitation, in order to guarantee revision and publication in the CEDS in time for the end of Puerto Rico’s FY, the CEDS Committee observes a May 1<sup>st</sup> dead line for submissions, this year however the dead line was delayed until June 1<sup>st</sup>. Shortly thereafter, the CEDS Executive Director organizes and distributes the proposals to the Subcommittee for the Evaluation of Investment Proposals. The members of the Subcommittee then review the submissions for the express purpose of determining:

- a. The *Development Area Priority Level*: This designation relays the level of importance to the development area of each investment proposal in light of; economic trends, economic projections, and the public policy embodied in the CEDS document and, subsequently, the results of the designation of a grade reflecting said finding. The greater the concurrence of a given Investment Proposal with the specific Goals and Objectives of the CEDS program the higher the priority level assigned.

The classification used in the *Development Area Priority Level(s)* process includes the following three (3) grades: **A.** reflects *high* priority; and, **B.** reflects *intermediate* priority, and, **C.** reflects *low* priority; and, **NI** means *Not Included* in the CEDS due to reservations concerning the orientation of the investment

- b. The *Level of EDA Appropriateness*: This designation relays the level of appropriateness in light of the EDA’s investment proposal guidelines (as promulgated during the previous year) and subse-

quently designates a grade reflecting said compatibility. Committee members utilize an evaluation Guide (a sheet) which assigns points on the basis three primary categories: Program Requirements, Budget, and Employment Estimates.

Those projects accumulating sufficient points to be considered “more satisfactory” or “completely satisfactory” are then reconsidered among the committee members in light of the EDA’s investment proposal guidelines in a caucus review. For a sample copy of the form, please contact the CEDS Executive Director, Mr. Pavel De Jesús, MPP. During the caucus review, CEDS Committee members are then asked to render their final grade based on the accumulated points and subsequent discussion. The average grade designation is subsequently assigned to the project and later published in the CEDS as the official recommendation to the EDA for its consideration.

The classification used in the *Level of EDA Appropriateness* process includes the following three (3) grades: **A.** reflects a *high* level of appropriateness; and, **B.** reflects a *intermediate* level of appropriateness; and, **C.** reflects a *low* level of appropriateness. **NR.** means *Not Recommended* due to eligibility concerns

In January of 2002, as part of the committee’s proposal solicitation process, the CEDS Committee deployed a “rolling review” process. Actually, by virtue of the ebb and flow of proposal submissions, this process is in fact a staggered review.

Said process is structured in the following manner:

1. Initially a firm due date (traditionally May 1<sup>st</sup>) is set in order to guarantee that any submitted proposal shall be processed in time for inclusion in the CEDS of that program cycle.
2. Any proposal received afterward is considered once a minimum of three (3) proposals have been accumulated, or at the next most convenient opportunity for the Subcommittee for the Evaluation of Investment Proposals.

Those proposals received after the due date and after the beginning of the next program cycle on July 1<sup>st</sup> (PR FY) are subject to the staggered review process and later included among those published in the CEDS of that program cycle under the same criteria above.

## CEDS Program Effectiveness

### Convocation and Execution of Meetings: Participation

One of the principal difficulties of the CEDS Committee is orchestrating consistent participation. The following list of contributing dynamics have been identified by CEDS Committee members and associated professionals as the primary explanatory factors:

1. Turnover in the positions of permanent members of the CEDS Committee; and,
2. Lack of major development initiatives to spark and maintain interest; and,
3. Size of the Puerto Rico Development Area; and,
4. Geographic, topographic, spatial characteristics that function as disincentives for participation; and
5. Deep rooted partisan behavior particularly during the year prior to and just after elections.

### Corrective Actions:

Step #1: In December 2001, approximately two months into the tenure of the Current Executive Director, Pavel De Jesús, MPP it was agreed that an achievable remedy for persistent poor participation might be to formalize the expectation of roughly quarterly meetings instead of simply adjourning meetings as necessary and customary in recent years. This recommendation received strong support by the **EDR, Ernesto Cruz**, who helped to promulgate the expectation among CEDS Committee members and made possible adoption of the new expectation.

Program Cycle By Puerto Rico FY				
	2001	2002	2003	2004 (PR2025)
<b>Num. of meetings during the year</b>	1	2	3	+20
<b>Meetings Goal</b>	- NA -	2	4	NA
<b>Results</b>	- NA -	✓	-1	✓
<b>Num. of participants during the year</b>	6	12	33	+1,000
<b>Participation Goal</b>	- NA -	35	50	NA
<b>Results</b>	- NA -	-23	-17	✓

NA = Not Available or Applicable

Since the institution of the expectation of participation at quarterly meetings, the number of meetings held successfully each year has increased and the number of participants at each meeting has also increased consistently (see table above). Most significantly, from FY 2002 to FY 2003 we more than doubled the number of participants (12 to 33) despite succeeding in adding on only one additional meeting. Progress has been slow but steady and primarily the result of word of mouth that the CEDS Committee is doing interesting work once again.

During FY 2004 the normal process of quarterly meetings was rendered irrelevant since the number of CEDS committee members involved in the Puerto Rico 2025 initiative was substantial and, the press was covering the initiative activities and, the process deployed by AT Kearney called for a completely different configuration of meetings and participation.

### Step #2:

The CEDS Committee Executive Director initiated general discussion and planning around the contents and procedures of the 2003 CEDS. Consensus was reached that establishment of at least two (2) additional subcommittees in the areas of “Goals & Objectives” as well as “Measures & Milestones” was a prudent addition to the established Proposal Evaluation subcommittee. However, it was decided later that these two (2) subcommittees should be combined under the single “Goals & Objectives” subcommittee which would be charged with the specific task of conducting an annual review of the same titled section of the CEDS and recommending any changes deemed necessary. Moreover, during the remainder of FY 03 it proved infeasible to establish sufficient participation to pursue this option and so by the start of FY 04, “Project Puerto Rico 2025” had begun under the management of **AT Kearney**, whose work plan and project structure called for a different organization of expertise during its various phases—thus the additional subcommittees became unnecessary.

### Development of Goals and Objectives

As mentioned previously the CEDS Goals and Objectives are primarily developed in accordance with and, as a result of, findings and policy

recommendations entailed within the ten year assessment program of the Commonwealth of Puerto Rico entitled “Project Puerto Rico (the appropriate year). Moreover, this project was last published in November of 1992 under the title “Project Puerto Rico 2005”.

Complimenting the initial work stages of the PR 2025 Project was a separate but beneficial project conducted by the PRPB under the title “**Juntas con la Junta**”, a series of town hall meetings held throughout the island of Puerto Rico during 2003.

During FY 2003, CY 2002, the Commonwealth of Puerto Rico began planning and contract negotiations related to work on “Project Puerto Rico 2025”. Ultimately, by FY 2004, CY 2003, the Department of Economic Development contracted with AT Kearney for an 11-month intensive effort to develop a non-partisan, implementable vision of Puerto Rico’s future. This vision addresses the economic, social, cultural and environmental needs and hopes of Puerto Rican society, by mobilizing the active participation of the private sector, non-government organizations (NGOs) and the public at large. PR 2025 built on, but was not constrained by, relevant past analyses and developed practical recommendations intended to enable a future vision for Puerto Rico based on public *consensus*, *commitment* and policy *continuity*.

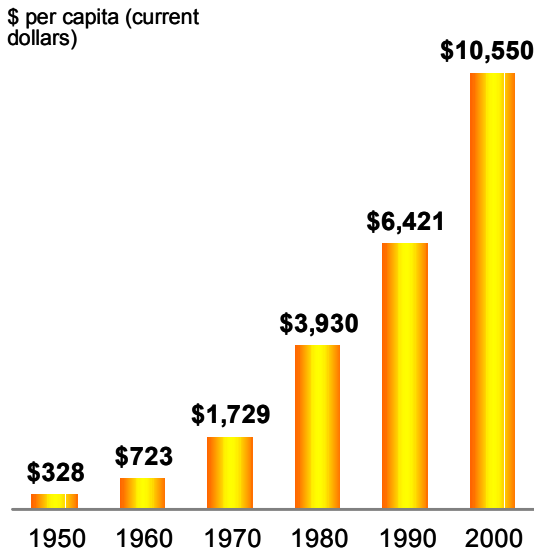
The work product and outputs of PR 2025 process was largely completed in July of FY 2004, calendar year 2004. While related findings have been made public in the Spanish language during June 2004 the expected English language translations are currently being developed for release and expected during August 2004 or by the end of Fall 2004, FY 2005.

# SECTION II: Puerto Rico's Economy Today and Tomorrow, Assessment and Vision

## Why Project Puerto Rico 2025

Since the time of **Operation Bootstrap** in the 1950s, Puerto Rico has been considered one of the “models” of development – alongside such well-known success-stories as Singapore, Taiwan and Ireland. From being one of the poorest societies in the world, Puerto Rico has transformed itself into a “developed” country, enjoying higher levels of income, education, health coverage, and infrastructure provision than any other region of Latin America.

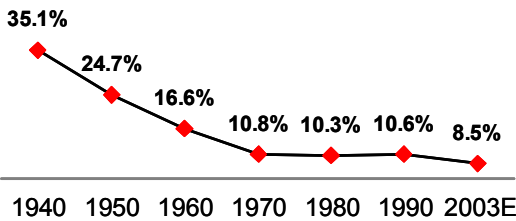
### Growth of Puerto Rico's GNP per capita



Source: **Puerto Rico 2025**; Planning Board; World Bank – World Development Indicators; A.T. Kearney Analysis

### Illiteracy rate

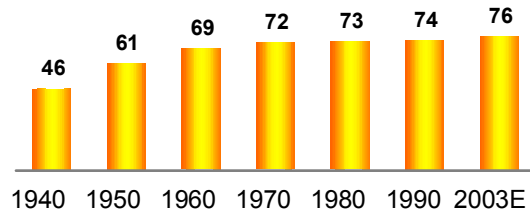
% of population with 10 years old or above



Source: **Puerto Rico 2025**; Planning Board; World Bank – World Development Indicators; A.T. Kearney Analysis

### Life expectancy evolution

Number of years



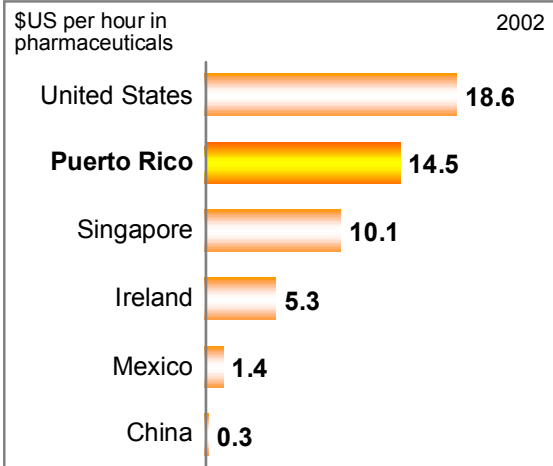
Source: **Puerto Rico 2025**; Planning Board; World Bank – World Development Indicators; A.T. Kearney Analysis

However, despite these achievements (or perhaps, because of them), Puerto Rico today faces many challenges. For example, economic growth that averaged in excess of 8% per year in the period 1950-1980 has declined to an average of 3-4% per year for the last 20 years. As a result, household incomes which were gradually catching up with the US average have barely kept pace with US growth rates and have been overtaken by other countries which were previously much poorer than Puerto Rico.

Moreover, while, Puerto Rico maintains a strong position in pharmaceutical and high tech manufacturing and continues to attract investment in these sectors, **Puerto Rico's traditional sources of competitive**

### Labor costs

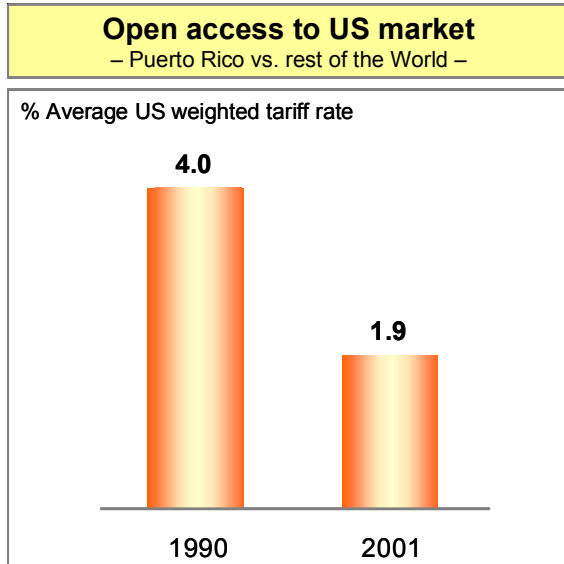
– Puerto Rico vs. selected locations –



Source: **Puerto Rico 2025**; Estudios Technicos; U.S. Department of Energy; International Labour Organisation, LABORSTA database; World Trade Organization;



**advantage** (low labor costs, tax incentives and free access to the US market) have gradually been eroded, as more low-cost countries offer similar incentives and take advantage of free trade agreements. Also, poverty and unemployment rates remain unacceptably high. Very few local companies compete in export markets or invest in innovation, and economic activity is highly dependent on personal and government consumption, partly fed by US Federal Transfers and the informal economy.



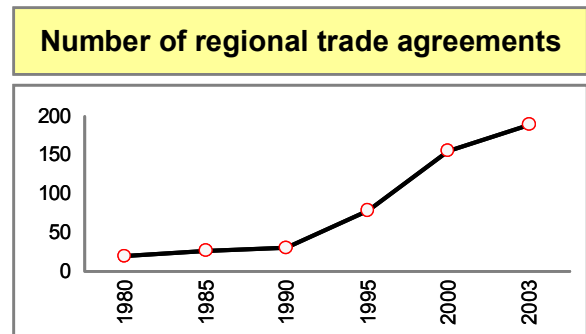
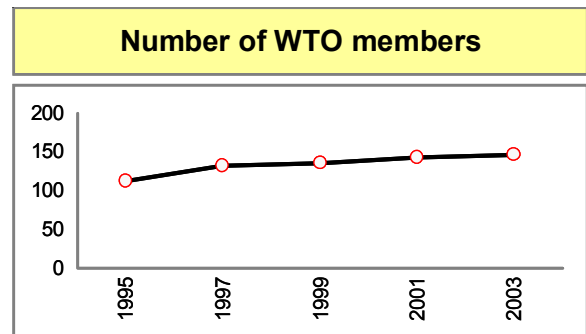
Source: **Puerto Rico 2025**; Estudios Technicos; U.S. Department of Energy; International Labour Organisation, LABORSTA database; World Trade Organization;

Alternatively, Puerto Rico boasts **near-universal education and health coverage**, with results that match or even exceed performance in many OECD countries. However, relative to their size and funding levels, the quality of output of Puerto Rico’s education and health systems is disappointing. Education overhead costs are excessive, school dropout rates are high, and quality is widely perceived to be deteriorating. Increasing care costs and an aging population will further aggravate the overstretched health system. High levels of youth poverty and unemployment, combined with the prevalence of drugs result in alarming homicide levels and breakdown of family and community structures.

Puerto Rico’s transportation, communication, and utilities infrastructure are among the best in its region and, although sometimes perceived as burdensome, effective environmental and zoning regulations ensure that Puerto Ricans enjoy better environmental

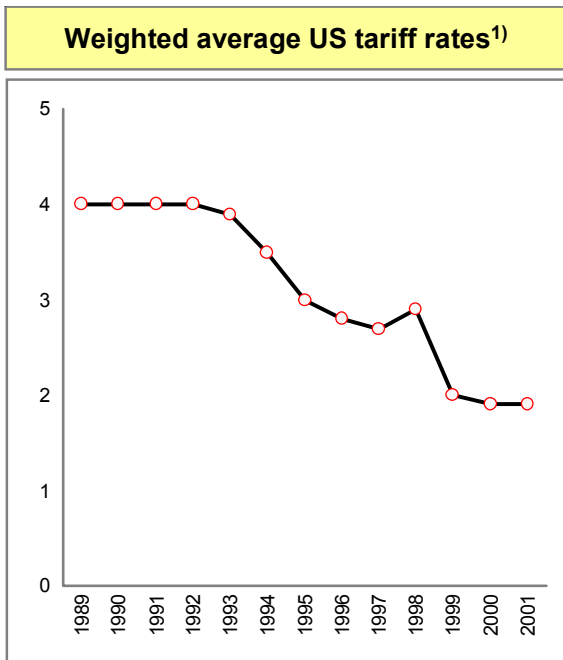
protection than many similar rapidly-developing economies. However, much of Puerto Rico’s infrastructure (from roads to airports and ports, from electricity and water supply to landfills and waste treatment facilities) is already near capacity and will exceed capacity within the next few years. At the same time, as a small island with high population density and finite resources, Puerto Rico clearly cannot afford the economic and environmental costs of continued infrastructure-development and resource-consumption at current rates.

Moreover, the world around Puerto Rico is changing fast, presenting new challenges. Demographic and income growth in emerging markets, particularly in Asia, are causing fundamental shifts in global markets for goods and services and in the sources of production and human talent. **Reduction in trade barriers is prompting more and more countries to compete for investment and exports.** Whole industries, from manufacturing to services, are moving the bulk of their production from the Americas and Europe to Asia. Many developed countries face the same social challenges as Puerto Rico (declining education quality, escalating healthcare costs, increasing crime and social

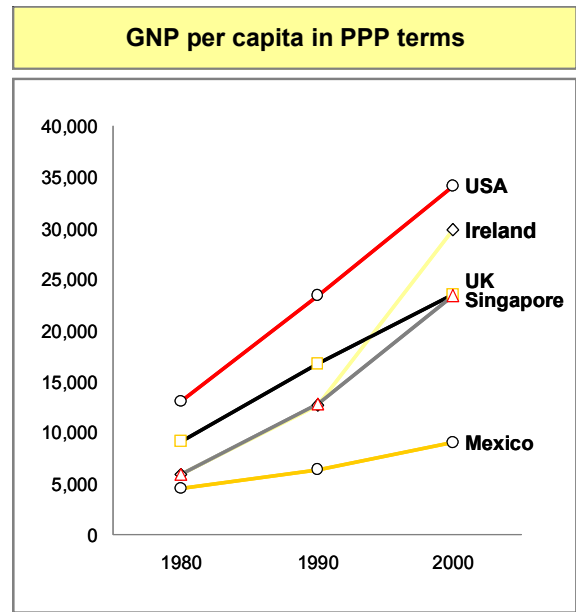


Note: 1) Excludes agricultural and fuel products  
Source: **Puerto Rico 2025**; UNCTAD, World Trade Organization (WTO)





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 Source: Puerto Rico 2025; UNCTAD, World Trade Organization (WTO)

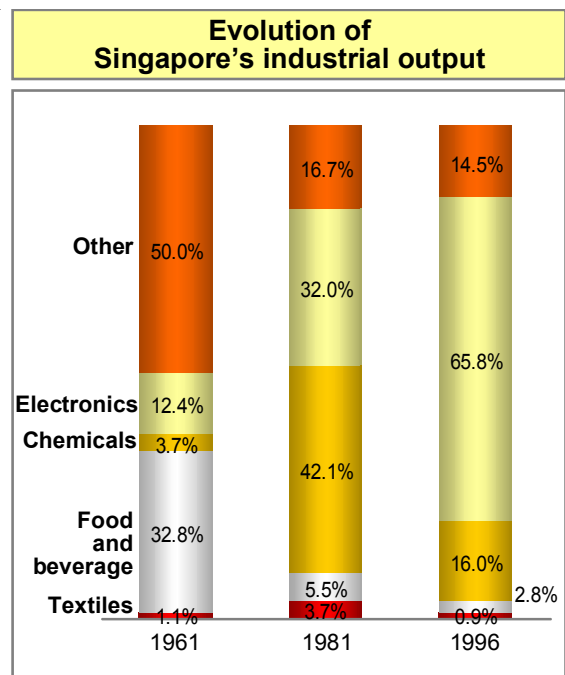


Source: Puerto Rico 2025; World Development Indicators

tension), and many have implemented successful innovations to tackle these issues. Increasing global demand for resources (water, energy, land) will fuel resource-shortages, tension, and heighten environmental consciousness and the search for more efficient processes. Accelerating technology innovation (in IT and communications, life sciences, and new materials) is redefining entire industries – threatening those who have sunk costs in existing technology platforms and offering opportunity to those who can leapfrog to leadership in emerging technologies. At the same time, global integration and communication technologies are empowering citizens and civil organizations – with enormous potential to enhance the participative process, but also to increase resistance to change.

political turmoil. Since the 1980s, governments of both parties have followed a common fiscal and monetary agenda, used special incentives to promote industrial development, and instituted a series of “social contracts” with unions and employer associations to keep wages in line with productivity growth. While, today, Ireland boasts one of the highest income levels in the world (higher than Switzerland, Canada and the United Kingdom), unemployment is among the lowest, and the country draws one of the largest FDI flows as a percentage of its GDP, almost 20% in 2000.

In the context of these global changes and Puerto Rico’s internal challenges, Puerto Rico cannot afford to rest on its laurels or continue on the same path. Those states and countries that have enjoyed the greatest economic, social and environmental progress in recent years are those that continuously scan the external environment, adjust their strategy to reflect the new competitive reality, and develop broad political consensus to push through these strategies.



Source: Puerto Rico 2025; World Development Indicators

For example, in 1979, **Ireland** was one of the poorest countries in Western Europe, mired in recession and

Alternatively, **Singapore** has followed a similar trajectory, transforming itself from an unstable and “backward” British military base in the 1960s to the second richest country in the world today. To do so, the government has consistently emphasized *efficient and transparent government* and *tight monetary policy*, promoted FDI and free trade, and *invested in infrastructure and labor-force skills*. Through this process, Singapore has continuously reassessed its comparative advantages and refocused its economic activity; from textiles and food in the 1960s, to chemicals and electronics in the 1980s to a leading IT, services, and biotech center today. One of the structural supports for this culture of innovation, evaluation and change has been a Board of Advisors comprising top foreign business executives which, as leaders of the business community have supported this process.

In the this context it is clear, in socio-economic and historical terms, what Puerto Rico needs to accomplish:

1. Redefine its economic policies to focus on new areas of competitive advantage; and,
2. Overhaul its social systems to ensure quality of life and opportunity for all; and,
3. Make proactive investments in technologies and techniques to preserve its environment; and,
4. Promote continuous benchmarking and outward orientation to stay ahead of the pack.

Unfortunately, Puerto Rico has not effectively nor systematically addressed these challenges: **many of Puerto Rico’s institutions have the same goals and structures as in the 1950s**. Very few institutions (public or private) have invested resources in innovation or in understanding the changes happening in the world. There is little continuity in policy-making because of partisanship and pandering to narrow interest groups.

Thus, project **Puerto Rico 2025** was intended as a ground-breaking initiative to change all that – by developing *Consensus* about the changes that are needed, building *Commitment* to push through these changes, and establishing *Continuity* in policy-making to see them through toward the economy, society, culture and environment Puerto Ricans want and deserve.

## Credit; Thanks, Acknowledgements and What Follows

As stated previously, the development of the **Puerto Rico 2025 Vision and Call to Action** has depended entirely on the active participation of thousands of individuals and organizations. The individuals who have contributed their time, insights, significant support, and resources are too numerous to name, however, a list of those participants recognized formerly by the Puerto Rico 2025 **Steering Committee** has been included at the beginning of this document.

For the primary working group—termed the project **Coordinating Team** and composed of; **DDEC**, la Junta de Planificación de PR, La Fortaleza, H. Calero Consulting Group, Alfredo Carrasquillo, and A.T. Kearney, who have provided the day-to-day coordination of the project—the daily work began roughly in July 2003. However, for various members of the project, in particular those among the **Steering Committee** and the **Executive Committee**, the ground work for this project began as far back as the spring of 2001.

What follows are the essential analytical outputs—in the Economic and Environmental topic areas—as developed for public dissemination, of the nearly year long project. That is to say, as the CEDS by its nature and mandate is less focused on the Social and Cultural topic areas of the project and , consequently, they have been largely omitted. The following text, although formatted differently, is almost identical to the relevant passages of the document published by the **Departamento de Desarrollo Económico y Comercio de PR** (DDEC) under the title **PR 2025 - A New Vision For The Future**, in June 2004.

## The Stakeholder-led Approach of Puerto Rico 2025

The objectives of Puerto Rico 2025 were to:

- Develop a holistic vision of PR that includes **economic**, social, cultural, and **environmental (and infrastructure)** development.
- The vision required needed to be **innovating** and **challenging**, while at the same time **pragmatic**.

With practical foundations for planning and implementation in both the short and long run in order to achieve the success of the vision.

- The project, by its very design and nature, was to build the **consensus** and **compromise** of the community towards the vision. To ensure the active participation of all sectors of Puerto Rico’s society in the development of the vision; to establish strategic priorities; and to implement the plan.
- The recommendations must ensure the **continuity** in executing the plan, regardless of political transitions, instituting appropriate mechanisms for implementation that are anchored in both the private and non-government sectors. That is, to overcome incremental and occasionally contradicting policies that have hampered the development of Puerto Rico during the past twenty years.

**Puerto Rico 2025 is not just a new economic model**, instead, it is a holistic plan for all aspects of Puerto Rico’s economic, social, cultural, and environmental development. It advances as one of its precepts that not only should social, cultural and environmental quality of life be the ultimate aim of any economic development program, but recognizes that in today’s world, social and cultural vibrancy as well as environmental quality are core determinants of economic competitiveness and attractiveness.

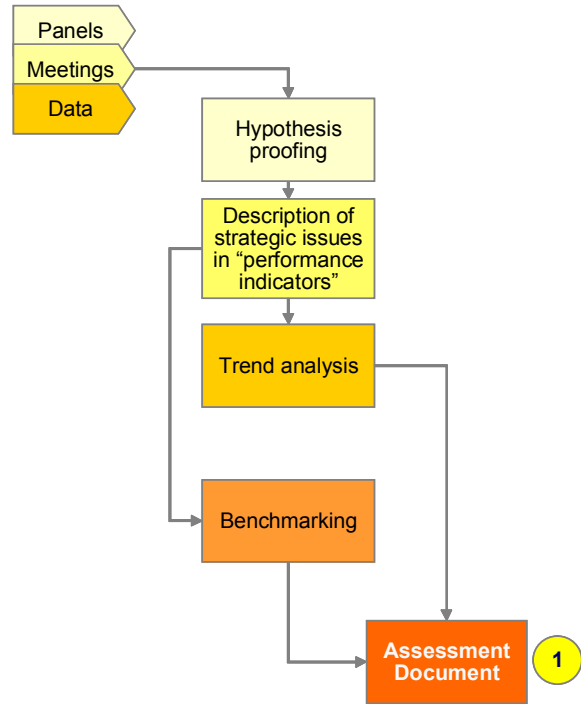
**The Puerto Rico 2025 Work Plan**

To achieve these plan objectives, the Puerto Rico 2025 initiative was composed of four phases of work:

1. An **Assessment Phase** – in order to understand where Puerto Rico stands today and establish the Case for Action.

It is important to note the Assessment was executed using both a **SWOT analysis** framework—i.e. looking at Puerto Rico’s Strengths, Weaknesses, Opportunities and, Threats (SWOT)—as well as an **Consultative Panel** framework and sought specifically to utilize prior investigations and studies rather than duplicate efforts or ignore other bodies of work.

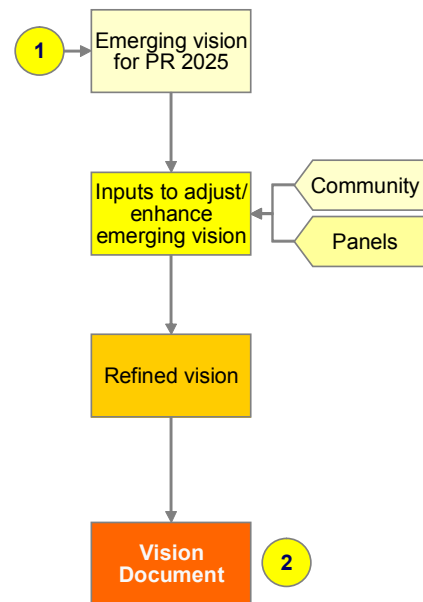
**Approach — Assessment Phase**



Source: Puerto Rico 2025

2. A **Visioning Phase** - to define a common vision for Puerto Rico’s desired future state in 2025.

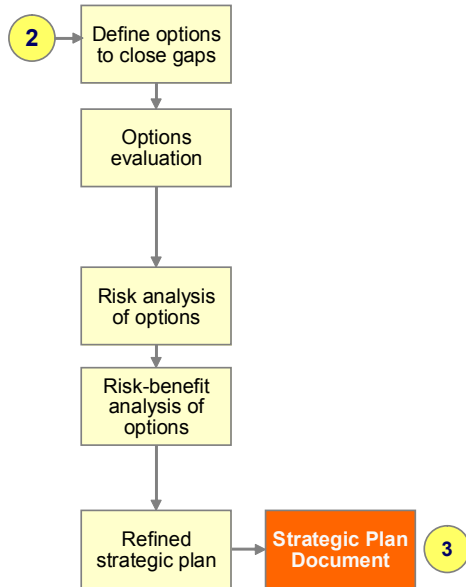
**Approach — Visioning Phase**



Source: Puerto Rico 2025

3. A definition and **Prioritization (of the Strategies) Phase** - required to achieve the articulated vision which utilized an MCDA framework (Multi Criteria Decision Making Analysis) under the direction of Prof. **Carlos Bana e Costa**, London School of Economics.

**Approach - Strategic Prioritization**



Source: Puerto Rico 2025

4. A **Launch (Phase)** of an Implementation Entity intended to push forward these recommendations.

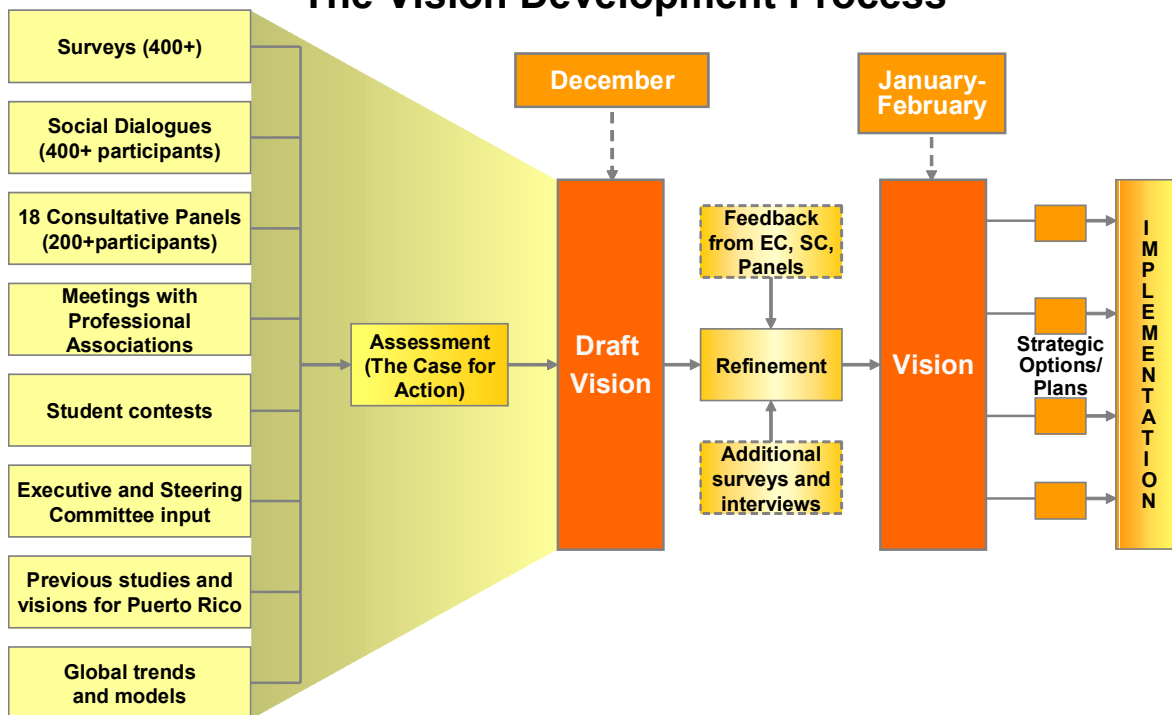
However, the unifying theme throughout all four phases of work, the critical component has been **stakeholder participation**.

In the **Assessment phase**, government, business and community leaders provided input to the analysis of Puerto Rico’s critical strengths, weaknesses, opportunities, and threats during extensive Consultative Panels in each of the 18 working areas. Later, utilizing outputs from the Assessment, hundreds of citizens provided input to the development of the **Vision phase** through surveys, workshops and dialogues.

Once the vision was defined an editorial committee comprising members of the Steering Committee and various representatives from the Consultative Panels crafted and approved the final text presented in the official documents of the project and now appearing in this section of the 2004 CEDS.

Following the visioning phase, during the **Prioritization phase**, experts and representatives in all topic areas of the project worked to prioritize the articulated

**The Vision Development Process**



Source Puerto Rico 2025

strategies required to achieve this Vision using MCDA. Finally, a broad cross-section of business and community leaders were formed as part of a Board and working committees of a non-governmental entity which was established June 2004 to push forward the implementation of these strategies as the beginning of the **Launch phase**.

### Participation in Puerto Rico 2025

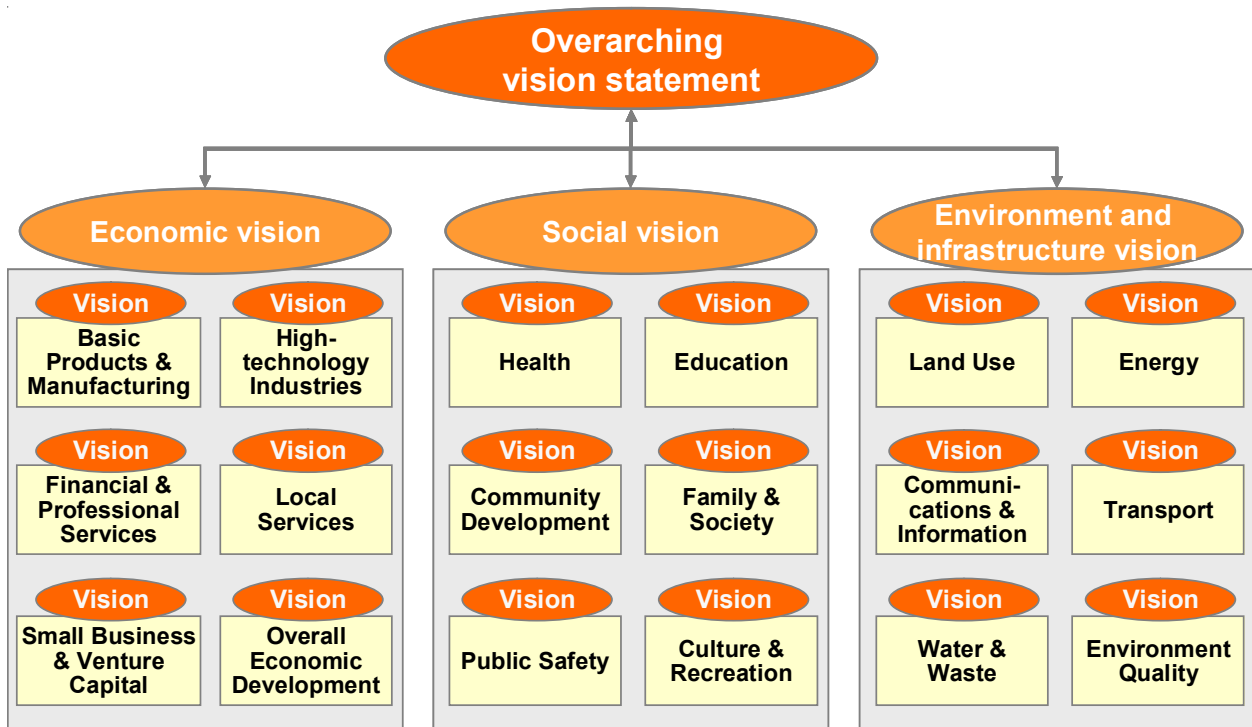
In all, **over 1,000 citizens** have contributed their time and expertise to developing the Assessment and Vision contained in this document.

The main sources of stakeholder input were:

- Hundreds of **surveys were distributed** at public events, universities and associations to solicit broad public opinion on issues of concern and aspirations for the future.
- Hundreds of middle-school and high-school **students participated in essay, art and public speaking competitions**, describing their vision for Puerto Rico in 2025.
- Dozens of students at the University of Puerto Rico, Sacred Heart University and Interamerican University **developed communication**

**campaigns to generate awareness and momentum** among their peers on the need for long-term thinking about the island’s future.

- **Over 400 citizens** participated in **30 social dialogues** and visioning workshops, hosted by a variety of social and community-based organizations in **35 municipalities** across the island. Participants have come from all walks of life, from school-children to retirees, from teachers to community leaders, from university professors to survivors of domestic violence, drug-addiction, and homelessness.
- More than **20 leaders of community-based organizations** have participated in a series of meetings to discuss the specific concerns of communities and the mechanisms for increasing participation of communities in defining their own future.
- More than **200 leading thinkers in each sector of the economy**, society, infrastructure and environment have come together in **18 Consultative Panels** to complete the assessment of Puerto Rico’s situation today and agree on future goals for each sector.



Source: Puerto Rico 2025

- **Leaders of the PR2025 Steering Committee and of Puerto Rico’s leading professional associations** have participated in meetings and workshops to share their own priorities for the future.
- **An additional 20 panels, with over 120 stakeholders participating**, in order to render the strategy prioritization.

The challenges in undertaking a project of this magnitude and ambition cannot be underestimated. However, the level of cross-society participation and momentum generated gives hope that this may indeed be a unique opportunity to break the mold of skepticism and division in Puerto Rico, and build a truly holistic, trend-breaking, and yet practical, vision for Puerto Rico’s future.

### **Descriptions of Economic Development Conditions; the Puerto Rico 2025 Economic Assessment and Vision**

**In 2025, Puerto Rico is a prosperous, productive, and innovative society, capable of generating knowledge with an entrepreneurial spirit and supported by an efficient public sector.**

**Globally integrated, Puerto Rico creates a fertile and dynamic environment for internal growth and provides its population with ample opportunities to reach its potential and to equitably share the benefits of such growth potential. This results from:**

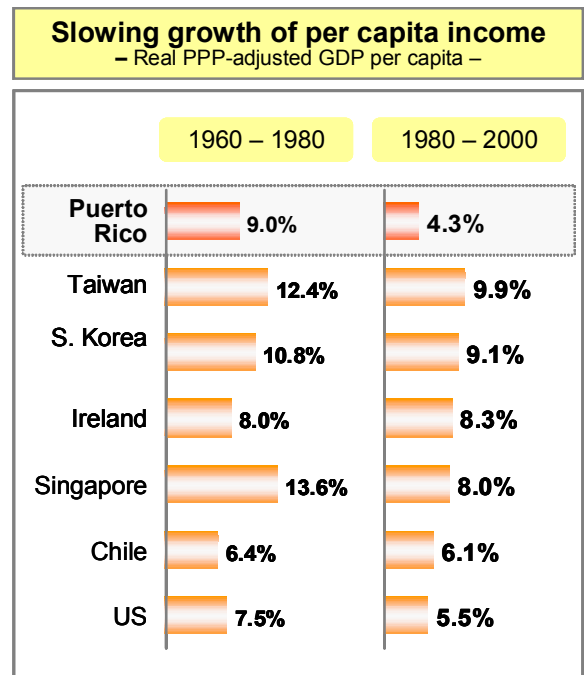
- **A country that fosters entrepreneurial activity;**
- **A fiscal policy that facilitates and encourages productivity, income generation, and savings;**
- **A legal framework that protects the balance between production and natural wealth;**
- **Knowledge and technology are the main drivers of the economy;**
- **An agile, accessible, and reliable public system of economic, social, and geographical information.**

**Economic development increases profits, reduces unemployment, inequality, and poverty rates, allowing all members of society to achieve their full potential using their knowledge and talent.**

**Puerto Rico offers workers, entrepreneurs, and investors (local and foreign) the most competitive location to generate wealth in the Americas, in terms of:**

- **Human capital, knowledge and productivity;**
- **Quality of life;**
- **A natural environment capable of sustaining economic activities;**
- **A built environment and technology;**
- **Social harmony and professional ethic;**
- **Political and legal stability;**
- **Access to capital;**
- **A fair regulatory framework and fiscal policy.**

It goes without saying that economic prosperity is a fundamental requirement for Puerto Rico’s success over the next 20 years. Increasing standards of living, reducing poverty, unemployment and crime, building schools, hospitals and infrastructure, providing the



Source: **Puerto Rico 2025**; Penn World Tables 6.1, Alan Heston and Robert Summers; World Bank, World Development Indicators 2002; A.T. Kearney analysis

resources to protect our environment – all are dependent on maintaining and increasing Puerto Rico’s economic output.

In the modern era of globalization, more and more countries compete to attract investment and promote exports. Economic growth and prosperity are in turn dependent on increasing competitiveness and productivity. Hence, Puerto Rico will not create or attract the jobs that people want, unless it offers local and foreign workers, entrepreneurs and investors the most competitive location to do business and generate wealth.

Furthermore, in a world of accelerating technological and demographic change and increasing resource scarcity, continuous innovation and learning are the only way to stay competitive. And the best way to ensure that Puerto Rico stays innovative is to stimulate local entrepreneurs – multinationals may come and go, but innovative local businesses and workers will be the key to keeping Puerto Rico at the cutting edge of the global economy.

Fifty years ago, under Operation Bootstrap, Puerto Rico embraced the idea of global integration, competition and innovation, and became one of the role models of development. Today, Puerto Rico clearly ranks as the

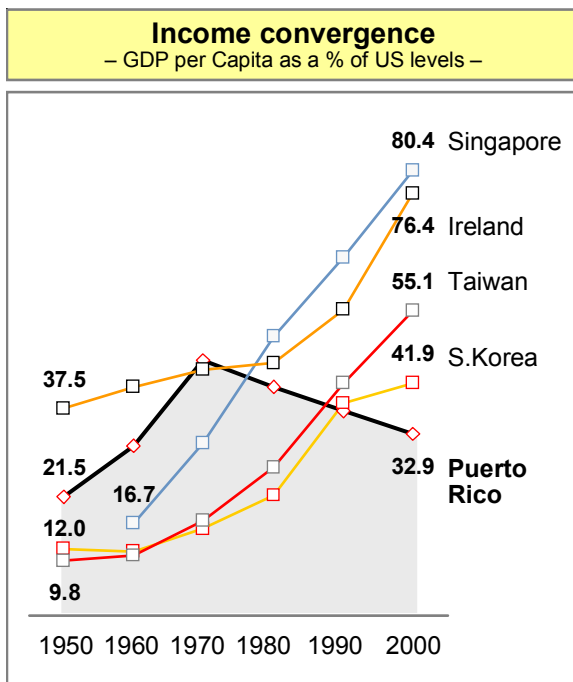
most successful society in Latin America – both in terms of income levels and by virtually every measure of human development, including life expectancy, literacy, educational attainment, and infrastructure quality, among others.

Moreover, as the focus of global competition changes from one based on production (agriculture and manufacturing) to one based on knowledge (technology and services), Puerto Rico has significant assets that many other countries would be eager to have. It has a leading position in the key high-technology and service industries (pharmaceuticals, electronics, financial services, professional services, tourism, private health and education services, etc.), a prime location at the cross-roads between Latin America and North America, high levels of tertiary education, superior infrastructure, and a very attractive location for knowledge workers – a warm island, with beautiful beaches, mountains, historic cities, and a vibrant, friendly culture.

There are many signs, however, that Puerto Rico is not taking as much advantage of these assets as it should. During the period 1950-75, Puerto Rico was one of the fastest growing economies in the world, but for the last 20-30 years, Puerto Rico’s growth rate has declined to little more than average, meaning that many countries in Asia and Europe have now surpassed Puerto Rico in economic growth.

As a result, unemployment (in excess of 10% of the workforce) and poverty rates (in excess of 40% of the population) have remained unacceptably high. While Puerto Rico has enjoyed great success in using tax-breaks and other incentives to attract pharmaceutical and electronic firms to establish manufacturing plants in the island, not enough has been done to leverage their presence and establish sophisticated local suppliers and indigenous R&D to support these industries. As other countries compete to lure these companies away with lower costs and similar incentives and access to the US market, Puerto Rico has developed few intrinsic anchors to keep these companies here.

With very few world-class export-oriented local firms, Puerto Rico has remained highly dependent on government spending, US Federal transfers, personal consumption and the informal economy to drive economic activity. The large and cumbersome public



Source: Puerto Rico 2025; Penn World Tables 6.1, Alan Heston and Robert Summers; World Bank, World Development Indicators 2002; A.T. Kearney analysis



sector in turn imposes extra costs on Puerto Rico’s businesses and threatens its competitiveness as a location.

Compared to most other regions of the world, Puerto Rico’s “glass is still more than half-full” (in terms of industry-base, skill levels, location, infrastructure, etc.), but clearly significant changes are required to maintain and improve Puerto Rico’s position and truly provide economic opportunity and justice for all Puerto Ricans.

The economic vision for 2025 addresses each of these issues, with clear emphasis on each of the factors that will ensure Puerto Rico’s economic success:

- Innovation, knowledge and technology as the drivers of the economy
- Integration into the global economy, coupled with local enterprise and locally-generated growth
- An efficient public sector, with rational fiscal and regulatory structures
- Opportunity and prosperity for all
- Competitiveness and productivity, defined not just by lower costs, but as much by Puerto Rico’s quality of life, human and financial capital, natural environment, infrastructure, social harmony and political and legal stability.

To support this overarching economic vision, the Puerto Rico 2025 Vision also defines specific visions for the components of Puerto Rico’s economy:

- Local enterprises
- High-technology industries
- Knowledge-based services
- Retail and the Travel Industry
- The New Agriculture

The following describes the specific visions for each of these five areas.

## Local Businesses and Entrepreneurship

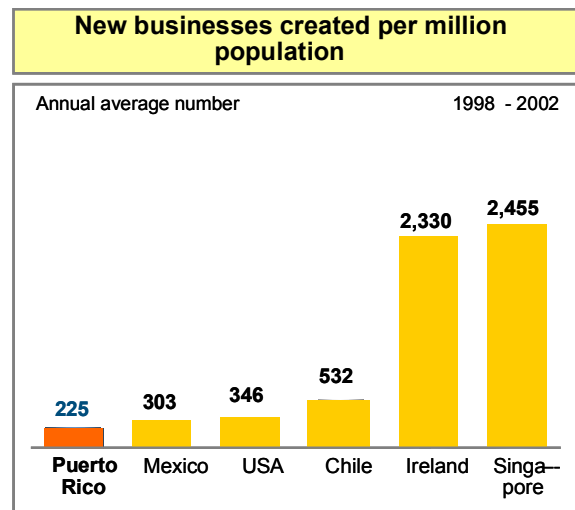
**In 2025, local entrepreneurs, workers and investors are a fundamental driving force of economic development, innovation, export activity, and participation in global supply chains, given:**

- The conviction that progress entails risks;
- A high level of management competency and technological knowledge;
- Emphasis on technology transfer and Research and Development;
- Well developed capital markets;

**The brand “Made in Puerto Rico” is recognized as a brand of the best quality.**

### Why is this important?

While attracting and retaining global investors will remain critical for Puerto Rico’s economic advancement and absorption of global best practices, development of strong locally-owned enterprises will be just as important to Puerto Rico’s economic dynamism in future years. International firms bring critical know-how and capital to Puerto Rico, but in the global knowledge-economy, locally-owned



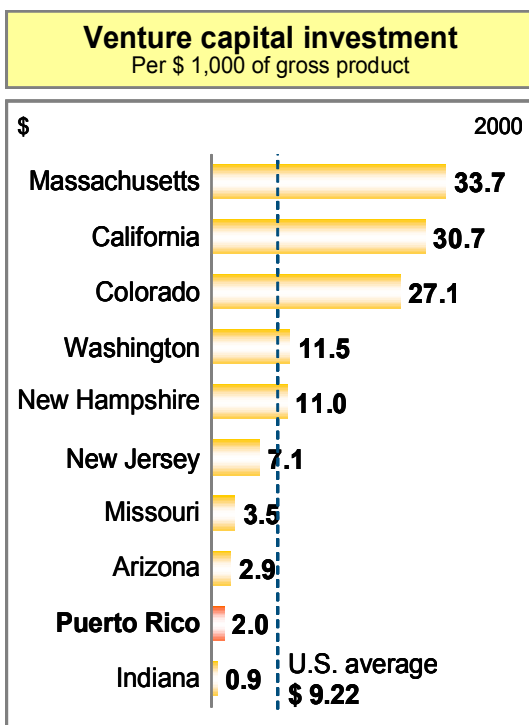
Source: Puerto Rico 2025

companies can provide a more reliable source of continuous replenishment of innovation and investment and play a critical role in refocusing investment in areas consistent with Puerto Rico’s areas of competitive advantage. As free-trade agreements and communication technologies continue to lower trade barriers, international firms will tend to relocate their production to lower-cost locations. Local firms will also exit industries that are no longer competitive in Puerto Rico, but they will tend to re-invest in new areas where Puerto Rico offers competitive advantages, thus continuously replenishing the supply of jobs, innovation, and productivity improvement (which in turn increases incomes).

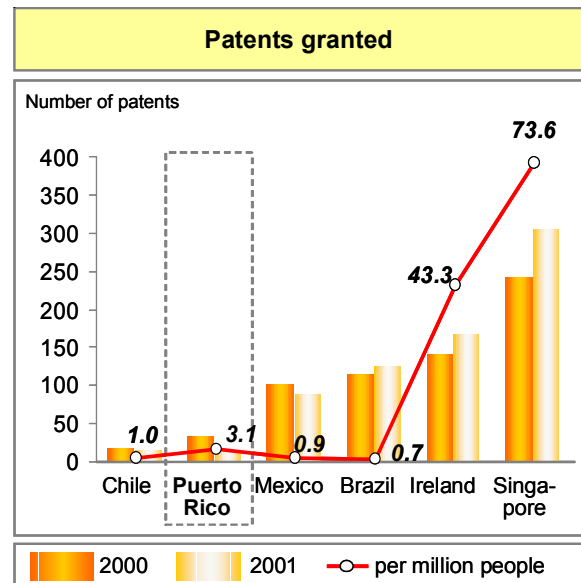
market economies, small and medium enterprises create jobs faster than large firms and tend to be a greater source of innovation and flexibility in the economy. Small business activity and self-employment also provide the best means to generate wealth and self-sufficiency in the poorest communities and among those marginalized from the formal economy.

### How is Puerto Rico performing today?

Puerto Rico has a vibrant entrepreneurial sector. Local small and medium-sized businesses account for more than half of total output and generate two-thirds of new jobs in the economy. Several Puerto Rican firms have proven that they can compete in global markets – from the financial sector, to engineering and construction, to manufacturing of high-technology products, to supply of basic manufactures to major retailers, to food and beverages. Beyond the well-known local businesses, the informal sector is full of countless small firms and employs people creating legitimate businesses – albeit without the responsibilities and benefits of full access to formal financial and legal systems.



Source: Puerto Rico 2025; Guayacan Fund annual reports; Technology Administration, State Science and Technology Indicators; U.S. Patent and Trademark Office; A.T. Kearney analysis



Source: Puerto Rico 2025; Guayacan Fund annual reports; Technology Administration, State Science and Technology Indicators; U.S. Patent and Trademark Office; A.T. Kearney analysis

Developing world-class local suppliers is also the best way to keep international investors in Puerto Rico. If Puerto Rican firms develop unique capabilities and relationships as suppliers of goods and services to multinationals, the foreign firms will find it harder to relocate their production simply because another jurisdiction offers lower costs or taxes.

Nevertheless, there is a widely held perception that Puerto Rico has not done as much as it could to stimulate and support local entrepreneurs – particularly in the value-added technology and knowledge sectors that will be key drivers of economic growth: IT, life sciences, business process management, media and

Local enterprise is also critical to ensuring that economic opportunity is open to all. In successful

entertainment, among others. Both small and large enterprises complain that the regulatory and permitting process for new projects is too burdensome and slow. This manifests itself in the large number of small businesses that choose to remain in the informal sector and the fact that the rate of small business creation per capita is considerably lower than the average rate in the US, Latin America and competing economies, like Ireland and Singapore.

The rate of business failure is also consistently higher than in the US. Moreover, Puerto Rican businesses tend to be smaller in size (less than 3% have more than 100 employees, vs. almost 14% of businesses in the US) and concentrate in traditional sectors, like retail and services. Less than 1% of Puerto Rican small businesses are engaged in exports and exceedingly few receive patents or grants from the US Small Business Administration for Innovation and Technology Transfer. It seems that the reliance on foreign investment and government programs to drive economic activity has limited attention to harness the small business sector, and the protections and government contracts available to local companies in Puerto Rico limits their appetite for expansion overseas.

The lack of innovation, growth, and export orientation of local businesses is related to the low levels of R&D and technology transfer. Puerto Rico invests far less in R&D as a percentage of economic output, not just compared to the US and other OECD countries, but even compared to Latin America. Puerto Rico also attracts less than 20% of the US average in venture capital investments on a per capita basis.

### Key points of the vision

The Vision for 2025 seeks to address these limitations by focusing attention on the development of local enterprise as a primary driver of innovation, exports, and global integration. Achieving this will require a fundamental shift in Puerto Rico’s economic priorities: significant investments in local R&D and technology transfer, support in helping local businesses to access the management skills, technical know-how and risk-capital they need to compete in world markets, and rationalization of the regulations and protections that limit the ability and appetite of local businesses to take risks and grow. Ultimately, building on Puerto Rico’s success as the manufacturing location of many of the

world’s best-known products (from pharma and high-tech to food and beverages), the aim must be to establish the “Made in Puerto Rico” brand as an asset for all Puerto Rican products and services.

### High-Tech Industries

**In 2025, Puerto Rico maintains its competitive position as one of the Top 5 technology exporters and is supported by high levels of productivity and competency in human capital.**

**Puerto Rico is one of the 10 leading global places in innovation and product development for biosciences and high technology, with a special emphasis on:**

- **Investment in Research and Development and technology transfers;**
- **Productive alliances among academia, industry, and government;**
- **Emerging technologies;**
- **An infrastructure that supports development and research.**

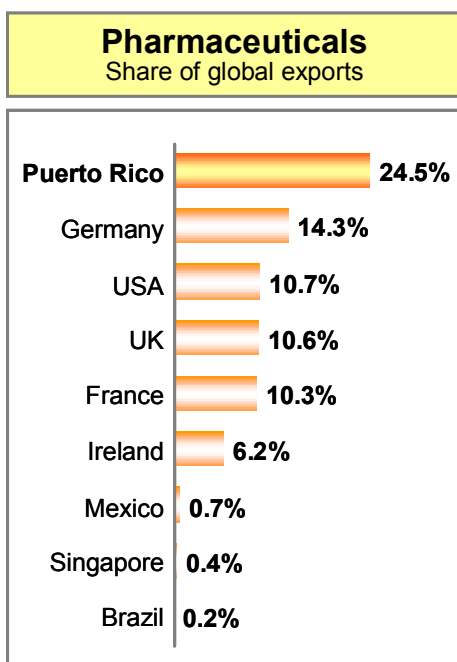
### Why is this important?

High technology industries (pharmaceuticals, biotechnology, scientific instruments, electronics, IT, and communications equipment and components) are critical for Puerto Rico’s economic prosperity. Every country and region in the world is seeking to attract and foster these industries because they are the fastest growing industries in the world, generating high levels of productivity and income. Moreover, Puerto Rico has established itself as one of the world’s leading centers for high technology, and these industries account for a very large portion of Puerto Rico’s economic output and growth.

Maintaining Puerto Rico’s current position in these industries is therefore critical for Puerto Rico’s economic survival. Further leveraging Puerto Rico’s strength in these areas is also the best opportunity for Puerto Rico’s continued growth and wealth creation.

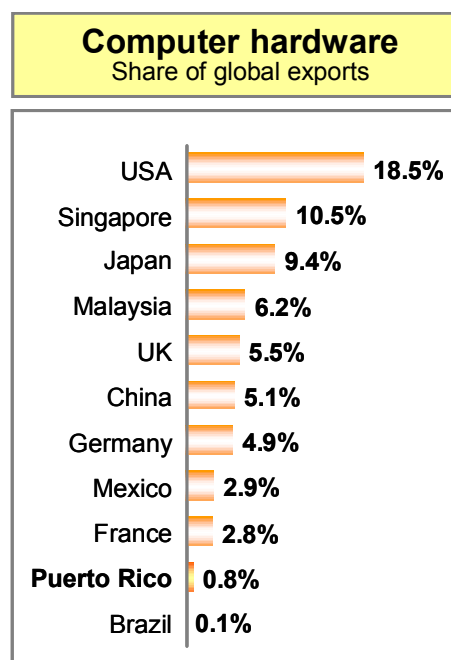
## How is Puerto Rico performing today?

Manufacturing of high technology products (primarily pharmaceuticals, computers and electronics, scientific, and professional instruments) accounts for almost 40% of Puerto Rico’s total GDP. These sectors have also accounted for more than 40% of Puerto Rico’s GDP growth in the last five years.



Source: **Puerto Rico 2025**; Epsicom Pharmaceutical Markets Factbook 2003, United Nations Statistical Department; Organization of Economic Cooperation and Development; Planning Board, Statistical Appendix; A.T. Kearney analysis

Measured as a stand-alone entity, Puerto Rico ranks as the world’s fifth largest manufacturer of pharmaceutical products and the world’s largest exporter (including exports to the US). It also ranks among the world’s 10 largest exporters of scientific and professional instruments and 20 largest exporters of computer hardware. What’s more, despite the phasing out of tax benefits under Section 936 of the US federal tax code and increasing competition from lower cost locations, Puerto Rico’s output per worker in these sectors continues to be exceptionally high and Puerto Rico continues to attract significant investments, particularly in the pharmaceutical and biotechnology sectors.



Source: **Puerto Rico 2025**; Epsicom Pharmaceutical Markets Factbook 2003, United Nations Statistical Department; Organization of Economic Cooperation and Development; Planning Board, Statistical Appendix; A.T. Kearney analysis

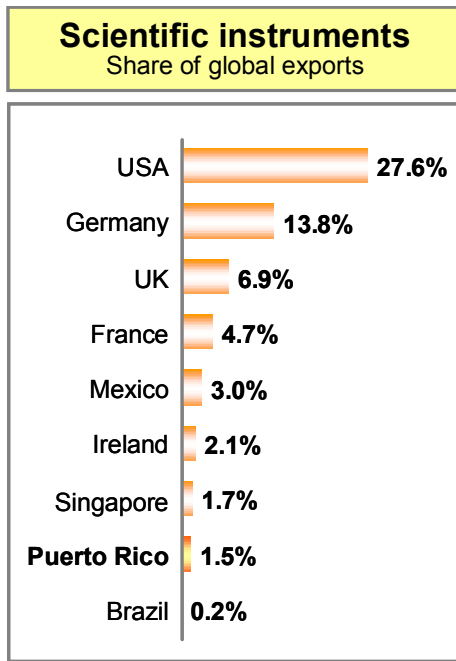
Despite these strengths, Puerto Rico’s dominant position in these industries is always under threat. As more and more countries can offer similar tax advantages and trade access to the US, Puerto Rico’s relatively high wages, high energy and waste disposal costs, and slow permitting and approval process put the island at a competitive disadvantage. More worrisome, Puerto Rico has done relatively little to develop intrinsic advantages in these industries (in terms of local suppliers, human capital and R&D) that might keep these industries in Puerto Rico even in the face of lower cost competition.

Thanks to their long presence, Puerto Rico has developed accumulated management and technical skills in these industries, but Puerto Rico today produces relatively few science and engineering graduates, invests very little in R&D compared to the OECD and Latin American averages, and has developed few local suppliers for these industries.

### Key points of the vision

The Vision for 2025 addresses both the need to retain these industries in Puerto Rico and the need to leverage Puerto Rico’s strong base in these industries into becoming a true center for high-technology R&D, not

simply a high-tech manufacturing center. The first goal will be achieved through continued emphasis on increasing productivity and skills development. The second goal will require radical changes in Puerto Rico’s current industrial policy: significant investments in R&D infrastructure, increased emphasis on R&D and technology transfer in the government policy, at universities and in private firms, and alliances among all three sectors to achieve the necessary scale and synergies.



Source: **Puerto Rico 2025**; Epsicom Pharmaceutical Markets Factbook 2003, United Nations Statistical Department; Organization of Economic Cooperation and Development; Planning Board, Statistical Appendix; A.T. Kearney analysis

Most importantly, Puerto Rico’s promotion agencies, academic institutions, and corporations must develop proactive long-term policies to identify and foster emerging technologies. With accelerating technological change, Puerto Rico cannot simply seek to attract industries that already exist, but must invest 5-10 years ahead in the early research and development for the promising technologies of tomorrow. Absent this and despite its technology leadership today, Puerto Rico may find itself stuck in “sunset” technology sectors, as clusters based on new technologies emerge elsewhere.

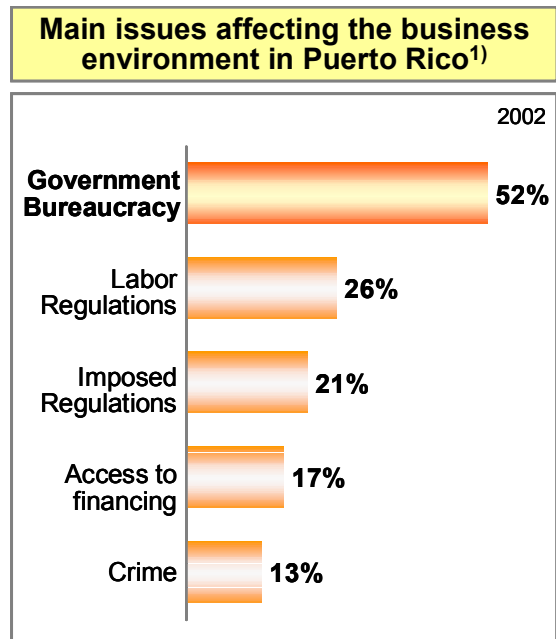
## Knowledge-Based Services

**In 2025, Puerto Rico produces and exports high quality services based on knowledge that support productive activities in the following areas:**

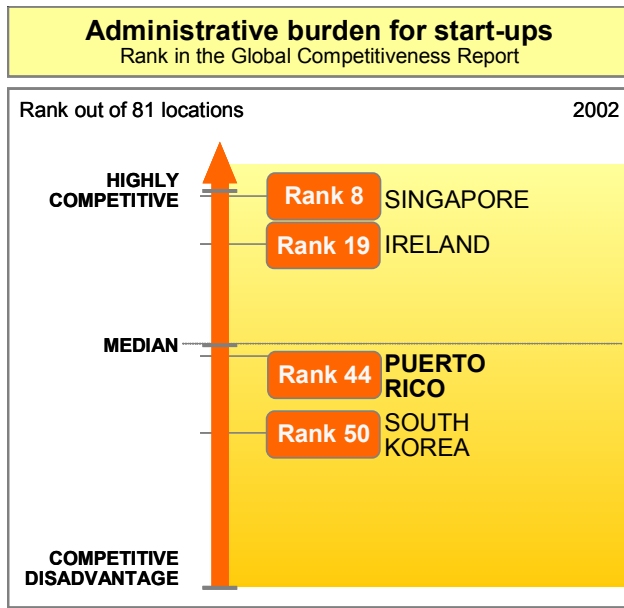
- Finance;
- Education;
- Health;
- Applied Research;
- Information Technology;
- Culture and Performing Arts;
- Professional Services;
- Transportation and Logistics.

### Why is this important?

Just as the transition from agriculture to manufacturing spurred the first great increase in productivity and incomes (in Puerto Rico and elsewhere), so now the shift from manufacturing to services is a prerequisite for societies seeking to raise productivity and incomes.



<sup>1)</sup> According to a survey on competitiveness conducted by Procomp Source: **Puerto Rico 2025**; “Análisis Preliminar de Competitividad de Puerto Rico”, Procomp; Global Competitiveness Report 2001-2002; A.T. Kearney analysis



<sup>1)</sup> According to a survey on competitiveness conducted by Procomp  
 Source: **Puerto Rico 2025**; "Análisis Preliminar de Competitividad de Puerto Rico", Procomp; Global Competitiveness Report 2001-2002; A.T. Kearney analysis

Worldwide, service industries already account for the majority of economic output and employment, and their share of both continues to grow. In more developed countries, as manufacturing moves to lower cost locations like China and India, development of the services sector, particularly value-added knowledge-based services, is critical for continued economic prosperity and growth. Even in manufacturing enterprises, it is the service components of the value-chain (e.g. research and product development, marketing, sales, etc.) that generate the greatest value and returns.

Many countries, from low-cost locations like India, to more developed countries like Canada, Ireland and Singapore, are taking advantage of IT and communication technologies to establish themselves as hubs for “offshore” services to the US and other markets.

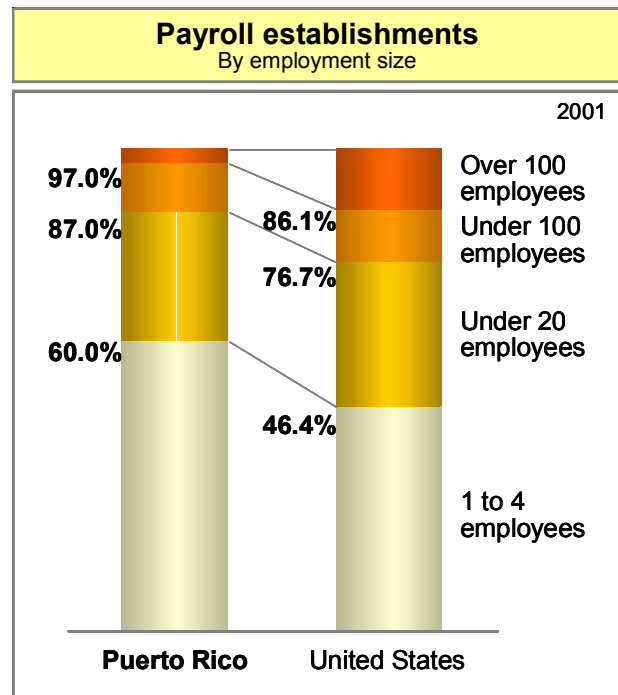
For Puerto Rico, with its attractive location, human skills base, and unique location at the geographic, cultural and linguistic crossroads between North America and Latin America, there is clearly a great opportunity to become a knowledge services hub for the region, just as Singapore, Hong Kong, and Miami act as hubs for financial and professional services in their regions.

## How is Puerto Rico performing today?

Puerto Rico has a strong base in the knowledge-service sectors, particularly financial services and other professional services. Together these sectors account for roughly 10% of GDP and an even larger share of locally owned business.

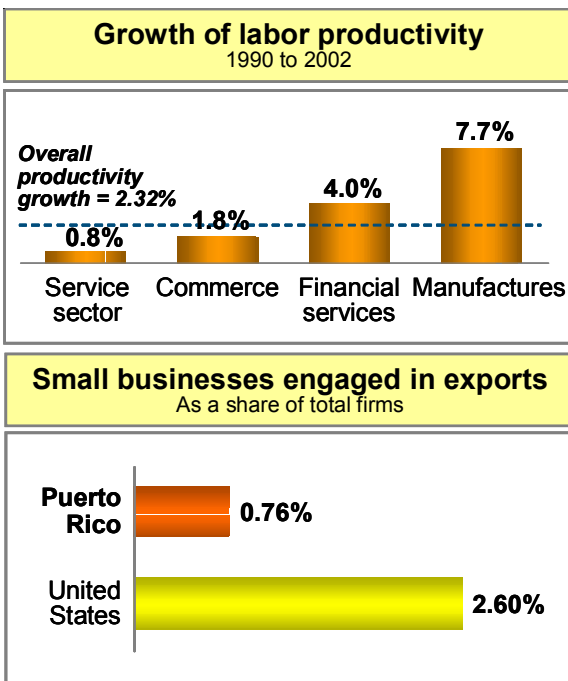
Nine of Puerto Rico’s twelve publicly listed firms, including the three largest firms in Puerto Rico, are financial institutions. Puerto Rico’s banks earn a higher Return on Common Equity and Return on Assets than the US average. These banks have grown assets by roughly 10% per year for the last five years, and have captured market share from international competitors.

While smaller in size, Puerto Rico also has good potential in other professional services. With a higher proportion of university graduates than most European countries, Puerto Rico has a particularly deep talent pool in key sectors, such as law, management, accounting, computer sciences, engineering, and architecture. Several Puerto Rican professional service firms already export their services, from engineering to management consulting to IT, to other countries in the region.



Source: **Puerto Rico 2025**; U.S. Census Bureau, County Business Patterns (2003); Angel Ruiz; Planning Board, Statistical Appendix; U.S. Small Business Administration; A.T. Kearney analysis

Despite these assets, Puerto Rico has done little to nurture its position as a knowledge-services hub for the region. Until recently, Puerto Rico’s investment and promotion agencies focused exclusively on manufacturing. Most professional service firms are small in size, with limited operations or customers outside Puerto Rico. Without focus on these areas, Puerto Rico will remain in the shadow of Miami as the services hub for the region, and may even be overtaken by other countries in the region that are aggressively promoting offshore services: e.g. Costa Rica, Chile, Panama, Jamaica, and several smaller Caribbean islands. If and when the Cuban economy opens up, it will also present a major threat to Puerto Rico in these areas, given the strength of its education, health and research systems.



Source: **Puerto Rico 2025**; U.S. Census Bureau, County Business Patterns (2003); Angel Ruiz; Planning Board, Statistical Appendix; U.S. Small Business Administration; A.T. Kearney analysis

### Key points of the vision

The Vision for 2025 envisages Puerto Rico as a hub for knowledge services in the region, leveraging its existing strengths in financial and professional services and logistics, but also promoting itself as a center for health and education services, IT, business process outsourcing and arts and entertainment content development.

Achieving this vision will require a significant reorientation of promotion activities, to emphasize knowledge services, as much as manufacturing and tourism.

### Trade and the Travel Industry

**In 2025, retail trade and the travel industry provide a wide range of competitive prices with a world-class service.**

**The combination of natural beauty, efficient infrastructure, cultural assets, tourist services, trade, and entertainment make Puerto Rico the most attractive destination of the region.**

**Puerto Rico is one of the most preferred places in the Americas for conventions, large sport events and shows.**

### Why is this important?

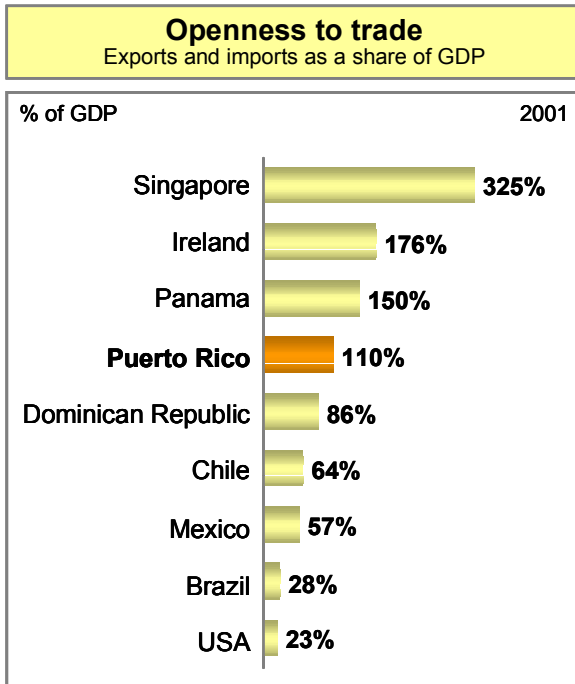
The provision of world-class, competitive local services (retail, wholesale, hotels, restaurants, entertainment, recreation, travel, etc.) is critical for the quality of life of island residents and to attract international visitors.

Wider choice, greater efficiency and better customer service in Puerto Rico’s retail, entertainment and hospitality sectors result in lower prices and better living standards for all residents. Moreover, the quality and competitiveness of these sectors will determine the island’s attractiveness not only as a tourist destination, but also as a place to live for knowledge workers, investors, students, and retirees, among others. As wealth grows worldwide, retail trade, entertainment, and tourism spending will continue to grow as a share of world output, and the quality of retail and other services will be a key determinant of the country’s attractiveness for other industries.

### How is Puerto Rico performing today?

Retail, wholesale, tourism and other services (including construction) already account for 20% of Puerto Rico’s economic output and more than 25% of employment.

Puerto Rico has the largest retail sector in the Caribbean, with vigorous competition between some large local players and major international entrants. Productivity in the retail sector (in terms of sales per square foot and per employee) is lower than the US average and high-density retail markets like Singapore, but is significantly higher than the rest of Latin America and much of Europe. Nevertheless, both the retail and wholesale sectors are fragmented and dominated by small players, and employment growth has outpaced sales growth in the sector, leading to reduced sales per employee.

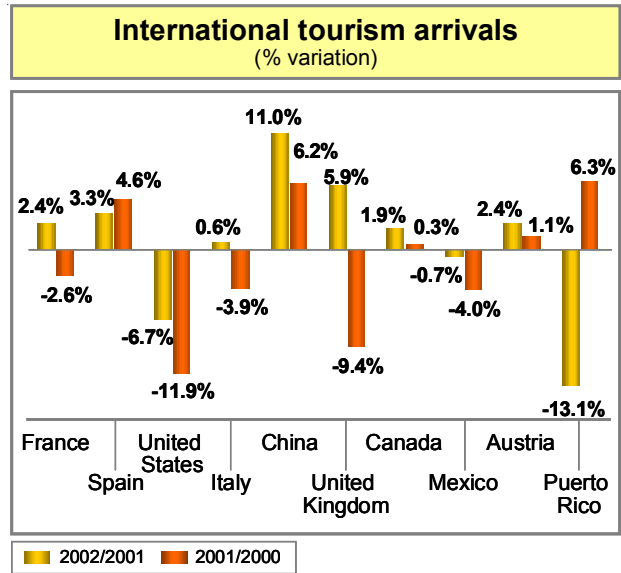


Note: Direct investment to Puerto Rico includes investment from US sources.

Source: Puerto Rico 2025; International Monetary Fund, International Financial Statistics; UNCTAD; Planning Board, Statistical Appendix; PRIDCO; A.T. Kearney analysis

Puerto Rico is also the leading tourism destination in the Caribbean, with an excellent endowment of natural assets, cultural attractions, and international transportation links. However, with a large number of overseas Puerto Ricans, cruise passengers, and business visitors included in Puerto Rico’s tourism figures, the average length of stay is low, and a large number of visitors stay outside the hotel and small inns (“parador”) system. Despite significant government promotion and incentives, tourism continues to account for only 5% of GDP, vs. a global average closer to 10% and a Caribbean average close to 20%. Puerto Rico’s position is always under threat from lower cost competitors in the region, and Puerto Rico’s share of

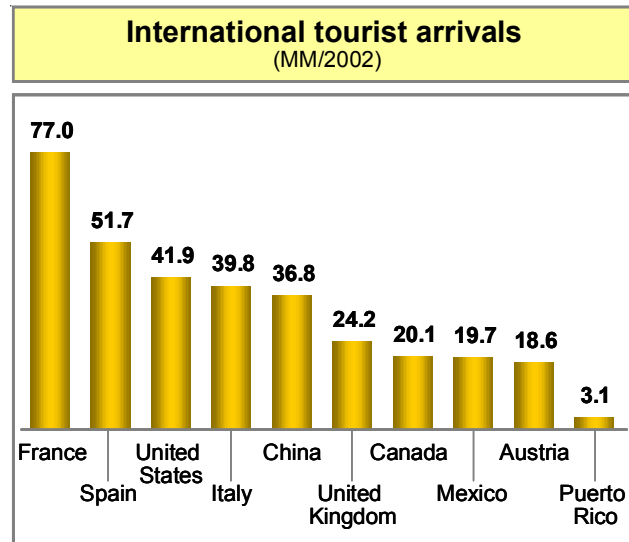
Caribbean tourism has declined from 21% in 1985 to 17% in 2000.



Source: Puerto Rico 2025; World Tourism Organization (WTO)

### Key points of the vision

Looking forward, the Vision for 2025 envisages retail, hospitality, entertainment, recreation, and travel services as an integrated economic sector that must offer choice, competition, and quality to both residents and visitors.

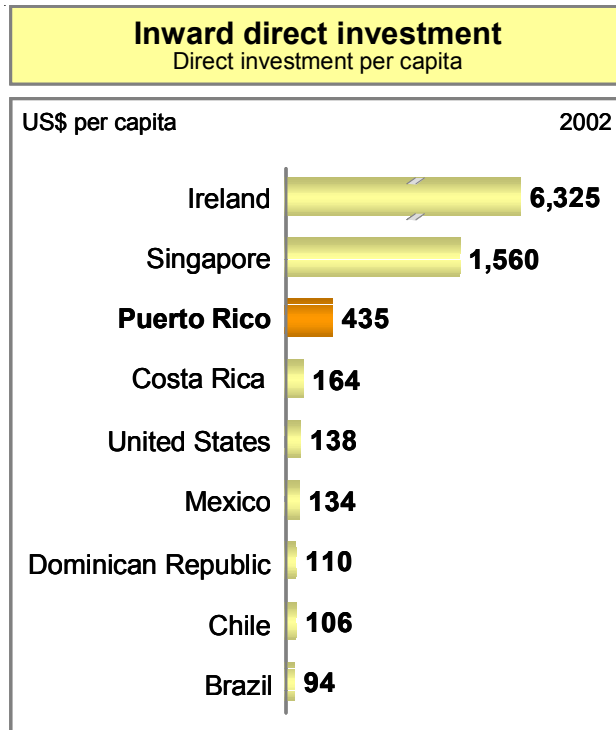


Source: Puerto Rico 2025; World Tourism Organization (WTO)

As incomes continue to rise in Puerto Rico and competition from lower cost destinations intensifies, Puerto Rico must position itself not simply as a “sun and sand” destination, but as a vibrant entertainment,



convention and business center – with the added bonus of its location, climate, and topography. Like major cities in the US and Europe, or Singapore and Hong Kong, it is the combination of conventions, sporting events, cultural activities, retail, and entertainment offerings that, despite being a high-cost destination, will maximize Puerto Rico’s competitiveness and income from tourism.



Note: Direct investment to Puerto Rico includes investment from US sources.

Source: **Puerto Rico 2025**; International Monetary Fund, International Financial Statistics; UNCTAD; Planning Board, Statistical Appendix; PRIDCO; A.T. Kearney analysis

## The New Agriculture

**In 2025, Puerto Rico has a feasible agriculture and agribusiness sector in which leading technologies play a critical role in enhancing productivity and quality.**

**Agribusiness entrepreneurs identify and capitalize on those markets in which Puerto Rico has achieved a competitive advantage.**

## Why is this important?

In developed countries worldwide, agriculture accounts for a very small portion of economic output and employment. In the 30 countries that make up the Organization of Economic Cooperation and Development (OECD), agriculture accounts on average for less than 2% of output and less than 7% of employment.

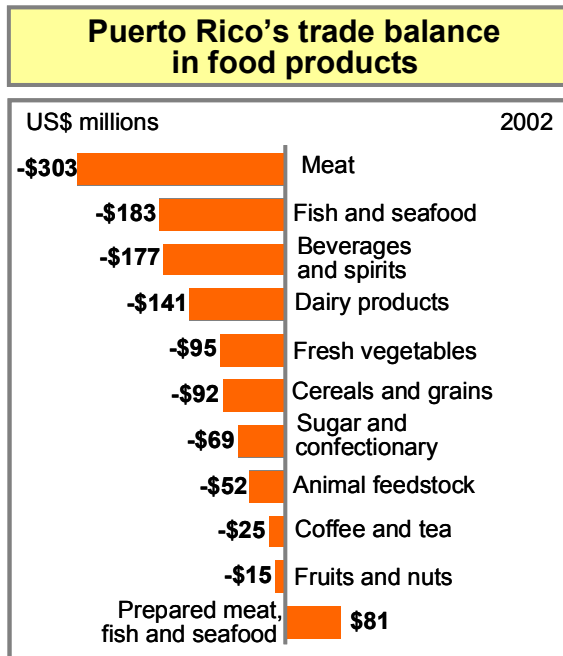
Nevertheless, even in wealthy economies, agriculture remains an important policy issue, partly for emotional and political reasons, but also because it has important impacts in segments of the economy. Agriculture generates a large number of jobs per unit of output, and those jobs tend to be concentrated among lower skilled workers and in more economically disadvantaged regions. Appropriate, productive agriculture can help to sustain the prosperity of rural communities, balance growth, and play a role in preserving non-urban, green environments. In a world of increasing tension and insecurity, many also emphasize agriculture’s role in maintaining food supply and security.

## How is Puerto Rico performing today?

Primary produce industries in Puerto Rico today (agriculture, fisheries, aquaculture) account for less than 1% of total output and less than 2% of total employment. Even if one includes food and beverage manufacturers and other businesses based on agricultural products, this sector accounts for less than 5% of total output and employment. The vast majority of Puerto Rico’s food and other agricultural products are imported. As a small island with relatively high wages and other factor costs, Puerto Rico simply cannot compete with larger-scale and/or lower-cost agricultural production centers in the US, Latin America, and elsewhere.

Nevertheless, the success of several food and beverage businesses (from Puerto Rico’s well-known rum, juice and Hispanic food brands, to lesser known exporters of fruit, coffee, and other agricultural products) clearly demonstrates that Puerto Rico can compete in agribusiness niches, where established brands or unique assets provide competitive advantage. Indeed, even very high-income economies like the Netherlands and Denmark still derive almost 20% of their export

revenues from agricultural products – by focusing on branding, use of technology, and high productivity.



Source: Puerto Rico 2025.

### Key points of the vision

The Vision for 2025 foresees that agriculture and agribusiness will continue to play a small, but important, role in Puerto Rico's economy, through a similar emphasis on technology deployment, productivity, quality and value-addition (through product development, marketing, branding, etc.).

Agriculture will only be viable in Puerto Rico, if local agribusinesses focus on clear market niches where Puerto Rico has competitive advantages – premium products and brands with unique local associations (rums, coffee, cigars, etc.), products and brands targeted at the Puerto Rican and broader Hispanic population living elsewhere in the Americas, and selected import-substitution opportunities for high-cost or perishable products that do not make sense to import to Puerto Rico or neighboring smaller islands.

## Descriptions of Land Use and Natural Resource Conditions; the Puerto Rico 2025 Environmental Assessment and Vision

In 2025, Puerto Rico has a healthy environment capable of sustaining life in all its forms as well as social and economic activity within a framework of sustainability.

All of us are responsible for the preservation of our natural resources, for looking after an infrastructure that is adequately planned; ensuring that the natural and built environments are well maintained, and that the limits of our ecological systems are respected.

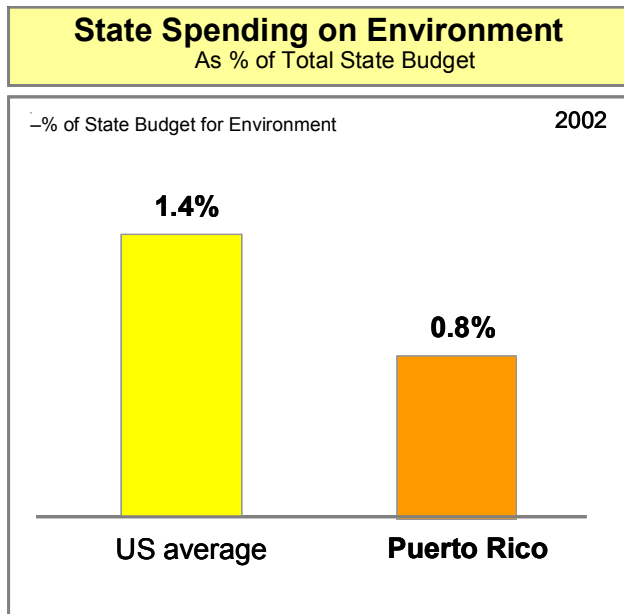
Infrastructure and environment are integral parts of the Puerto Rico 2025 vision since they are part of the goals of economic and social development for the island. The responsible and sustainable use of resources constitutes the main theme in this area. Going forward, they are needed to support Puerto Rico's competitiveness and the quality of life of its citizens.

To support this overarching vision for environment and infrastructure, the Puerto Rico 2025 Vision also defines specific visions for the components:

- Environmental quality
- Land use
- Water and Waste
- Energy
- Transportation
- Information and telecommunications infrastructure

### Environmental Quality

In 2025, the principle of individual and collective respect for the essence of the environment is the basic rule that guides decision-making and planning, so that natural and built environments provide health, resources, pleasure, and guarantee the sustainable development of Puerto Rico.



Source: Puerto Rico 2025

### Why is this important?

Environment is an integral part of the development challenge. At the same time that economic development has led to dramatic improvements in quality of life across the globe, environmental factors such as indoor and outdoor air pollution, waterborne diseases, and exposure to toxic chemicals threaten the health of millions of people, and natural resources - land, water, and forests - are being degraded at alarming rates in many countries. The economic costs of environmental degradation have been estimated at 4 to 8 percent of Gross Domestic Product (GDP) annually in many developing nations. Yet, dealing with

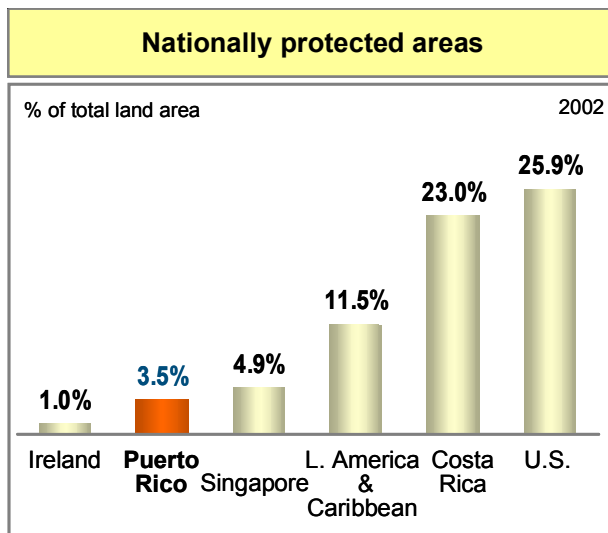
environmental problems is often difficult because of their complex characteristics, including delayed and cumulative impacts, irreversible damages, and regional and global implications, among others. In this context, the concept of sustainable development, built on a balance of economic growth, social cohesion, and environmental protection, is increasingly gaining momentum across the globe.

Puerto Rico has been facing many challenges in the preservation of its environment in the last decades. Rapid development, uncontrolled urban sprawl, high population density, high consumption, and waste generation rates have put significant stress on key natural systems in the island.

### How is Puerto Rico performing today?

Although a set of comprehensive laws and institutions for environmental protection has been put in place, both at the federal and commonwealth levels, implementation and compliance remain as key problems. In this context, by many measures, environmental quality is still unacceptable: several water bodies have become polluted, and sensitive ecosystems have been impacted by rapid and ill-controlled development. This situation is aggravated when considering that the share of the Puerto Rico budget spent on environment is almost half of the average invested by the US states.

Without effective implementation and enforcement of environmental laws, coordinated resource use plans, incentives and education, then quality of life in the long term is mostly likely to be undermined, competitiveness impacted, and several critical resources lost forever.



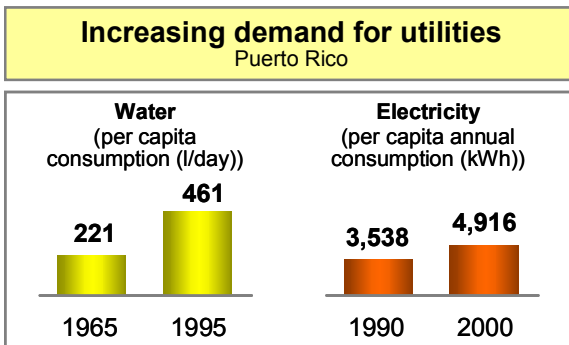
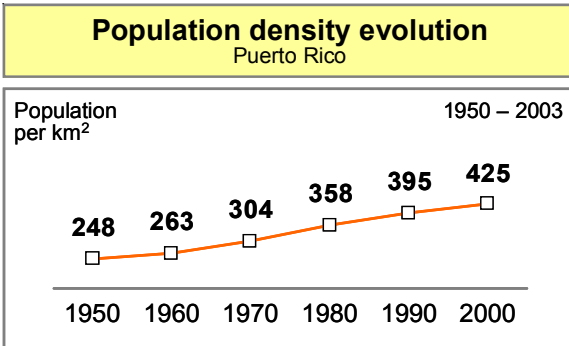
Source: Puerto Rico 2025; World Bank 2003

### Key points of the vision

The Puerto Rico 2025 vision on environmental quality is aligned with the concept of sustainable development. The vision ensures the availability of needed resources to support the island's economic development while preserving Puerto Rico's attractiveness as a healthy place to live and enjoy. These characteristics are not only important by themselves, but as requirements for any location aspiring to be a knowledge-based society, attracting high caliber professionals.

## Land Use

**In 2025 and as a result of a genuine participation process, we clearly define, plan, and respect the use of land, physical space, and natural resources while simultaneously promoting the sustainable development of Puerto Rico.**



Sources: **Puerto Rico 2025**; US Census Bureau; CIA World Fact book 2003; "Key information needs for the policy making process: Global environmental change and tourism", Alberto J. Beale; A.T.Kearney analysis

### Why is this important?

One of the greatest challenges for rapidly growing locations is to balance urban development and environmental protection. Balancing environmental and economic objectives requires a land management strategy that protects priority resources, fosters the more efficient use of land and facilitates the land market by formulating appropriate regulations that establish flexible development standards with a minimum of administrative requirements. A more efficient land use can reduce not only the direct cost of land in projects and their relative environmental impact, but also the cost of providing and maintaining the urban infrastructure. The search for more efficient land use has been pursued in several places mainly at two different levels. First, by assessing the combined cost of existing regulations to devise a more affordable

regulatory scheme and second, by pursuing opportunities for greater efficiency at the project design level, increasing planning and enforceability.

### How is Puerto Rico performing today?

On paper, planning laws and institutions do exist in Puerto Rico, but the island lacks a comprehensive land use plan. Planning and environmental assessment are done on a case-by-case basis through a lengthy and unpredictable evaluation process. The current permitting system is seen as widely inefficient, where the exceptions are the rule, significantly impacting the island competitiveness and the effectiveness of the environmental protection mechanisms.

Overall, the very low level of protected lands observed in Puerto Rico by 2002 (around 3.5%, one of the lowest percentages of protected lands compared to other locations) reflects some of the negative consequences of the current land use system in the island.

The need for planning and its enforcement, in a context of supporting the sustainable development of Puerto Rico, constitute the centerpiece of the island's vision for land use. In other words, this vision has embedded the goal of streamlining the processes associated with land use in order to make them more efficient and effective, protecting the environment, improving quality of life while increasing the island's competitiveness. The vision also places singular importance on the establishment of a truly participatory process in developing the plans and enforcing regulations. In Puerto Rico, although community involvement in land use decisions has increased in the past years, it is argued that there is still significant room for improvement. Communities still feel that their input is not considered early enough in planning and permitting processes and often having a disparate impact on disadvantaged communities.

### Key points of the vision

Overall, as Puerto Rico materializes its growth targets for the future, land will increasingly gain importance as one of the island's most precious resources. In this context, seeking the objectives for land use envisioned by Puerto Rico 2025 is of paramount importance going forward to ensure the sustainable economic and social development of the island.

## Water and Waste

**In 2025, all residents of Puerto Rico have access to sufficient and high quality water, and these resources are used in a cost-effective manner, thereby ensuring the existence of reserves.**

**The production, consumption, and recycling of materials are managed and conducted in such a way that minimizes the generation of waste, which in turn is used as a resource.**

### Why is this important?

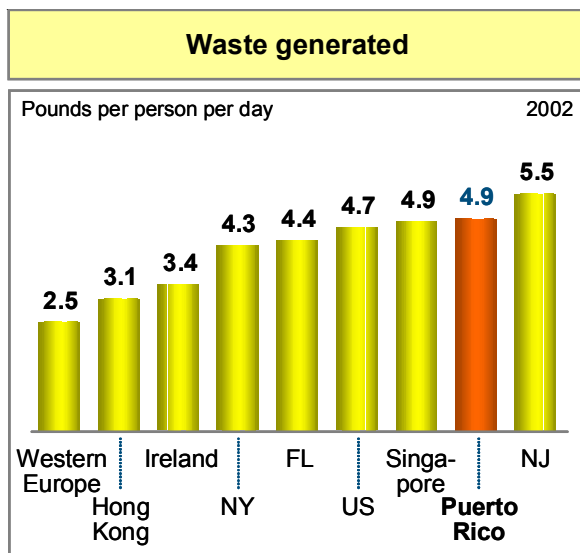
Access to water is advocated to be a fundamental universal right with significant impact on social and economic development. During the past century, while world population tripled, the use of water increased six fold and, going forward, by 2025 an estimated 4 billion people will live under conditions of severe water stress. To address this situation, governments throughout the globe have been applying more stringent regulations to preserve water bodies, besides the implementation of incentives and educational programs focused on building a more conscious mindset towards the rational use of water.

Given its potentially strong pollutant impact on the environment, not only in water sources, but also in land and air, waste management emerges as a topic for careful consideration. Globally, waste generation has

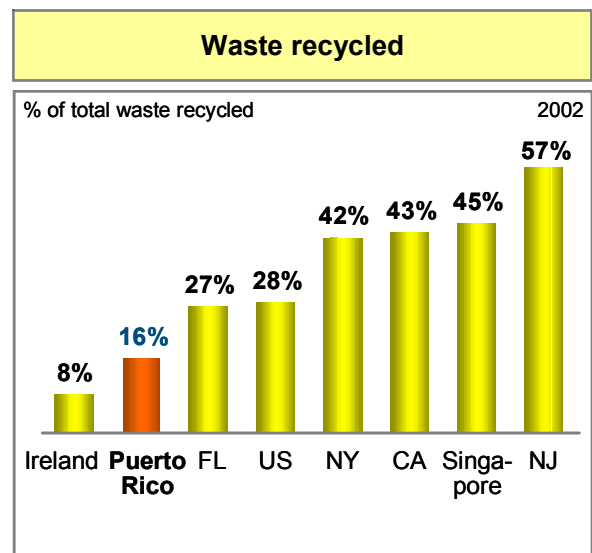
increased at a fast pace and, although expected to follow GDP growth for most developed nations until 2025, it is most likely to grow at higher rates in developing economies, mainly driven by changes in consumption patterns. Developed nations have been focusing their attention on sustainable waste management strategies that, ultimately, promote the reduction of resource inputs, maximizing their efficient use, and minimizing the final impact on land, air, and water. In these cases, recycling and innovative procedures for waste reuse have greatly contributed to the reduction of land filling and the environmental impact of waste as a whole.

### How is Puerto Rico performing today?

The current situation of water and waste management in Puerto Rico demands considerable attention. The lack of a coordinated long-term plan and the inefficient management of natural resources have impacted water bodies to the extent that, today, 40% of the island's surface water does not meet quality standards. Also, Puerto Rico's excellent aquifers have shown signs of decreasing quality and capacity due to different degrees of contamination, excessive use, and poor management. Despite providing broad access, the water distribution infrastructure lacks reliability, with interruptions of supply being common in some areas. Overall, the water company presents low productivity levels, scale issues, and maintenance challenges that are reflected in a 50% distribution loss of all water produced. Moreover, less than 20 percent of the



Source: Puerto Rico 2025; National and state environmental agencies, SWMA; A.T.Kearney analysis



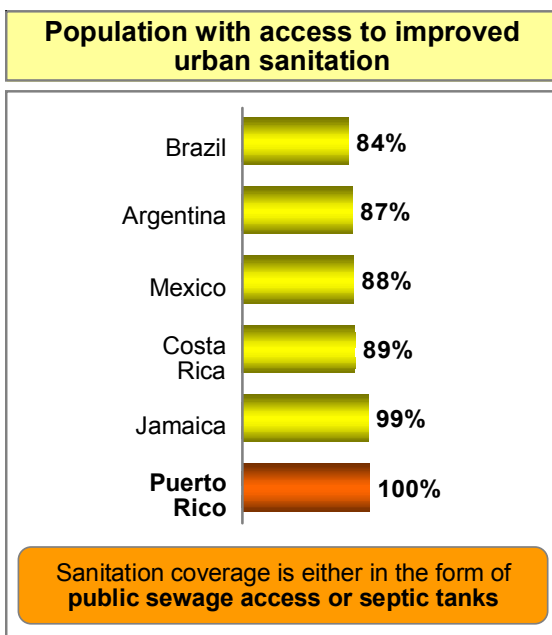
Source: Puerto Rico 2025; National and state environmental agencies, SWMA; A.T.Kearney analysis

population in Puerto Rico receives drinking water that meets all health-based standards.

Waste management and sanitation also represent a challenge in the island. Besides other environmental impacts, waste figures as one of the key root causes in the contamination of water sources. Direct discharge of sewage by individuals into rivers and other bodies of water and widespread use of septic tanks that fail to meet environmental standards still represent an issue. Moreover, the generation of solid waste in Puerto Rico has achieved alarming levels in the last decades, with significant impact in the natural systems.

Today, the island produces twice as much waste per capita as the average observed in Western Europe, and presents modest recycling rates. At this pace, most landfills in Puerto Rico are expected to reach capacity within the next 10 years, with most of them operating in violation of environmental standards. Moreover, Puerto Rico’s industrial waste infrastructure presents some clear deficiencies like the inexistence of an industrial sewer system and hazardous waste sites.

All these limitations in infrastructure are not only risky from environmental and social points of view, but they also impact the island’s attractiveness to investments in high value added production processes and services that are highly dependent on reliable access to quality water and proper waste management facilities.



Source: **Puerto Rico 2025**; Interviews; Paul Budde Communication; World Bank, Pan American Health Organization; A.T. Kearney analysis

## Key points of the vision

In this context, the Puerto Rico 2025 vision for water and waste places emphasis on the broad access to sufficient water with the required quality, and points out the need for planned use of resources in order to minimize the waste generation and ensure the proper handling of what cannot be recycled or reused.

The vision entrusts the concept of water as a fundamental universal right, strongly reinforcing Puerto Rico’s commitment to the preservation of its water bodies and towards policies that foster the optimal use of its resources in a sustainable fashion.

The goals embedded in this vision are of paramount importance to ensure the quality of life envisioned for Puerto Rico while supporting key knowledge-based clusters that will drive the island’s economic development going forward.

Given the geographical conditions of Puerto Rico, with limited space, high population density and fragile environment, the vision for 2025 on water and waste signals the need for substantial community mobilization towards greater care for its most valuable natural resources.

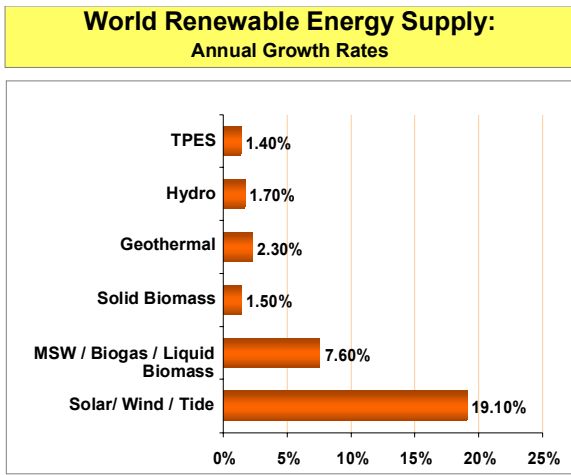
## Energy

**In 2025, Puerto Rico is a leader in the development and usage of renewable energy sources and clean technologies.**

**All of us in Puerto Rico have access to reliable energy services and resources that are economically feasible, socially acceptable, environmentally healthy, and abundant enough to achieve the sustainable development goals of Puerto Rico.**

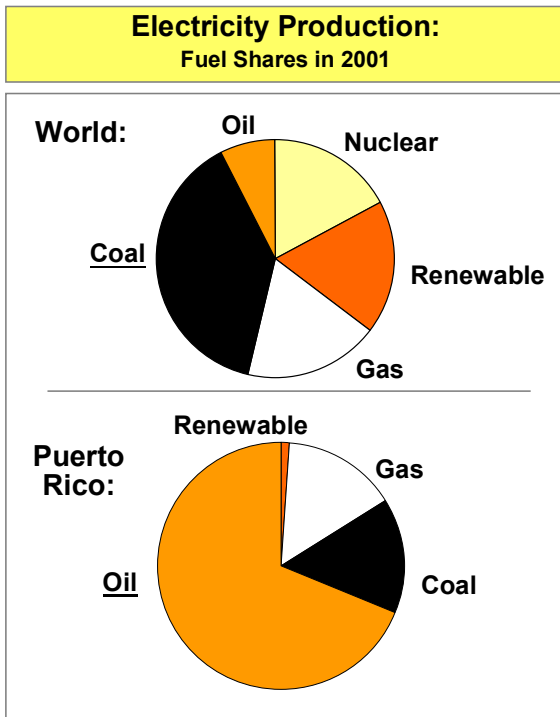
## Why is this important?

Access to reliable energy resources at competitive costs and in a sustainable fashion is a fundamental concern across the globe. Energy is vital for social and economic development, supporting productive capacity and social cohesion.



Source: Puerto Rico 2025

The successful development of an economy based on knowledge clusters as envisioned by Puerto Rico is highly dependent on the availability of cost competitive and reliable power sources. Such clusters – often dependent on sophisticated electronic equipment, telecommunications networks, agile mobility, controlled production and research environments and high customer service levels – are strongly impacted by unreliable energy supplies and power outages.

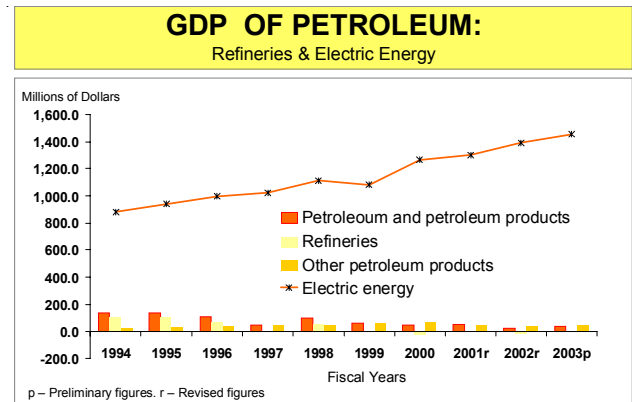


Source: Puerto Rico 2025

## How is Puerto Rico performing today?

Going forward, Puerto Rico faces a major challenge in improving the competitiveness of its energy sources. The island currently faces industrial electricity costs 73% higher than the average observed in developed economies and is highly dependent on imported oil. Such high costs are influenced by outdated cross-subsidies schemes when compared to international standards and a relatively inefficient electric power utility company, characterized by low levels of productivity. Moreover, an aging infrastructure and lack of adequate maintenance lead to poor reliability and low service levels.

These characteristics significantly decrease the competitiveness of the Puerto Rican infrastructure when compared to other locations, demanding redundant private investments in individual power facilities.



Source: PR Planning Board, Economic & Social Planning Program, Economic Analysis Subprogram

In seeking constant improvements in power supply, high-income countries are rapidly modernizing their energy systems. They are creating the market rules and incentives to support the attraction of private investment while responding to public concerns and demands of tougher environmental standards imposed on energy suppliers and users. With increasing economic growth, the world's "resource-use" burden is rising faster than population growth. For this reason, the concept of promoting development through sustainable strategies is continuously gaining momentum. When envisioning the future, nations want to ensure that current generations meet their needs without compromising the ability of future generations to meet theirs. Such objectives are of fundamental

importance for Puerto Rico given the island’s fragile environment and small size.

Although by some measures the environmental impact related to energy production has improved in the last decade, Puerto Rico still faces significant challenges. The island’s efforts to implement renewable sources of energy have been immaterial so far, while the share of world production of electricity from renewable approaches 20%. Additionally, the electricity production in Puerto Rico presents low diversification towards cleaner fossil fuels, with around 70% of its electricity production depending on oil. Such electricity supply is mostly generated by old technology infrastructure, accounting for 71% of all industrial air pollution and 33% of industrial surface water discharges in the island.

Vehicular emissions are also a point of concern. The relatively low fuel prices in Puerto Rico represent a major disincentive to the use of public transportation, which is also incipient in the island. Such low prices are a direct consequence of fuel taxes around 6 times lower than the average observed in developed economies.

### Key points of the vision

As a direct call for action to improve the performance of the energy sector in the island, the energy vision for Puerto Rico 2025 fully embraces the concept of sustainable development, considering that power needs are met while preserving a healthy environment. In particular, the vision drives Puerto Rico to achieve leadership in the development and application of renewable sources of energy and clean technologies. Puerto Rico 2025 recognizes the importance of significantly improving the performance of the energy sector, emphasizing broad and reliable access to cost competitive power sources in order to fully support the economic development envisioned for the future of the island.

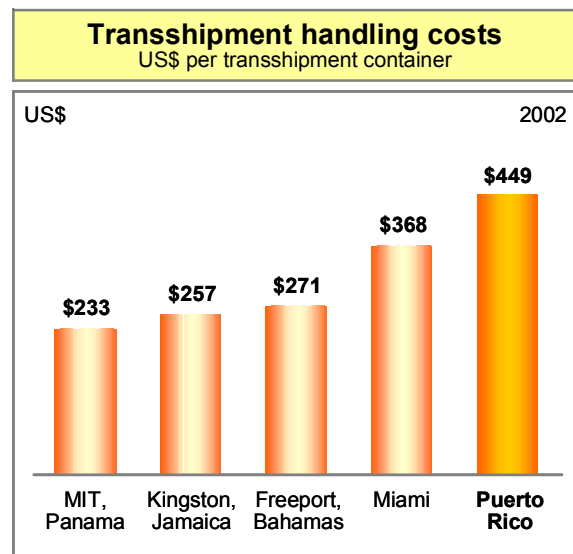
## Transportation

**In 2025, the needs of access and mobility of maritime, air, and ground transportation are met at the lowest possible economic, social, and environmental cost while at the same time integrating them in the planning process for land use planning and advanced technologies.**

### Why is this important?

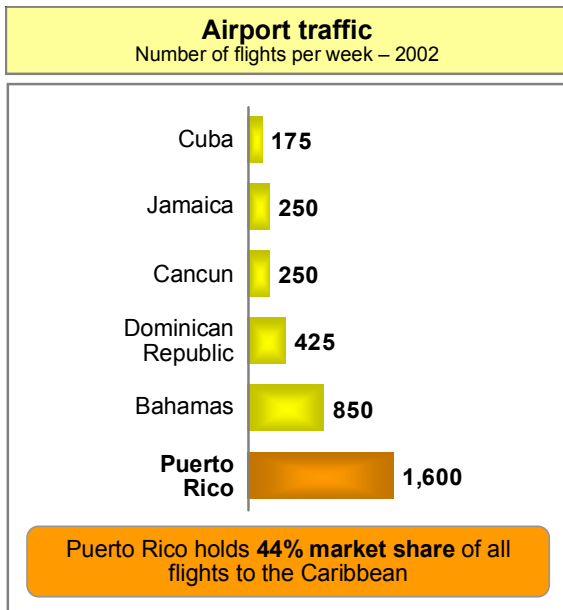
Transportation is central to development. At the same time that it supports quality of life providing physical access to jobs, health, education and other amenities, it is also of paramount importance for economic development and competitiveness through the physical access to resources and markets. Efficient and effective linkages that support the mobility of goods, people, and information are major enablers of a successful knowledge-based economy. In a context of increasing globalization, and of domestic and international trade liberalization, a sustainable, well functioning transportation system is a crucial determinant of a country’s competitiveness.

Although critical for development, inappropriately designed and poorly integrated transport strategies can have significantly negative economic, social, and environmental consequences. In this context, planning and its implementation through targeted regulations and



Source: **Puerto Rico 2025**; Ocean Shipping Consultants; "Análisis Preliminar de Competitividad de Puerto Rico", Procomp; Global Competitiveness Report 2001-2002; "The Evolution of Ports in a Competitive World" – World Bank; "Measuring Port Performance" – Patrick Fourgeaud – The World Bank; A.T.Keamey analysis



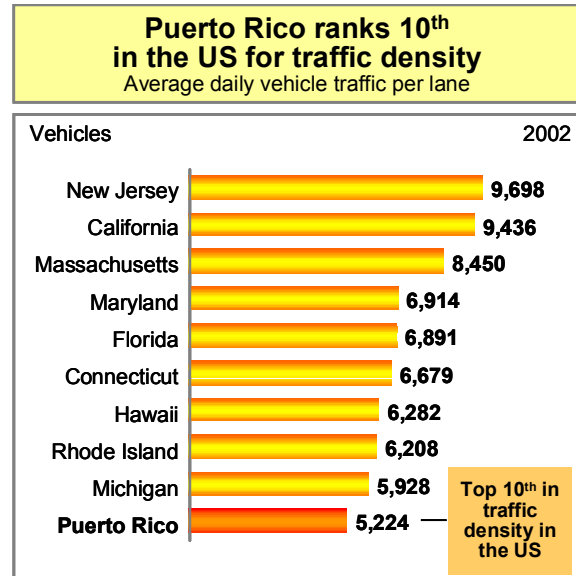


Source: **Puerto Rico 2025**; Interviews; Paul Budde Communication; World Bank, Pan American Health Organization; A.T. Kearney analysis

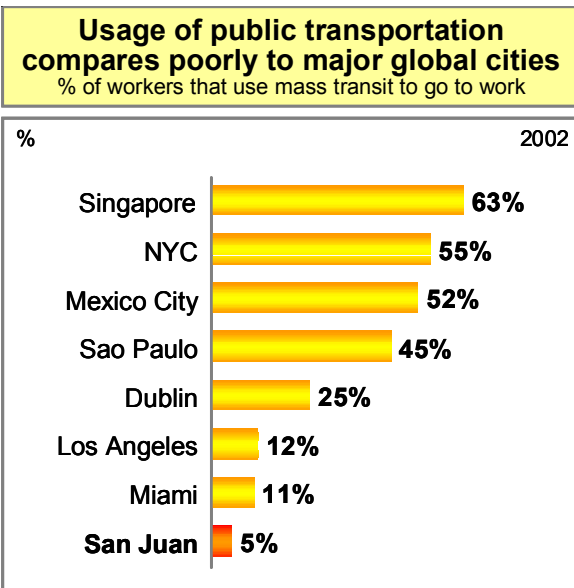
stricter demand management policies has gained significant importance. By consolidating different sets of inputs, such plans represent the most effective way to optimize the network’s investments and efficiency while minimizing environmental impact and safety concerns. The integration of transportation and land use plans is also seen as essential to define which infrastructure projects should be handled at a centralized level and which ones at a local level. This practice would represent a major improvement in the case of

Puerto Rico, where a comprehensive land use plan is still lacking.

Globally, the traditional dominance of the public sector in the operation of transport services generally resulted in several adverse effects such as high public deficits, poorly maintained infrastructure, and low service levels. This situation has led several nations throughout the World to seek more cost-effective transportation



Source: **Puerto Rico 2025**; US Census, Dublin Transportation Office, Secretaria Municipal de Transportes, Interpress Service, Singapore Department of Statistics, Federal Highway Authority; A.T.Kearney analysis



Source: **Puerto Rico 2025**; US Census, Dublin Transportation Office, Secretaria Municipal de Transportes, Interpress Service, Singapore Department of Statistics, Federal Highway Authority; A.T.Kearney analysis

strategies, driven by increasing utilization of competitive market structures involving the private sector while governments assume an enabling and supervising role. In Puerto Rico, the role of the government in transportation is still substantial, even encompassing regulated rates for trucking.

### How is Puerto Rico performing today?

Overall, key efficiency issues in the island’s transportation infrastructure represent important challenges for the future. San Juan’s port operations are expensive and with low productivity compared with other ports in the Caribbean, which are driving scale and market share backed up by significant investments and the management experience of some of the largest global stevedores. Puerto Rico also faces cost disadvantages in maritime shipments to and from the

US due to the obligation of using American-flag ships as stated by the Jones Act

Moreover, while several locations in the world have been providing greater incentives to the use of public transport through efficient pricing for congestion and pollution, Puerto Rico is still lagging in this dimension.

As a consequence, high traffic density and pollutant emission in the urban areas significantly penalize the island’s quality of life and competitiveness. Such situation is driven not only by the limited availability of public transportation in Puerto Rico and the lack of a comprehensive public transportation plan, but also by very low gas prices that represent an incentive for people to drive. In this context, the development of a strategic approach to motorization in Puerto Rico is becoming increasingly critical.

### Key points of the vision

The 2025 vision addresses the current transportation issues in the island by emphasizing integrated planning, cost-effective services, and transportation technologies as key principles. Given Puerto Rico’s high dependency on imports and exports and the fact that it will continue to target the international markets to support its economic development, the vision for 2025 is of fundamental importance in the consolidation of Puerto Rico as a key player in the global supply chains, fully integrated with the World. The vision also recognizes the need to optimize the economic, social, and environmental costs associated with transport in a clear reference to the concept of sustainable development.

### Information and Telecommunications Infrastructure

**In 2025, Puerto Rico has a state of the art telecommunications and information technology infrastructure that is widely used, is reliable, it distinguishes Puerto Rico in a global context and provides ample opportunities for all.**

### Why is this important?

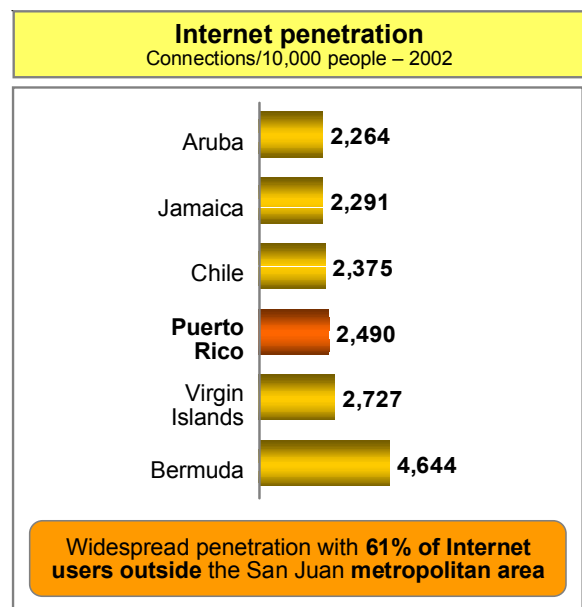
Access to information and communications technologies has become crucial to a sustainable agenda of economic and social development. In the modern

world, these technologies not only represent a key input to support economic development but they also offer opportunities for global integration, the empowerment of individuals and communities and the enhancement of the efficiency and transparency of the public sector.

In particular, the availability of state-of-the-art telecommunications and information technology infrastructure represents a major enabler for any society envisioning a development model based on knowledge clusters, since such technologies constitute the foundation for building up, disseminating and applying knowledge. Nowadays, technological innovations, economic pressures, and regulatory reforms are making access to such technologies more affordable, creating opportunities not only for substantial business development but also helping to close the digital division established in several regions of the world.

### How is Puerto Rico performing today?

Despite depicting some advanced characteristics in its telecom infrastructure, such as 100% digital networks, Puerto Rico lags the level of infrastructure and accessibility of several advanced economies, presenting lower penetration rates in fixed and mobile telephony as well as Internet and broadband. In several cases, such as high speed Internet access, the infrastructure is available across the island but competition among providers is comparatively low, harming service

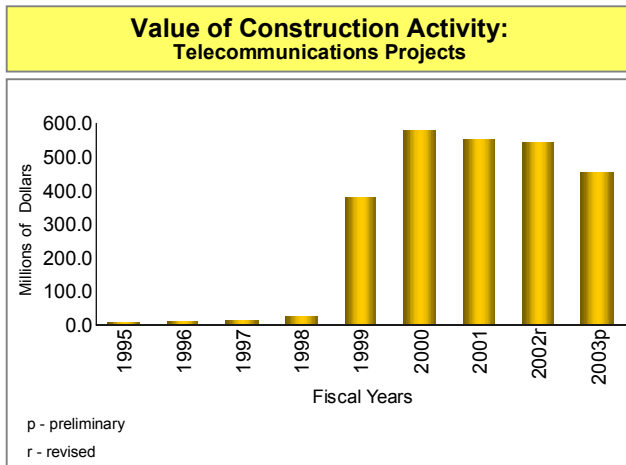


Source: Puerto Rico 2025; Interviews; Paul Budde Communication; World Bank, Pan American Health Organization; A.T. Kearney analysis

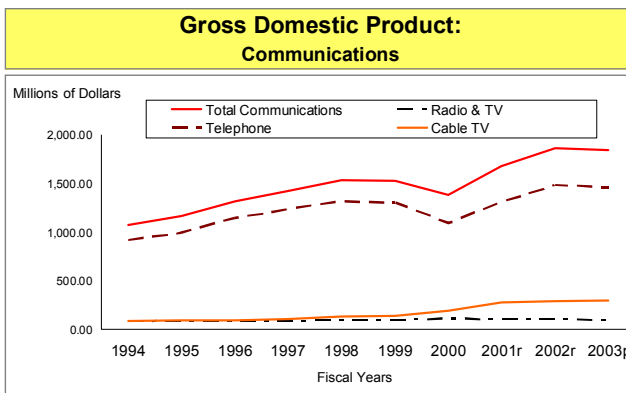
affordability. Moreover, reliability and provision of speed of advanced services are seen as key areas for improvement.

### Key points of the vision

The Puerto Rico 2025 vision recognizes that a weak or expensive communications infrastructure could threaten the island’s ability to compete in fast growth, high technology markets. In this context, the vision not only calls for the deployment of the most advanced information and communications technologies available in the world, but it also targets the broad availability of affordable and reliable services to all as a key driver to support the island’s future social and economic development.



Source: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico

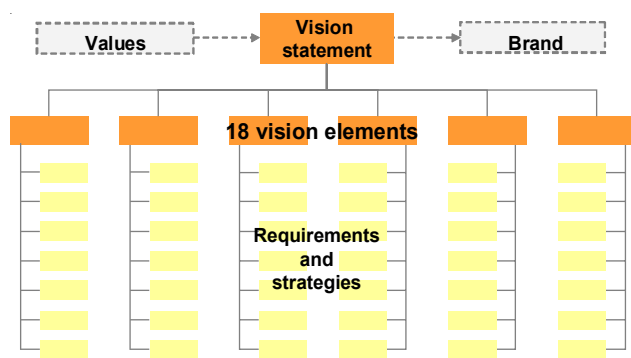


Source: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico

# SECTION III: Strategies and Objectives; Charting a Course to a Dynamic Economic Future

## Implications of the Assessment and Vision

What became clear as a result of our work on **Project 2025**, particularly as evidenced through the **Assessment and the Vision Phases** is that the world is changing fast, and, now more than ever, Puerto Rico must respond adequately to secure a satisfactory future for its citizens and residents. This tremendous change



Source Puerto Rico 2025

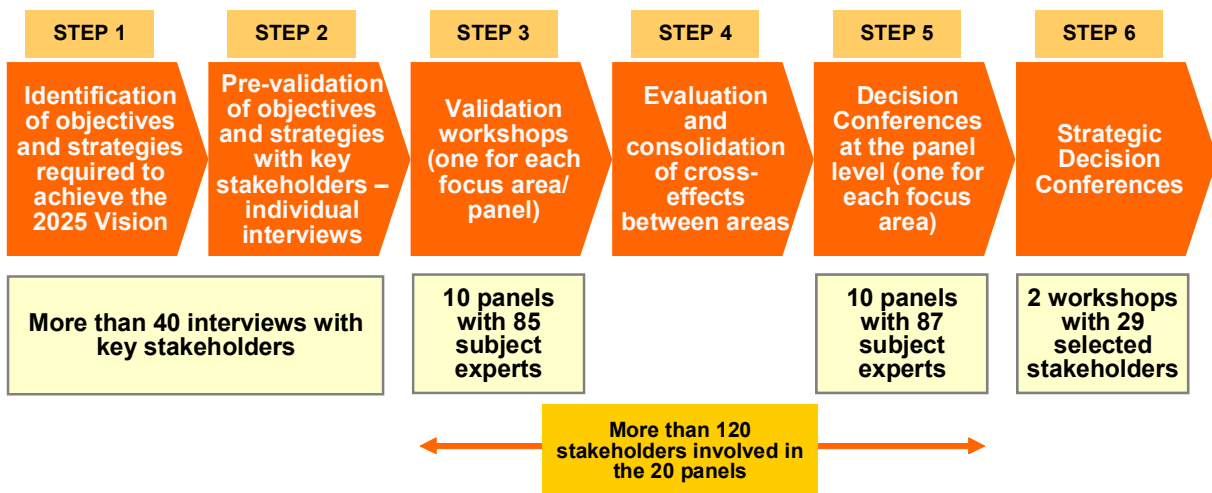
is being driven by a host of factors such as; an ever accelerating pace of **demographic** change, expanding

**globalization**, exponential **technology** innovation, elemental shifts in the location of global demand, global trade, and global investment.

Fundamentally, Puerto Rico faces **more competitors in every field and greater challenges in meeting the terms of its social contract** as evidenced in increasing health care costs, expanding demand for adequate education which prepares people for participation in a knowledge based economy, lagging infrastructure improvements needed to facilitate efficiencies in other areas of activity, yet, all the while, controlling costs and environmental impacts.

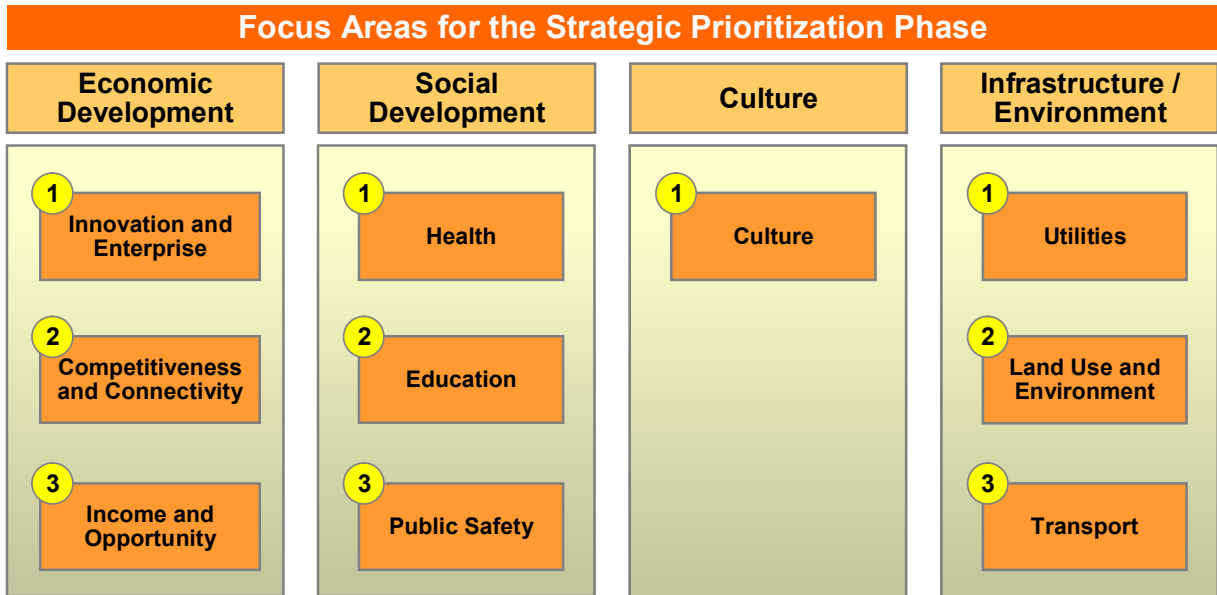
In principle, Puerto Rico has many of the assets required to succeed in the global **knowledge economy** that is “the glass is more than half full”. Not taking advantage of these assets increases the risk that Puerto Rico will become a **victim**, not a **beneficiary**, of current global change. However, in practice, while in many respects “the glass is more than half full” Puerto Rico is burdened with significant countervailing liabilities and thoroughly mired in an institutional culture if ineffectual decision making and limited vision.

## Validation and prioritization of the strategic options for implementation



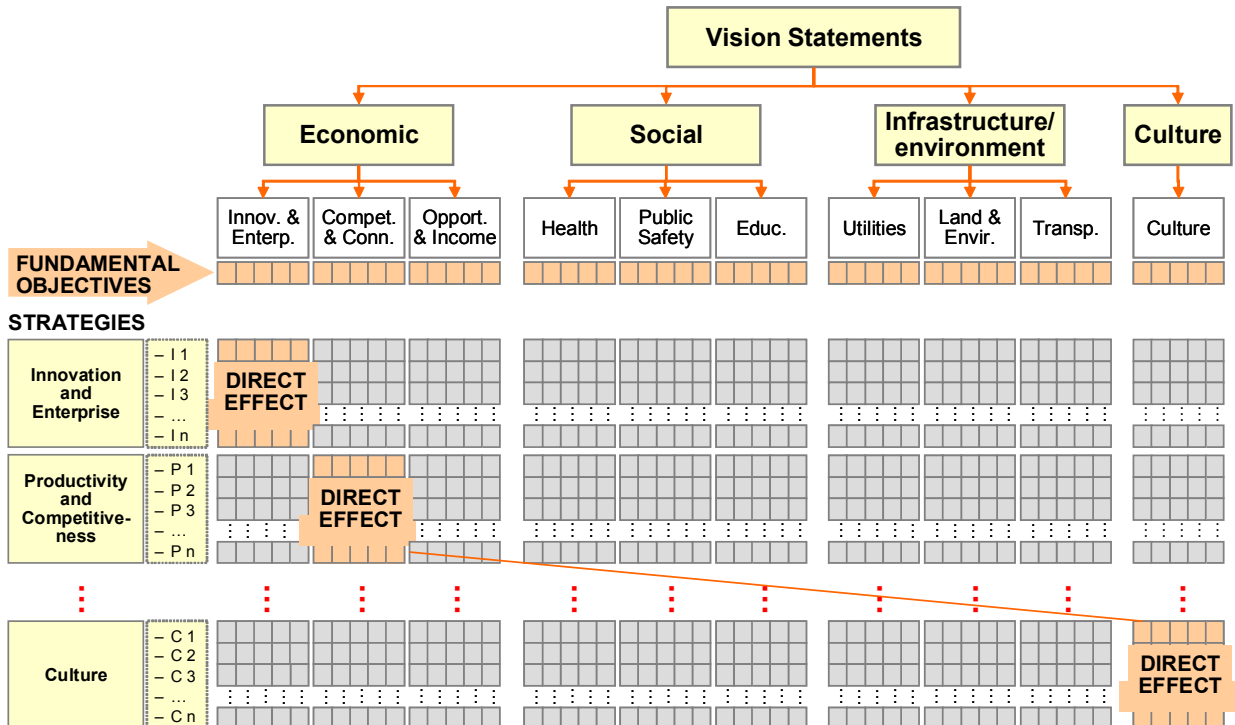
Source Puerto Rico 2025

## The Output of the Assessment and Vision phases, resulted in stakeholders focusing on 10 topic areas that captured the interrelationships among the previous 18 panels



Source Puerto Rico 2025

## Strategies were evaluated in terms of contribution to the Vision's objectives and the Vision's do-ability



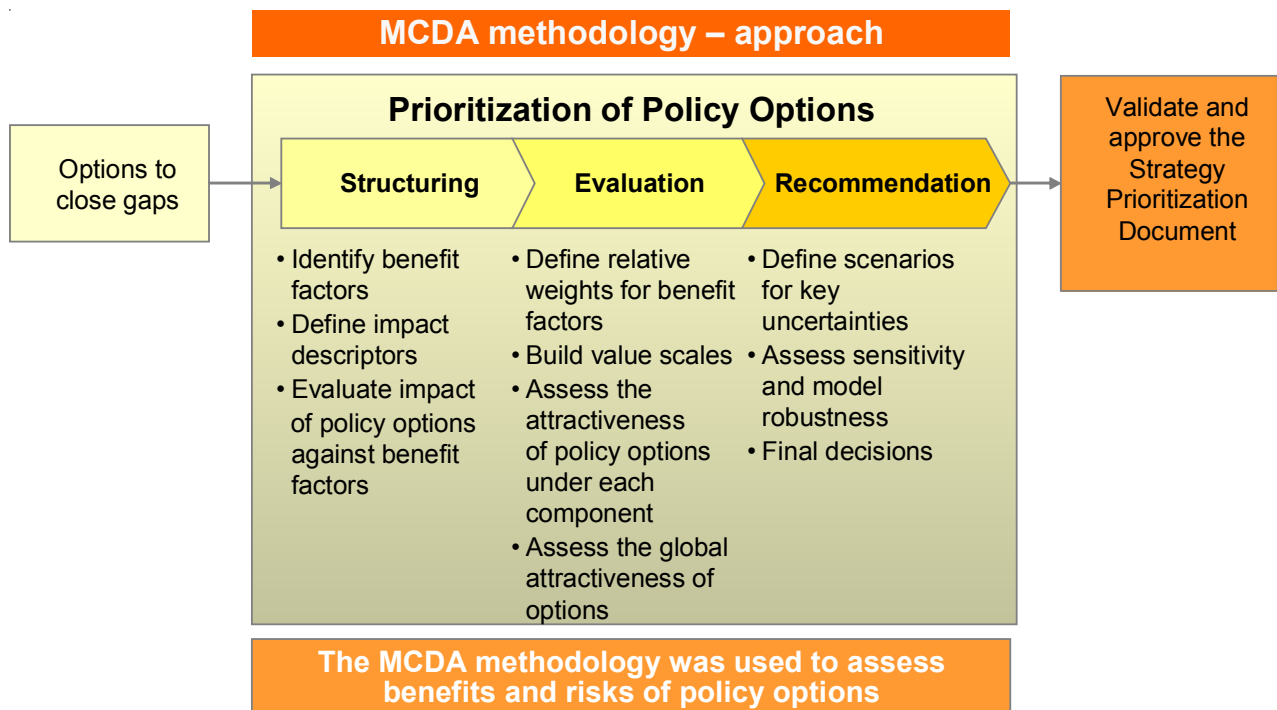
Source Puerto Rico 2025

Puerto Rico’s most significant liability is an inability of its most important social actors to reach informal accord as to the severity of its challenges and an actionable strategy to leverage its assets in the redress of its social, economic and environmental deficiencies—to initiate the requisite “paradigm shift”.

Yet, when the scope of consideration is extended beyond the borders of Puerto Rico, it is clear others—such as Ireland, Singapore, UK, Canada, North Carolina, Colorado, British Columbia—have successfully managed similar “paradigm shifts” through strategic vision and leadership initiatives.

The **Key questions** of the Strategic Prioritization Phase were:

1. What are the strategies that will contribute to reach the agreed vision, in the economic, social, environmental and infrastructure arenas?
2. How do the strategies differ in terms of their contribution to fundamental objectives?
3. How do they differ in terms of implementation risks (“doability”)?
4. Which options should be implemented first?



Source Puerto Rico 2025

Thus, the primary philosophical conclusion of Project Puerto Rico 2025 is to reiterate and reaffirm that Puerto Rico needs to make a similar commitment to mechanisms—be they public, or private, or both—that support long term vision and leadership, particularly around matters dealing with the economy. Moreover, that this commitment must be the central driving force of a New Economic Model, a New Social Model, and a New Resource Model—the paradigm must shift.

**Methodology Overview; Strategic Prioritization Phase**

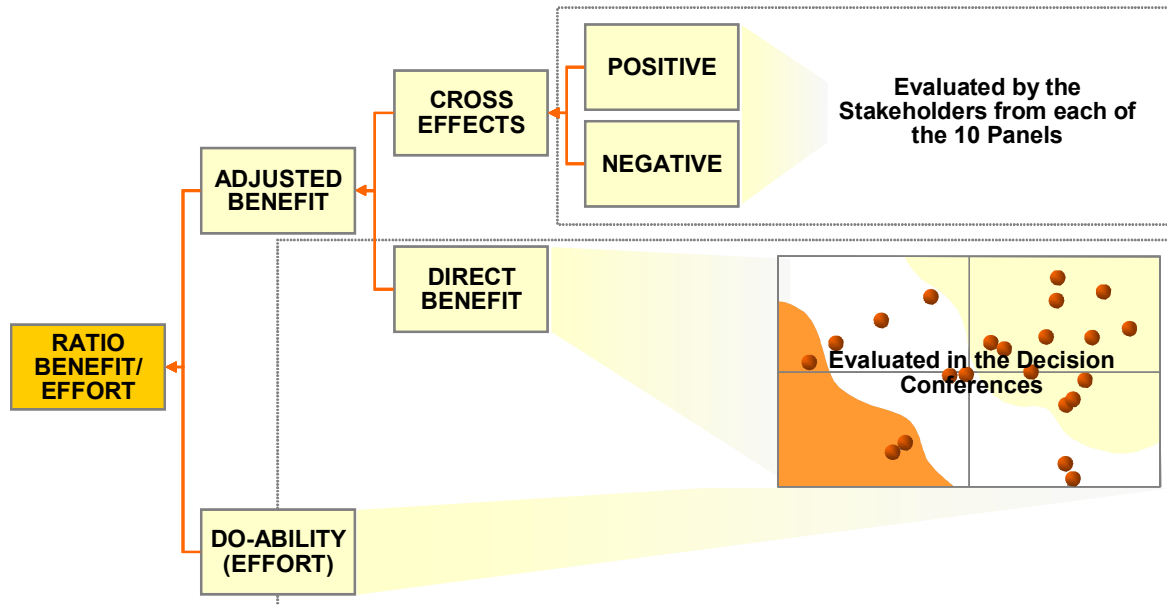
In the **Strategic Prioritization Phase**, stakeholders defined, evaluated and prioritized the strategies required to reach the approved vision for Puerto Rico.

Consequently, the **key deliverables** of the Strategic Prioritization Phase were:

- Analysis and verification of the utility of all proposed of strategies against fundamental objectives of the vision and conclusions of the assessment
- Analysis of the benefits vs. doability and subsequent incorporation into the proposed phasing of any strategy launch
- A Complete set of strategies as presented herein

## Architecture of Strategy Comparisons; contribution to the Vision's objectives and the Vision's do-ability

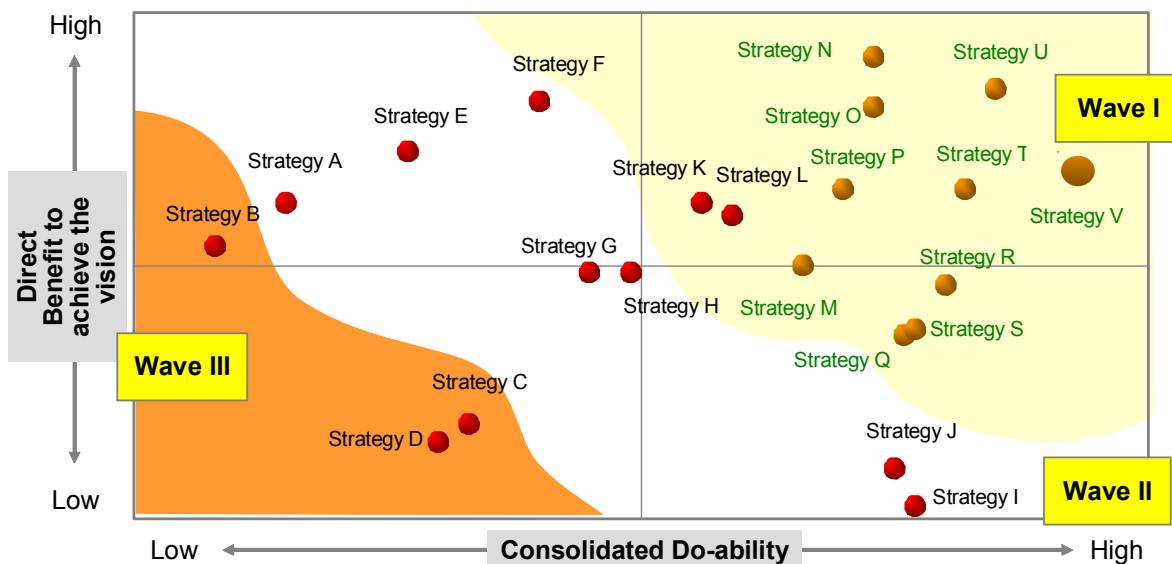
### MCDCA Generation of the Benefit / Effort Ratios



Source Puerto Rico 2025

## Mapping of strategies in terms of their expected benefits & their do-ability

### Example of the Output Obtained in Each of the 10 Decision Conferences



Source Puerto Rico 2025

- A Strategic Plan designed for implementation through the formation of a not-for-profit organization—“Todos para Puerto Rico”.

Throughout the process, participation was critical to identify, validate and prioritize the strategic options to be implemented. During the prioritization phase more than 150 strategic initiatives were identified and evaluated under a consolidated structure that collapsed the initial 18 expert consultive panels from the assessment phase into 10 aggregate topic headings.

Consequently, on the economic front Basic Products & Manufacturing, High-technology Industries, Financial & Professional Services, Local Services, Small Business & Venture Capital, and Overall Economic Development;

Became:

- **Competitiveness & Connectivity,**
- **Income & Opportunity, and**
- **Innovation & Enterprise.**

Alternatively, on the social front Community Development, Family & Society, Culture & Recreation were incorporated among various other topic areas, although Culture became its own topic area with its own respective vision. Finally, Land Use, Energy, Communications & Information, Water & Waste, Environment Quality;

Became:

- **Transport,**
- **Utilities, and**
- **Land Use & Environment.**

Utilizing these 10 panels—Competitiveness & Connectivity, Income & Opportunity, Innovation & Enterprise, Health, Public Safety, Education, Culture, Transport, Utilities, and Land Use & Environment—the strategies were pre-validated against the findings of the assessment and the articulated vision and then, under the leadership of Prof. **Carlos Bana e Costa, London School of Economics**, the strategies of each topic area were further prioritized based on both their **direct expected benefits and doability**, as well as the expected **cross effects between areas**. Once the panel results were organized, the findings were

validated again during 2 **Strategic Decision Conferences** among a representative group of participants.

**The resultant** final output is a comprehensive and phased plan to address all area’s of Puerto Rico’s development; Competitiveness & Connectivity, Income & Opportunity, Innovation & Enterprise, Education, Health, Culture, Public Safety, Transport, Land Use & Environment, and Utilities and is composed of:

- **21 Immediate Strategic Initiatives:** to be launched by January 2005; and,
- **59 Short-term Strategic Initiatives:** to be launched within the next year; and,
- **57 Medium-term Strategic Initiatives:** to be launched within the next 3 years; and,
- **32 Long-term Strategic Initiatives:** to be launched within the next 5 years.

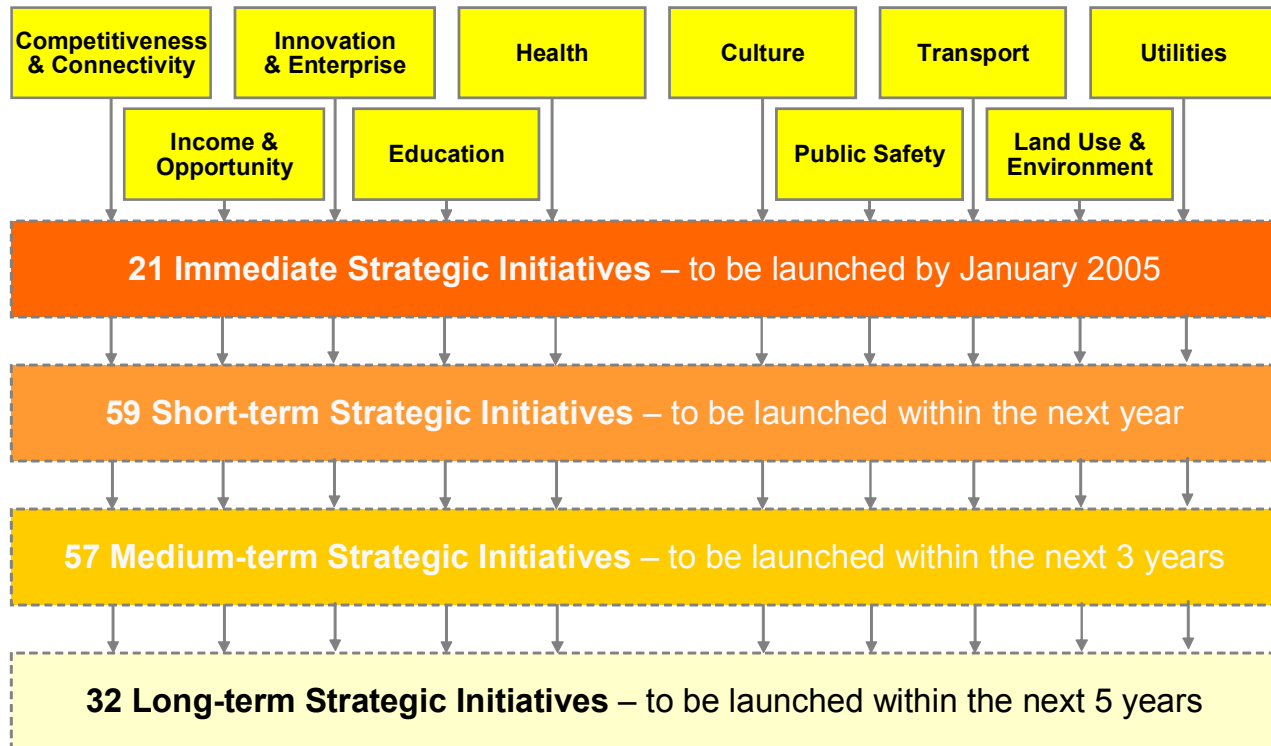
## **The New Development Paradigm**

Collectively, the 169 strategies generated by the project characterize a fundamental redirection in Puerto Rico’s development path, a paradigm shift intended to return Puerto Rico to its former glories as a tiger economy, a society in positive flux, and an environmental splendor. A Puerto Rico that is prosperous, productive, and innovative. A society, capable of generating knowledge with an entrepreneurial spirit and supported by an efficient public sector; a Globally integrated place that creates a fertile and dynamic environment for internal growth; an environment that provides its population with ample opportunities to reach their potential as well as an equitably share the benefits of such growth potential.

A Puerto Rico where economic development increases profits, reduces unemployment, reduces inequality, and diminishes poverty rates. A Puerto Rico where economic development facilitates all members of society in the **achievement** their full potential using their knowledge and talent while offering workers, entrepreneurs, and investors (local and foreign) the most competitive location to generate wealth in the Americas.



## The final output is a comprehensive and phased plan to address all area's of Puerto Rico's development



Source Puerto Rico 2025

To do so means the quality of **Education** improves the efficiency and financial viability of all levels society and has a special emphasis on: security and drug use, ethics and civics, technology usage, R&D, adult education, yet, ensures access to all and increases community participation. It means enhancing the overall quality of **Health** by improving, coordination, access and infrastructure, and optimizing financial resources while developing a focus on information, education and prevention, where effective special programs for central health problems and at-risk populations exist and, an upgrade in health human capital also occurs. It means the **Public Safety** of all is ensured through coordination, fairness, independence and accessibility, where specific programs exist to address the key problems of drugs, juvenile crime, domestic violence and corruption, where a focus on support and rehabilitation replaces criminality and, the role of community is effectively increased.

It means an overhaul of the **Economic Strategy**, promotion and branding, a subsequent focus on R&D and Innovation in order to stimulate local enterprise and linkages, and, promoting increases in productivity, quality and the global exposure of Puerto Rico's human

capital. It means an economy that reduces the burden of government and stimulates job creation in non-government sectors while supporting and incentivizing positive outcomes among the disenfranchised and old economy winners. It also means a **Culture** that promotes enterprise and personal responsibility while protecting heritage and strengthening the financing and autonomy of cultural institutions. It means harnessing and promoting cultural strengths: music, visual arts, sports, festivities and traditions, museums, literature, etc. while developing human capital for culture. It means acknowledging a special focus on protecting the right of expression among less popular socio-cultural and political interests.

It means a **Land-use & Environment** policy and culture that creates, communicates and enforces holistic land-use planning, restructures planning and permitting agencies and processes, reviews environmental laws and agencies, and promotes environmental sensitivity through education, incentives and improved community participation. It means a new prudence with regard to **Utilities** and the implementation of holistic water and waste plans as well as investments in infrastructure to improve

efficiency and reliability. It also means emphasis on clean technologies as well as renewable sources and renewable resources. It also means reductions in usage and waste generation while increasing independent oversight and incentives to improve performance of the Utilities sector and related industries. It requires investments in **Transportation**, at multiple levels, to first ensure capacity and efficiency of existing infrastructure and then ensure reductions in automobile, particularly car usage through rational land-use planning, collective transportation and effective incentive mechanisms. It means, promoting clean fuels and clean technologies as well as investments in new airports, maritime ports and freight systems when warranted. Vastly superior community participation must be achieved as well.

“Fundamental Objectives from the Vision” and then presents the strategies for each of the topic areas previously identified and are accompanied by their respective objectives. This section excludes the social and cultural topic areas and focuses exclusively upon the Economic topic area and the Infrastructure and Environment topic area.

Finally, you will find **3)** a series of **strategy flow charts** demonstrating graphically the relationship between each of the strategies according to their respective implementation wave. Although they are presented in Spanish, this section does include strategies for the social and cultural topic areas.

## Common Themes Among the Strategies and Objectives

1. Increase use of technology and information
2. Increase efficiency and financial viability of institutions
3. Increase external oversight, accountability and incentives
4. Focus on quality of human capital
5. Focus on personal responsibility: ethics, awareness, usage, etc.
6. Improve community participation and access for less advantaged
7. Improve planning and coordination
8. Increase investment in targeted areas

## What Follows: The Strategies

In the next portion of this section, section III, you will find **1) all the project strategies** organized and presented according to their respective implementation waves and topic area. This section includes strategies for the social and cultural areas.

Next, you will find **2) all the strategies presented by topic area**. Each topic area commences with the

## Strategies for immediate start – Economic Development

### Strategies selected for immediate launch

<b>Economic Development</b>	<b>Innovation and Enterprise</b>	<ul style="list-style-type: none"> <li>▪ 1.5.1 – Upgrade quality of investigators and other human capital available for research and development in Puerto Rico</li> <li>▪ 1.3.5 – Attract more federal and international research projects to universities</li> </ul>
	<b>Competitiveness and Connectivity</b>	<ul style="list-style-type: none"> <li>▪ 1.3.1 – Reduce the financial cost of government on business and the economy</li> <li>▪ 1.2.2 – Improve the competitiveness, quality and capacity of the physical infrastructure for the movement of information (telecom and IT)</li> </ul>
	<b>Income and Opportunity</b>	<ul style="list-style-type: none"> <li>▪ 1.2.1 – Provide the population with the education, training and skills required to compete in the labor market</li> <li>▪ 1.3.4 – Ensure that self-sufficiency and individual and community responsibility are priorities for all Puerto Ricans</li> </ul>

Source Puerto Rico 2025

## Strategies for immediate start – Culture and Social Development

### Strategies selected for immediate launch

<b>Culture</b>	<b>Culture</b>	<ul style="list-style-type: none"> <li>▪ 2.1.2 – Protect Puerto Rico’s historic and archeological heritage and patrimony</li> <li>▪ 2.3.1 – Finance cultural activities in Puerto Rico</li> </ul>
<b>Social Development</b>	<b>Education</b>	<ul style="list-style-type: none"> <li>▪ 2.1.1 – Achieve Universal Primary Education - UPE</li> <li>▪ 1.1.3 – Promote security and the battle against drug-use in schools</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>▪ 1.2.1 – Promote healthy lifestyles, illness prevention and health protection</li> <li>▪ 4.1.2 – Optimize the use of financial resources in promotion and prevention activities</li> </ul>
	<b>Public Safety</b>	<ul style="list-style-type: none"> <li>▪ 3.2.2 – Promote citizen-participation in crime prevention</li> <li>▪ 3.4.2 – Optimize treatment of drug-addiction in Puerto Rico</li> </ul>

Source Puerto Rico 2025

# Strategies for immediate start – Environment and Infrastructure Development

## Strategies selected for immediate launch

<b>Infrastructure Development</b>	<b>Utilities</b>	<ul style="list-style-type: none"> <li>▪ <b>3.2.2</b> – Implement and update the waste management plan</li> <li>▪ <b>2.1.1</b> – Review and update the water and sewage long-term plan</li> </ul>
	<b>Land Use and Environment</b>	<ul style="list-style-type: none"> <li>▪ <b>1.1.1</b> – Create and enact an island-wide land-use master plan, clearly defining the intended use of all land areas</li> <li>▪ <b>1.2.2</b> – Communicate the land-use master plan and the permitting process to the community</li> </ul>
	<b>Transport</b>	<ul style="list-style-type: none"> <li>▪ <b>3.2.3</b> – Create and promote efficient and reliable collective transportation</li> <li>▪ <b>3.2.1</b> – Complete the highway and road network</li> <li>▪ <b>MERGED (1.1.1 - 1.2.1 - 2.1.1 - 2.2.1)</b> – Improve the productivity and attractiveness of existing ports and airports to make them more competitive</li> </ul>

Source Puerto Rico 2025

# Strategies to be started in the short-term – Economic Development

## Strategies selected for short-term launch

<b>Economic Development</b>	<b>Innovation and Enterprise</b>	<ul style="list-style-type: none"> <li>▪ <b>2.2.1</b> – Promote deeper linkages between foreign owned multinational firms and locally owned suppliers</li> <li>▪ <b>2.3.4</b> – Assist small and medium enterprises in accessing special federal funds and other external funding sources</li> <li>▪ <b>2.3.1</b> – Expand the availability and effectiveness of private equity funding for start-up businesses and small and medium enterprises</li> <li>▪ <b>2.4.2</b> – Cultivate a widely held entrepreneurial culture in Puerto Rico</li> <li>▪ <b>2.1.1</b> – Make government procurement process more favorable to local small and medium enterprises</li> <li>▪ <b>2.4.3</b> – Enhance entrepreneurial "networks" to help small and medium enterprises get organized and leverage capabilities mutually</li> <li>▪ <b>1.4.1</b> – Create, revise or expand financial and other incentives for private sector R&amp;D activities</li> <li>▪ <b>1.2.3</b> – Increase government indirect support and incentives for private R&amp;D</li> <li>▪ <b>2.2.2</b> – Develop a more entrepreneurial environment within large firms</li> <li>▪ <b>2.4.1</b> – Improve teaching of entrepreneurial and business skills in the education system</li> <li>▪ <b>1.1.1</b> – Define and implement a Puerto Rico innovation agenda to guide prioritization and policy making across government, private sector and academia</li> <li>▪ <b>1.2.2</b> – Enhance direct government funding for independent R&amp;D centers and initiatives</li> <li>▪ <b>2.1.3</b> – Limit the burden of regulations and inefficiencies on small and medium enterprises</li> </ul>
<b>Economic Development</b>	<b>Competitiveness and Connectivity</b>	<ul style="list-style-type: none"> <li>▪ <b>1.5.4</b> – Overhaul the systems for promoting exports in Puerto Rico</li> <li>▪ <b>1.1.3</b> – Increase the productivity of local human capital through increasing use of technology</li> <li>▪ <b>1.1.2</b> – Increase the productivity of local human capital through training and skills programs</li> <li>▪ <b>1.5.3</b> – Overhaul the systems for promoting investment in Puerto Rico</li> <li>▪ <b>1.3.2</b> – Reduce the regulatory inefficiencies impacting business</li> <li>▪ <b>1.5.1</b> – Overhaul the positioning and branding of Puerto Rico by shifting the focus to tomorrow’s knowledge-based industries and the island’s desirability as a working and living environment</li> </ul>
<b>Economic Development</b>	<b>Income and Opportunity</b>	<ul style="list-style-type: none"> <li>▪ <b>1.1.3</b> – Provide public funding and other incentives for job creation in the private sector</li> <li>▪ <b>1.1.5</b> – Provide support to small and medium enterprises, community businesses and cooperatives to create more job opportunities</li> <li>▪ <b>1.1.1</b> – Use direct government funding to stimulate employment creation</li> <li>▪ <b>1.2.2</b> – Provide direct assistance in job search and job placement</li> </ul>

Source Puerto Rico 2025

# Strategies to be started in the short-term – Culture and Social Development

## Strategies selected for short-term launch

	<b>Culture</b>	<ul style="list-style-type: none"> <li>▪ 2.1.4 – Economically promote and develop the musical arts</li> <li>▪ 1.1.2 – Develop and strengthen cultural activity-centers in municipalities and communities</li> </ul>
<b>Social Development</b>	<b>Education</b>	<ul style="list-style-type: none"> <li>▪ 3.2.2 – Promote quality in the operation of the public and private education systems</li> <li>▪ 1.1.1 – Promote ethical and civic content in curricula</li> <li>▪ 3.1.2 – Evaluate and incentivize the efficiency and integration of the education system, with a focus on value-addition</li> <li>▪ 1.2.1 – Optimize academic results and promote the search for excellence</li> <li>▪ 3.2.3 – IT-enable the education system and promote extensive use of the Internet</li> <li>▪ 2.1.2 – Enhance the viability of primary and secondary education</li> <li>▪ 3.1.1 – Enhance the financial viability of the public and private education systems</li> <li>▪ 2.1.3 – Enhance the viability of post-secondary education</li> <li>▪ 4.1.2 – Develop R&amp;D in collaboration with industries</li> <li>▪ 1.1.2 – Promote community and family participation in the whole pre-K-to-12 learning process</li> <li>▪ 4.1.1 – Develop R&amp;D at the universities</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>▪ 1.1.1 – Improve the collection, analysis and dissemination of information about health problems, behaviors, attitudes and knowledge in the population</li> <li>▪ 2.2.1 – Incorporate preventive services into routine medical care, both public and private</li> <li>▪ 2.3.1 – Develop specific action plans to tackle the main health problems in Puerto Rico</li> <li>▪ 3.1.1 – Optimize the use of health data and information in Puerto Rico</li> <li>▪ 3.2.3 – Provide adequate access to medical attention and rehabilitation services</li> <li>▪ 2.3.2 – Promote illness-prevention in target population groups</li> <li>▪ 3.2.1 – Optimize health infrastructure</li> <li>▪ 3.2.2 – Promote quality in the medical attention given to patients</li> </ul>
<b>Social Development</b>	<b>Public Safety</b>	<ul style="list-style-type: none"> <li>▪ 3.1.4 – Develop a plan for the ongoing study of violence</li> <li>▪ 3.3.2 – Provide assistance and protection to the victims of crimes and violence</li> <li>▪ 3.2.1 – Guarantee the independence of the legal justice system and the continuity of key policies</li> <li>▪ 1.2.2 – Guarantee compliance with international human rights norms</li> <li>▪ 3.1.3 – Coordinate crime fighting efforts at local, regional and international levels</li> <li>▪ 3.3.1 – Guarantee access to justice for all citizens</li> <li>▪ 1.2.1 – Substantially reduce corruption</li> </ul>

Source Puerto Rico 2025

# Strategies to be started in the short-term – Environment and Infrastructure Development

## Strategies selected for short-term launch

Infrastructure Development	Utilities	<ul style="list-style-type: none"> <li>▪ 2.1.2 – Increase investment in water and sewage infrastructure and systems to improve efficiency and reliability and decrease pollution</li> <li>▪ 5.1.3 – Promote the use of renewable sources of energy</li> <li>▪ 4.2.1 – Strengthen the energy-sector regulatory body so that it becomes truly independent</li> </ul>
	Land Use and Environment	<ul style="list-style-type: none"> <li>▪ 1.3.1 – Strengthen land-use enforcement mechanisms</li> <li>▪ 1.1.3 – Restructure the adjudication, permitting and approval process</li> </ul>
	Transport	<ul style="list-style-type: none"> <li>▪ 2.2.2 – Expand the capacity of passenger air terminals</li> <li>▪ 3.2.4 – Ensure that the land use plan reduces the need for transportation</li> <li>▪ 3.2.2 – Increase the efficiency and capacity of existing roads</li> </ul>
Infrastructure Development	Utilities	<ul style="list-style-type: none"> <li>▪ 2.1.2 – Increase investment in water and sewage infrastructure and systems to improve efficiency and reliability and decrease pollution</li> <li>▪ 5.1.3 – Promote the use of renewable sources of energy</li> <li>▪ 4.2.1 – Strengthen the energy-sector regulatory body so that it becomes truly independent</li> </ul>
	Land Use and Environment	<ul style="list-style-type: none"> <li>▪ 1.3.1 – Strengthen land-use enforcement mechanisms</li> <li>▪ 1.1.3 – Restructure the adjudication, permitting and approval process</li> </ul>
	Transport	<ul style="list-style-type: none"> <li>▪ 2.2.2 – Expand the capacity of passenger air terminals</li> <li>▪ 3.2.4 – Ensure that the land use plan reduces the need for transportation</li> <li>▪ 3.2.2 – Increase the efficiency and capacity of existing roads</li> </ul>

Source Puerto Rico 2025

# Strategies to be started in the medium-term – Economic Development

## Strategies selected for medium-term launch

<b>Economic Development</b>	<b>Innovation and Enterprise</b>	<ul style="list-style-type: none"> <li>▪ <b>1.3.1</b> – Reform University budget and incentive structure to promote R&amp;D and technology transfer</li> <li>▪ <b>2.1.2</b> – Reduce tax burden and other financial costs that government imposes on small and medium enterprises</li> <li>▪ <b>1.3.4</b> – Attract more global talent to do R&amp;D at universities</li> <li>▪ <b>1.4.2</b> – Fund major scientific infrastructure projects needed to attract more private sector R&amp;D</li> <li>▪ <b>2.1.4</b> – Improve the effectiveness of existing entities designed to promote the growth and formation of small and medium enterprises</li> <li>▪ <b>2.3.2</b> – Enhance debt financing options available to small and medium enterprises</li> <li>▪ <b>1.3.2</b> – Increase funding for laboratories, research centers and other R&amp;D infrastructure at universities</li> <li>▪ <b>1.2.1</b> – Create government research centers to pursue high-priority research needs</li> </ul>
	<b>Competitiveness and Connectivity</b>	<ul style="list-style-type: none"> <li>▪ <b>1.1.6</b> – Promote multi-lingual abilities in all sectors of the economy</li> <li>▪ <b>1.1.5</b> – Deepen linkages between Puerto Rico's people and the world</li> <li>▪ <b>1.1.4</b> – Institute programs to attract more global talent to Puerto Rico</li> <li>▪ <b>1.5.2</b> – Improve the ongoing process for defining the overall economic strategy of Puerto Rico</li> <li>▪ <b>1.4.2</b> – Rationalize unproductive subsidies distorting competition and resource allocation in key economic sectors</li> </ul>
<b>Economic Development</b>	<b>Income and Opportunity</b>	<ul style="list-style-type: none"> <li>▪ <b>1.1.6</b> – Provide support and incentives to non-profit organizations to create more job opportunities</li> <li>▪ <b>1.3.1</b> – Reform social-assistance programs to encourage gainful employment</li> <li>▪ <b>1.4.2</b> – Encourage saving and asset building among poor and marginalized people</li> </ul>

Source Puerto Rico 2025



# Strategies to be started in the medium-term – Culture and Social Development

## Strategies selected for medium-term launch

<b>Culture</b>	<b>Culture</b>	<ul style="list-style-type: none"> <li>▪ 2.1.5 – Economically promote and develop the representative arts</li> <li>▪ 2.3.2 – Develop human capital for cultural production</li> <li>▪ 1.1.1 – Support and foster public and private cultural initiatives that guarantee the autonomy of cultural organizations</li> <li>▪ 4.1.1 – Promote Puerto Rican festivities and traditions</li> <li>▪ 1.1.3 – Facilitate access to schools specializing in art and culture</li> <li>▪ 1.2.2 – Provide incentives for professional and high-competition sports in Puerto Rico</li> <li>▪ 2.1.1 – Promote the development, management and coordination of museums</li> <li>▪ 1.2.1 – Promote recreation and sport activities among children and youngsters in the school and university systems</li> <li>▪ 2.1.3 – Economically promote and develop plastic arts</li> <li>▪ 2.2.1 – Promote the development of literature and its diffusion within and outside Puerto Rico</li> <li>▪ 2.2.2 – Foster reading habits</li> <li>▪ 3.2.1 – Promote social responsibility in the audiovisual and printed communication media</li> </ul>
<b>Social Development</b>	<b>Education</b>	<ul style="list-style-type: none"> <li>▪ 2.1.4 – Guarantee education for disadvantaged groups</li> <li>▪ 2.2.1 – Guarantee education for the disabled</li> <li>▪ 1.2.2 – Optimize retention and graduation rates in schools and universities</li> <li>▪ 1.2.4 – Develop arts and culture</li> <li>▪ 2.2.2 – Promote adult education</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>▪ 4.1.1 – Optimize the use of financial resources for health treatment</li> <li>▪ 2.1.1 – Reduce environmental risks to health</li> <li>▪ 3.1.2 – Promote coordination between diverse public and private organizations for the achievement of health objectives</li> <li>▪ 2.1.2 – Guarantee food assistance for higher risk groups and strengthen nutritional food surveillance systems</li> <li>▪ 4.1.3 – Promote and reinforce human resource skills in the health system</li> </ul>
	<b>Public Safety</b>	<ul style="list-style-type: none"> <li>▪ 3.1.2 – Develop a juvenile criminal justice plan</li> <li>▪ 3.5.1 – Prevent and eradicate domestic violence and sexual aggression, and eliminate recurrence</li> <li>▪ 3.1.1 – Expedite penal procedures</li> <li>▪ 3.4.1 – Promote the habilitation and rehabilitation of the prison population</li> </ul>

Source Puerto Rico 2025

# Strategies to be started in the medium-term – Environment and Infrastructure Development

## Strategies selected for medium-term launch

<b>Infrastructure Development</b>	<b>Utilities</b>	<ul style="list-style-type: none"> <li>▪ <b>3.1.1</b> – Promote reduced water-usage</li> <li>▪ <b>3.2.1</b> – Reduce waste generation by reducing usage of materials and maximizing recycling</li> <li>▪ <b>5.1.1</b> – Promote reduced energy-usage</li> <li>▪ <b>5.1.2</b> – Promote cleaner use of fossil fuels for electric power generation</li> <li>▪ <b>4.1.1</b> – Increase investment in electricity infrastructure and systems to improve efficiency and reliability</li> <li>▪ <b>4.1.2</b> – Diversify fuel sources for electric power generation</li> </ul>
	<b>Land Use and Environment</b>	<ul style="list-style-type: none"> <li>▪ <b>1.2.1</b> – Improve mechanisms for community participation in the land-use planning and permitting process</li> <li>▪ <b>3.1.1</b> – Invest in education to foster consciousness of environmental responsibility</li> <li>▪ <b>2.2.1</b> – Expand the environmental quality concept and make it applicable to physical infrastructure</li> <li>▪ <b>2.1.3</b> – Redefine and ensure compliance with environmental agencies' processes</li> <li>▪ <b>1.1.2</b> – Restructure the functions of government agencies to carry out the land-use planning and permitting process</li> <li>▪ <b>2.1.4</b> – Establish an environmental market-based system to encourage self-administration by businesses and households</li> </ul>
	<b>Transport</b>	<ul style="list-style-type: none"> <li>▪ <b>3.3.2</b> – Promote clean fuels and advanced technology for transportation</li> <li>▪ <b>2.1.2</b> – Expand capacity of existing air cargo facilities</li> <li>▪ <b>3.3.1</b> – Encourage reduction in car use</li> </ul>

Source Puerto Rico 2025

## Strategies to be started in the long-term – Economic Development

### Strategies for long-term launch

Economic Development	Innovation and Enterprise	<ul style="list-style-type: none"> <li>▪ 2.3.3 – Enhance use of public equity funding for local enterprises</li> </ul>
	Competitiveness and Connectivity	<ul style="list-style-type: none"> <li>▪ 1.1.1 – Reduce the total effective cost of human resources in Puerto Rico</li> <li>▪ 1.4.1 – Remove protections and other impediments limiting competition in key economic sectors</li> </ul>
	Income and Opportunity	<ul style="list-style-type: none"> <li>▪ 1.2.3 – Provide physical infrastructure which facilitates access to jobs</li> <li>▪ 1.1.2 – Optimize the distribution of jobs in the public sector</li> <li>▪ 1.3.3 – Improve compensation packages to make it more attractive to work</li> <li>▪ 1.4.1 – Increase participation of poor and marginalized populations in formal financial networks</li> <li>▪ 1.3.2 – Use direct government funds to increase the incentives for seeking employment</li> <li>▪ 1.1.4 – Diminish regulations in order to stimulate job creation</li> </ul>

Source Puerto Rico 2025

## Strategies to be started in the long-term – Culture and Social Development

### Strategies for long-term launch

Culture	Culture	<ul style="list-style-type: none"> <li>▪ 1.2.4 – Promote recreation and sports among third age (elder) individuals</li> <li>▪ 2.3.3 – Promote Puerto Rican cultural production in the international environment</li> <li>▪ 2.2.3 – Promote library-management and the conservation and diffusion of Puerto Rico’s documentary patrimony</li> <li>▪ 1.2.3 – Promote recreation and sports among the physically and mentally disabled</li> </ul>
Social Development	Education	<ul style="list-style-type: none"> <li>▪ NO STRATEGIES FOR LONG-TERM</li> </ul>
	Health	<ul style="list-style-type: none"> <li>▪ NO STRATEGIES FOR LONG-TERM</li> </ul>
	Public Safety	<ul style="list-style-type: none"> <li>▪ 3.1.5 – Guarantee the effectiveness of programs that receive public funding through external assessment</li> </ul>

Source Puerto Rico 2025

# Strategies to be started in the long-term – Environment and Infrastructure Development

## Strategies for long-term launch

<b>Infrastructure Development</b>	<b>Utilities</b>	<ul style="list-style-type: none"> <li>▪ 2.1.3 – Redefine water and sewage pricing structure</li> <li>▪ 4.1.3 – Redefine energy pricing structure</li> <li>▪ 2.2.1 – Strengthen the water and waste regulatory body so that it becomes truly independent</li> <li>▪ 4.2.2 – Open the electric power market to competition in all areas (generation, transmission and distribution)</li> <li>▪ 2.2.2 – Open the water and sewage market to competition at all levels</li> </ul>
	<b>Land Use and Environment</b>	<ul style="list-style-type: none"> <li>▪ 3.1.2 – Promote environmental consciousness among individuals through regulation and incentives</li> <li>▪ 3.1.3 – Define community compliance goals for environment safekeeping</li> <li>▪ 2.1.1 – Strengthen or modify current environmental laws, or explore new regulation schemes to ensure environmental conservation</li> <li>▪ 1.3.2 – Strengthen funding mechanisms to purchase property and/or compensate owners impacted by land-use enforcements</li> </ul>
	<b>Transport</b>	<ul style="list-style-type: none"> <li>▪ 3.4.2 – Create new mechanisms to incorporate the community in transportation planning and communication process</li> <li>▪ 1.1.2 – Expand the capacity of sea ports for cargo services</li> <li>▪ 2.2.3 – Increase the number and frequency of air connections for passengers</li> <li>▪ 3.1.2 – Invest in new land freight systems</li> <li>▪ 1.2.3 – Increase the number and frequency of maritime connections for passengers</li> <li>▪ 3.1.1 – Improve the productivity of land freight services</li> <li>▪ 1.2.2 – Expand capacity of passenger sea terminals</li> <li>▪ 1.1.3 – Transform small and military sea ports into new ports for shipping services</li> <li>▪ 2.1.3 – Transform small and military airports into new airports for cargo services</li> </ul>

Source Puerto Rico 2025

## UTILITIES – Fundamental Objectives from the Vision

OBJECTIVES	DESCRIPTION OF THE OBJECTIVES
Guarantee reliable access to all	Provide reliable access to all, with the needed technology and quality
Minimize economic cost	Maximize the efficiency and productivity of the utilities
Optimize social and environmental impact	Minimize or eliminate the utilities' negative impact on the environment and society

Source Puerto Rico 2025

## UTILITIES – Strategies and their objectives

Number	Strategies	Objectives
2.1.1	Review and update the water and sewage long-term plan	<ul style="list-style-type: none"> <li>Ensure sustainable access to water and processing of sewage, by defining long-term supply and demand, and tailoring future development in line with sustainable water resources</li> </ul>
2.1.2	Increase investment in water and sewage infrastructure and systems to improve their efficiency and reliability and decrease pollution	<ul style="list-style-type: none"> <li>Improve the infrastructure of the water and sewage systems, so as to maximize their reliability and efficiency and minimize losses and pollution</li> </ul>
2.1.3	Redefine water and sewage pricing structure	<ul style="list-style-type: none"> <li>Ensure that the water and sewage pricing is structured in such a way that it promotes efficient usage and reduces the financial debts of the authority, while maintaining social justice</li> </ul>
2.2.1	Strengthen the water and sewage regulatory body so that it becomes truly independent	<ul style="list-style-type: none"> <li>Ensure that the water and sewage systems are operated as efficiently and effectively as possible, by separating the regulatory and operational functions and giving the regulatory body real authority</li> </ul>
2.2.2	Open the water and sewage market to competition at all levels	<ul style="list-style-type: none"> <li>Ensure that the water and sewage systems are operated as efficiently and effectively as possible, by stimulating competition in the various parts of the water and sewage system</li> </ul>

Source Puerto Rico 2025

## UTILITIES – Strategies and their objectives (cont.)

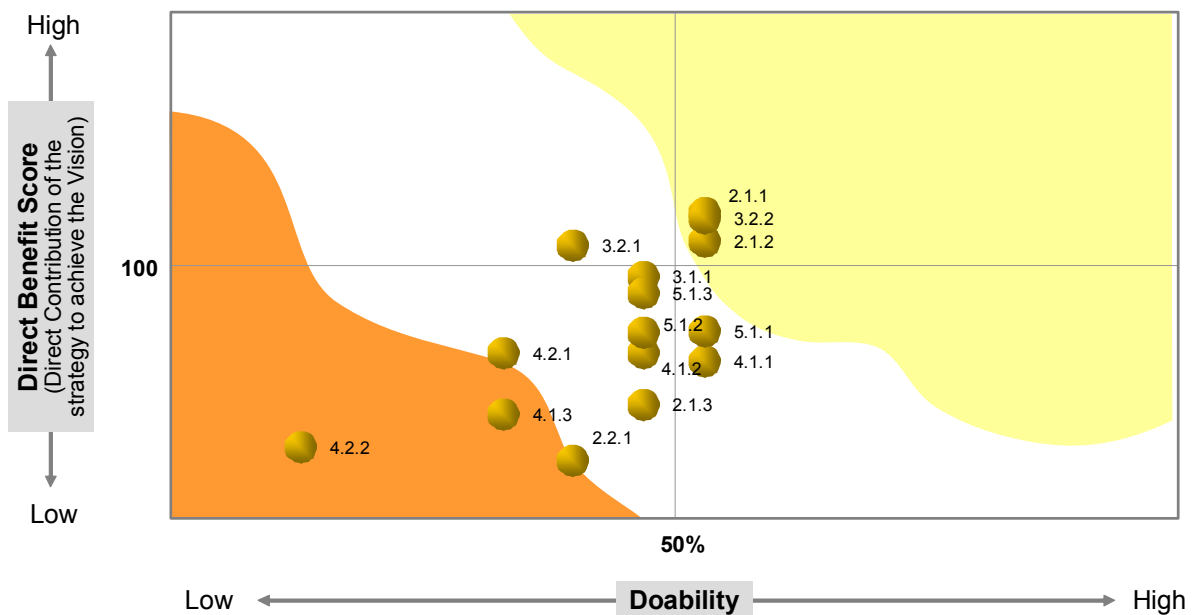
Number	Strategies	Objectives
2.1.1	Review and update the water and sewage long-term plan	<ul style="list-style-type: none"> <li>▪ Ensure sustainable access to water and processing of sewage, by defining long-term supply and demand, and tailoring future development in line with sustainable water resources</li> </ul>
2.1.2	Increase investment in water and sewage infrastructure and systems to improve their efficiency and reliability and decrease pollution	<ul style="list-style-type: none"> <li>▪ Improve the infrastructure of the water and sewage systems, so as to maximize their reliability and efficiency and minimize losses and pollution</li> </ul>
2.1.3	Redefine water and sewage pricing structure	<ul style="list-style-type: none"> <li>▪ Ensure that the water and sewage pricing is structured in such a way that it promotes efficient usage and reduces the financial debts of the authority, while maintaining social justice</li> </ul>
2.2.1	Strengthen the water and sewage regulatory body so that it becomes truly independent	<ul style="list-style-type: none"> <li>▪ Ensure that the water and sewage systems are operated as efficiently and effectively as possible, by separating the regulatory and operational functions and giving the regulatory body real authority</li> </ul>
2.2.2	Open the water and sewage market to competition at all levels	<ul style="list-style-type: none"> <li>▪ Ensure that the water and sewage systems are operated as efficiently and effectively as possible, by stimulating competition in the various parts of the water and sewage system</li> </ul>
3.1.1	Promote reduced water-usage	<ul style="list-style-type: none"> <li>▪ Use incentives, education and other means to encourage businesses and households to minimize unnecessary use of water, thereby conserving Puerto Rico’s limited water resources</li> </ul>
3.2.1	Reduce waste generation by reducing usage of materials and maximizing recycling	<ul style="list-style-type: none"> <li>▪ Use incentives, education and other means to encourage businesses and households to minimize unnecessary use of materials (packaging, etc.) and maximize recycling, thereby minimizing the amount of solid-waste that needs to be processed (in landfills, etc.)</li> </ul>
3.2.2	Implement and update the waste management plan	<ul style="list-style-type: none"> <li>▪ Reduce the negative impact of waste on the environment and the economy, by implementing and continuously updating the long-term waste-management plan</li> </ul>
4.1.1	Increase investment in electricity infrastructure and systems to improve efficiency and reliability	<ul style="list-style-type: none"> <li>▪ Improve the infrastructure of the electric power system, so as to maximize its reliability and efficiency and minimize losses and pollution</li> </ul>
4.1.2	Diversify fuel sources for electric power generation	<ul style="list-style-type: none"> <li>▪ Reduce the cost and risk associated with heavy dependency on oil, by permitting and promoting use of other fuel sources (gas, other fossil fuels, renewable energy sources, etc.)</li> </ul>

Source Puerto Rico 2025

Number	Strategies	Objectives
4.1.3	Redefine electricity pricing structure	<ul style="list-style-type: none"> <li>Ensure that electricity pricing is structured is such a way that it promotes efficient generation, distribution and usage and covers reinvestment needs, while maintaining social justice</li> </ul>
4.2.1	Strengthen the electricity regulatory body so that it becomes truly independent	<ul style="list-style-type: none"> <li>Ensure that the electricity system is operated as efficiently and effectively as possible, by separating the regulatory and operational functions and giving the regulatory body real authority</li> </ul>
4.2.2	Open the electric power market to competition in all areas (generation, transmission and distribution)	<ul style="list-style-type: none"> <li>Ensure that the electricity system is operated as efficiently and effectively as possible, by stimulating competition in the various parts of the generation, transmission and distribution system</li> </ul>
5.1.1	Promote reduced energy-usage	<ul style="list-style-type: none"> <li>Use incentives, education and other means to encourage businesses and households to minimize unnecessary use of energy, thereby reducing the burden on the economy and the environment</li> </ul>
5.1.2	Promote cleaner use of fossil fuels for electric power generation	<ul style="list-style-type: none"> <li>Promote the use of newer technologies and processes that minimize the environmental impact of fossil fuels used in electricity power generation</li> </ul>
5.1.3	Promote the use of renewable sources of energy	<ul style="list-style-type: none"> <li>Minimize environmental impact and economic costs, by permitting and promoting use of renewable fuel sources (solar, wind, geothermal, hydrogen, etc.)</li> </ul>

Source Puerto Rico 2025

### Result of the Experts' Evaluation during the Decision Conferences



Source Puerto Rico 2025

## TRANSPORT – Fundamental Objectives from the Vision

OBJECTIVES	DESCRIPTION OF THE OBJECTIVES
Guarantee reliable access	Ensure that all have reliable access to necessary transportation infrastructure and services
Minimize economic cost	Maximize the efficiency and productivity of all transportation systems
Minimize the social and environmental impact	Reduce the negative impact of transportation systems on the environment and society

Source Puerto Rico 2025

## TRANSPORT – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Improve the productivity and attractiveness of existing ports and airports to make them more competitive	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico’s competitiveness as a cargo and passenger hub, by focusing efforts on increasing the productivity and efficiency of existing ports and airports</li> </ul>
1.1.2	Expand the capacity of existing sea ports for cargo services	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico’s competitiveness for sea cargo, by focusing efforts on expanding the capacity of existing ports</li> </ul>
1.1.3	Transform small and military sea ports into new ports for shipping services	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico’s competitiveness as a shipping hub, by creating new ports to provide efficient and reliable access and trans-shipment</li> </ul>
1.2.2	Expand capacity of passenger sea terminals	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico’s share of Caribbean cruise traffic, by expanding the capacity of the passenger sea terminals</li> </ul>
1.2.3	Increase the number and frequency of maritime connections for passengers	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico’s share of Caribbean cruise traffic, by increasing the number and frequency of passenger services</li> </ul>

Source Puerto Rico 2025



## TRANSPORT – Strategies and their objectives (cont.)

Number	Strategies	Objectives
2.1.2	Expand capacity of existing air cargo facilities	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico's competitiveness for air cargo, by focusing efforts on expanding the capacity of existing air cargo facilities</li> </ul>
2.1.3	Transform small and military airports into new airports for cargo services	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico's competitiveness for air cargo, by creating new cargo airports to provide efficient and reliable access and trans-shipment</li> </ul>
2.2.2	Expand capacity of passenger air terminals	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico's competitiveness as a business and tourism location, by expanding the capacity of passenger air terminals</li> </ul>
2.2.3	Increase the number and frequency of air connections for passengers	<ul style="list-style-type: none"> <li>▪ Increase Puerto Rico's competitiveness as a business and tourism location, by increasing the number and frequency of flights to and from Puerto Rico</li> </ul>
3.1.1	Improve the productivity of land freight services	<ul style="list-style-type: none"> <li>▪ Increase the efficiency and reliability of Puerto Rico's inland freight services, by focusing on improving the productivity of existing providers and infrastructure</li> </ul>
3.1.2	Invest in new land freight systems	<ul style="list-style-type: none"> <li>▪ Increase the efficiency and reliability of Puerto Rico's inland freight services, by building new land freight systems (e.g. freight rail systems)</li> </ul>
3.2.1	Complete the highway and road network to ensure the connectivity of the transportation system	<ul style="list-style-type: none"> <li>▪ Ensure that residents, businesses and visitors throughout the island have efficient and safe access to services and opportunities, by completing the highway and road network</li> </ul>
3.2.2	Increase the efficiency and capacity of existing roads	<ul style="list-style-type: none"> <li>▪ Provide efficient and reliable access and mobility for passengers and cargo throughout Puerto Rico by upgrading and improving the road network</li> </ul>
3.2.3	Create and promote efficient and reliable collective transportation	<ul style="list-style-type: none"> <li>▪ Provide efficient and reliable access and mobility for passengers throughout Puerto Rico by creating and promoting more extensive collective transportation</li> </ul>
3.2.4	Ensure that the land use plan reduces the need for transportation	<ul style="list-style-type: none"> <li>▪ Promote the utilization of mixed land use to reduce the need for transportation and make non-motorized modes more attractive and practical</li> </ul>

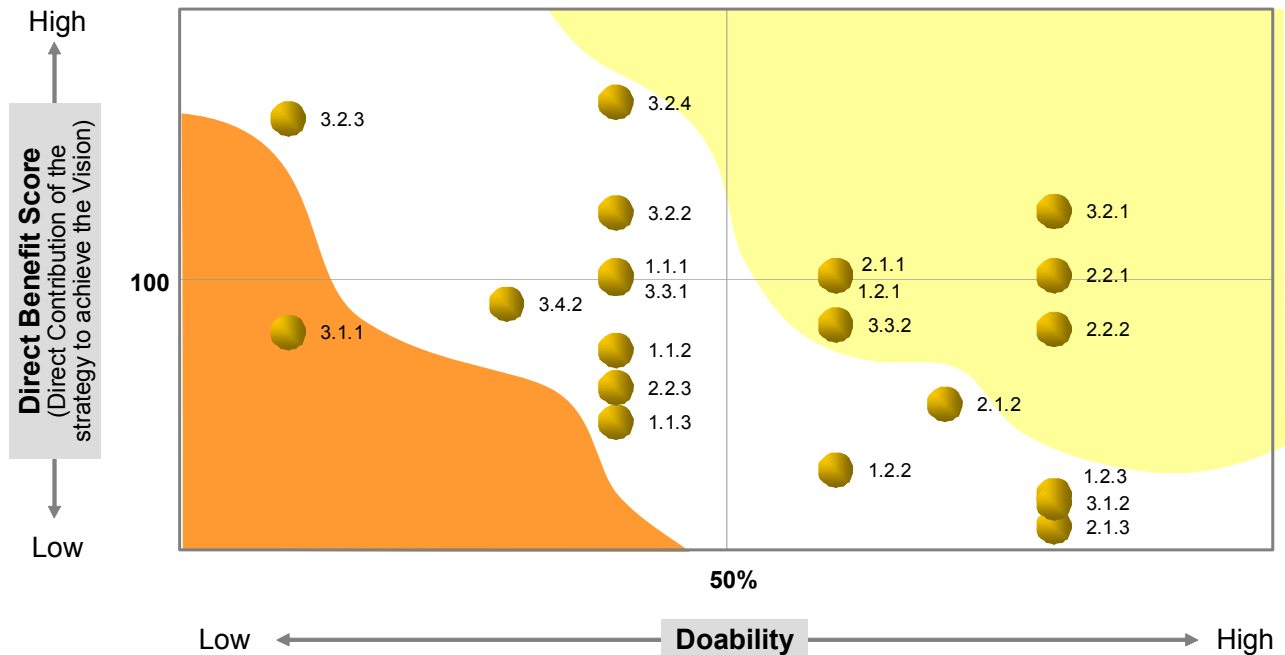
Source Puerto Rico 2025

## TRANSPORT – Strategies and their objectives (cont.)

Number	Strategies	Objectives
3.3.1	Encourage reduction in car use	<ul style="list-style-type: none"> <li>Use incentives, education and other means to encourage businesses and households to minimize unnecessary use of vehicles, thereby reducing congestion, and negative economic and environmental impacts</li> </ul>
3.3.2	Promote clean fuels and advanced technology for transportation	<ul style="list-style-type: none"> <li>Use incentives, education and other means to encourage businesses and households to minimize environmental impact by using cleaner transport fuels and technologies</li> </ul>
3.4.2	Create new mechanisms to incorporate the community in transportation planning and communication process	<ul style="list-style-type: none"> <li>Improve public involvement by communities in transportation planning in order to ensure social acceptance</li> </ul>

Source Puerto Rico 2025

### Result of the Experts' Evaluation during the Decision Conferences



Source Puerto Rico 2025

## LAND USE AND ENVIRONMENT – Fundamental Objectives from the Vision

OBJECTIVES	DESCRIPTION OF THE OBJECTIVES
Guarantee protection of the environment	Improve protection of land, air and water resources
Facilitate economic development	Support economic development
Improve social quality	Support improvement in social quality of life by providing a safer and more healthy environment

Source Puerto Rico 2025

## LAND USE/ENVIRONMENT – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Create and enact an island-wide Land-Use master plan clearly defining the intended use of all land areas	<ul style="list-style-type: none"> <li>▪ Increase the efficiency of the permitting process and reduce the negative impact of poorly-planned development, by creating and enacting an island-wide coordinated land-use plan that has the force of law</li> </ul>
1.1.2	Restructure the functions of government agencies to carry out the land-use planning and permitting process	<ul style="list-style-type: none"> <li>▪ Increase the effectiveness and efficiency of the agencies responsible for land-use planning and permitting (JP, ARPE, municipalities, etc.), by restructuring their responsibilities and processes, where appropriate</li> </ul>
1.1.3	Restructure the adjudication, permitting and approval process	<ul style="list-style-type: none"> <li>▪ Increase the speed of the permitting process and reduce the number of exceptions, by restructuring the adjudication and approval process, where necessary</li> </ul>
1.2.1	Improve mechanisms for community participation in the land-use planning and permitting process	<ul style="list-style-type: none"> <li>▪ Improve public involvement by communities in the land-use planning and permitting process in order to ensure greater understanding, acceptance and compliance</li> </ul>
1.2.2	Communicate the land-use master plan and the permitting process to the community	<ul style="list-style-type: none"> <li>▪ Inform the community about the land use plan and permitting processes in order to ensure greater understanding and compliance</li> </ul>

Source Puerto Rico 2025

# LAND USE/ENVIRONMENT – Strategies and their objectives (Cont.)

Number	Strategies	Objectives
1.1.1	Create and enact an island-wide Land-Use master plan clearly defining the intended use of all land areas	<ul style="list-style-type: none"> <li>▪ Increase the efficiency of the permitting process and reduce the negative impact of poorly-planned development, by creating and enacting an island-wide coordinated land-use plan that has the force of law</li> </ul>
1.1.2	Restructure the functions of government agencies to carry out the land-use planning and permitting process	<ul style="list-style-type: none"> <li>▪ Increase the effectiveness and efficiency of the agencies responsible for land-use planning and permitting (JP, ARPE, municipalities, etc.), by restructuring their responsibilities and processes, where appropriate</li> </ul>
1.1.3	Restructure the adjudication, permitting and approval process	<ul style="list-style-type: none"> <li>▪ Increase the speed of the permitting process and reduce the number of exceptions, by restructuring the adjudication and approval process, where necessary</li> </ul>
1.2.1	Improve mechanisms for community participation in the land-use planning and permitting process	<ul style="list-style-type: none"> <li>▪ Improve public involvement by communities in the land-use planning and permitting process in order to ensure greater understanding, acceptance and compliance</li> </ul>
1.3.1	Strengthen land-use enforcement mechanisms	<ul style="list-style-type: none"> <li>▪ Increase enforcement activities and take visible action against infractions, to increase compliance with land use plans</li> </ul>
1.3.2	Strengthen funding mechanisms to purchase property and/or compensate owners impacted by land-use enforcements	<ul style="list-style-type: none"> <li>▪ Ensure that the financial resources are available to compensate owners negatively impacted by land-use requirements</li> </ul>
2.1.1	Strengthen or modify current environmental laws, and explore new regulation schemes to ensure environmental conservation	<ul style="list-style-type: none"> <li>▪ Undertake regular review and updating of all environmental regulations, to ensure that the environment is being protected, while not unnecessarily constraining development</li> </ul>
2.1.3	Redefine and ensure compliance with environmental agencies' processes	<ul style="list-style-type: none"> <li>▪ Undertake regular review and updating of environmental agencies and processes, to ensure that environmental regulation is being implemented as efficiently as possible</li> </ul>
2.1.4	Establish environmental market based systems to encourage self-administration by businesses and households	<ul style="list-style-type: none"> <li>▪ Where appropriate, establish market-based systems (e.g. credits for lower usage, penalties for higher usage of resources) to encourage self-administration by businesses and households</li> </ul>
2.2.1	Expand the environmental quality concept and make it applicable to physical infrastructure	<ul style="list-style-type: none"> <li>▪ Use incentives, education and other means to encourage businesses and households to incorporate environmental considerations into all buildings and other infrastructure</li> </ul>

Source Puerto Rico 2025

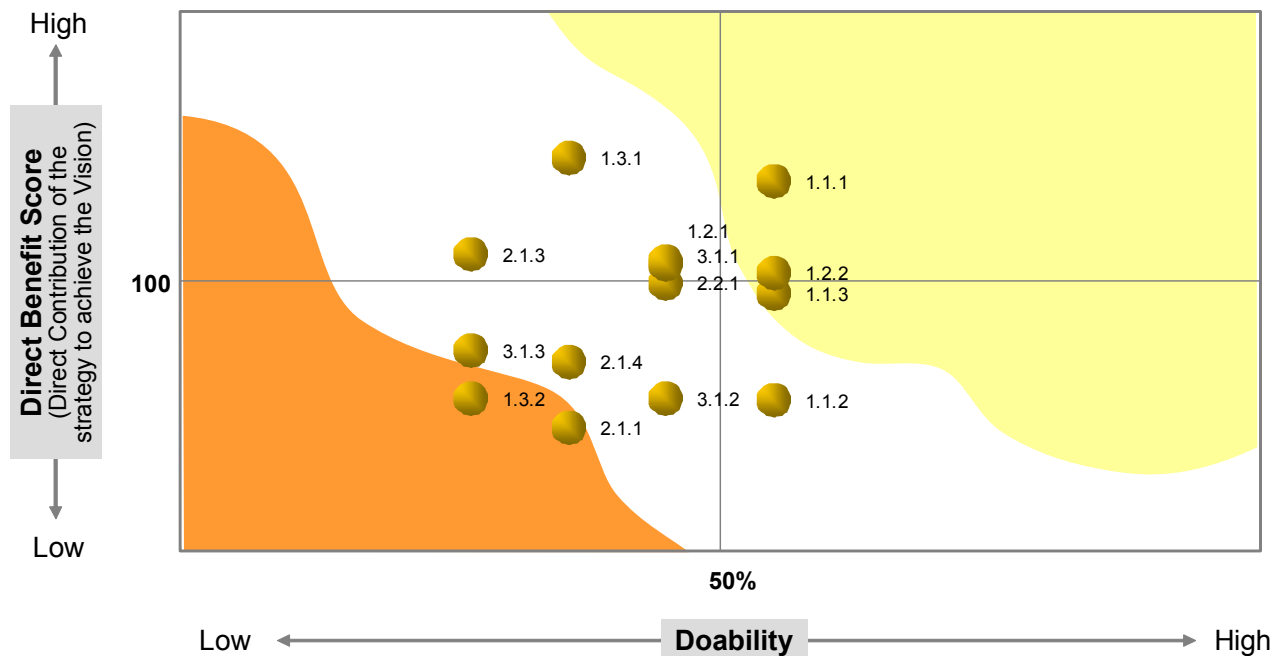
# LAND USE/ENVIRONMENT – Strategies and their objectives (Cont.)

Number	Strategies	Objectives
3.1.1	Invest in education to foster consciousness of environmental responsibility	<ul style="list-style-type: none"> <li>Promote broad-based environmental conservation, by focusing on education and community awareness campaigns</li> </ul>
3.1.2	Promote environmental consciousness among individuals through regulation and incentives	<ul style="list-style-type: none"> <li>Promote broad-based environmental conservation, by focusing on regulations and incentives to change individual behavior</li> </ul>
3.1.3	Define community compliance goals for environment safekeeping	<ul style="list-style-type: none"> <li>Promote broad-based environmental conservation, by focusing on measurement systems, whereby the environmental impact of each household and neighborhood is tracked and reported</li> </ul>

Source Puerto Rico 2025

# LAND USE AND ENVIRONMENT – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



Source Puerto Rico 2025

# COMPETITIVENESS – Fundamental Objectives from the Vision

OBJECTIVES	DESCRIPTION OF THE OBJECTIVES
Maximize productivity and competitiveness	Ensure that across all industries, the Puerto Rican economy has high levels of productivity and is internationally competitive
Maximize global integration	Increase Puerto Rico’s connectivity to the world so as to facilitate exports, investment and knowledge transfer
Maximize the quality of life and attractiveness as a location to live	Establish Puerto Rico as an attractive location in which to live

Source Puerto Rico 2025

# COMPETITIVENESS – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Reduce the <b>total effective cost of human resources</b> in Puerto Rico	Increase Puerto Rico’s competitiveness as a place to do business by decreasing the total effective cost of labor (focusing on areas like benefits, workers comp, work-days, employment taxes, etc.)
1.1.2	Increase the productivity of local human capital through <b>training and skills programs</b>	Increase Puerto Rico’s competitiveness as a place to do business by increasing the output-productivity of local workers through training, skills improvement and education programs
1.1.3	Increase the productivity of local human capital through <b>increasing use of technology</b>	Increase Puerto Rico’s competitiveness as a place to do business by increasing the use of productivity-enhancing technology in all segments of the economy: manufacturing, services, logistics, transport, government, education, health, etc.
1.1.4	Institute programs to attract <b>more global talent</b> to Puerto Rico	Increase Puerto Rico’s competitiveness and connectivity to the world by attracting more international talent to work in Puerto Rico: entrepreneurs, investors, knowledge-workers, researchers, professors, students, etc.
1.1.5	<b>Deepen linkages</b> between Puerto Rico’s people and the world	Increase the competitiveness and connectivity of Puerto Rico’s workforce by increasing their exposure to international best practices – through study-abroad, internships/exchanges, training programs, etc.

Source Puerto Rico 2025

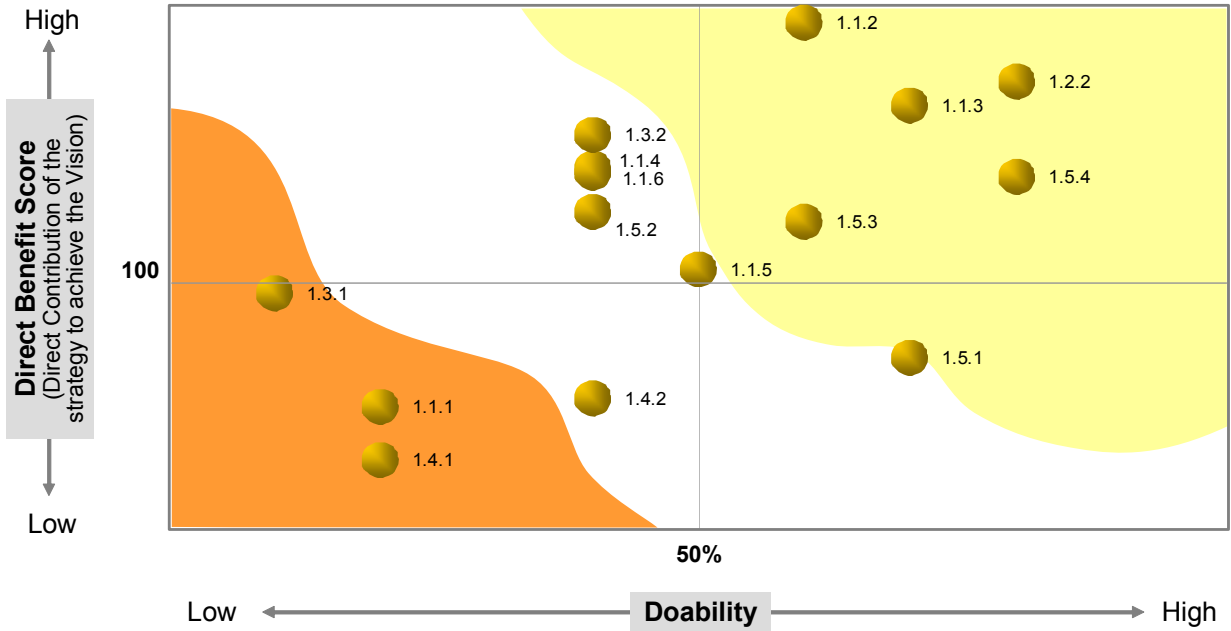
## COMPETITIVENESS – Strategies and their objectives (Cont.)

Number	Strategies	Objectives
1.1.6	Promote <b>multi-lingual abilities</b> in all sectors of the economy	Increase Puerto Rico's competitiveness as a place to do business by promoting the learning of English and other languages
1.2.2	Improve the competitiveness, quality and capacity of the physical <b>infrastructure for the movement of information</b>	Establish Puerto Rico as a center for high technology industries and services by improving its telecommunications and information technology infrastructure
1.3.1	Reduce the <b>financial cost of government</b> on business and the economy	Reduce the financial burden that the government imposes on the economy, by reducing the cost of the government and the accumulated debt and liabilities of public authorities and pension funds
1.3.2	Reduce the <b>regulatory inefficiencies</b> impacting business	Make Puerto Rico a more business-friendly environment by increasing the efficiency of regulatory processes, through streamlining, process reengineering, technology-deployment, etc.
1.4.1	<b>Remove protections and other impediments</b> limiting competition in key economic sectors	Evaluate the benefits and costs of barriers limiting competition in certain economic sectors (e.g. certificates of need, restrictions on foreign entry, etc.) and remove barriers as appropriate
1.4.2	<b>Rationalize unproductive subsidies</b> distorting competition and resource allocation in key economic sectors	Evaluate the benefits and costs of subsidies promoting resource allocation in certain economic sectors and reduce/remove these subsidies as appropriate
1.5.1	Overhaul the <b>positioning and branding</b> of Puerto Rico by shifting the <b>focus</b> to tomorrow's knowledge-based industries and the island's desirability as a working and living environment	Launch a coordinated campaign to improve how Puerto Rico is perceived internationally – as an exporter of goods and services and as a destination for investors, tourists, entrepreneurs, knowledge-workers, students, etc.
1.5.2	Improve the ongoing process for defining the <b>overall economic strategy</b> of Puerto Rico	Institute a more structured, consolidated and forward-looking process for defining the overall economic growth strategy for Puerto Rico
1.5.3	Overhaul the systems for <b>promoting investment</b> in Puerto Rico	Increase the amount of inward investment in Puerto Rico by maximizing the efficiency and effectiveness of current institutions and involving more actors in attracting investment to Puerto Rico
1.5.4	Overhaul the systems for <b>promoting exports</b> in Puerto Rico	Increase Puerto Rico's level of exports by maximizing the efficiency and effectiveness of current institutions and involving more actors in promoting Puerto Rican exports

Source Puerto Rico 2025

# COMPETITIVENESS – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



Source Puerto Rico 2025



## OPPORTUNITIES AND INCOME – Fundamental Objectives from the Vision

OBJECTIVES	DESCRIPTION OF THE OBJECTIVES
Improve income levels for all	Improve income levels for all
Maximize economic opportunities for all	Create opportunities for all, particularly for people of low resources, to increase their standard of living
Maximize social equity	Ensure more equitable access for all to opportunities to grow their incomes and wealth

Source Puerto Rico 2025

## OPPORTUNITIES/INCOME – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Use <b>direct government funding</b> to stimulate employment creation	Use government funds to finance targeted projects to help with job creation
1.1.2	Optimize the <b>distribution of jobs</b> in the public sector	Review and rationalize public sector employment both geographically and across agencies to optimize equitable job opportunities
1.1.3	Provide public funding and other <b>incentives for job creation in the private sector</b>	Give incentives to the private sector to create job opportunities across the island, especially in high unemployment areas
1.1.4	<b>Diminish regulations</b> in order to stimulate job creation	Review hiring and other regulations to allow for increased flexibility in the labor market
1.1.5	Provide <b>support to small and medium enterprises</b> , community businesses and cooperatives to create more job opportunities	Help foster small and medium enterprises and cooperatives in Puerto Rico to increase the number of job opportunities they provide

Source Puerto Rico 2025

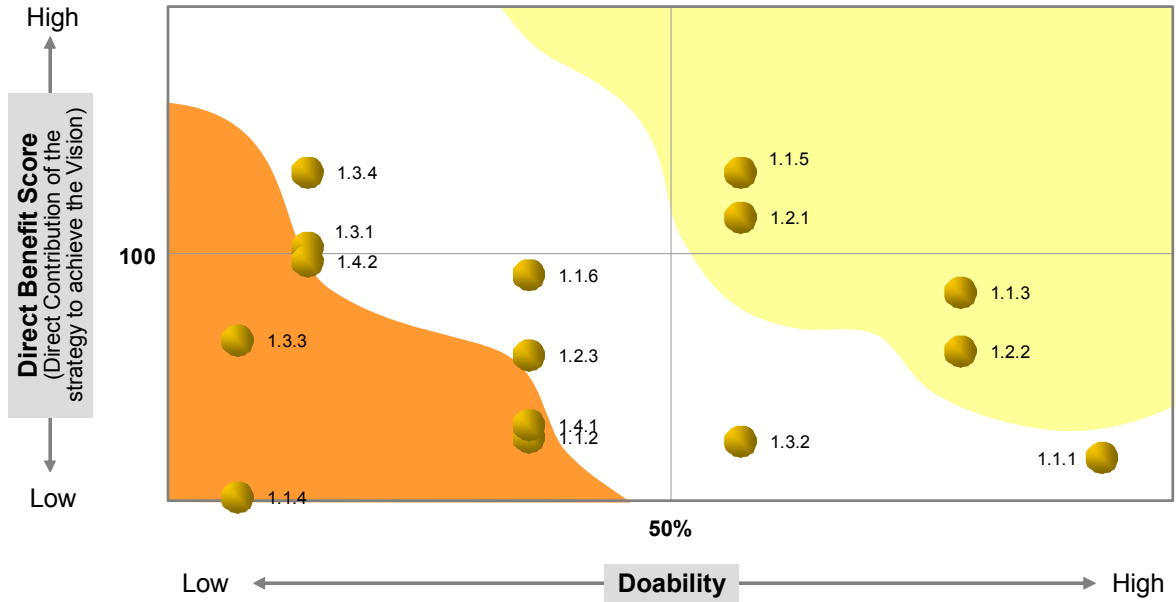
## OPPORTUNITIES/INCOME – Strategies and their objectives (Cont.)

Number	Strategies	Objectives
1.1.6	Provide support and <b>incentives to non-profit organizations</b> to create more job opportunities	Help foster non-profit organizations to increase job opportunities across Puerto Rico
1.2.1	Provide the <b>population with the education, training and skills required</b> to compete in the labor market	Improve the skills and knowledge base of especially the disadvantaged population to make them more competitive in the market place
1.2.2	Provide <b>direct assistance in job search and job placement</b>	Organize public and private forces to provide assistance and mentoring to those that are trying to enter the labor force
1.2.3	Provide <b>physical infrastructure which facilitates access to jobs</b>	Put into place the physical infrastructure, (e.g. transportation, child care facilities, etc.) that will make it easier for individuals to seek employment outside their homes
1.3.1	<b>Reform social-assistance programs</b> to encourage gainful employment	Reform the existing social assistance programs to make gainful employment more attractive than being on social assistance
1.3.2	Use <b>direct government funds</b> to increase the incentives for seeking employment	Provide monetary and other incentives to make it more attractive to work than to receive social assistance
1.3.3	Improve <b>compensation packages</b> to make it more attractive to work	Find ways to make employment more attractive, by adjusting compensation packages and increasing the softer benefits – training, community-building, etc.
1.3.4	Ensure that <b>self-sufficiency and individual and community responsibility</b> are priorities for all Puerto Ricans	Instill in the population of the island a sense of pride and self-reliance
1.4.1	Raise participation of poor and marginalized populations in <b>formal financial networks</b>	Help bring the marginalized into the formal economy and alleviate poverty by encouraging greater use of banks and financial institutions
1.4.2	Encourage <b>saving and asset building</b> among poor and marginalized people	Help optimize personal wealth of poor and marginalized people by enabling them to accumulate assets

Source Puerto Rico 2025

# OPPORTUNITIES AND INCOME – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



Source Puerto Rico 2025

## INNOVATION – Fundamental Objectives from the Vision

OBJECTIVES	DESCRIPTION OF THE OBJECTIVES
Maximize R&D in Puerto Rico	Increase the quantity and scope of research and development conducted in Puerto Rico
Maximize Commercialization	Promote innovation by ensuring that the R&D coming out of the public, private sectors and the universities is commercialized properly
Maximize Enterprise Start-up and Growth	Establish an environment in which local enterprises can foster and grow

Source Puerto Rico 2025

## INNOVATION – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Define and implement a Puerto Rico <b>innovation agenda</b> to guide prioritization and policy making across government, private sector and academia	Establish appropriate island-wide coordinating mechanisms between government, private sector and academia, to identify high potential R&D areas, guide policy decisions promoting R&D, and leverage expertise and resources across sectors and projects
1.2.1	Create <b>government research centers</b> to pursue high-priority research needs	Where appropriate, mobilize local and/or US government funding to create government research centers focused on high-priority R&D areas (e.g. like federal R&D labs in the US)
1.2.2	Enhance <b>direct government funding for independent R&amp;D centers</b> and initiatives	Significantly increase the “science and technology fund” to provide direct government funding for private sector and university R&D initiatives in Puerto Rico
1.2.3	Increase <b>government indirect support and incentives for private R&amp;D</b>	Increase the use of tax-incentives and other government support (subsidies, infrastructure, training etc.) to stimulate more private sector and university R&D in Puerto Rico
1.3.1	Reform <b>University budget and incentive structure to promote R&amp;D</b> and technology transfer	Reform incentive systems at Puerto Rico’s universities (compensation, promotion, tenure, budget-allocation, etc.) to encourage more professors and students to engage in research and innovation

Source Puerto Rico 2025

## INNOVATION – Strategies and their objectives (cont.)

Number	Strategies	Objectives
1.3.2	Increase funding for laboratories, research centers and other <b>R&amp;D infrastructure at universities</b>	Attract more corporations and researchers to conduct R&D at Puerto Rico's universities, by increasing/reallocating the funding available for physical infrastructure for R&D
1.3.4	Attract more <b>global talent to conduct R&amp;D at universities</b>	Attract more international researchers to conduct research at Puerto Rico's universities, by making more funding available and changing processes and attitudes towards hiring foreigners
1.3.5	Attract more <b>federal and international research projects to universities</b>	Launch a coordinated campaign, bringing together a number of existing initiatives, to significantly increase the amount of outside R&D investment attracted to Puerto Rico
1.4.1	Create, revise or expand financial and other <b>incentives for private sector R&amp;D activities</b>	Increase the use of tax-incentives and other government support (subsidies, infrastructure, training etc.) to stimulate more private sector R&D in Puerto Rico
1.4.2	Fund <b>major scientific infrastructure projects</b> needed to attract more private sector R&D	Evaluate and invest as necessary in the physical infrastructure (e.g. broadband networks, laboratories, etc.) required to attract and foster increased corporate R&D in Puerto Rico
1.5.1	Upgrade <b>quality of investigators and other human capital available for R&amp;D</b> in Puerto Rico	Identify the specific skills required to become a leading R&D center and expand programs to develop human resources with these skills
2.1.1	Make <b>government procurement process</b> more favorable to local <b>small and medium enterprises</b>	Evaluate all government procurement programs to ensure that they give local entrepreneurs fair opportunities to compete and grow their businesses
2.1.2	Reduce the <b>tax burden and other financial costs</b> that government imposes on <b>small and medium enterprises</b>	Review all taxes and financial costs imposed by the government on SMEs, to identify areas where the financial cost could be reduced, thereby stimulating growth and employment-generation
2.1.3	Limit the burden of <b>regulations and inefficiencies on small and medium enterprises</b>	Review all regulatory and process burdens imposed by the government on SMEs, to identify areas where these burdens could be reduced, thereby stimulating growth and employment-generation

Source Puerto Rico 2025

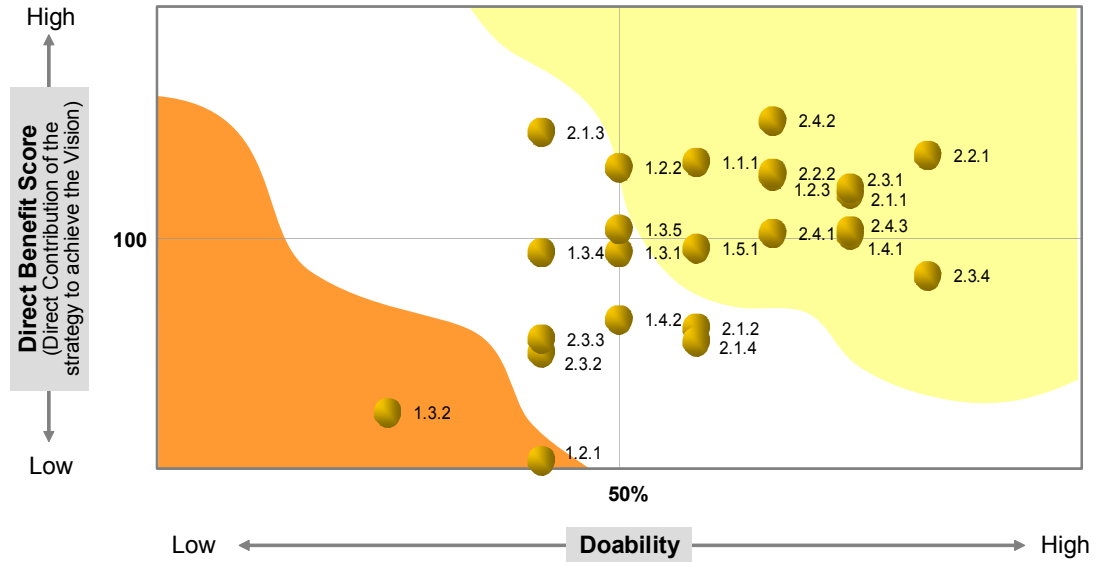
## INNOVATION – Strategies and their objectives (Cont.)

Number	Strategies	Objectives
2.1.4	Improve the effectiveness of existing <b>entities designed to promote</b> the growth and formation of <b>small and medium enterprises</b>	Undertake a comprehensive review of the various entities and programs designed to help entrepreneurs (SBDCs, community business centers, etc.) to ensure their effectiveness and coordination
2.2.1	Promote deeper <b>linkages</b> between foreign owned <b>multinational firms</b> and <b>locally owned suppliers</b>	Deploy incentives and other tools to promote more linkages between foreign investors and local companies – e.g. more subcontracting to local suppliers, mentoring programs, technology-transfer, etc.
2.2.2	Develop a <b>more entrepreneurial environment</b> within large firms	Establish mechanisms (competitions, rewards, etc.) to encourage large foreign and local firms to promote intrapreneurship among their employees
2.3.1	Expand the availability and effectiveness of <b>private equity funding</b> for start-up businesses and <b>small and medium enterprises</b>	Continue to promote the development of the venture capital and angel sector in Puerto Rico, so as to increase availability of private equity funding for start-up and growth businesses
2.3.2	Enhance <b>debt financing options</b> available to <b>small and medium enterprises</b>	Continue to innovate and promote the financing options available to SMEs from banks and other debt-financing institutions
2.3.3	Enhance use of <b>public equity funding</b> for local enterprises	Explore ways to promote the use of public equity funding and encourage more Puerto Rican companies to go public
2.3.4	Assist <b>small and medium enterprises</b> in accessing special <b>federal funds</b> and other <b>external funding sources</b>	Augment the various initiatives designed to help local companies access SBA and other international funding sources for small and medium enterprises
2.4.1	Improve teaching of <b>entrepreneurial and business skills in the education system</b>	Review curricula at all stages of the education system, to ensure sufficient emphasis is being given to development of entrepreneurial and management skills
2.4.2	Cultivate a <b>widely held entrepreneurial culture</b> in Puerto Rico	Launch an island-wide communication campaign to promote the virtues of entrepreneurship at all levels of society
2.4.3	Enhance <b>entrepreneurial "networks"</b> to help small and medium enterprises get organized and leverage capabilities mutually	Encourage the establishment of entrepreneur support networks and associations to enable knowledge-sharing and resource-sharing between small and medium enterprises

Source Puerto Rico 2025

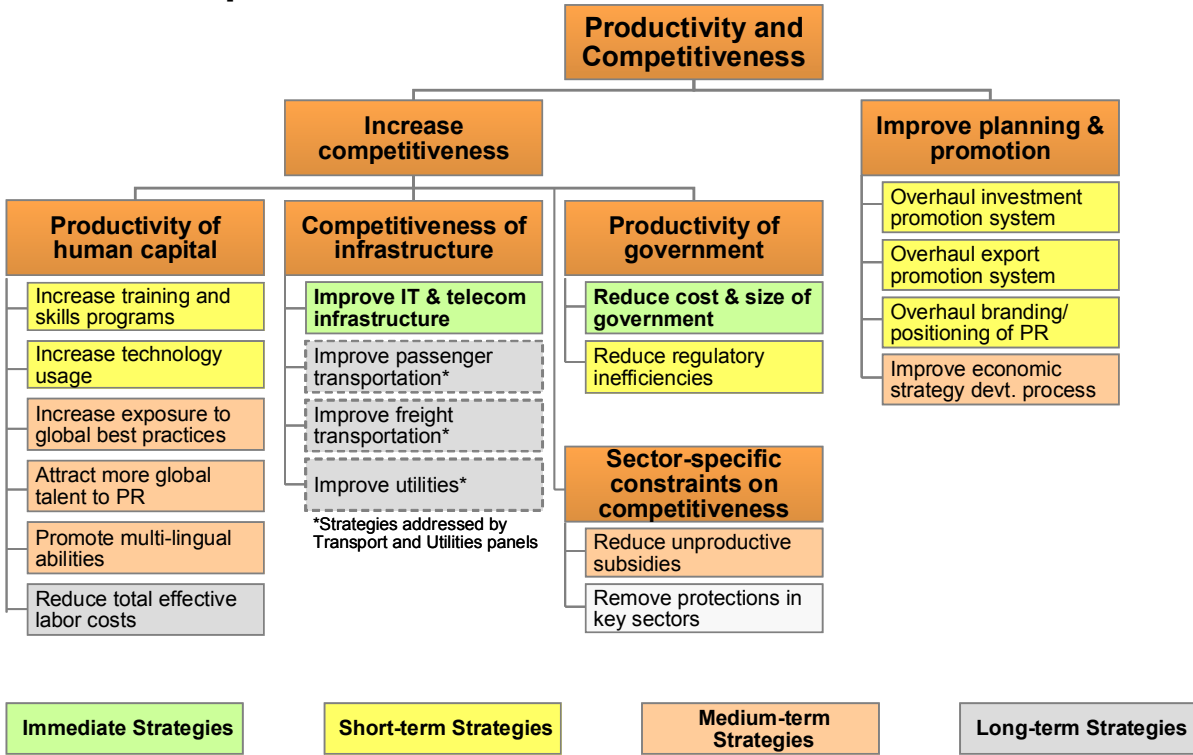
# INNOVATION – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



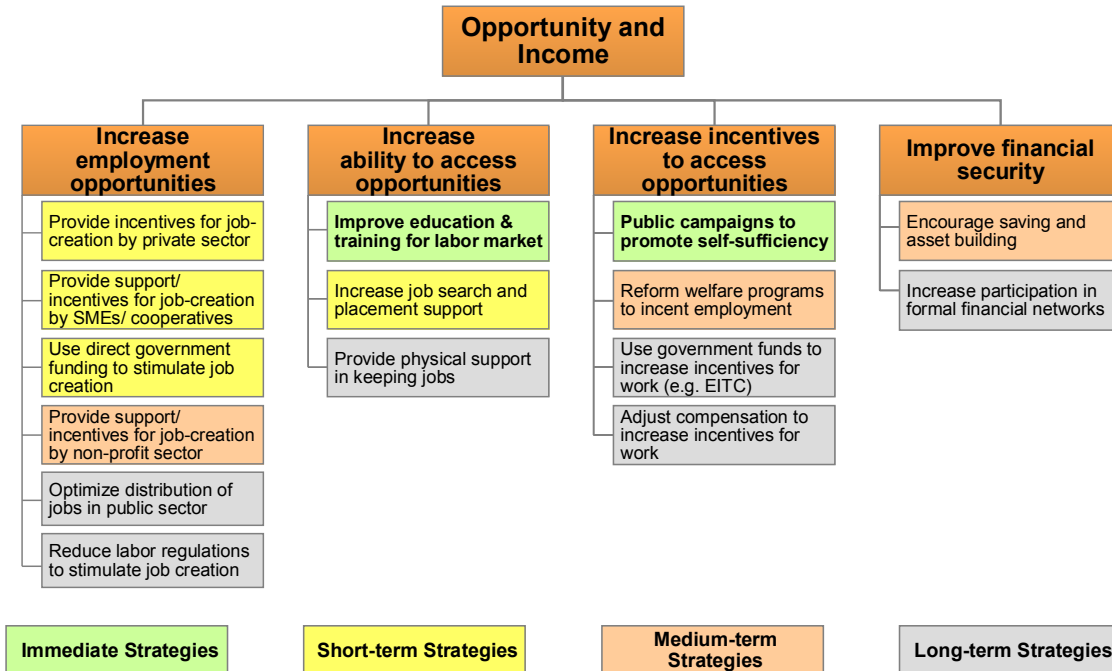
Source Puerto Rico 2025

## Strategies in the Productivity and Competitiveness area have been prioritized as follows



Source Puerto Rico 2025

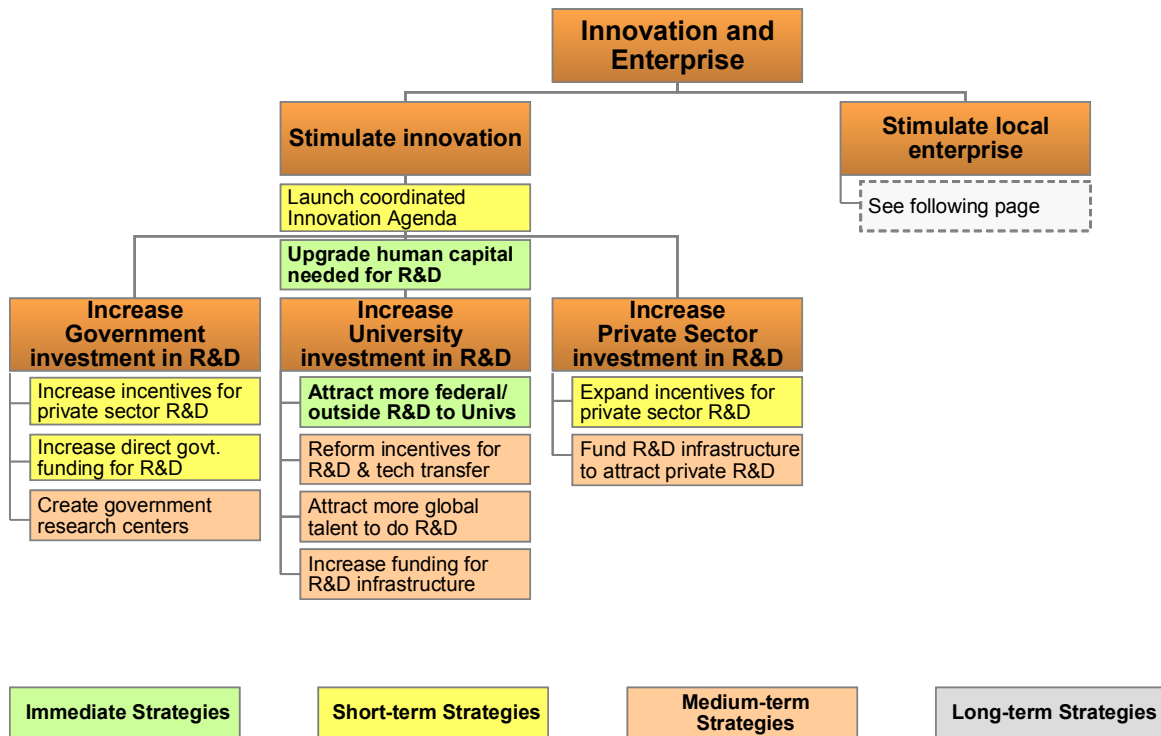
## Strategies in the Opportunity and Income area have been prioritized as follows



Source Puerto Rico 2025

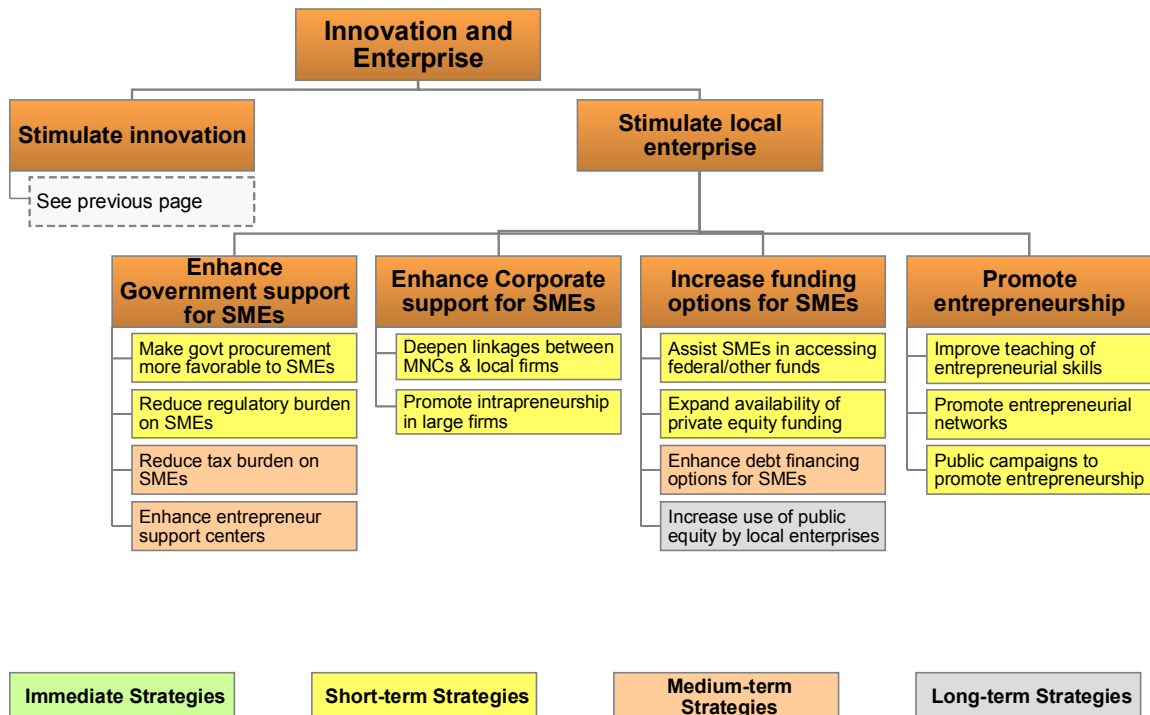


## Strategies in the Innovation area have been prioritized as follows



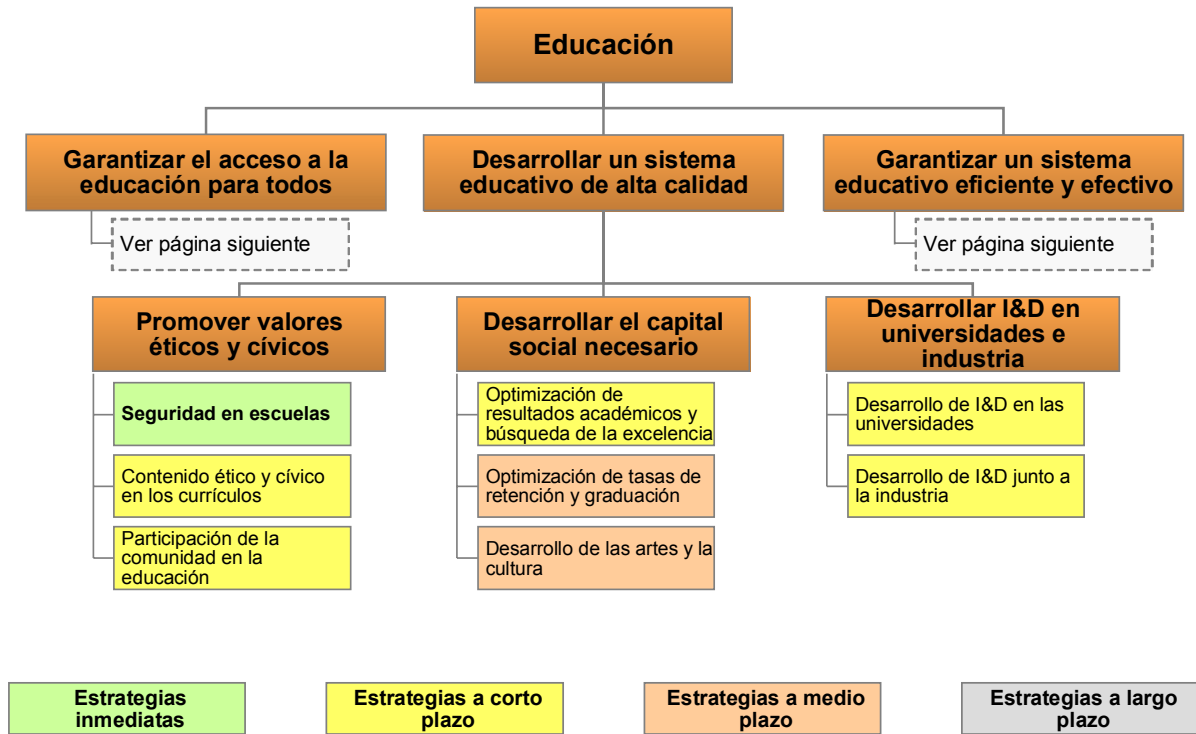
Source Puerto Rico 2025

## Strategies in the Enterprise area have been prioritized as follows

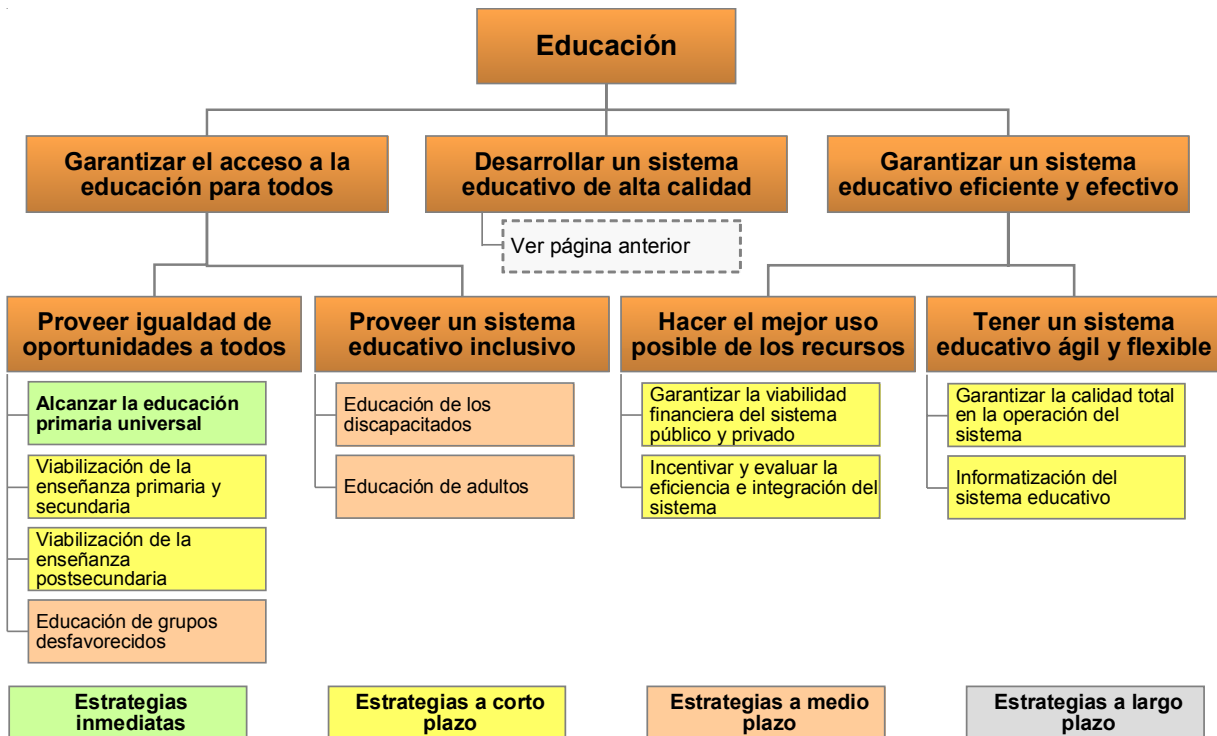


Source Puerto Rico 2025

## Strategies in the Education area have been prioritized as follows

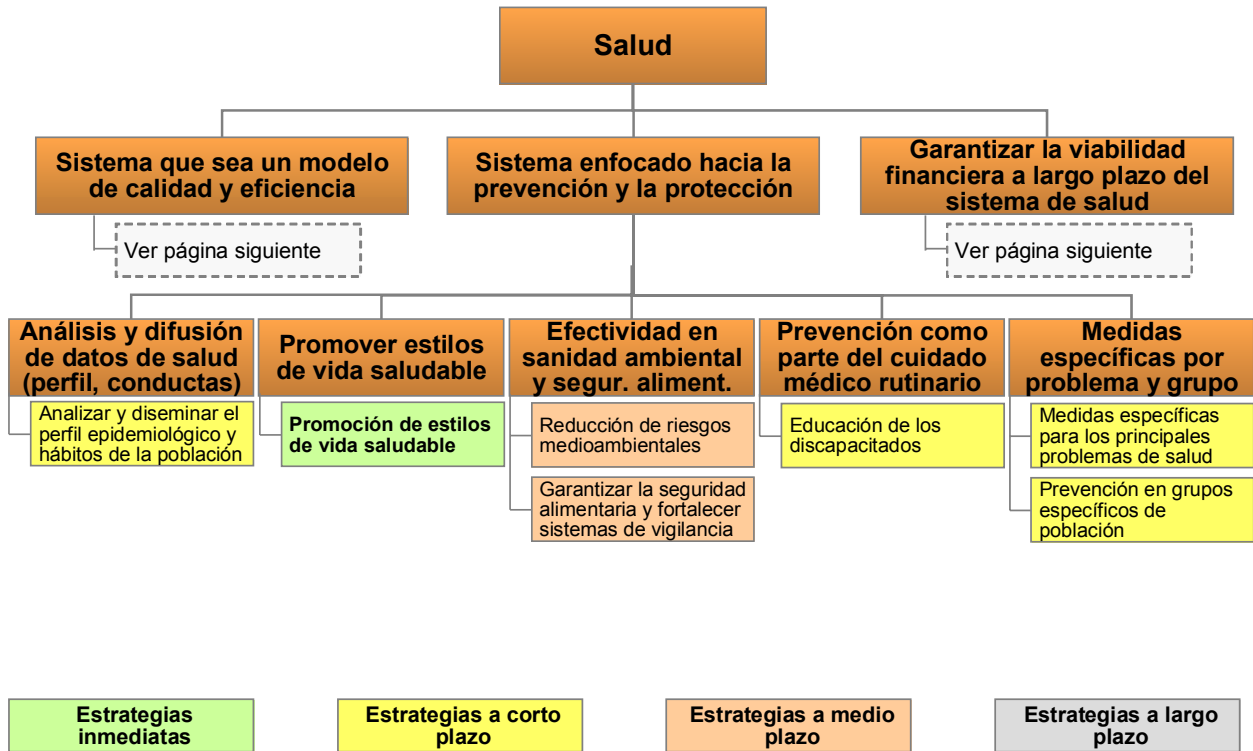


Source Puerto Rico 2025

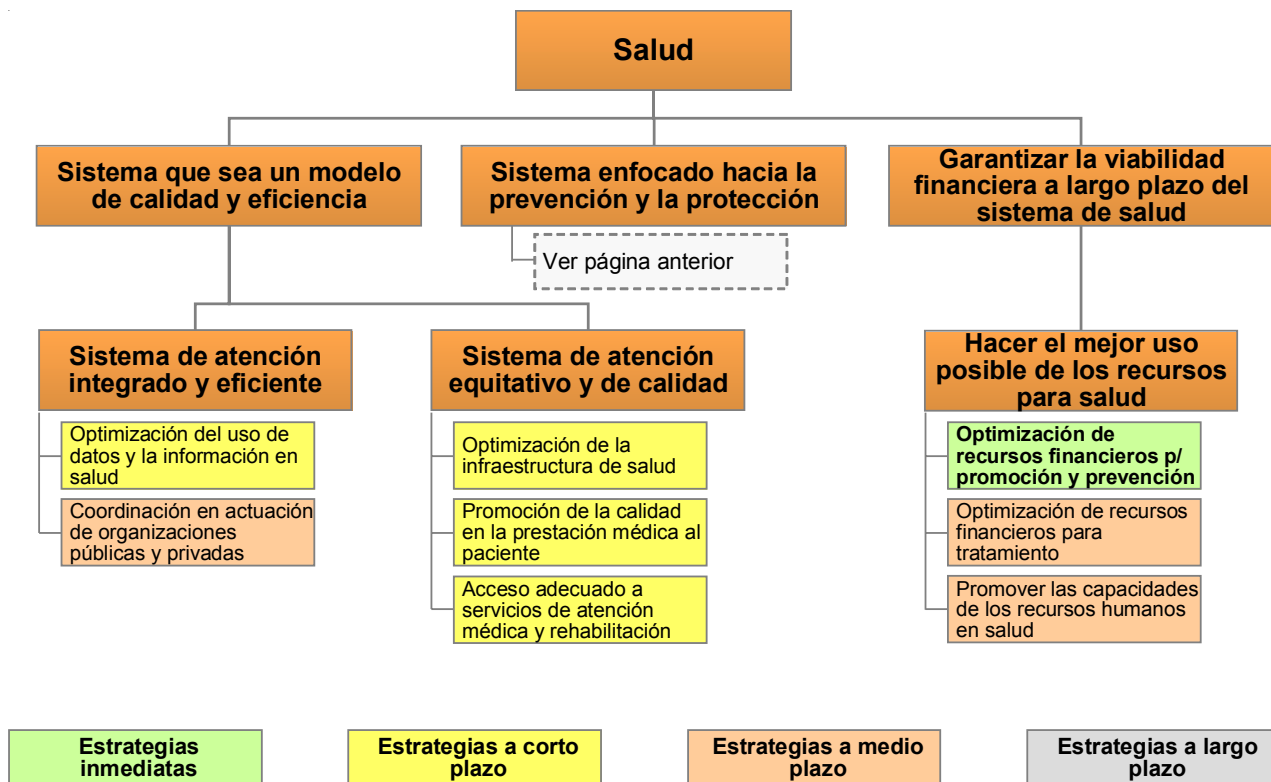


Source Puerto Rico 2025

## Strategies in the Health area have been prioritized as follows (Cont.)



Source Puerto Rico 2025

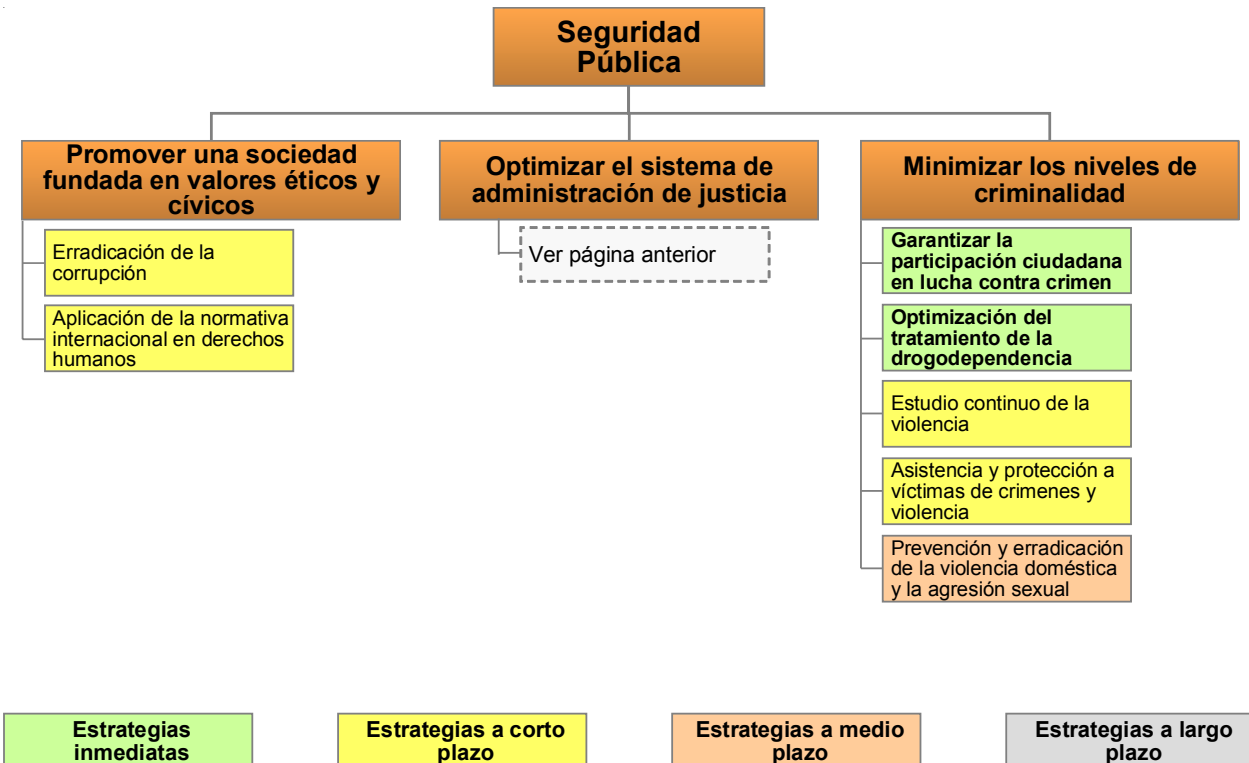


Source Puerto Rico 2025

# Strategies in the Public Safety area have been prioritized as follows

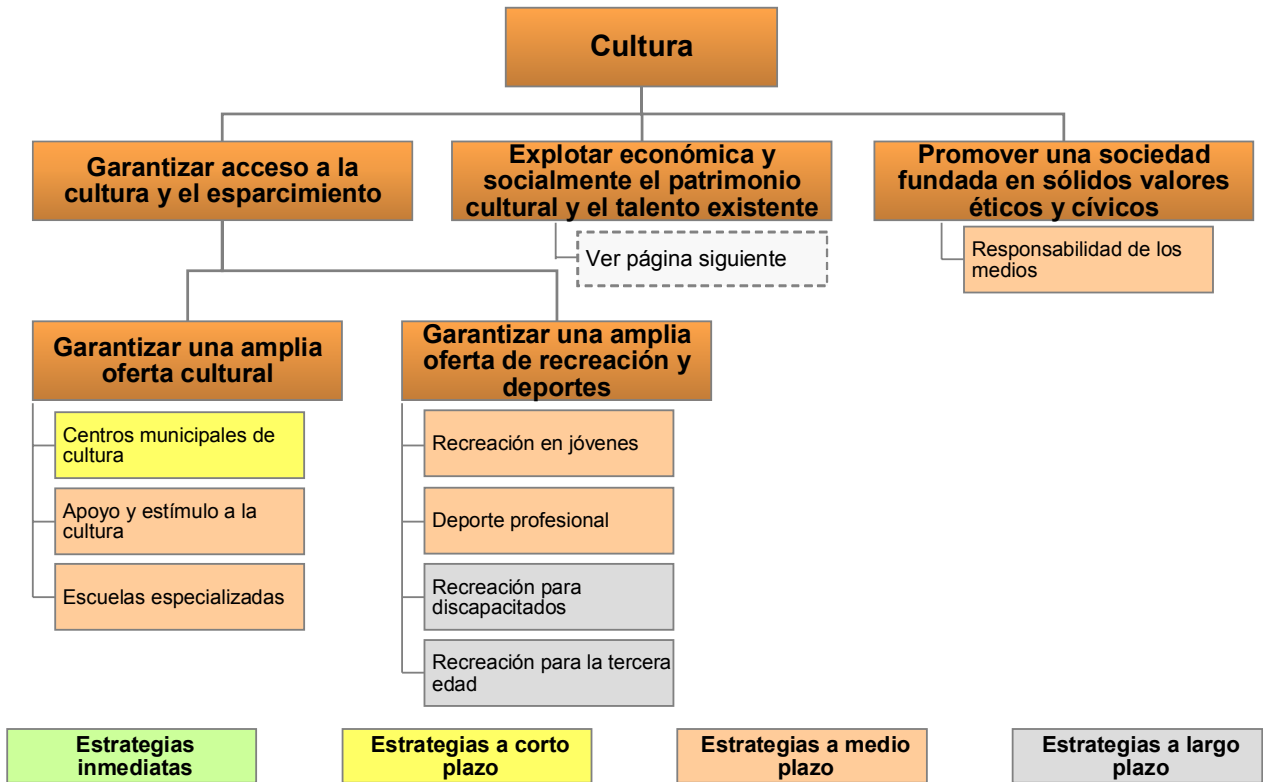


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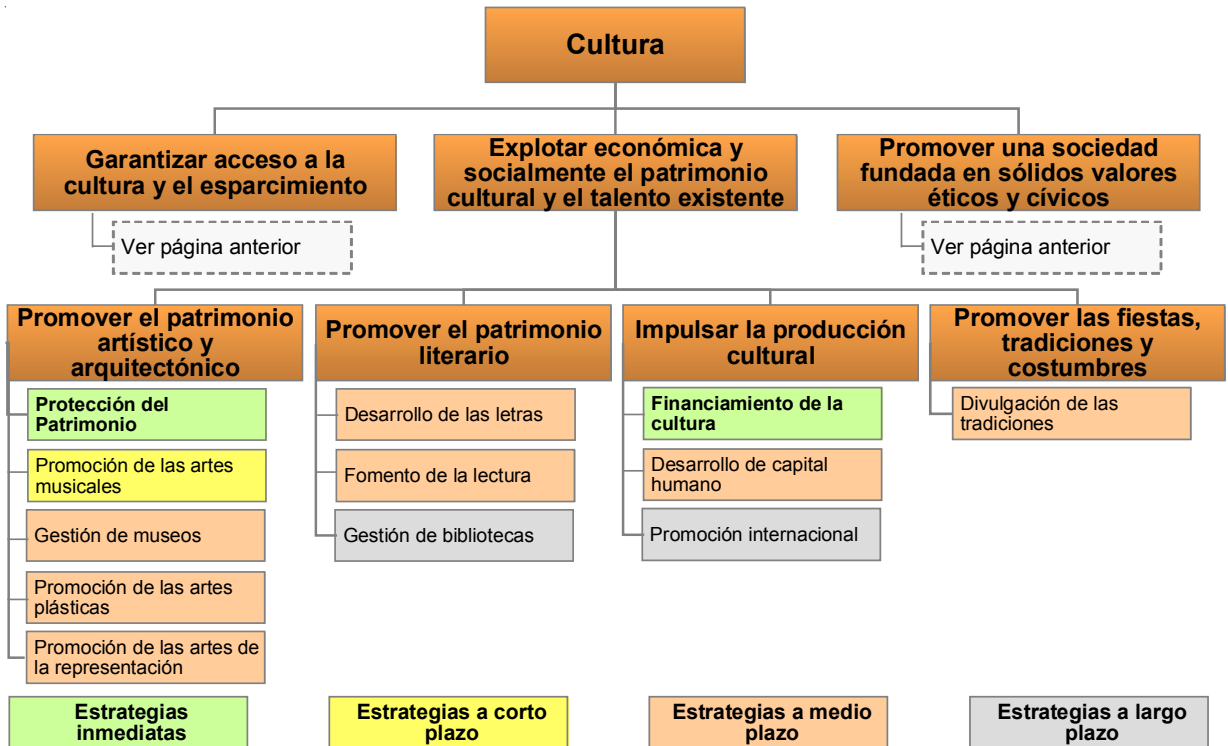


Source Puerto Rico 2025

# Strategies in the Culture area have been prioritized as follows

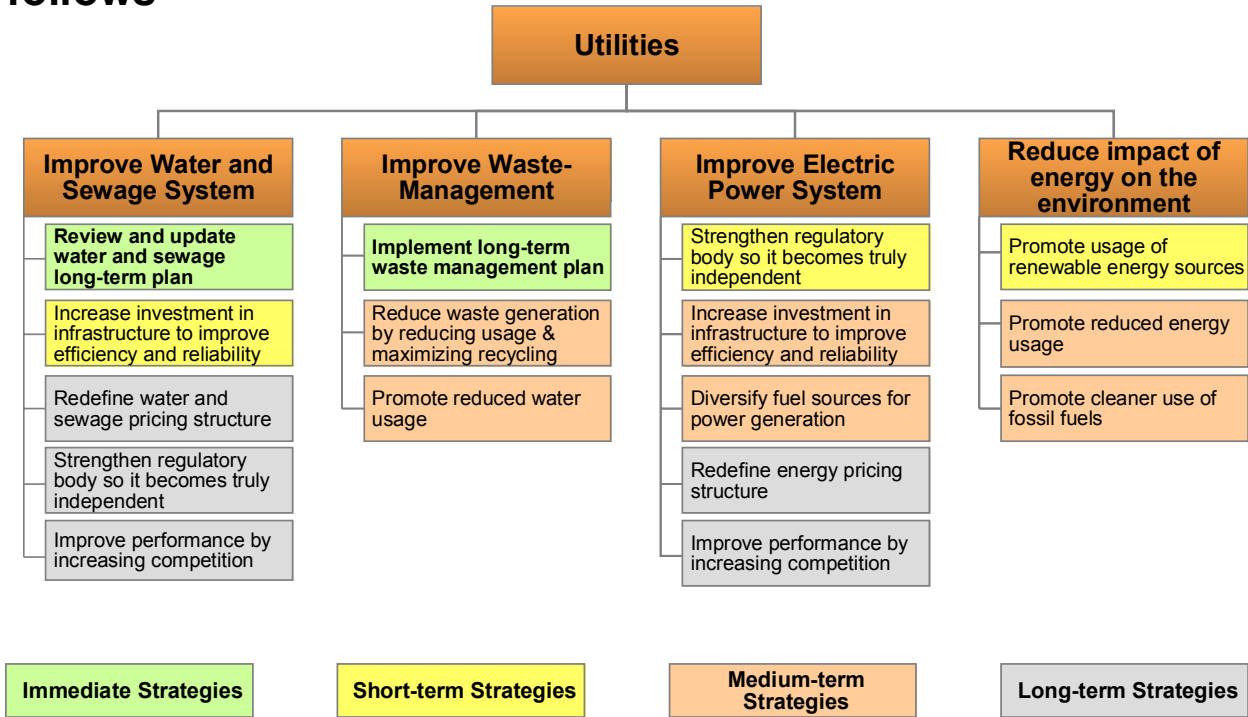


Source Puerto Rico 2025



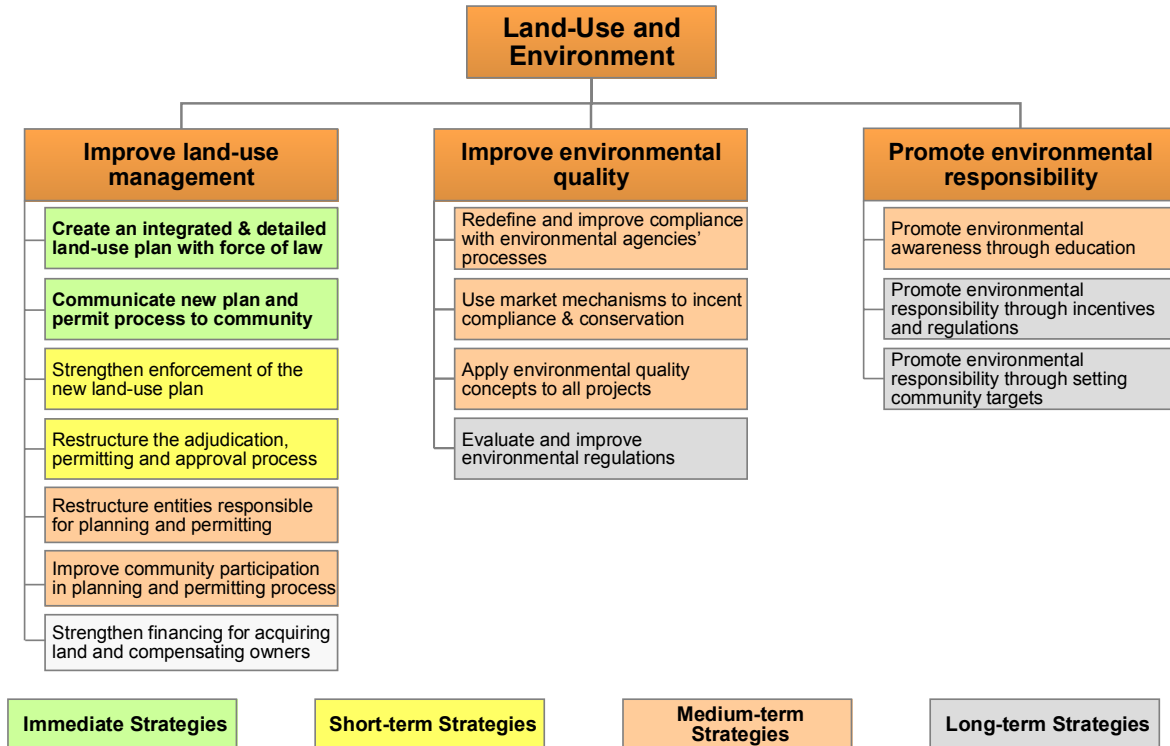
Source Puerto Rico 2025

## Strategies in the Utilities area have been prioritized as follows



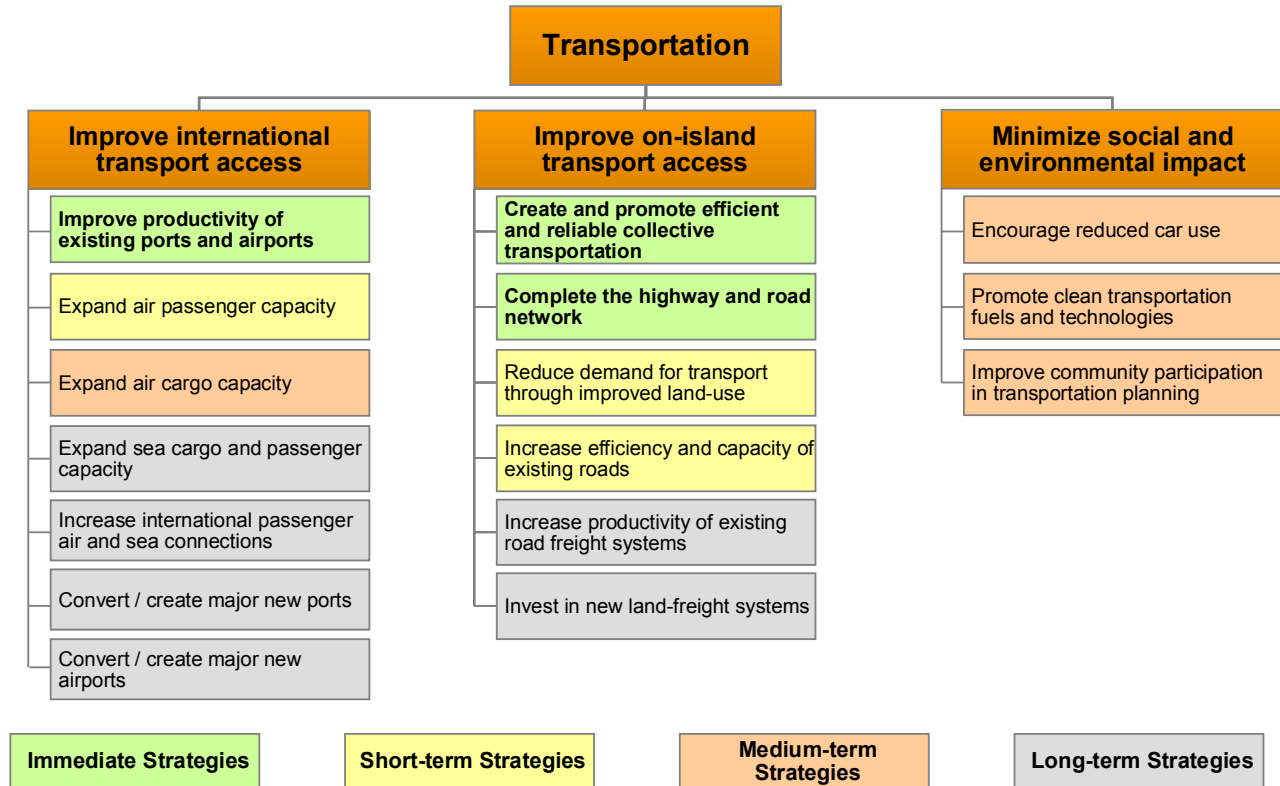
Source Puerto Rico 2025

## Strategies in the Land-use and Environment area have been prioritized as follows



Source Puerto Rico 2025

# Strategies in the Transport area have been prioritized as follows



# SECTION IV: The Implementation Plan; Commencement and Execution

## Notes on the CEDS Evaluation Process

The Comprehensive Economic Development Strategy (CEDS) committee for the Puerto Rico Development Area is responsible for the evaluation of those investment proposals submitted for its consideration.

As the entire Commonwealth of Puerto Rico qualifies as a Redevelopment Area under provisions of the *Public Works and Economic Development Act of 1965*, the entirety of Puerto Rico’s Municipalities, their agencies, and the agencies of the central government of Puerto Rico, are **fully eligible to receive assistance from the United States Department of Commerce Economic Development Administration (EDA)**. Subsequently, each proposal submitted to the committee is considered for inclusion in the CEDS under the established CEDS evaluation process.

Among the various factors considered throughout the strategy several are particularly important, and bear repeating; they are:

- ✓ The economic trends and context, as described in previous sections of this document; and,
- ✓ The probability a given proponent shall be required, by virtue of the undertaking, to carry out additional phases, at a later stage and in a specific area; and,
- ✓ The potential of the investment proposal to generate or retain **good jobs**—new jobs, permanent jobs, high skill jobs, high wage jobs, jobs paying higher than the area average wage or area median wage—solid employment opportunities; and,
- ✓ Need.

Reader’s Note: A selection of *statistical indicators*, in tabular format, and a group of *maps specifying socio-economic indicators* which are applicable to the decision making process are included in **Appendix A: Statistical Appendix**.

## Phases of Evaluation

Currently, the CEDS evaluation process consists of the following phases:

1. **Identification of Investment Proposals:** Accepting, finding, and suggesting solid investment proposals and/or encouraging the transformation of good ideas into solid investment proposals; and,
2. **Evaluation of Investment Proposals:**
  - a. Determination of the *Development Area Priority Level*: This designation relays the level of importance to the development area of each investment proposal—in light of economic trends and projections, and the public policy embodied in the CEDS document—and subsequently results in the designation of a grade reflecting said finding; and,
  - b. Consideration of the *Level of EDA Appropriateness*: This designation relays the level of appropriateness in light of the EDA’s investment proposal guidelines (as promulgated in US FY 2002) and subsequently designates a grade reflecting said compatibility; and,
3. **Authorship of an official letter of certification and referral to the EDA for its own consideration for those investment proposals deemed both:**
  - a. Important to the economic development of the Puerto Rico Development Area; and,
  - b. Consistent with the EDA Investment Policy Guidelines



**However, to be clear:**

- Not every proposal submitted is included in the Comprehensive Development Strategy, the CEDS document,
- Nor is every investment proposal deemed of equal importance.

Nevertheless, having identified important investment opportunities and included them in the CEDS document it is the strong desire of the CEDS committee that, federal agencies and administrations, the government of the Commonwealth of Puerto Rico, the private sector, foundations, the not-for-profit sector, and the public shall embrace the challenge of supporting any and all proposals included in the CEDS as worthy economic development projects.

**Grading System**

The classification used in designating the *Development Area Priority Level(s)* includes the following three (3) grades:

- A. reflects *high* priority; and,
- B. reflects *intermediate* priority, and,
- C. reflects *low* priority.

**NI.** indicates *Not Included* in the CEDS due to reservations regarding the orientation of the investment

The classification used in the *Level of EDA Appropriateness* process includes the following three (3) grades:

- A. reflects a *high* level of appropriateness; and,
- B. reflects a *intermediate* level of appropriateness; and,
- C. reflects a *low* level of appropriateness.

**NR.** means *Not Recommended* due to eligibility concerns

Again, every investment proposal submitted for **review and potential inclusion** in the Comprehensive Development Strategy, **the CEDS**

**document**, is carefully considered in light of the factors listed above, and throughout this document; **unfortunately, not every proposal submitted to the CEDS committee conforms with the program guidelines and requirements of the EDA’s assistance program** and therefore, to date, cannot be included in the CEDS document, in accordance with the management program designed, published, and promulgated by the **CEDS committee**.

**Continued General Advisory Regarding Process Changes**

As the above format represents an innovation in the evaluation process which occurred during Program Cycles 2002-03 and 2003-04—an innovation designed to render some return on the investment of time applicants expend in preparing investment proposals for the CEDS committee evaluation process—it remains a possibility that continued and further refinements may occur during the pending program cycle PR FY 2005.

It should be understood, that said process innovations occurred as a response to the urgings of both proponents and committee members. As always, the goal of our effort was, and shall remain, to endeavor to amplify the comprehensive and strategic nature of this document and its continued functionality.

**Formal Invitation to the EDA**

As each proposal has been identified, to varying degrees, as appropriate in light of the Goals, Objectives, and policy priorities of the Puerto Rico Development Area, the EDA is invited to consider any proposal included in the CEDS document. However, only those proposals which have also received a grade regarding their appropriateness in light of the EDA’s investment policy guidelines (as promulgated during FY 2002) carry the full confidence of the CEDS committee as proposals that are ready for serious consideration under the EDA’s pre-application program and procedures.

**All Investment Proposals  
Considered, in Brief, Federal  
Fiscal Year 2003-2004**

The following section lists each Municipality, the title of the Investment Proposal which was submitted to the CEDS committee for evaluation and the priority and recommendation classifications rendered by the committee. In some cases additional comments were warranted and have been included. If the Investment Proposal received a “AA” rating we have also included copies of the proposal as submitted in the Appendix to that effect.

Municipality of **Barceloneta:**

Conversion/Rehabilitation of the Old RCA Building into an Advanced Technology Center – **Construction Phase**

*Priority:* A

*Recommendation:* B

Municipality of **Bayamón:**

Entrepreneur Business Incubator

*Priority:* A

*Recommendation:* B

Municipality of **Carolina:**

Caribbean Environmental Laboratory for the Advancement of Technological Entrepreneurship

*Priority:* A

*Recommendation:* B

Municipality of **Camuy:**

Infrastructure for Agro-industrial Projects

*Priority:* B

*Recommendation:* NR

Municipality of **Cataño:**

Commercial Facilities of the Cataño Port Area

*Priority:* C

*Recommendation:* NR

Municipality of **Gurabo**

Municipal Multi Factory

*Priority:* B

*Recommendation:* C

Municipality of **Ponce:**

Improvements to Piers 1 and 1-A Port of Ponce

*Priority:* B

*Recommendation:* B

Municipality of **Santa Isabel:**

Development of Recreational Facilities

*Priority:* C

*Recommendation:* NR

Municipality of **Vega Baja:**

Construction of a Economic Development Information Center

*Priority:* NI

*Recommendation:* NR

Municipality of **Vega Baja:**

Extension of a High Voltage (13KV) Electrical Line 3,000 ft to serve in the expansion of the Cabo Caribe Industrial Park

*Priority:* B

*Recommendation:* C

Municipality of **Vega Baja:**

Revision of the 1998 Economic Readjustment Study

*Priority:* A

*Recommendation:* A

**Comments: The CEDS committee agrees with the prudence of the study given the severe nature of recent changes in the regional economy of this municipality and the loss of jobs due to manufacturer relocation, although a better case for funding could be made by the proponet and should be required in subsequent phases of consideration.**

Municipality of **Vieques**:

Conversion of a Municipal Building located at a  
Market Plaza

*Priority:*    **B**

*Recommendation:*    **C**

UPR **Mayagüez** Campus:

Bioprocess Research & Workforce  
Development Complex

*Priority:*    **A**

*Recommendation:*    **A**

*Comments:*    **The CEDS committee found this proposal to be an exemplar of the type of initiative required in Puerto Rico in order to facilitate movement towards a knowledge-based economy, an economy that provides high wage high skill employment.**

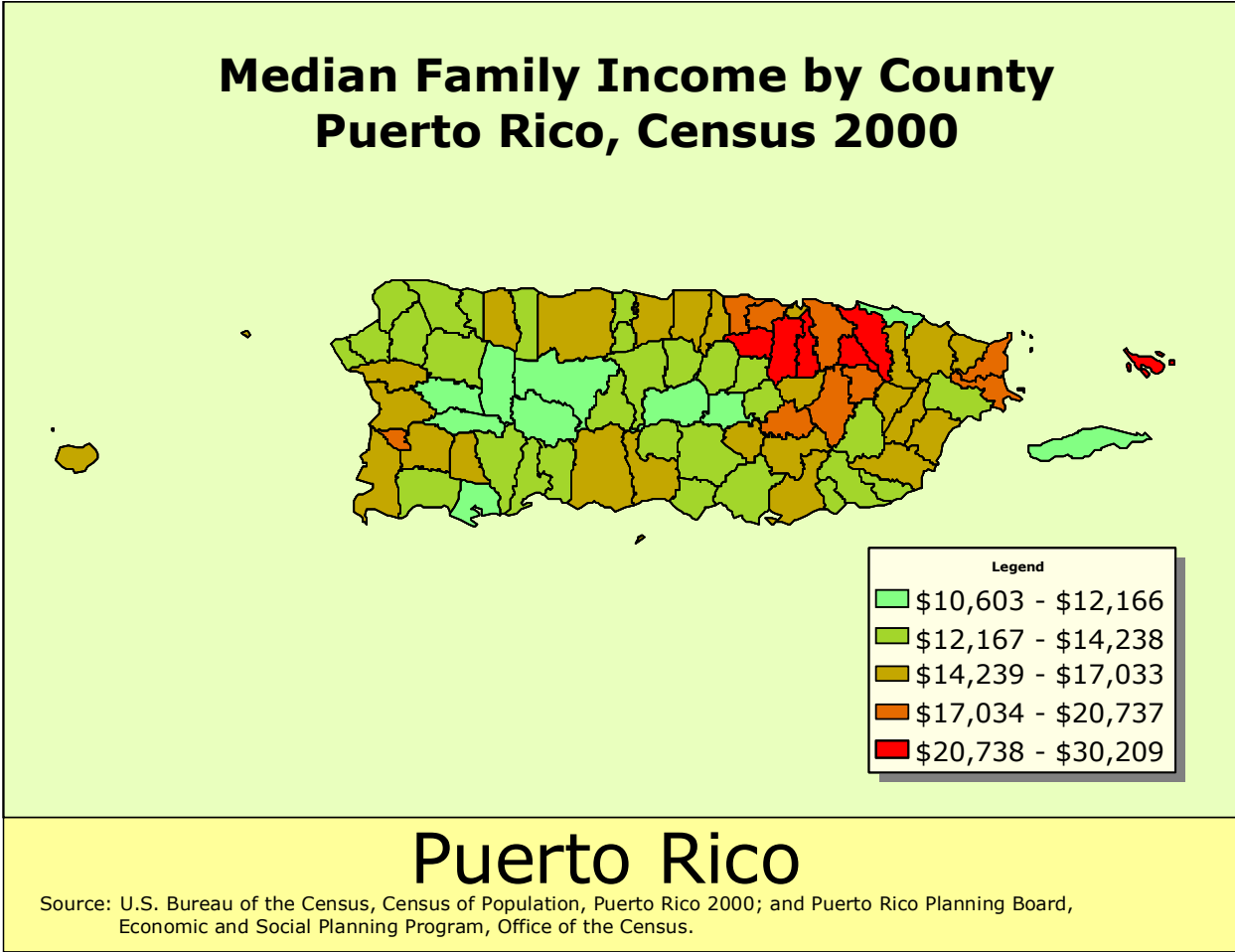
**CEDS Matriz de Resultados Consolidados - AF 04**

Investment Proponent	Investment Proposal Title or Descriptor	Financial Investment Breakdown				Job Creation Breakdown				Term of Investment (months)	District Priority Level	EDA Compatibility				
		Local / Other	E.D.A.	Total Investment	% of Total	In \$	Temp	Perm	New				Saved	Total		
#1	Municipality of <b>Barceloneta</b>	Conversion de Antiguo Edificio RCA en un Centro de Tecnologia Avanzada - Fase de Construcción	\$ 2,991,950	67%	\$ 1,500,000	33%	\$ 4,491,950	100%	85	na	0	0	85	12	<b>A</b>	<b>B</b>
#2	Municipality of <b>Bayamon</b>	Incubadora de Empresas de Bayamon	\$ 500,000	50%	\$ 500,000	50%	\$ 1,000,000	100%	4	na	13	2	15	6	<b>A</b>	<b>B</b>
#3	Municipality of <b>Carolina</b>	Caribbean Environmental Laboratory for the Advancement of Technological Entrepreneurship	\$ 574,200	30%	\$ 1,339,800	70%	\$ 1,914,000	100%	0	na	105	0	105	27+	<b>A</b>	<b>B</b>
#4	Municipality of <b>Camuy</b>	Infraestructura para Proyectos Agroindustriales	\$ 266,200	20%	\$ 1,064,800	80%	\$ 1,331,000	100%	26	na	117	133	276	18	<b>B</b>	<b>NR</b>
#5	Municipality of <b>Cataño</b>	Facilidades Comerciales Frente Marítimo de Cataño	\$ 900,000	20%	\$ 3,600,000	80%	\$ 4,500,000	100%	30	na	39	34	103	24	<b>C</b>	<b>NR</b>
#6	Municipality of <b>Gurabo</b>	Multi-Fabril del Municipio de Gurabo	\$ 537,200	20%	\$ 2,151,800	80%	\$ 2,689,000	100%	24	na	70	0	94	18+	<b>B</b>	<b>C</b>
#7	Municipality of <b>Ponce</b>	Rehabilitación de los Muelles Num. 1 y 1-A	\$ 467,250	20%	\$ 1,869,000	80%	\$ 2,336,250	100%	165	na	70	34	269	19	<b>B</b>	<b>B</b>
#8	Municipality of <b>Santa Isabel</b>	Desarrollo de Facilidades Recreativas / Turísticas, Cayos Cabezas y Balajú	\$ 200,000	20%	\$ 800,000	80%	\$ 1,000,000	100%	10	na	9	3	22	24	<b>C</b>	<b>NR</b>
#9		Construcción de un Centro de Información para el Desarrollo Económico	\$ 187,500	24%	\$ 582,500	76%	\$ 770,000	100%	45	na	75	25	145	24	<b>NI</b>	<b>NR</b>
#10	Municipality of <b>Vega Baja</b>	Extensión de Línea Eléctrica de Alto Voltaje (13 KV) de 3,000 pies de largo para servir a la expansión del Parque Industrial Cabo Caribe de Vega Baja	\$ 533,600	41%	\$ 766,400	59%	\$ 1,300,000	100%	15	na	15	25	55	12	<b>B</b>	<b>C</b>
#11		Revisión del estudio de Reajuste Económico de Vega Baja que realizó en el 1998	\$ 10,000	10%	\$ 90,000	90%	\$ 100,000	100%	na	na	na	na	0	18	<b>A</b>	<b>A</b>
#12	Municipality of <b>Vieques</b>	Conversión de Edificio Municipal Existente en una Plaza de Mercado	\$ 300,000	40%	\$ 450,969	60%	\$ 750,969	100%	10	na	15	0	25	24	<b>B</b>	<b>C</b>
#13	<b>Universidad de PR Recinto Mayagüez</b>	Bioprocess Research & workforce Development Complex	\$ 6,500,000	72%	\$ 2,500,000	28%	\$ 9,000,000	100%	125	509	na	NA	634	18	<b>A</b>	<b>A</b>

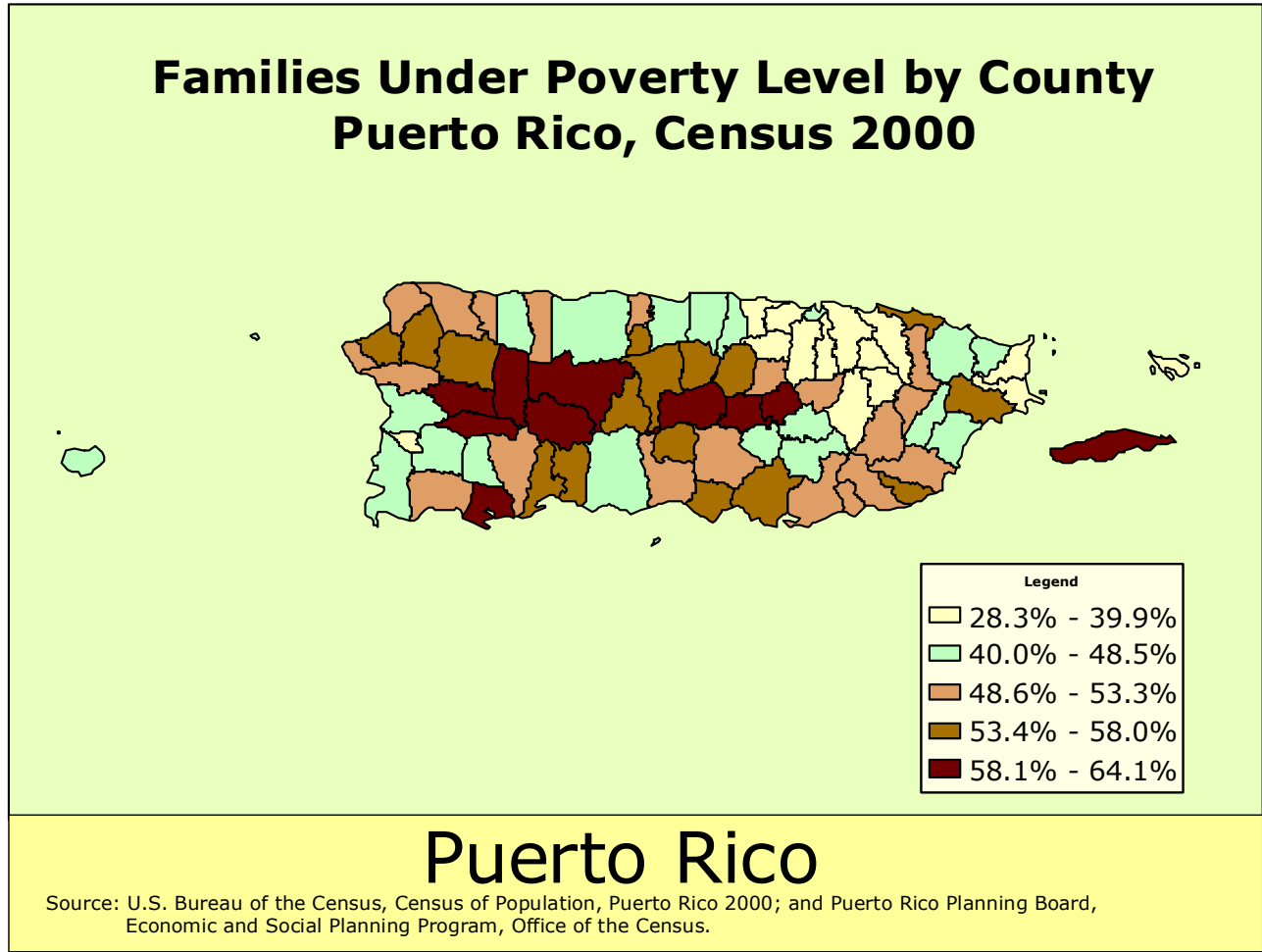
na = Not Available (not provided in the requisite materials)

## SECTION V: STATISTICAL APPENDIX A:

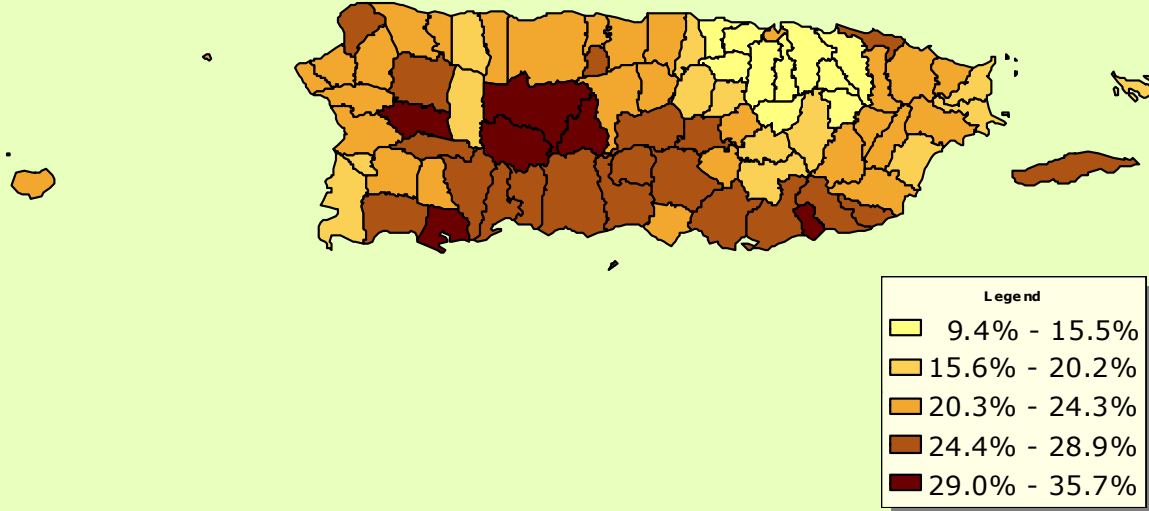
## Median Family Income by County Puerto Rico, Census 2000



## Families Under Poverty Level by County Puerto Rico, Census 2000



## Unemployment Rate by County Puerto Rico, Census 2000



## Puerto Rico

Source: U.S. Bureau of the Census, Census of Population, Puerto Rico 2000; and Puerto Rico Planning Board, Economic and Social Planning Program, Office of the Census.



### Selected Economic Characteristics by County 2000 Census

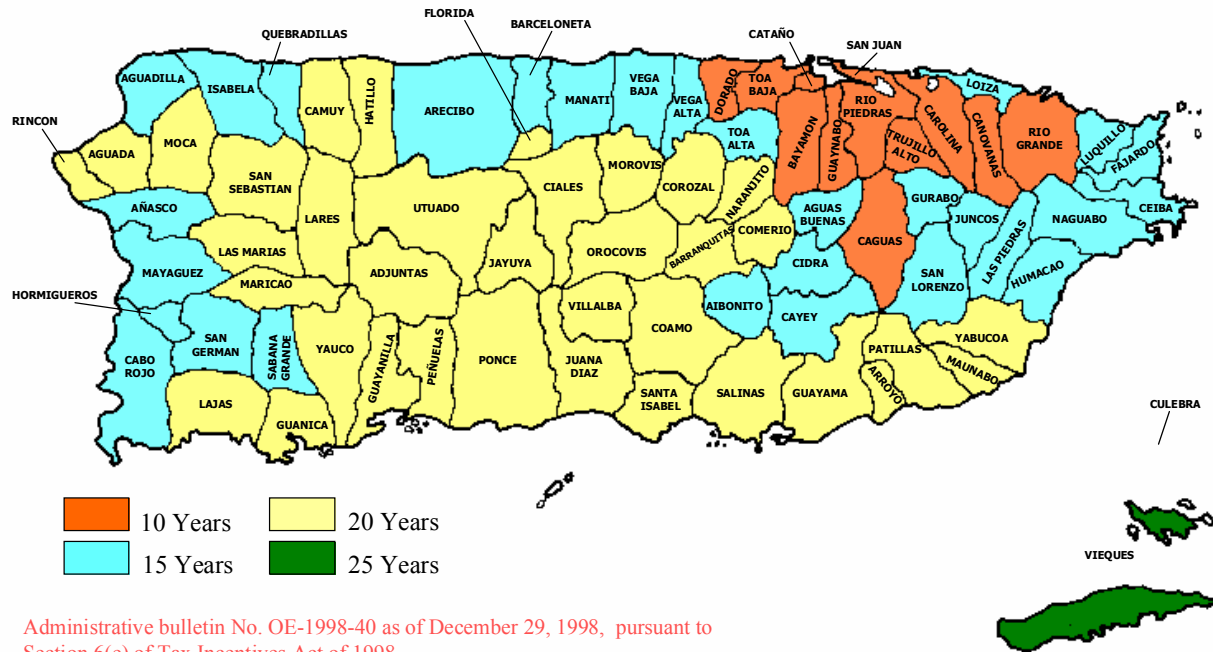
County	2000 Census		
	Unemployment Rate	Median Family Income	Families Under Poverty Level
<b>Puerto Rico</b>	<b>19.2</b>	<b>16,543</b>	<b>44.6</b>
Adjuntas	30.9	11,102	61.7
Aguada	22.1	12,869	55.6
Aguadilla	25.3	13,320	51.5
Aguas Buenas	15.5	14,662	49.8
Aibonito	23.2	14,676	48.5
Añasco	23.7	14,830	49.3
Arecibo	20.7	15,150	47.6
Arroyo	33.4	13,093	52.2
Barceloneta	23.8	13,908	51.6
Barranquitas	25.1	12,166	58.9
Bayamón	13.1	22,403	31.8
Cabo Rojo	18.5	15,852	42.7
Caguas	16.2	19,321	38.6
Camuy	20.1	14,645	48.0
Canóvanas	21.1	15,033	50.1
Carolina	12.6	23,412	30.7
Cataño	20.9	15,749	46.7
Cayey	17.9	15,939	47.4
Ceiba	18.4	18,851	37.0
Ciales	23.7	12,315	58.0
Cidra	18.6	17,262	44.2
Coamo	26.4	13,889	51.7
Comerío	22.2	12,371	59.0
Corozal	16.3	13,280	54.8
Culebra	16.8	22,600	33.0
Dorado	14.8	18,585	39.9
Fajardo	18.6	18,387	38.1
Florida	26.6	12,401	54.2
Guánica	35.7	11,209	59.9
Guayama	27.5	14,648	49.0
Guayanilla	27.3	13,187	54.9
Guaynabo	9.4	30,209	28.3
Gurabo	14.5	18,538	39.8
Hatillo	22.5	13,890	52.5
Hormigueros	19.4	19,894	33.2
Humacao	18.6	16,652	43.7

continuation

County	2000 Census		
	Unemployment Rate	Median Family Income	Families Under Poverty Level
Juncos	22.5	14,672	50.0
Lajas	26.4	12,980	52.7
Lares	20.2	10,968	61.8
Las Marías	30.2	10,707	62.8
Las Piedras	22.5	16,408	44.9
Loíza	26.8	12,043	56.9
Luquillo	23.1	15,203	46.3
Manatí	24.0	14,828	47.6
Maricao	28.9	10,603	63.0
Maunabo	26.1	12,654	54.3
Mayagüez	23.0	15,226	45.9
Moca	23.9	12,476	55.8
Morovis	23.5	13,529	55.7
Naguabo	21.5	12,957	54.1
Naranjito	17.4	13,815	53.3
Orocovis	26.0	11,010	64.1
Patillas	28.5	13,980	50.7
Peñuelas	26.3	13,686	56.1
Ponce	25.1	15,465	47.9
Quebradillas	22.8	13,845	51.2
Rincón	22.0	13,512	52.9
Rio Grande	20.4	17,033	43.2
Sabana Grande	22.3	14,685	47.8
Salinas	27.8	13,197	54.9
San Germán	23.5	16,003	44.9
San Juan	13.7	20,640	37.0
San Lorenzo	22.0	14,238	51.2
San Sebastián	25.1	12,458	54.3
Santa Isabel	23.9	13,264	53.6
Toa Alta	12.3	21,574	36.9
Toa Baja	15.1	20,737	37.2
Trujillo Alto	11.5	24,543	31.5
Utuado	30.0	11,321	60.3
Vega Alta	18.5	15,492	47.4
Vega Baja	20.8	15,708	47.1
Vieques	28.2	11,036	60.6
Villalba	28.9	13,373	57.3
Yabucoa	23.8	14,538	51.0
Yauco	25.2	13,584	52.7

Source: U.S. Bureau of the Census, Census of Population, Puerto Rico 2000;  
and Puerto Rico Planning Board, Economic and Social Planning Program, Office of the Census.

## Tax Exemption Zones in Puerto Rico, U.S.A.



Administrative bulletin No. OE-1998-40 as of December 29, 1998, pursuant to Section 6(e) of Tax Incentives Act of 1998

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years  
Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	<b>Puerto Rico</b>	<b>Adjuntas</b>	<b>Aguada</b>	<b>Aguadilla</b>	<b>Aguas Buenas</b>	<b>Aibonito</b>	<b>Añasco</b>
<b>Total:</b>	<b>930,865</b>	<b>3,339</b>	<b>9,755</b>	<b>14,108</b>	<b>6,338</b>	<b>5,447</b>	<b>6,808</b>
<b>Management, professional, and related occupations:</b>	<b>255,417</b>	<b>927</b>	<b>2,007</b>	<b>3,532</b>	<b>1,502</b>	<b>1,315</b>	<b>1,247</b>
Management, business, and financial operations occupations:	92,787	304	627	992	554	376	437
Management occupations, except farmers and farm managers	51,804	120	373	662	290	120	228
Farmers and farm managers	3,299	123	43	37	33	58	33
Business and financial operations occupations:	37,684	61	211	293	231	198	176
Business operations specialists	13,101	31	39	118	41	80	79
Financial specialists	24,583	30	172	175	190	118	97
Professional and related occupations:	162,630	623	1,380	2,540	948	939	810
Computer and mathematical occupations	6,750	9	22	77	47	10	5
Architecture and engineering occupations:	14,103	42	229	328	35	68	137
Architects, surveyors, cartographers, and engineers	9,314	36	101	176	23	53	92
Drafters, engineering, and mapping technicians	4,789	6	128	152	12	15	45
Life, physical, and social science occupations	7,078	38	46	126	24	107	29
Community and social services occupations	13,149	75	134	157	85	94	88
Legal occupations	9,003	25	49	86	33	32	11
Education, training, and library occupations	59,536	315	558	1,038	386	325	357
Arts, design, entertainment, sports, and media occupations	10,966	6	54	67	32	44	29
Healthcare practitioners and technical occupations:	42,045	113	288	661	306	259	154
Health diagnosing and treating practitioners and technical occupations	31,401	63	221	532	226	230	102
Health technologists and technicians	10,644	50	67	129	80	29	52
<b>Service occupations:</b>	<b>150,657</b>	<b>474</b>	<b>1,573</b>	<b>2,429</b>	<b>1,039</b>	<b>826</b>	<b>1,107</b>
Healthcare support occupations	10,637	49	134	107	77	63	50
Protective service occupations:	40,547	165	431	754	331	214	239
Fire fighting, prevention, and law enforcement workers, including supervisors	20,715	116	244	464	153	93	168
Other protective service workers, including supervisors	19,832	49	187	290	178	121	71
Food preparation and serving related occupations	37,793	114	489	615	237	164	259
Building and grounds cleaning and maintenance occupations	43,445	106	407	781	279	301	424
Personal care and service occupations	18,235	40	112	172	115	84	135
<b>Sales and office occupations:</b>	<b>260,317</b>	<b>625</b>	<b>2,338</b>	<b>3,628</b>	<b>1,498</b>	<b>1,181</b>	<b>1,329</b>
Sales and related occupations	118,373	297	1,173	1,603	600	449	550
Office and administrative support occupations	141,944	328	1,165	2,025	898	732	779
<b>Farming, fishing, and forestry occupations</b>	<b>10,371</b>	<b>322</b>	<b>94</b>	<b>117</b>	<b>57</b>	<b>177</b>	<b>95</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>112,776</b>	<b>570</b>	<b>1,461</b>	<b>1,642</b>	<b>1,111</b>	<b>617</b>	<b>920</b>
Construction and extraction occupations:	70,305	435	938	1,030	790	328	625
Supervisors, construction and extraction workers	5,579	37	41	51	75	7	58
Construction trades workers	64,527	398	893	970	715	321	560
Extraction workers	199	0	4	9	0	0	7
Installation, maintenance, and repair occupations	42,471	135	523	612	321	289	295
<b>Production, transportation, and material moving occupations:</b>	<b>141,327</b>	<b>421</b>	<b>2,282</b>	<b>2,760</b>	<b>1,131</b>	<b>1,331</b>	<b>2,110</b>
Production occupations	90,069	275	1,800	1,747	684	1,048	1,715
Transportation and material moving occupations:	51,258	146	482	1,013	447	283	395
Supervisors, transportation and material moving workers	1,735	13	15	56	29	0	7
Aircraft and traffic control occupations	385	0	0	11	0	0	6
Motor vehicle operators	26,777	98	254	390	259	147	172
Rail, water and other transportation occupations	3,374	10	27	72	24	9	23
Material moving workers	18,987	25	186	484	135	127	187

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Arecibo	Arroyo	Barceloneta	Barranquitas	Bayamón	Cabo Rojo
<b>Total:</b>	<b>23,350</b>	<b>3,463</b>	<b>4,926</b>	<b>5,246</b>	<b>62,116</b>	<b>12,801</b>
<b>Management, professional, and related occupations:</b>	<b>5,859</b>	<b>801</b>	<b>867</b>	<b>1,365</b>	<b>18,570</b>	<b>3,113</b>
Management, business, and financial operations occupations:	1,839	229	258	316	7,469	1,018
Management occupations, except farmers and farm managers	989	171	142	154	3,925	638
Farmers and farm managers	100	9	9	73	57	32
Business and financial operations occupations:	750	49	107	89	3,487	348
Business operations specialists	376	6	62	34	1,327	132
Financial specialists	374	43	45	55	2,160	216
Professional and related occupations:	4,020	572	609	1,049	11,101	2,095
Computer and mathematical occupations	70	13	18	24	789	45
Architecture and engineering occupations:	389	41	32	59	1,011	146
Architects, surveyors, cartographers, and engineers	212	17	20	22	557	102
Drafters, engineering, and mapping technicians	177	24	12	37	454	44
Life, physical, and social science occupations	316	33	60	41	335	132
Community and social services occupations	393	48	60	70	712	131
Legal occupations	154	14	0	18	624	79
Education, training, and library occupations	1,435	227	237	553	4,052	908
Arts, design, entertainment, sports, and media occupations	245	10	10	27	897	95
Healthcare practitioners and technical occupations:	1,018	186	192	257	2,681	559
Health diagnosing and treating practitioners and technical occupations	745	131	89	201	1,971	398
Health technologists and technicians	273	55	103	56	710	161
<b>Service occupations:</b>	<b>3,700</b>	<b>801</b>	<b>717</b>	<b>854</b>	<b>8,811</b>	<b>2,066</b>
Healthcare support occupations	277	37	54	92	683	99
Protective service occupations:	1,110	334	212	219	2,311	540
Fire fighting, prevention, and law enforcement workers, including supervisors	539	243	80	121	1,006	292
Other protective service workers, including supervisors	571	91	132	98	1,305	248
Food preparation and serving related occupations	892	143	186	196	2,422	680
Building and grounds cleaning and maintenance occupations	1,076	224	217	255	2,169	547
Personal care and service occupations	345	63	48	92	1,226	200
<b>Sales and office occupations:</b>	<b>6,349</b>	<b>649</b>	<b>1,102</b>	<b>1,101</b>	<b>21,810</b>	<b>3,658</b>
Sales and related occupations	3,153	278	455	519	9,567	1,882
Office and administrative support occupations	3,196	371	647	582	12,243	1,776
<b>Farming, fishing, and forestry occupations</b>	<b>333</b>	<b>25</b>	<b>64</b>	<b>249</b>	<b>87</b>	<b>323</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>2,725</b>	<b>634</b>	<b>871</b>	<b>815</b>	<b>5,942</b>	<b>1,659</b>
Construction and extraction occupations:	1,654	469	506	551	3,028	954
Supervisors, construction and extraction workers	124	27	30	24	333	64
Construction trades workers	1,518	437	476	527	2,678	890
Extraction workers	12	5	0	0	17	0
Installation, maintenance, and repair occupations	1,071	165	365	264	2,914	705
<b>Production, transportation, and material moving occupations:</b>	<b>4,384</b>	<b>553</b>	<b>1,305</b>	<b>862</b>	<b>6,896</b>	<b>1,982</b>
Production occupations	3,179	403	963	444	3,362	1,430
Transportation and material moving occupations:	1,205	150	342	418	3,534	552
Supervisors, transportation and material moving workers	31	0	0	7	170	0
Aircraft and traffic control occupations	0	0	0	0	4	5
Motor vehicle operators	619	111	186	268	1,955	324
Rail, water and other transportation occupations	58	0	0	27	151	55
Material moving workers	497	39	156	116	1,254	168

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years

Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	<b>Caguas</b>	<b>Camuy</b>	<b>Canóvanas</b>	<b>Carolina</b>	<b>Cataño</b>	<b>Cayey</b>	<b>Ceiba</b>
<b>Total:</b>	<b>38,616</b>	<b>8,432</b>	<b>9,440</b>	<b>57,008</b>	<b>6,432</b>	<b>11,195</b>	<b>4,151</b>
<b>Management, professional, and related occupations:</b>	<b>11,507</b>	<b>1,849</b>	<b>1,805</b>	<b>15,899</b>	<b>1,758</b>	<b>2,712</b>	<b>867</b>
Management, business, and financial operations occupations:	4,248	466	541	6,734	798	924	310
Management occupations, except farmers and farm managers	2,245	258	287	3,722	435	446	213
Farmers and farm managers	57	61	48	37	7	21	0
Business and financial operations occupations:	1,946	147	206	2,975	356	457	97
Business operations specialists	466	64	103	1,023	133	164	27
Financial specialists	1,480	83	103	1,952	223	293	70
Professional and related occupations:	7,259	1,383	1,264	9,165	960	1,788	557
Computer and mathematical occupations	313	45	22	664	86	57	43
Architecture and engineering occupations:	593	55	65	819	67	188	19
Architects, surveyors, cartographers, and engineers	375	44	22	475	53	100	14
Drafters, engineering, and mapping technicians	218	11	43	344	14	88	5
Life, physical, and social science occupations	375	87	28	302	33	57	27
Community and social services occupations	756	146	120	693	89	132	72
Legal occupations	258	47	21	654	61	50	23
Education, training, and library occupations	2,601	576	541	3,119	240	751	189
Arts, design, entertainment, sports, and media occupations	415	38	105	822	84	96	54
Healthcare practitioners and technical occupations:	1,948	389	362	2,092	300	457	130
Health diagnosing and treating practitioners and technical occupations	1,478	255	244	1,508	197	356	103
Health technologists and technicians	470	134	118	584	103	101	27
<b>Service occupations:</b>	<b>5,399</b>	<b>1,127</b>	<b>1,625</b>	<b>9,411</b>	<b>1,060</b>	<b>1,782</b>	<b>900</b>
Healthcare support occupations	454	57	84	761	65	112	27
Protective service occupations:	1,355	372	432	2,433	346	359	223
Fire fighting, prevention, and law enforcement workers, including supervisors	595	216	254	953	124	142	96
Other protective service workers, including supervisors	760	156	178	1,480	222	217	127
Food preparation and serving related occupations	1,391	284	321	2,438	220	487	327
Building and grounds cleaning and maintenance occupations	1,495	324	495	2,253	357	620	183
Personal care and service occupations	704	90	293	1,526	72	204	140
<b>Sales and office occupations:</b>	<b>12,052</b>	<b>2,136</b>	<b>2,742</b>	<b>20,056</b>	<b>2,011</b>	<b>2,980</b>	<b>1,276</b>
Sales and related occupations	5,749	1,087	1,236	7,984	995	1,466	548
Office and administrative support occupations	6,303	1,049	1,506	12,072	1,016	1,514	728
<b>Farming, fishing, and forestry occupations</b>	<b>106</b>	<b>312</b>	<b>32</b>	<b>132</b>	<b>65</b>	<b>96</b>	<b>17</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>4,093</b>	<b>1,020</b>	<b>1,791</b>	<b>5,344</b>	<b>744</b>	<b>1,496</b>	<b>589</b>
Construction and extraction occupations:	2,184	595	1,225	2,681	461	975	347
Supervisors, construction and extraction workers	226	26	78	324	33	82	27
Construction trades workers	1,951	569	1,147	2,350	428	893	320
Extraction workers	7	0	0	7	0	0	0
Installation, maintenance, and repair occupations	1,909	425	566	2,663	283	521	242
<b>Production, transportation, and material moving occupations:</b>	<b>5,459</b>	<b>1,988</b>	<b>1,445</b>	<b>6,166</b>	<b>794</b>	<b>2,129</b>	<b>502</b>
Production occupations	3,162	1,545	728	2,724	471	1,502	327
Transportation and material moving occupations:	2,297	443	717	3,442	323	627	175
Supervisors, transportation and material moving workers	94	0	29	212	30	0	0
Aircraft and traffic control occupations	0	0	0	95	0	0	10
Motor vehicle operators	1,242	220	433	1,756	173	353	67
Rail, water and other transportation occupations	151	52	26	369	5	30	9
Material moving workers	810	171	229	1,010	115	244	89

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Ciales	Cidra	Coamo	Comerio	Corozal	Culebra	Dorado	Fajardo
<b>Total:</b>	<b>3,423</b>	<b>10,040</b>	<b>7,515</b>	<b>3,436</b>	<b>7,190</b>	<b>583</b>	<b>8,848</b>	<b>10,131</b>
<b>Management, professional, and related occupations:</b>	<b>703</b>	<b>2,482</b>	<b>1,914</b>	<b>745</b>	<b>1,700</b>	<b>151</b>	<b>2,642</b>	<b>2,298</b>
Management, business, and financial operations occupations:	203	858	481	226	632	63	1,087	791
Management occupations, except farmers and farm managers	103	506	241	111	316	37	644	492
Farmers and farm managers	4	0	66	25	105	0	16	5
Business and financial operations occupations:	96	352	174	90	211	26	427	294
Business operations specialists	24	106	67	40	86	26	153	94
Financial specialists	72	246	107	50	125	0	274	200
Professional and related occupations:	500	1,624	1,433	519	1,068	88	1,555	1,507
Computer and mathematical occupations	5	61	25	10	30	0	53	36
Architecture and engineering occupations:	23	140	95	26	55	0	120	94
Architects, surveyors, cartographers, and engineers	10	102	38	26	39	0	74	70
Drafters, engineering, and mapping technicians	13	38	57	0	16	0	46	24
Life, physical, and social science occupations	21	100	77	11	40	0	61	62
Community and social services occupations	24	99	117	78	63	5	88	176
Legal occupations	0	43	30	5	11	0	139	51
Education, training, and library occupations	256	612	668	250	581	44	651	548
Arts, design, entertainment, sports, and media occupations	15	80	78	12	61	25	118	105
Healthcare practitioners and technical occupations:	156	489	343	127	227	14	325	435
Health diagnosing and treating practitioners and technical occupations	131	371	252	112	136	14	215	266
Health technologists and technicians	25	118	91	15	91	0	110	169
<b>Service occupations:</b>	<b>448</b>	<b>1,552</b>	<b>1,377</b>	<b>573</b>	<b>955</b>	<b>127</b>	<b>1,529</b>	<b>2,249</b>
Healthcare support occupations	53	106	109	23	49	0	94	152
Protective service occupations:	103	442	513	155	296	54	296	532
Fire fighting, prevention, and law enforcement workers, including supervisors	65	309	304	69	200	40	172	252
Other protective service workers, including supervisors	38	133	209	86	96	14	124	280
Food preparation and serving related occupations	118	308	314	139	299	37	364	689
Building and grounds cleaning and maintenance occupations	134	480	281	205	184	27	550	601
Personal care and service occupations	40	216	160	51	127	9	225	275
<b>Sales and office occupations:</b>	<b>790</b>	<b>2,409</b>	<b>1,693</b>	<b>682</b>	<b>2,113</b>	<b>104</b>	<b>2,011</b>	<b>2,602</b>
Sales and related occupations	364	1,155	758	307	1,071	48	1,017	1,110
Office and administrative support occupations	426	1,254	935	375	1,042	56	994	1,492
<b>Farming, fishing, and forestry occupations</b>	<b>75</b>	<b>121</b>	<b>215</b>	<b>82</b>	<b>101</b>	<b>0</b>	<b>66</b>	<b>44</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>684</b>	<b>1,225</b>	<b>848</b>	<b>784</b>	<b>1,010</b>	<b>102</b>	<b>1,065</b>	<b>1,315</b>
Construction and extraction occupations:	480	731	642	609	694	97	653	812
Supervisors, construction and extraction workers	31	85	52	17	56	0	46	27
Construction trades workers	449	646	590	592	638	97	600	785
Extraction workers	0	0	0	0	0	0	7	0
Installation, maintenance, and repair occupations	204	494	206	175	316	5	412	503
<b>Production, transportation, and material moving occupations:</b>	<b>723</b>	<b>2,251</b>	<b>1,468</b>	<b>570</b>	<b>1,311</b>	<b>99</b>	<b>1,535</b>	<b>1,623</b>
Production occupations	526	1,536	1,046	361	732	54	857	1,036
Transportation and material moving occupations:	197	715	422	209	579	45	678	587
Supervisors, transportation and material moving workers	0	8	0	0	0	0	31	31
Aircraft and traffic control occupations	5	7	5	0	0	0	0	0
Motor vehicle operators	93	419	230	123	327	14	275	247
Rail, water and other transportation occupations	13	32	21	0	12	2	35	83
Material moving workers	86	249	166	86	240	29	337	226

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Florida	Guánica	Guayama	Guayanilla	Guaynabo	Gurabo	Hatillo
<b>Total:</b>	<b>2,374</b>	<b>3,909</b>	<b>8,897</b>	<b>4,230</b>	<b>32,983</b>	<b>9,771</b>	<b>8,374</b>
<b>Management, professional, and related occupations:</b>	<b>516</b>	<b>712</b>	<b>2,175</b>	<b>1,151</b>	<b>14,089</b>	<b>2,783</b>	<b>1,879</b>
Management, business, and financial operations occupations:	90	224	632	265	6,530	1,119	648
Management occupations, except farmers and farm managers	32	143	381	105	4,059	681	345
Farmers and farm managers	13	12	20	18	12	17	69
Business and financial operations occupations:	45	69	231	142	2,459	421	234
Business operations specialists	25	28	105	43	812	112	88
Financial specialists	20	41	126	99	1,647	309	146
Professional and related occupations:	426	488	1,543	886	7,559	1,664	1,231
Computer and mathematical occupations	12	0	26	10	376	64	32
Architecture and engineering occupations:	33	33	101	72	765	221	71
Architects, surveyors, cartographers, and engineers	28	19	64	45	705	145	55
Drafters, engineering, and mapping technicians	5	14	37	27	60	76	16
Life, physical, and social science occupations	19	5	47	8	260	141	54
Community and social services occupations	34	42	202	70	358	198	122
Legal occupations	6	3	70	18	1,375	72	66
Education, training, and library occupations	175	177	668	417	1,698	477	454
Arts, design, entertainment, sports, and media occupations	41	6	82	28	701	105	34
Healthcare practitioners and technical occupations:	106	222	347	263	2,026	386	398
Health diagnosing and treating practitioners and technical occupations	76	195	231	186	1,671	292	300
Health technologists and technicians	30	27	116	77	355	94	98
<b>Service occupations:</b>	<b>435</b>	<b>696</b>	<b>1,693</b>	<b>829</b>	<b>3,492</b>	<b>1,579</b>	<b>1,404</b>
Healthcare support occupations	73	42	82	39	185	163	68
Protective service occupations:	108	174	471	339	644	470	434
Fire fighting, prevention, and law enforcement workers, including supervisors	58	117	233	251	252	284	266
Other protective service workers, including supervisors	50	57	238	88	392	186	168
Food preparation and serving related occupations	92	239	404	216	748	379	347
Building and grounds cleaning and maintenance occupations	102	185	523	137	1,361	406	399
Personal care and service occupations	60	56	213	98	554	161	156
<b>Sales and office occupations:</b>	<b>422</b>	<b>789</b>	<b>2,164</b>	<b>830</b>	<b>10,069</b>	<b>2,504</b>	<b>2,173</b>
Sales and related occupations	200	376	996	384	5,020	1,080	939
Office and administrative support occupations	222	413	1,168	446	5,049	1,424	1,234
<b>Farming, fishing, and forestry occupations</b>	<b>37</b>	<b>94</b>	<b>82</b>	<b>79</b>	<b>32</b>	<b>111</b>	<b>417</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>373</b>	<b>745</b>	<b>1,210</b>	<b>757</b>	<b>2,686</b>	<b>1,322</b>	<b>926</b>
Construction and extraction occupations:	276	540	738	548	1,687	773	588
Supervisors, construction and extraction workers	19	44	117	51	179	60	29
Construction trades workers	252	492	621	497	1,476	713	559
Extraction workers	5	4	0	0	32	0	0
Installation, maintenance, and repair occupations	97	205	472	209	999	549	338
<b>Production, transportation, and material moving occupations:</b>	<b>591</b>	<b>873</b>	<b>1,573</b>	<b>584</b>	<b>2,615</b>	<b>1,472</b>	<b>1,575</b>
Production occupations	432	621	1,028	363	1,290	928	1,046
Transportation and material moving occupations:	159	252	545	221	1,325	544	529
Supervisors, transportation and material moving workers	0	0	8	0	97	22	0
Aircraft and traffic control occupations	0	0	0	0	27	0	0
Motor vehicle operators	92	122	174	93	624	287	359
Rail, water and other transportation occupations	0	21	42	20	89	22	19
Material moving workers	67	109	321	108	488	213	151

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

**Universe: Employed civilian population 16 years**  
**Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data**

	<b>Hormigueros</b>	<b>Humacao</b>	<b>Isabela</b>	<b>Jayuya</b>	<b>Juana Díaz</b>	<b>Juncos</b>	<b>Lajas</b>
<b>Total:</b>	<b>4,665</b>	<b>14,115</b>	<b>9,827</b>	<b>3,126</b>	<b>10,255</b>	<b>8,391</b>	<b>5,662</b>
<b>Management, professional, and related occupations:</b>	<b>1,131</b>	<b>3,389</b>	<b>2,131</b>	<b>738</b>	<b>2,286</b>	<b>1,849</b>	<b>1,230</b>
Management, business, and financial operations occupations:	389	1,140	632	160	625	576	544
Management occupations, except farmers and farm managers	195	649	411	73	331	303	304
Farmers and farm managers	13	23	23	55	10	18	28
Business and financial operations occupations:	181	468	198	32	284	255	212
Business operations specialists	49	183	56	10	77	95	126
Financial specialists	132	285	142	22	207	160	86
Professional and related occupations:	742	2,249	1,499	578	1,661	1,273	686
Computer and mathematical occupations	19	66	43	11	19	58	26
Architecture and engineering occupations:	59	164	181	45	121	89	54
Architects, surveyors, cartographers, and engineers	30	102	88	29	69	39	20
Drafters, engineering, and mapping technicians	29	62	93	16	52	50	34
Life, physical, and social science occupations	19	195	47	51	95	65	41
Community and social services occupations	68	244	167	65	131	150	69
Legal occupations	40	54	28	7	36	34	35
Education, training, and library occupations	275	825	629	283	711	437	322
Arts, design, entertainment, sports, and media occupations	60	64	62	23	53	81	5
Healthcare practitioners and technical occupations:	202	637	342	93	495	359	134
Health diagnosing and treating practitioners and technical occupations	133	459	278	78	372	215	73
Health technologists and technicians	69	178	64	15	123	144	61
<b>Service occupations:</b>	<b>684</b>	<b>2,278</b>	<b>1,852</b>	<b>485</b>	<b>1,875</b>	<b>1,149</b>	<b>932</b>
Healthcare support occupations	75	249	144	66	191	78	31
Protective service occupations:	205	546	672	115	567	324	259
Fire fighting, prevention, and law enforcement workers, including supervisors	162	217	482	67	371	191	145
Other protective service workers, including supervisors	43	329	190	48	196	133	114
Food preparation and serving related occupations	119	508	392	144	432	306	159
Building and grounds cleaning and maintenance occupations	219	691	467	114	524	342	335
Personal care and service occupations	66	284	177	46	161	99	148
<b>Sales and office occupations:</b>	<b>1,544</b>	<b>3,534</b>	<b>2,280</b>	<b>427</b>	<b>2,506</b>	<b>2,211</b>	<b>1,267</b>
Sales and related occupations	716	1,612	1,345	223	1,219	1,008	635
Office and administrative support occupations	828	1,922	935	204	1,287	1,203	632
<b>Farming, fishing, and forestry occupations</b>	<b>10</b>	<b>95</b>	<b>196</b>	<b>134</b>	<b>438</b>	<b>84</b>	<b>209</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>490</b>	<b>2,125</b>	<b>1,435</b>	<b>436</b>	<b>1,420</b>	<b>1,295</b>	<b>844</b>
Construction and extraction occupations:	264	1,472	789	326	885	912	608
Supervisors, construction and extraction workers	6	76	56	26	62	122	64
Construction trades workers	258	1,396	727	300	823	790	544
Extraction workers	0	0	6	0	0	0	0
Installation, maintenance, and repair occupations	226	653	646	110	535	383	236
<b>Production, transportation, and material moving occupations:</b>	<b>806</b>	<b>2,694</b>	<b>1,933</b>	<b>906</b>	<b>1,730</b>	<b>1,803</b>	<b>1,180</b>
Production occupations	563	2,111	1,299	663	1,215	1,412	803
Transportation and material moving occupations:	243	583	634	243	515	391	377
Supervisors, transportation and material moving workers	5	6	22	0	11	6	0
Aircraft and traffic control occupations	0	0	0	0	0	0	0
Motor vehicle operators	152	247	275	97	231	235	153
Rail, water and other transportation occupations	17	44	58	17	49	14	47
Material moving workers	69	286	279	129	224	136	177

Source: U.S. Census Bureau, Census 2000



**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Lares	Las Marías	Las Piedras	Loíza	Luquillo	Manatí	Maricao	Maunabo
<b>Total:</b>	<b>7,239</b>	<b>2,303</b>	<b>8,019</b>	<b>5,972</b>	<b>4,670</b>	<b>9,553</b>	<b>1,237</b>	<b>2,427</b>
<b>Management, professional, and related occupations:</b>	<b>1,836</b>	<b>556</b>	<b>1,922</b>	<b>1,166</b>	<b>1,179</b>	<b>2,439</b>	<b>209</b>	<b>449</b>
Management, business, and financial operations occupations:	576	204	584	338	307	827	102	75
Management occupations, except farmers and farm managers	227	71	299	126	252	441	34	29
Farmers and farm managers	194	104	41	3	13	50	41	0
Business and financial operations occupations:	155	29	244	209	42	336	27	46
Business operations specialists	30	4	82	87	5	131	10	19
Financial specialists	125	25	162	122	37	205	17	27
Professional and related occupations:	1,260	352	1,338	828	872	1,612	107	374
Computer and mathematical occupations	0	6	47	11	28	57	0	9
Architecture and engineering occupations:	64	12	141	40	76	249	6	8
Architects, surveyors, cartographers, and engineers	50	12	80	4	43	193	0	4
Drafters, engineering, and mapping technicians	14	0	61	36	33	56	6	4
Life, physical, and social science occupations	74	30	103	19	37	164	7	38
Community and social services occupations	111	44	166	88	67	135	11	76
Legal occupations	21	0	20	21	35	35	0	0
Education, training, and library occupations	607	169	532	365	384	504	50	138
Arts, design, entertainment, sports, and media occupations	38	18	54	27	56	42	0	19
Healthcare practitioners and technical occupations:	345	73	275	257	189	426	33	86
Health diagnosing and treating practitioners and technical occupations	324	59	155	138	146	345	28	59
Health technologists and technicians	21	14	120	119	43	81	5	27
<b>Service occupations:</b>	<b>1,284</b>	<b>368</b>	<b>1,118</b>	<b>1,409</b>	<b>980</b>	<b>1,513</b>	<b>289</b>	<b>534</b>
Healthcare support occupations	112	52	108	114	40	56	24	11
Protective service occupations:	404	128	265	335	235	459	71	206
Fire fighting, prevention, and law enforcement workers, including supervisors	257	83	180	220	88	235	28	120
Other protective service workers, including supervisors	147	45	85	115	147	224	43	86
Food preparation and serving related occupations	334	42	267	289	376	325	80	116
Building and grounds cleaning and maintenance occupations	353	87	329	479	241	512	96	164
Personal care and service occupations	81	59	149	192	88	161	18	37
<b>Sales and office occupations:</b>	<b>1,440</b>	<b>355</b>	<b>1,614</b>	<b>1,726</b>	<b>1,149</b>	<b>2,339</b>	<b>134</b>	<b>407</b>
Sales and related occupations	742	163	677	692	503	1,140	58	114
Office and administrative support occupations	698	192	937	1,034	646	1,199	76	293
<b>Farming, fishing, and forestry occupations</b>	<b>647</b>	<b>226</b>	<b>99</b>	<b>20</b>	<b>10</b>	<b>123</b>	<b>141</b>	<b>75</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>852</b>	<b>326</b>	<b>1,303</b>	<b>991</b>	<b>611</b>	<b>1,102</b>	<b>178</b>	<b>384</b>
Construction and extraction occupations:	546	290	787	692	424	560	145	280
Supervisors, construction and extraction workers	30	7	53	40	27	42	0	12
Construction trades workers	516	283	734	652	397	518	145	268
Extraction workers	0	0	0	0	0	0	0	0
Installation, maintenance, and repair occupations	306	36	516	299	187	542	33	104
<b>Production, transportation, and material moving occupations:</b>	<b>1,180</b>	<b>472</b>	<b>1,963</b>	<b>660</b>	<b>741</b>	<b>2,037</b>	<b>286</b>	<b>578</b>
Production occupations	788	344	1,476	325	549	1,515	188	393
Transportation and material moving occupations:	392	128	487	335	192	522	98	185
Supervisors, transportation and material moving workers	9	7	12	18	24	6	0	0
Aircraft and traffic control occupations	0	0	17	0	6	0	0	0
Motor vehicle operators	229	53	214	146	110	302	22	101
Rail, water and other transportation occupations	33	0	29	67	16	27	21	7
Material moving workers	121	68	215	104	36	187	55	77

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Mayagüez	Moca	Morovis	Naguabo	Naranjito	Orocovis	Patillas
<b>Total:</b>	<b>22,867</b>	<b>9,160</b>	<b>5,900</b>	<b>5,059</b>	<b>6,117</b>	<b>3,610</b>	<b>3,676</b>
<b>Management, professional, and related occupations:</b>	<b>6,468</b>	<b>1,843</b>	<b>1,221</b>	<b>1,028</b>	<b>1,518</b>	<b>804</b>	<b>753</b>
Management, business, and financial operations occupations:	1,998	539	383	296	571	249	172
Management occupations, except farmers and farm managers	1,317	245	197	156	294	90	94
Farmers and farm managers	37	95	39	9	84	105	19
Business and financial operations occupations:	644	199	147	131	193	54	59
Business operations specialists	204	60	74	45	96	0	22
Financial specialists	440	139	73	86	97	54	37
Professional and related occupations:	4,470	1,304	838	732	947	555	581
Computer and mathematical occupations	110	6	18	14	28	20	0
Architecture and engineering occupations:	433	92	46	68	77	38	42
Architects, surveyors, cartographers, and engineers	309	45	19	68	31	21	26
Drafters, engineering, and mapping technicians	124	47	27	0	46	17	16
Life, physical, and social science occupations	189	36	28	23	19	9	26
Community and social services occupations	334	101	39	43	88	30	80
Legal occupations	130	28	11	5	14	9	0
Education, training, and library occupations	1,913	593	457	322	472	315	310
Arts, design, entertainment, sports, and media occupations	228	83	38	61	23	6	22
Healthcare practitioners and technical occupations:	1,133	365	201	196	226	128	101
Health diagnosing and treating practitioners and technical occupations	858	279	160	131	161	94	83
Health technologists and technicians	275	86	41	65	65	34	18
<b>Service occupations:</b>	<b>3,306</b>	<b>1,409</b>	<b>888</b>	<b>837</b>	<b>905</b>	<b>565</b>	<b>696</b>
Healthcare support occupations	270	111	29	75	152	38	47
Protective service occupations:	642	559	278	274	230	136	296
Fire fighting, prevention, and law enforcement workers, including supervisors	317	309	127	152	102	73	244
Other protective service workers, including supervisors	325	250	151	122	128	63	52
Food preparation and serving related occupations	988	253	234	163	204	140	146
Building and grounds cleaning and maintenance occupations	957	369	250	268	241	193	147
Personal care and service occupations	449	117	97	57	78	58	60
<b>Sales and office occupations:</b>	<b>6,751</b>	<b>2,246</b>	<b>1,293</b>	<b>1,397</b>	<b>1,394</b>	<b>704</b>	<b>811</b>
Sales and related occupations	3,510	964	483	588	637	347	358
Office and administrative support occupations	3,241	1,282	810	809	757	357	453
<b>Farming, fishing, and forestry occupations</b>	<b>170</b>	<b>133</b>	<b>52</b>	<b>46</b>	<b>84</b>	<b>200</b>	<b>38</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>2,268</b>	<b>1,436</b>	<b>989</b>	<b>996</b>	<b>1,312</b>	<b>642</b>	<b>679</b>
Construction and extraction occupations:	1,471	967	730	766	911	425	484
Supervisors, construction and extraction workers	97	52	60	20	131	15	32
Construction trades workers	1,367	915	670	746	773	410	452
Extraction workers	7	0	0	0	7	0	0
Installation, maintenance, and repair occupations	797	469	259	230	401	217	195
<b>Production, transportation, and material moving occupations:</b>	<b>3,904</b>	<b>2,093</b>	<b>1,457</b>	<b>755</b>	<b>904</b>	<b>695</b>	<b>699</b>
Production occupations	2,503	1,530	1,103	493	529	495	484
Transportation and material moving occupations:	1,401	563	354	262	375	200	215
Supervisors, transportation and material moving workers	26	11	0	0	0	0	9
Aircraft and traffic control occupations	17	0	0	0	0	0	0
Motor vehicle operators	676	283	207	137	249	110	154
Rail, water and other transportation occupations	100	34	12	15	35	28	6
Material moving workers	582	235	135	110	91	62	46

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years

Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Peñuelas	Ponce	Quebradillas	Rincón	Río Grande	Sabana Grande	Salinas
<b>Total:</b>	<b>5,196</b>	<b>41,715</b>	<b>5,690</b>	<b>3,372</b>	<b>12,041</b>	<b>5,931</b>	<b>5,751</b>
<b>Management, professional, and related occupations:</b>	<b>1,137</b>	<b>12,229</b>	<b>1,235</b>	<b>774</b>	<b>2,734</b>	<b>1,345</b>	<b>1,279</b>
Management, business, and financial operations occupations:	309	3,952	423	381	962	311	301
Management occupations, except farmers and farm managers	178	2,408	224	198	471	195	184
Farmers and farm managers	15	119	47	11	35	9	5
Business and financial operations occupations:	116	1,425	152	172	456	107	112
Business operations specialists	45	433	53	54	114	38	55
Financial specialists	71	992	99	118	342	69	57
Professional and related occupations:	828	8,277	812	393	1,772	1,034	978
Computer and mathematical occupations	10	168	0	6	71	24	0
Architecture and engineering occupations:	22	551	69	54	147	82	41
Architects, surveyors, cartographers, and engineers	4	290	50	35	45	68	20
Drafters, engineering, and mapping technicians	18	261	19	19	102	14	21
Life, physical, and social science occupations	23	263	74	19	32	46	37
Community and social services occupations	134	791	77	36	224	96	110
Legal occupations	16	327	5	0	25	58	19
Education, training, and library occupations	330	3,136	320	203	693	450	497
Arts, design, entertainment, sports, and media occupations	27	440	37	24	89	42	69
Healthcare practitioners and technical occupations:	266	2,601	230	51	491	236	205
Health diagnosing and treating practitioners and technical occupations	223	2,003	180	20	295	171	148
Health technologists and technicians	43	598	50	31	196	65	57
<b>Service occupations:</b>	<b>937</b>	<b>6,910</b>	<b>994</b>	<b>678</b>	<b>2,409</b>	<b>1,112</b>	<b>1,114</b>
Healthcare support occupations	69	500	78	29	221	97	45
Protective service occupations:	365	1,833	290	172	647	473	467
Fire fighting, prevention, and law enforcement workers, including supervisors	232	989	210	98	319	306	274
Other protective service workers, including supervisors	133	844	80	74	328	167	193
Food preparation and serving related occupations	209	1,736	287	146	526	205	274
Building and grounds cleaning and maintenance occupations	209	2,083	235	296	723	236	249
Personal care and service occupations	85	758	104	35	292	101	79
<b>Sales and office occupations:</b>	<b>1,181</b>	<b>11,919</b>	<b>1,227</b>	<b>680</b>	<b>3,339</b>	<b>1,378</b>	<b>1,206</b>
Sales and related occupations	549	6,049	593	284	1,353	580	628
Office and administrative support occupations	632	5,870	634	396	1,986	798	578
<b>Farming, fishing, and forestry occupations</b>	<b>58</b>	<b>267</b>	<b>92</b>	<b>29</b>	<b>46</b>	<b>71</b>	<b>169</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>1,031</b>	<b>4,556</b>	<b>859</b>	<b>501</b>	<b>1,462</b>	<b>693</b>	<b>936</b>
Construction and extraction occupations:	824	2,601	497	386	988	424	656
Supervisors, construction and extraction workers	64	213	11	25	82	26	41
Construction trades workers	760	2,378	486	361	906	398	615
Extraction workers	0	10	0	0	0	0	0
Installation, maintenance, and repair occupations	207	1,955	362	115	474	269	280
<b>Production, transportation, and material moving occupations:</b>	<b>852</b>	<b>5,834</b>	<b>1,283</b>	<b>710</b>	<b>2,051</b>	<b>1,332</b>	<b>1,047</b>
Production occupations	561	3,630	1,031	467	1,135	1,095	798
Transportation and material moving occupations:	291	2,204	252	243	916	237	249
Supervisors, transportation and material moving workers	14	73	0	0	37	12	6
Aircraft and traffic control occupations	0	0	0	0	7	0	0
Motor vehicle operators	170	1,184	153	143	516	124	151
Rail, water and other transportation occupations	28	131	14	27	51	16	10
Material moving workers	79	816	85	73	305	85	82

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years

Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	San Germán	San Juan	San Lorenzo	San Sebastián	Santa Isabel	Toa Alta	Toa Baja
<b>Total:</b>	<b>8,624</b>	<b>129,630</b>	<b>9,541</b>	<b>9,591</b>	<b>4,628</b>	<b>17,835</b>	<b>26,094</b>
<b>Management, professional, and related occupations:</b>	<b>2,267</b>	<b>46,215</b>	<b>1,998</b>	<b>2,520</b>	<b>1,075</b>	<b>5,013</b>	<b>5,753</b>
Management, business, and financial operations occupations:	711	18,667	692	839	299	2,040	2,531
Management occupations, except farmers and farm managers	398	10,855	311	406	150	1,184	1,298
Farmers and farm managers	53	95	108	181	41	35	0
Business and financial operations occupations:	260	7,717	273	252	108	821	1,233
Business operations specialists	103	2,740	99	110	36	320	416
Financial specialists	157	4,977	174	142	72	501	817
Professional and related occupations:	1,556	27,548	1,306	1,681	776	2,973	3,222
Computer and mathematical occupations	19	1,695	38	27	41	221	161
Architecture and engineering occupations:	128	2,676	123	145	53	213	322
Architects, surveyors, cartographers, and engineers	80	2,241	73	84	11	127	189
Drafters, engineering, and mapping technicians	48	435	50	61	42	86	133
Life, physical, and social science occupations	60	1,048	55	51	51	110	126
Community and social services occupations	138	1,691	108	120	46	228	232
Legal occupations	33	3,033	37	14	6	63	99
Education, training, and library occupations	640	7,449	540	850	293	1,124	1,174
Arts, design, entertainment, sports, and media occupations	100	3,121	44	53	34	263	268
Healthcare practitioners and technical occupations:	438	6,835	361	421	252	751	840
Health diagnosing and treating practitioners and technical occupations	334	5,371	293	328	182	490	628
Health technologists and technicians	104	1,464	68	93	70	261	212
<b>Service occupations:</b>	<b>1,263</b>	<b>22,145</b>	<b>1,531</b>	<b>1,522</b>	<b>805</b>	<b>2,407</b>	<b>3,989</b>
Healthcare support occupations	80	1,333	176	149	60	181	148
Protective service occupations:	352	3,662	371	512	369	696	1,100
Fire fighting, prevention, and law enforcement workers, including supervisors	190	1,116	230	281	240	353	394
Other protective service workers, including supervisors	162	2,546	141	231	129	343	706
Food preparation and serving related occupations	337	6,121	358	353	119	593	1,125
Building and grounds cleaning and maintenance occupations	360	7,677	460	403	163	591	1,032
Personal care and service occupations	134	3,352	166	105	94	346	584
<b>Sales and office occupations:</b>	<b>2,084</b>	<b>39,385</b>	<b>2,256</b>	<b>1,997</b>	<b>922</b>	<b>5,719</b>	<b>9,359</b>
Sales and related occupations	996	17,328	947	1,096	295	2,587	3,921
Office and administrative support occupations	1,088	22,057	1,309	901	627	3,132	5,438
<b>Farming, fishing, and forestry occupations</b>	<b>140</b>	<b>156</b>	<b>110</b>	<b>343</b>	<b>222</b>	<b>10</b>	<b>47</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>1,043</b>	<b>12,223</b>	<b>1,348</b>	<b>1,411</b>	<b>556</b>	<b>2,063</b>	<b>3,160</b>
Construction and extraction occupations:	685	7,706	973	966	341	1,088	1,698
Supervisors, construction and extraction workers	42	773	85	23	36	115	140
Construction trades workers	643	6,929	888	943	305	958	1,558
Extraction workers	0	4	0	0	0	15	0
Installation, maintenance, and repair occupations	358	4,517	375	445	215	975	1,462
<b>Production, transportation, and material moving occupations:</b>	<b>1,827</b>	<b>9,506</b>	<b>2,298</b>	<b>1,798</b>	<b>1,048</b>	<b>2,623</b>	<b>3,786</b>
Production occupations	1,470	4,699	1,544	1,240	774	1,367	1,988
Transportation and material moving occupations:	357	4,807	754	558	274	1,256	1,798
Supervisors, transportation and material moving workers	6	262	15	13	0	44	73
Aircraft and traffic control occupations	0	112	0	0	0	7	20
Motor vehicle operators	169	2,364	423	286	129	754	904
Rail, water and other transportation occupations	33	455	42	29	6	34	94
Material moving workers	149	1,614	274	230	139	417	707

Source: U.S. Census Bureau, Census 2000

**OCCUPATION FOR THE EMPLOYED CIVILIAN POPULATION 16 YEARS AND OVER**

Universe: Employed civilian population 16 years  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Trujillo Alto	Utuado	Vega Alta	Vega Baja	Vieques	Villalba	Yabucoa	Yauco
<b>Total:</b>	<b>23,300</b>	<b>6,197</b>	<b>8,612</b>	<b>14,152</b>	<b>1,712</b>	<b>5,303</b>	<b>7,242</b>	<b>10,183</b>
<b>Management, professional, and related occupations:</b>	<b>7,847</b>	<b>1,645</b>	<b>1,699</b>	<b>3,382</b>	<b>381</b>	<b>1,184</b>	<b>1,591</b>	<b>2,527</b>
Management, business, and financial operations occupations:	3,135	414	529	1,245	99	258	385	728
Management occupations, except farmers and farm managers	1,704	149	261	721	73	104	217	363
Farmers and farm managers	17	138	0	23	0	33	16	94
Business and financial operations occupations:	1,414	127	268	501	26	121	152	271
Business operations specialists	398	28	100	206	11	43	47	73
Financial specialists	1,016	99	168	295	15	78	105	198
Professional and related occupations:	4,712	1,231	1,170	2,137	282	926	1,206	1,799
Computer and mathematical occupations	340	39	38	71	4	21	22	39
Architecture and engineering occupations:	502	63	58	274	7	69	97	130
Architects, surveyors, cartographers, and engineers	382	35	34	184	7	30	38	91
Drafters, engineering, and mapping technicians	120	28	24	90	0	39	59	39
Life, physical, and social science occupations	170	63	17	226	7	33	98	52
Community and social services occupations	327	143	110	166	27	82	71	154
Legal occupations	362	23	32	67	5	10	16	62
Education, training, and library occupations	1,538	637	435	743	127	438	568	654
Arts, design, entertainment, sports, and media occupations	319	54	89	108	9	17	32	43
Healthcare practitioners and technical occupations:	1,154	209	391	482	96	256	302	665
Health diagnosing and treating practitioners and technical occupations	868	160	247	349	68	187	224	506
Health technologists and technicians	286	49	144	133	28	69	78	159
<b>Service occupations:</b>	<b>3,067</b>	<b>1,207</b>	<b>1,390</b>	<b>2,191</b>	<b>479</b>	<b>1,425</b>	<b>1,386</b>	<b>1,701</b>
Healthcare support occupations	224	65	138	181	6	64	68	132
Protective service occupations:	946	448	404	608	180	801	493	741
Fire fighting, prevention, and law enforcement workers, including supervisors	393	308	183	268	45	596	217	532
Other protective service workers, including supervisors	553	140	221	340	135	205	276	209
Food preparation and serving related occupations	722	237	347	547	118	264	280	314
Building and grounds cleaning and maintenance occupations	801	361	316	614	136	229	421	384
Personal care and service occupations	374	96	185	241	39	67	124	130
<b>Sales and office occupations:</b>	<b>7,498</b>	<b>1,451</b>	<b>2,229</b>	<b>3,521</b>	<b>281</b>	<b>949</b>	<b>1,487</b>	<b>2,844</b>
Sales and related occupations	3,020	664	959	1,763	134	377	525	1,575
Office and administrative support occupations	4,478	787	1,270	1,758	147	572	962	1,269
<b>Farming, fishing, and forestry occupations</b>	<b>58</b>	<b>183</b>	<b>93</b>	<b>64</b>	<b>34</b>	<b>162</b>	<b>175</b>	<b>353</b>
<b>Construction, extraction, and maintenance occupations:</b>	<b>2,545</b>	<b>873</b>	<b>1,257</b>	<b>1,802</b>	<b>314</b>	<b>594</b>	<b>1,112</b>	<b>1,227</b>
Construction and extraction occupations:	1,468	675	757	995	272	482	689	756
Supervisors, construction and extraction workers	119	77	26	55	13	18	47	38
Construction trades workers	1,328	598	718	940	259	464	642	718
Extraction workers	21	0	13	0	0	0	0	0
Installation, maintenance, and repair occupations	1,077	198	500	807	42	112	423	471
<b>Production, transportation, and material moving occupations:</b>	<b>2,285</b>	<b>838</b>	<b>1,944</b>	<b>3,192</b>	<b>223</b>	<b>989</b>	<b>1,491</b>	<b>1,531</b>
Production occupations	995	458	1,421	2,274	110	670	1,138	1,058
Transportation and material moving occupations:	1,290	380	523	918	113	319	353	473
Supervisors, transportation and material moving workers	58	6	0	24	14	9	0	7
Aircraft and traffic control occupations	11	0	0	0	7	6	0	0
Motor vehicle operators	773	235	312	487	66	127	170	248
Rail, water and other transportation occupations	61	32	0	25	3	18	45	35
Material moving workers	387	107	211	382	23	159	138	183

Source: U.S. Census Bureau, Census 2000

**Tabla 9 Numero de Establecimientos:**

Empleo Total y Trabajadores de Produccion en las Industrias manufacturas- Por Municipio -MARZO 2000

**Table 9 - Number of Establishments:**

Total Employment and Production Workers in the Manufacturing Industries - By Municipal County - MARCH 2000

Municipio Municipal County	Numero de Establecimientos		Empleo Total / Total Employment				Trabajadores de Produccion	
	Number of Establishments		Ambos Sexos / Both Genders		Mujeres / Women		Production Workers	
	2000	1999	2000	1999	2000	1999	2000	1999
<b>Puerto Rico</b>	<b>2,161</b>	<b>2,361</b>	<b>139,381</b>	<b>142,291</b>	<b>55,704</b>	<b>57,618</b>	<b>110,795</b>	<b>114,288</b>
Adjuntas	14	14	219	255	128	173	186	226
Aguada	28	30	977	964	362	321	854	832
Aguadilla	11	44	4,863	5,304	1,954	2,270	4,094	4,371
Aguas Buenas	8	10	324	783	226	409	290	661
Aibonito	10	13	2,252	2,311	969	971	2,049	2,067
Añasco	22	21	3,233	2,864	1,773	1,259	3,042	2,607
Arecibo	48	51	4,269	4,144	1,359	1,396	3,449	3,580
Arroyo	6	6	611	521	292	256	547	451
Barceloneta	19	19	6,674	6,335	2,602	2,525	5,308	4,691
Barranquitas	8	8	79	74	20	19	48	59
Bayamón	170	195	5,631	6,015	1,278	1,464	3,231	3,688
Cabo Rojo	38	37	1,175	1,156	498	490	1,039	1,020
Caguas	116	123	5,592	5,557	2,324	2,339	4,481	4,414
Camuy	15	16	2,358	2,569	1,448	1,593	2,301	2,459
Canóvanas	24	27	1,105	1,311	319	370	804	1,006
Carolina	101	115	3,905	3,672	954	908	2,579	2,493
Cataño	43	42	1,632	1,449	341	308	792	785
Cayey	27	31	2,895	2,968	1,197	1,205	2,491	2,555
Ceiba	9	8	379	232	266	141	361	217
Ciales	10	10	801	726	327	269	738	659
Cidra	26	29	2,934	3,093	1,257	1,210	2,426	2,455
Coamo	16	17	1,376	1,525	439	440	1,156	1,299
Comerio	4	5	759	750	625	584	745	756
Corozal	17	17	970	993	711	766	846	919
Culebra	a/	a/	a/	a/	a/	a/	a/	a/
Dorado	25	23	2,041	1,862	1,210	1,233	1,697	1,546
Fajardo	11	16	1,292	1,058	646	523	1,009	802
Florida	4	1	39	44	6	9	36	40
Guánica	8	9	1,194	1,211	653	635	1,165	1,146

<b>Tabla 9 Numero de Establecimientos:</b> Empleo Total y Trabajadores de Produccion en las Industrias manufacturas- Por Municipio -MARZO 2000 <b>Table 9 - Number of Establishments:</b> Total Employment and Production Workers in the Manufacturing Industries - By Municipal County - MARCH 2000								
Municipio Municipal County	Numero de Estabecimientos		Empleo Total / Total Employment				Trabajadores de Produccion	
	Number of Establishments		Ambos Sexos / Both Genders		Mujeres / Women		Production Workers	
	2000	1999	2000	1999	2000	1999	2000	1999
<b>Puerto Rico</b>	<b>2,161</b>	<b>2,361</b>	<b>139,381</b>	<b>142,291</b>	<b>55,704</b>	<b>57,618</b>	<b>110,795</b>	<b>114,288</b>
Guayama	22	22	2,789	2,778	943	1,239	2,082	2,087
Guayanilla	11	9	234	138	18	18	111	62
Guaynabo	82	83	4,769	4,058	1,161	1,108	2,331	2,263
Gurabo	30	34	1,509	1,615	460	503	969	1,156
Hatillo	22	23	816	817	231	203	608	623
Hormigueros	7	7	228	262	84	93	180	193
Humacao	46	46	3,751	3,742	1,654	1,532	3,221	3,194
Isabela	22	24	1,205	1,807	424	660	1,059	1,625
Jayuya	7	7	1,262	1,123	699	637	1,148	992
Juana Díaz	22	23	1,192	583	557	190	1,058	488
Juncos	20	21	1,349	1,330	570	563	1,215	1,156
Lajas	10	13	675	722	538	526	657	678
Lares	8	9	739	880	501	572	710	831
Las Marías	6	5	39	15	14	0	28	11
Las Piedras	23	25	4,750	4,802	1,935	2,242	4,484	4,504
Loíza	5	4	291	261	22	86	69	161
Luquillo	9	10	786	839	456	496	750	776
Manatí	26	31	3,535	3,908	1,134	1,339	2,564	2,956
Maricao	a/	a/	a/	a/	a/	a/	a/	a/
Maunabo	4	4	33	34	21	19	28	25
Mayagüez	74	80	6,047	8,465	2,921	3,957	5,383	7,489
Moca	11	15	479	406	317	217	433	363
Morovis	12	14	758	1,103	600	598	719	957
Naguabo	9	10	618	675	363	349	500	532
Naranjito	17	19	120	177	55	74	98	152
Orocovis	9	9	507	468	406	354	504	450
Patillas	11	11	847	844	472	496	826	792
Peñuelas	8	8	209	169	26	15	100	123
Ponce	123	138	7,613	7,894	2,395	2,522	6,281	6,446

<b>Tabla 9 Numero de Establecimientos:</b> Empleo Total y Trabajadores de Produccion en las Industrias manufacturas- Por Municipio -MARZO 2000 <b>Table 9 - Number of Establishments:</b> Total Employment and Production Workers in the Manufacturing Industries - By Municipal County - MARCH 2000								
Municipio Municipal County	Numero de Estabecimientos		Empleo Total / Total Employment				Trabajadores de Produccion	
	Number of Establishments		Ambos Sexos / Both Genders		Mujeres / Women		Production Workers	
	2000	1999	2000	1999	2000	1999	2000	1999
<b>Puerto Rico</b>	<b>2,161</b>	<b>2,361</b>	<b>139,381</b>	<b>142,291</b>	<b>55,704</b>	<b>57,618</b>	<b>110,795</b>	<b>114,288</b>
Quebradillas	8	8	900	1,150	534	703	878	1,109
Rincón	4	7	170	296	55	165	157	276
Rio Grande	15	19	1,237	1,149	385	399	1,096	1,006
Sabana Grande	9	9	1,320	1,416	743	808	1,164	1,216
Salinas	16	17	584	458	183	167	319	312
San Germán	23	21	2,128	152	1,049	1,028	1,964	1,932
San Juan	266	318	7,597	6,832	1,790	1,632	3,603	3,695
San Lorenzo	19	22	1,858	1,959	909	1,008	1,677	1,754
San Sebastián	32	37	1,362	1,212	849	732	1,163	1,100
Santa Isabel	6	7	1,278	1,833	563	884	1,081	1,544
Toa Alta	21	21	653	684	206	217	477	521
Toa Baja	67	63	3,233	3,197	784	719	2,284	2,152
Trujillo Alto	33	40	899	916	207	224	639	704
Utuado	8	9	300	316	166	192	276	284
Vega Alta	18	18	1,192	1,212	270	309	1,051	1,065
Vega Baja	40	39	4,675	4,361	2,136	1,878	4,215	3,730
Vieques	a/	a/	a/	a/	a/	a/	a/	a/
Villalba	7	9	489	537	258	280	403	430
Yabucoa	12	13	1,377	1,335	825	866	1,294	1,272
Yauco	30	28	543	558	87	87	393	422



TABLA 1 - SERIES SELECCIONADAS DE INGRESO Y PRODUCTO, TOTAL Y PER CAPITA: AÑOS FISCALES  
 TABLE 1 - SELECTED SERIES OF INCOME AND PRODUCT, TOTAL AND PER CAPITA: FISCAL YEARS

	1994	1995	1996	1997	1998	1999	2000	2001r	2002r	2003p	
<b>Total a precios corrientes</b>											<b>Total in current dollars</b>
<b>(En millones de dólares)</b>											<b>(In millions of dollars)</b>
Producto bruto	26,640.9	28,452.3	30,357.0	32,342.7	35,110.7	38,281.2	41,418.6	44,046.6	45,008.3	47,353.8	Gross product
Ingreso neto	22,040.5	23,653.4	24,853.9	26,968.1	28,824.4	29,907.7	32,610.4	34,581.6	35,508.8	38,229.1	Net income
Ingreso personal	25,863.5	27,377.6	29,914.1	32,663.3	34,340.2	36,614.5	38,855.7	41,079.5	42,224.7	43,638.8	Personal income
Ingreso personal disponible	24,247.6	25,590.9	27,975.9	30,607.2	32,065.8	34,041.7	36,238.6	38,405.2	39,437.5	40,536.9	Disposable personal income
Gastos de consumo personal	24,429.6	25,923.3	27,831.0	30,010.8	31,980.3	34,008.0	36,132.6	37,590.3	38,470.1	40,142.0	Personal consumption expenditures
Producto bruto interno	39,690.6	42,647.3	45,340.8	48,187.0	54,086.4	57,841.0	61,701.8	69,208.4	71,306.1	74,362.4	Gross domestic product
Inversión interna bruta de capital fijo	5,882.7	6,558.9	7,589.9	8,528.7	9,118.1	11,477.5	11,852.5	11,684.1	11,355.6	11,408.6	Gross fixed domestic investment
<b>Total a precios constantes de 1954</b>											<b>Total in constant 1954 dollars</b>
<b>(En millones de dólares)</b>											<b>(In millions of dollars)</b>
Producto bruto	5,308.9	5,491.8	5,671.2	5,864.2	6,054.7	6,300.1	6,487.1	6,585.1	6,564.1	6,686.0	Gross product
Ingreso personal (1)	6,242.7	6,546.5	7,073.6	7,578.5	7,806.4	8,250.2	8,491.2	8,714.4	8,919.5	9,118.0	Personal income (1)
Ingreso personal disponible (1)	5,852.7	6,119.3	6,615.3	7,101.4	7,289.3	7,670.5	7,919.3	8,147.0	8,330.7	8,469.9	Disposable personal income (1)
Gastos de consumo personal	5,896.1	6,198.7	6,581.6	6,962.5	7,270.2	7,662.9	7,896.4	7,974.8	8,126.2	8,386.9	Personal consumption expenditures
Producto bruto interno	7,718.2	8,069.3	8,256.0	8,658.9	9,137.8	9,630.3	9,945.4	10,573.3	10,635.2	10,668.3	Gross domestic product
Inversión interna bruta de capital fijo	1,051.1	1,157.7	1,284.8	1,440.7	1,496.4	1,892.4	1,922.0	1,904.6	1,827.7	1,833.7	Gross fixed domestic investment
<b>Per cápita a precios corrientes</b>											<b>Per capita in current dollars</b>
<b>(En dólares)</b>											<b>(In dollars)</b>
Producto bruto	7,334	7,761	8,196	8,643	9,313	10,099	10,877	11,508	11,693	12,239	Gross product
Ingreso neto	6,068	6,452	6,710	7,207	7,645	7,890	8,564	9,035	9,225	9,881	Net income
Ingreso personal	7,120	7,468	8,076	8,729	9,108	9,659	10,204	10,733	10,969	11,279	Personal income
Ingreso personal disponible	6,675	6,980	7,553	8,179	8,505	8,981	9,516	10,034	10,245	10,477	Disposable personal income
Gastos de consumo personal	6,726	7,071	7,514	8,020	8,482	8,972	9,489	9,821	9,994	10,375	Personal consumption expenditures
Producto bruto interno	10,927	11,633	12,241	12,877	14,346	15,259	16,203	18,082	18,524	19,220	Gross domestic product
<b>Per cápita a precios constantes de 1954 (En dólares)</b>											<b>Per capita in constant 1954 dollars (In dollars)</b>
Producto bruto	1,462	1,498	1,531	1,567	1,606	1,662	1,704	1,720	1,705	1,728	Gross product
Ingreso personal	1,719	1,786	1,910	2,025	2,071	2,176	2,230	2,277	2,317	2,357	Personal income
Ingreso personal disponible	1,611	1,669	1,786	1,898	1,933	2,024	2,080	2,129	2,164	2,189	Disposable personal income
Gastos de consumo personal	1,623	1,691	1,777	1,861	1,928	2,022	2,074	2,084	2,111	2,168	Personal consumption expenditures
Producto bruto interno	2,125	2,201	2,229	2,314	2,424	2,541	2,612	2,762	2,763	2,757	Gross domestic product

(Continúa - Continue)

TABLA 1 - SERIES SELECCIONADAS DE INGRESO Y PRODUCTO, TOTAL Y PER CAPITA: AÑOS FISCALES (CONT.)  
 TABLE 1 - SELECTED SERIES OF INCOME AND PRODUCT, TOTAL AND PER CAPITA: FISCAL YEARS (CONT.)

	1994	1995	1996	1997	1998	1999	2000	2001r	2002r	2003p	
Otras estadísticas											Other statistics
Crecimiento en el producto bruto (%)											Increase in gross product (%)
A precios corrientes	6.0	6.8	6.7	6.5	8.6	9.0	8.2	6.3	2.2	5.2	In current prices
A precios constantes	2.5	3.4	3.3	3.4	3.2	4.1	3.0	1.5	(0.3)	1.9	In constant prices
Ingreso promedio por familia (2)											Average family income (2)
(En dólares)											(In dollars)
A precios corrientes	25,633	26,137	28,267	30,551	30,968	32,842	34,693	36,491	37,296	37,221	In current dollars
A precios constantes de 1954	6,187	6,250	6,684	7,088	7,040	7,400	7,581	7,741	7,878	7,777	In constant 1954 dollars
Número promedio de personas por familia	3.6	3.5	3.5	3.5	3.4	3.4	3.4	3.4	3.4	3.3	Average number of persons per family
Sueldos y jornales (En millones de dólares)	14,419.9	15,299.7	16,303.0	17,472.4	18,264.0	19,217.9	20,488.8	21,357.7	21,726.4	22,509.6	Salaries and wages (In millions of dollars)
Ingreso neto originado en el turismo (En millones de dólares)	469.2	498.7	526.8	553.5	597.9	577.1	615.4	663.1	644.6	678.0	Net income originated in tourism (In millions of dollars)
Empleo, total (En miles de personas) (3)	1,011	1,051	1,092	1,128	1,137	1,147	1,159	1,158	1,170	1,211	Employment, total (In thousands of persons) (3)
Productividad (En dólares) (4)	7,634	7,678	7,560	7,676	8,037	8,396	8,581	9,131	9,090	8,809	Productivity (In dollars) (4)
Índice de precios al consumidor para todas las familias (5)	128.7	133.8	140.6	148.2	156.6	164.8	174.2	188.6	197.1	212.9	Consumer's price index for all families (5)
Tasa de inflación	2.9	4.0	5.1	5.4	5.7	5.2	5.7	8.3	4.5	8.0	Inflation Rate
Población (En miles de personas) (6)	3,632	3,666	3,704	3,742	3,770	3,791	3,808	3,828	3,849	3,869	Population (In thousands of persons) (6)

r- Cifras revisadas.

p- Cifras preliminares.

- (1) Deflacionado por el índice implícito de precios para deflacionar los gastos de consumo personal.
- (2) El número de familias aquí utilizado es producto de la división de la población total entre el promedio de personas por familia. Para propósitos del censo de población, una familia consiste de un jefe de hogar y una persona o más que viven en el mismo hogar y están emparentados con el jefe del hogar por nacimiento, matrimonio o adopción.
- (3) Departamento del Trabajo y Recursos Humanos, Negociado de Estadísticas, Encuesta de Vivienda.
- (4) Se obtiene dividiendo el producto bruto interno a precios constantes entre el empleo total.
- (5) 1984=100.
- (6) Promedio de los estimados de la población al principio y al final del año fiscal.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico.

r- Revised figures.

p- Preliminary figures.

- (1) Deflated by implicit price deflators for personal consumption expenditures.
- (2) The number of families used here represents the division of the total population by the average number of persons per family. For the purpose of the population census, a family consists of a householder and one or more other persons living in the same household who are related to the householder by birth, marriage or adoption.
- (3) Department of Labor and Human Resources, Bureau of Statistics, Household Survey.
- (4) Obtained from the division of gross domestic product at constant prices by total employment.
- (5) 1984=100.
- (6) Average of population estimates at the beginning and end of the fiscal year.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning, Subprogram of Economic Analysis.

TABLE 2 - PRODUCTO BRUTO: AÑOS FISCALES  
TABLE 2 - GROSS PRODUCT: FISCAL YEARS  
(En millones de dólares - In millions of dollars)

	1994	1995	1996	1997	1998	1999	2000	2001r	2002r	2003p	
PRODUCTO BRUTO	26,640.9	28,452.3	30,357.0	32,342.7	35,110.7	38,281.2	41,418.6	44,046.6	45,008.3	47,353.8	GROSS PRODUCT
Gastos de consumo personal	24,429.6	25,923.3	27,831.0	30,010.8	31,980.3	34,008.0	36,132.6	37,590.3	38,470.1	40,142.0	Personal consumption expenditures
Artículos duraderos	3,229.2	3,629.3	3,754.6	4,143.0	4,409.3	4,794.7	4,610.0	4,482.2	4,612.0	4,617.3	Durable goods
Artículos no duraderos	10,397.4	10,750.2	11,809.9	12,748.3	13,139.6	13,937.9	14,633.8	15,382.4	15,391.1	16,036.3	Nondurable goods
Servicios	10,803.0	11,543.8	12,266.5	13,119.6	14,431.4	15,275.4	16,888.8	17,725.7	18,467.1	19,488.5	Services
Gastos de consumo del gobierno	5,357.4	5,946.0	6,493.4	6,912.8	7,098.9	7,505.1	7,229.4	7,722.0	8,356.0	8,974.9	Government consumption expenditures
Estado Libre Asociado (1)	4,443.9	4,939.1	5,405.5	5,740.7	5,911.1	6,154.0	5,816.2	6,247.8	6,763.7	7,268.2	Commonwealth (1)
Municipios	913.5	1,006.9	1,087.9	1,172.1	1,187.7	1,351.0	1,413.2	1,474.2	1,592.3	1,706.7	Municipios
Inversión interna bruta, total	6,481.1	7,194.3	7,914.3	8,946.3	9,150.1	11,973.2	12,164.2	12,159.3	11,648.1	11,691.3	Gross domestic investment, total
Cambio en inventarios	598.4	635.4	324.4	417.7	32.0	495.7	311.7	475.2	292.5	282.7	Change in inventories
Inversión interna bruta de capital fijo	5,882.7	6,558.9	7,589.9	8,528.7	9,118.1	11,477.5	11,852.5	11,684.1	11,355.6	11,408.6	Gross fixed domestic investment
Construcción	2,942.4	3,255.4	4,095.1	4,689.8	5,355.4	6,551.4	6,849.3	6,756.9	6,491.2	6,374.5	Construction
Empresas privadas	1,424.7	1,544.2	1,820.0	1,974.0	2,485.6	3,735.8	4,254.2	4,248.9	4,087.2	3,858.6	Private enterprises
Empresas públicas	1,029.8	1,150.7	1,489.5	1,708.0	1,550.6	1,503.3	1,332.9	1,519.3	1,286.6	1,305.2	Public enterprises
Gobierno	487.8	560.4	785.7	1,007.8	1,319.2	1,312.3	1,262.2	988.7	1,117.5	1,210.7	Government
Estado Libre Asociado (1)	326.1	362.2	566.8	766.0	1,060.2	990.0	904.2	634.9	811.9	902.1	Commonwealth (1)
Municipios	161.7	198.2	218.8	241.8	259.0	322.3	358.1	353.8	305.5	308.6	Municipios
Maquinaria y equipo	2,940.3	3,303.5	3,494.8	3,838.9	3,762.7	4,926.1	5,003.3	4,927.1	4,864.4	5,034.1	Machinery and equipment
Empresas privadas	2,775.1	3,094.8	3,259.3	3,604.5	3,568.4	4,687.3	4,771.7	4,737.0	4,671.7	4,798.7	Private enterprises
Empresas públicas	51.6	68.9	95.1	89.6	57.3	80.5	94.3	51.6	61.6	76.0	Public enterprises
Gobierno	113.7	139.8	140.4	144.8	137.1	158.4	137.2	138.6	131.2	159.4	Government
Estado Libre Asociado (1)	94.5	118.4	117.2	119.8	111.5	131.2	108.6	112.0	100.6	127.0	Commonwealth (1)
Municipios	19.2	21.4	23.1	25.0	25.6	27.2	28.6	26.6	30.5	32.4	Municipios
Ventas netas al resto del mundo	(9,627.2)	(10,611.2)	(11,881.7)	(13,527.3)	(13,118.6)	(15,205.2)	(14,107.7)	(13,425.0)	(13,466.0)	(13,454.4)	Net sales to the rest of the world
Ventas al resto del mundo	28,705.8	31,058.1	31,026.5	32,348.0	38,161.1	42,139.4	46,428.8	55,731.2	56,075.1	63,017.5	Sales to the rest of the world
Gobierno federal	1,081.2	1,080.7	1,102.5	1,141.7	1,050.5	1,075.2	1,183.5	1,240.2	1,298.3	1,428.1	Federal government
Otros no residentes	27,624.6	29,977.5	29,924.0	31,206.3	37,110.6	41,064.2	45,245.4	54,491.0	54,776.8	61,589.4	Other nonresidents
Compras al resto del mundo	38,333.1	41,669.4	42,908.2	45,875.3	51,279.7	57,344.5	60,536.5	69,156.2	69,541.0	76,471.9	Purchases from the rest of the world
Gobierno federal	337.1	340.7	331.7	331.9	275.5	282.4	280.4	286.3	279.4	274.9	Federal government
Otros no residentes	37,996.0	41,328.7	42,576.5	45,543.3	51,004.3	57,062.1	60,256.1	68,869.8	69,261.6	76,196.9	Other nonresidents

r- Cifras revisadas.

p- Cifras preliminares.

( ) Cifras negativas.

(1) Incluye las agencias regulares, la Universidad de Puerto Rico, la Corporación del Fondo del Seguro del Estado y la Autoridad de Carreteras y Transportación.

r- Revised figures.

p- Preliminary figures.

( ) Negative figures.

(1) Includes regular agencies, the University of Puerto Rico, the State Insurance Fund Corporation, and the Highway and Transportation Authority.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning, Subprogram of Economic Analysis.

TABLA 3 - PRODUCTO BRUTO A PRECIOS CONSTANTES DE 1954: AÑOS FISCALES  
 TABLE 3 - GROSS PRODUCT IN CONSTANT 1954 DOLLARS: FISCAL YEARS  
 (En millones de dólares - In millions of dollars)

	1994	1995	1996	1997	1998	1999	2000	2001r	2002r	2003p	
PRODUCTO BRUTO	5,308.9	5,491.8	5,671.2	5,864.2	6,054.7	6,300.1	6,487.1	6,585.1	6,564.1	6,686.0	GROSS PRODUCT
Gastos de consumo personal	5,896.1	6,198.7	6,581.6	6,962.5	7,270.2	7,662.9	7,896.4	7,974.8	8,126.2	8,386.9	Personal consumption expenditures
Artículos duraderos	1,035.4	1,165.0	1,194.6	1,298.6	1,342.7	1,489.0	1,407.5	1,435.9	1,437.7	1,417.6	Durable goods
Artículos no duraderos	2,410.0	2,480.2	2,703.0	2,854.7	2,896.2	3,043.2	3,130.6	3,169.2	3,193.5	3,237.9	Nondurable goods
Servicios	2,450.7	2,553.6	2,684.1	2,809.2	3,031.4	3,130.6	3,358.4	3,369.8	3,494.9	3,731.4	Services
Gastos de consumo del gobierno	1,387.1	1,483.8	1,558.2	1,639.1	1,669.5	1,742.3	1,644.9	1,708.9	1,804.3	1,906.3	Government consumption expenditure
Estado Libre Asociado (1)	1,146.8	1,221.2	1,288.6	1,352.9	1,371.9	1,402.7	1,288.6	1,349.5	1,421.8	1,491.6	Commonwealth (1)
Municipios	240.3	262.6	269.7	286.2	297.6	339.6	356.3	359.4	382.5	414.7	Municipios
Inversión interna bruta, total	1,188.1	1,312.9	1,352.7	1,539.6	1,504.1	2,001.3	1,990.3	2,013.8	1,884.2	1,889.6	Gross domestic investment, total
Cambio en inventarios	137.1	155.2	67.9	98.9	7.7	108.9	68.4	109.3	56.5	55.9	Change in inventories
Inversión interna bruta de capital fijo	1,051.1	1,157.7	1,284.8	1,440.7	1,496.4	1,892.4	1,922.0	1,904.6	1,827.7	1,833.7	Gross fixed domestic investment
Construcción	489.0	527.4	649.7	728.7	811.7	971.7	1,000.5	989.7	944.3	914.8	Construction
Empresas privadas	236.8	250.2	288.8	306.7	376.7	554.1	621.4	622.4	594.6	553.7	Private enterprises
Empresas públicas	171.1	186.4	236.3	265.4	235.0	223.0	194.7	222.5	187.2	187.3	Public enterprises
Gobierno	81.1	90.8	124.7	156.6	199.9	194.6	184.4	144.8	162.6	173.7	Government
Estado Libre Asociado (1)	54.2	58.7	89.9	119.0	160.7	146.8	132.1	93.0	118.1	129.4	Commonwealth (1)
Municipios	26.9	32.1	34.7	37.6	39.3	47.8	52.3	51.8	44.4	44.3	Municipios
Maquinaria y equipo	562.1	630.3	635.1	712.0	684.7	920.7	921.5	914.8	883.4	918.9	Machinery and equipment
Empresas privadas	530.5	590.6	592.3	668.7	649.4	875.5	878.8	879.5	848.4	875.9	Private enterprises
Empresas públicas	9.9	13.1	17.3	16.6	10.4	15.2	17.4	9.6	11.2	13.9	Public enterprises
Gobierno	21.7	26.6	25.5	26.7	24.9	30.0	25.3	25.7	23.8	29.1	Government
Estado Libre Asociado (1)	18.1	22.5	21.3	22.1	20.3	24.8	20.0	20.8	18.3	23.2	Commonwealth (1)
Municipios	3.7	4.1	4.2	4.5	4.7	5.1	5.3	4.9	5.5	5.9	Municipios
Ventas netas al resto del mundo	(3,162.4)	(3,503.6)	(3,821.3)	(4,277.0)	(4,389.1)	(5,106.4)	(5,044.5)	(5,112.4)	(5,250.6)	(5,496.7)	Net sales to the rest of the world
Ventas al resto del mundo	4,809.6	4,981.4	4,712.8	4,593.8	5,133.2	5,257.0	5,620.4	6,617.6	6,441.6	7,145.9	Sales to the rest of the world
Gobierno federal	261.7	257.9	260.7	264.9	238.8	242.3	258.6	263.1	274.2	298.4	Federal government
Otros no residentes	4,547.8	4,723.5	4,452.1	4,328.9	4,894.4	5,014.7	5,361.8	6,354.5	6,167.4	6,847.5	Other nonresidents
Compras al resto del mundo	7,972.0	8,485.1	8,534.1	8,870.8	9,522.3	10,363.4	10,664.9	11,730.0	11,692.2	12,642.6	Purchases from the rest of the world
Gobierno federal	81.6	81.3	78.4	77.0	62.6	63.6	61.3	60.7	59.0	57.4	Federal government
Otros no residentes	7,890.4	8,403.7	8,455.7	8,793.8	9,459.7	10,299.8	10,603.7	11,669.3	11,633.2	12,585.1	Other nonresidents

r- Cifras revisadas.

p- Cifras preliminares.

( ) Cifras negativas.

(1) Incluye las agencias regulares, la Universidad de Puerto Rico, la Corporación del Fondo del Seguro del Estado y la Autoridad de Carreteras y Transportación.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico.

r- Revised figures.

p- Preliminary figures.

( ) Negative figures.

(1) Includes regular agencies, the University of Puerto Rico, the State Insurance Fund Corporation, and the Highway and Transportation Authority.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning, Subprogram of Economic Analysis.

TABLA 8 - INVERSION INTERNA BRUTA DE CAPITAL FIJO: AÑOS FISCALES  
 TABLE 8 - GROSS FIXED DOMESTIC INVESTMENT: FISCAL YEARS  
 (En millones de dólares - In millions of dollars)

	1994	1995	1996	1997	1998	1999	2000	2001r	2002r	2003p	
TOTAL	5,882.7	6,558.9	7,589.9	8,528.7	9,118.1	11,477.5	11,852.5	11,684.1	11,355.6	11,408.6	TOTAL
Construcción (1)	2,942.4	3,255.4	4,095.1	4,689.8	5,355.4	6,551.4	6,849.3	6,756.9	6,491.2	6,374.5	Construction (1)
Vivienda	773.7	859.9	1,066.5	1,242.4	1,459.2	2,089.7	1,905.8	2,166.5	2,400.1	2,432.2	Housing
Privada	642.3	743.0	956.8	1,106.3	1,341.5	1,901.7	1,750.9	2,029.4	2,245.3	2,191.5	Private
Pública	131.4	116.9	109.7	136.1	117.7	188.0	154.9	137.1	154.8	240.7	Public
Edificios industriales y comerciales (2)	1,680.9	1,835.1	2,243.0	2,439.6	2,577.1	3,149.4	3,681.2	3,601.8	2,973.7	2,731.6	Industrial and commercial buildings (2)
Empresas privadas	782.5	801.2	863.2	867.7	1,144.2	1,834.1	2,503.3	2,219.5	1,841.9	1,667.1	Private enterprises
Empresas públicas	898.4	1,033.9	1,379.8	1,571.9	1,432.9	1,315.3	1,178.0	1,382.2	1,131.8	1,064.4	Public enterprises
Carreteras, escuelas y otras obras públicas	487.8	560.4	785.6	1,007.8	1,319.2	1,312.3	1,262.2	988.7	1,117.5	1,210.7	Roads, schools, and other public works
Gobierno del E.L.A.	326.1	362.2	566.8	766.0	1,060.2	990.0	904.2	634.9	811.9	902.1	Commonwealth government
Gobiernos municipales	161.7	198.2	218.8	241.8	259.0	322.3	358.1	353.8	305.5	308.6	Municipal governments
Maquinaria y equipo	2,940.3	3,303.5	3,494.8	3,838.9	3,762.7	4,926.1	5,003.3	4,927.1	4,864.4	5,034.1	Machinery and equipment
Empresas privadas	2,775.1	3,094.8	3,259.3	3,604.5	3,568.4	4,687.3	4,771.7	4,737.0	4,671.7	4,798.7	Private enterprises
Empresas públicas (3)	51.6	68.9	95.1	89.6	57.3	80.5	94.3	51.6	61.6	76.0	Public enterprises (3)
Gobierno (4)	113.7	139.8	140.4	144.8	137.1	158.4	137.2	138.6	131.2	159.4	Government (4)

r- Cifras revisadas.

p- Cifras preliminares.

(1) No incluye las inversiones de la Autoridad de las Navieras de Puerto Rico.

(2) Incluye instalaciones eléctricas y telefónicas; acueductos y alcantarillados; y refinerías.

(3) Incluye las inversiones de la Autoridad de las Navieras de Puerto Rico.

(4) Incluye gobierno del E.L.A. y municipios.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico.

r- Revised figures.

p- Preliminary figures.

(1) Does not include investments by the Puerto Rico Maritime Shipping Authority.

(2) Includes electric and telephone installations, aqueducts and sewers, and refineries.

(3) Includes investments by the Puerto Rico Maritime Shipping Authority.

(4) Includes Commonwealth government and municipios.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning, Subprogram of Economic Analysis.

TABLA 12 - INGRESO NETO INTERNO DE LA MANUFACTURA: AÑOS FISCALES  
 TABLE 12 - NET MANUFACTURING DOMESTIC INCOME: FISCAL YEARS  
 (En millones de dólares - In millions of dollars)

	1994	1995	1996	1997	1998	1999	2000	2001r	2002r	2003p	
TOTAL	15,687.8	16,684.5	17,210.9	17,969.1	21,529.3	21,661.7	22,348.3	27,389.8	28,668.3	29,595.0	TOTAL
Alimentos y productos relacionados	2,421.9	2,325.5	1,772.2	1,687.9	1,687.1	1,500.5	1,513.3	1,571.5	1,678.0	1,652.3	Food and kindred products
Productos de tabaco	101.5	85.3	85.0	77.4	76.8	79.3	54.7	72.5	54.2	65.6	Tobacco products
Productos textiles	43.6	38.0	43.2	41.3	37.7	30.4	18.8	30.6	30.6	4.5	Textile mill products
Ropa y productos relacionados	480.1	578.0	604.1	571.2	554.6	557.7	558.2	533.8	484.4	337.4	Apparel and related products
Muebles y artículos de madera	55.4	61.4	64.6	69.0	65.1	69.7	80.2	74.5	80.1	77.9	Furniture and wood products
Impresos y publicaciones	169.2	188.7	190.2	209.3	221.1	254.2	253.9	224.2	217.6	226.6	Printing and publishing
Productos químicos y derivados	8,449.5	9,347.0	9,804.9	10,639.0	13,762.0	13,302.1	13,815.5	16,909.1	17,915.2	19,211.7	Chemical and allied products
Productos de piedra, arcilla y cristal	171.5	157.9	171.3	190.3	180.8	204.5	191.0	197.7	185.9	197.8	Stone, clay, and glass products
Maquinaria y productos metálicos	3,101.3	3,139.4	3,767.9	3,777.3	4,240.3	4,978.8	5,246.4	7,230.1	7,667.5	7,515.7	Machinery and metal products
Productos de papel	68.8	71.8	75.8	81.7	83.1	87.6	80.6	85.7	79.5	71.6	Paper and allied products
Productos de cuero	168.1	180.3	173.2	196.3	158.9	130.3	113.3	86.5	59.7	43.3	Leather products
Otra manufactura	457.2	511.3	458.7	428.4	461.9	466.5	422.3	373.7	215.6	190.5	Other manufacturing

r - Cifras revisadas.  
 p- Cifras preliminares.

r- Revised figures.  
 p- Preliminary figures.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social,  
 Subprograma de Análisis Económico.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning,  
 Subprogram of Economic Analysis.

TABLA 15 - INGRESO PERSONAL: AÑOS FISCALES  
 TABLE 15 - PERSONAL INCOME: FISCAL YEARS  
 (En millones de dólares - In millions of dollars)

	1994	1995	1996	1997	1998	1999	2000	2001r	2002r	2003p	
INGRESO PERSONAL	25,863.5	27,377.6	29,914.1	32,663.3	34,340.2	36,614.5	38,855.7	41,079.5	42,224.7	43,638.8	PERSONAL INCOME
Compensación a empleados	16,764.0	17,773.0	18,957.9	20,261.5	21,155.8	22,098.1	23,504.0	24,389.0	24,932.9	25,876.2	Employees' compensation
Empresas	11,734.8	12,292.5	12,901.3	13,798.9	14,652.4	15,275.0	16,644.4	16,086.3	16,106.1	16,121.6	Business
Gobierno	3,987.4	4,440.3	4,841.2	5,220.1	5,251.2	5,529.6	5,477.7	5,991.9	6,302.8	7,146.8	Government
Personas e instituciones sin fines de lucro	364.5	377.7	465.1	478.9	488.5	512.5	497.3	550.4	567.1	599.0	Household and nonprofit institutions
Resto del mundo	677.3	662.5	750.2	763.6	763.8	781.0	884.7	925.2	975.5	1,008.3	Rest of the world
Menos: Aportaciones a sistemas de seguridad social	2,883.9	3,077.8	3,321.7	3,459.7	3,713.3	3,750.8	3,978.5	4,206.1	4,257.4	4,427.5	Less: Contributions for social insurance
Empleados	1,186.4	1,242.6	1,342.6	1,385.4	1,502.9	1,510.1	1,596.5	1,724.4	1,756.4	1,793.8	Employees
Patrones	1,697.5	1,835.2	1,979.1	2,074.3	2,210.4	2,240.7	2,382.0	2,481.7	2,501.1	2,633.7	Employers
Ingresos procedentes de la propiedad	4,514.2	4,784.9	5,432.3	5,997.5	6,357.4	6,772.1	7,594.3	8,024.6	7,840.2	7,874.2	Proprietors' income
Ganancia de empresas no incorporadas	1,666.6	1,768.0	1,953.1	2,119.0	2,130.1	2,241.4	2,306.9	2,311.2	2,319.6	2,475.0	Income of unincorporated enterprises
Dividendos de corporaciones locales	78.7	88.9	94.0	102.2	112.2	157.3	167.7	187.3	201.8	229.6	Dividends of domestic corporations
Ingresos misceláneos y dividendos recibidos del exterior	12.7	8.8	6.3	10.1	12.1	12.7	14.8	17.6	16.4	13.3	Miscellaneous income and dividends received from abroad
Ganancia de personas por arrendamiento	1,322.4	1,386.2	1,453.2	1,836.7	1,731.1	2,140.7	2,541.7	3,030.8	3,248.7	3,561.4	Rental income of persons
Intereses recibidos por personas	1,433.7	1,533.0	1,925.7	1,929.5	2,371.9	2,220.1	2,563.4	2,477.5	2,053.8	1,594.9	Personal interest income
Pagos de transferencia	7,469.3	7,897.5	8,845.6	9,863.9	10,540.3	11,495.0	11,735.9	12,871.9	13,709.1	14,315.9	Transfer payments
Gobierno del E.L.A. y municipios	1,294.1	1,392.7	1,637.8	2,065.2	2,187.4	2,395.3	2,589.2	2,988.3	3,139.3	3,117.6	Commonwealth government and municipios
Gobierno federal	5,390.3	5,676.0	6,252.6	6,777.8	7,002.6	7,684.6	7,677.3	8,216.2	8,723.3	9,410.0	Federal government
Gobiernos estatales de E.E.U.U.	22.6	18.0	17.0	16.7	18.1	17.2	14.5	11.2	17.0	22.0	U.S. state governments
Empresas	440.9	444.2	553.0	583.6	848.2	771.4	884.9	1,071.1	1,144.2	1,078.7	Business
Otros no residentes	321.4	366.6	385.1	420.6	483.9	626.6	570.0	585.2	685.3	687.5	Other nonresidents

r - Cifras revisadas.  
 p- Cifras preliminares.

r - Revised figures.  
 p- Preliminary figures.

Fuente: Junta de Planificación, Programa de Planificación Económica y Subprograma de Análisis Económico.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning, Subprogram of Economic Analysis.

TABLE 23 - EXPORTACIONES DE MERCANCIA REGISTRADA POR SISTEMA DE CLASIFICACION INDUSTRIAL DE AMERICA DEL NORTE (SCIAN): AÑOS FISCALES  
 TABLE 23 - EXPORTS OF RECORDED MERCHANDISE BY NORTH AMERICAN INDUSTRIAL CLASSIFICATION SYSTEM (NAICS): FISCAL YEARS  
 (En millones de dólares - In millions of dollars)

SCIAN / NAICS		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	
	EXPORTACIONES REGISTRADAS, TOTAL	21,752.6	23,811.3	22,944.4	23,946.8	30,272.9	34,901.8	38,465.7	46,900.8	47,172.3	55,175.3	RECORDED EXPORTS, TOTAL
11	Agricultura, silvicultura, pesca y caza	75.4	89.1	69.2	85.0	84.4	71.9	89.6	66.7	70.5	36.9	Agriculture, forestry, fishing and hunting
21	Minería	15.0	13.1	9.6	11.3	59.8	33.0	39.0	7.2	5.4	4.1	Mining
31-33	Manufactura	21,298.7	23,326.1	22,562.5	23,567.1	29,823.3	34,480.5	37,993.1	46,442.3	46,722.9	54,690.1	Manufacturing
311	Alimentos	2,763.7	2,720.5	3,208.5	3,265.3	3,544.9	4,115.4	3,745.8	3,488.6	3,553.5	3,265.4	Food
312	Productos de bebidas y de tabaco	256.3	296.6	242.3	267.6	294.5	239.5	227.5	353.4	278.6	304.0	Beverage and tobacco products
313-314	Textiles	123.3	148.7	150.8	111.4	72.1	75.6	80.1	79.3	75.4	106.2	Textiles
315	Ropa	712.5	755.9	681.9	696.2	734.0	654.6	617.2	601.5	545.8	431.1	Apparel
316	Cuero y productos afines	415.3	463.9	357.9	383.0	446.1	379.4	317.7	261.5	159.7	95.6	Leather and allied products
321	Productos de madera	13.1	23.0	20.9	11.3	8.8	10.9	9.6	14.3	7.0	8.4	Wood products
322	Papel	68.5	62.1	66.9	31.2	36.5	29.2	30.4	30.2	42.8	23.8	Paper
323	Imprenta	60.7	63.0	53.2	45.9	51.2	42.6	47.3	41.6	31.3	32.8	Printing
324	Productos de petróleo y de carbón	293.3	298.5	248.4	227.3	179.0	150.0	229.7	257.3	77.3	389.7	Petroleum and coal products
325	Químicos	10,039.8	11,076.9	9,879.4	10,616.2	15,737.6	19,578.2	22,624.9	30,767.1	33,307.1	39,603.9	Chemicals
326	Productos de plástico y de goma	100.3	127.2	139.2	135.4	127.3	128.1	143.1	133.0	107.5	142.7	Plastics and rubber products
327	Productos de minerales no metálicos	64.4	52.5	53.5	69.4	43.4	42.6	52.5	47.1	64.4	79.1	Nonmetallic mineral products
331	Metales primarios	62.8	30.6	19.8	22.6	48.9	27.0	32.0	205.0	78.2	78.8	Primary metals
332	Productos fabricados de metal	68.4	71.9	69.2	81.1	75.7	78.3	67.5	95.0	102.8	74.1	Fabricated metal products
333	Maquinaria	537.9	509.5	395.8	453.4	617.0	662.4	709.1	680.4	508.7	616.8	Machinery
334	Productos de computadora y electrónicos	2,564.5	3,458.8	4,066.9	4,218.3	4,869.8	5,193.3	6,189.4	6,094.5	4,404.7	5,686.3	Computer and electronic products
335	Equipos eléctricos, enseres y componentes	1,415.2	1,392.4	1,216.2	1,234.3	1,193.2	1,044.7	1,053.7	1,213.8	984.3	1,200.4	Electrical equipment, appliance, and component
336	Equipo de transportación	147.8	194.8	159.4	157.0	154.5	166.4	191.5	210.3	252.7	223.6	Transportation equipment
337	Muebles y productos relacionados	17.0	20.4	18.4	19.0	12.9	21.1	18.1	16.5	22.4	17.2	Furniture and related products
339	Manufactura miscelánea	1,573.8	1,559.0	1,513.9	1,521.1	1,575.8	1,841.3	1,606.0	1,851.9	2,118.9	2,310.2	Miscellaneous Manufacturing
	Otros sectores (1)	363.5	383.1	303.1	283.4	305.3	316.5	344.1	384.6	373.4	444.1	Other sectors (1)

(1) Incluye servicios de reparación y mercancía no clasificada.

(1) Includes repair services and merchandise not classified.

Nota: La clasificación de mercancía registrada de acuerdo al Sistema de Clasificación Industrial de América del Norte no equivale necesariamente a la Clasificación Industrial Uniforme.

Note: The classification of recorded merchandise according to the North American Industrial Classification System does not necessarily equals the Standard Industrial Classification.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning, Subprogram of Economic Analysis.



TABLA 24 - IMPORTACIONES DE MERCANCIA REGISTRADA POR SISTEMA DE CLASIFICACION INDUSTRIAL DE AMERICA DEL NORTE (SCIAN): AÑOS FISCALES  
 TABLE 24 - IMPORTS OF RECORDED MERCHANDISE BY NORTH AMERICAN INDUSTRIAL CLASSIFICATION SYSTEM (NAICS): FISCAL YEARS  
 (En millones de dólares - In millions of dollars)

SCIAN / NAICS	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	
IMPORTACIONES REGISTRADAS, TOTAL	16,654.2	18,816.6	19,060.9	21,387.4	21,797.5	25,299.4	27,042.8	29,149.3	28,984.6	33,749.7	RECORDED IMPORTS, TOTAL
11 Agricultura, silvicultura, pesca y caza	463.4	411.3	544.8	553.8	587.2	525.9	448.2	517.8	503.1	446.9	Agriculture, forestry, fishing and hunting
21 Minería	534.2	629.2	528.7	356.6	152.1	97.1	490.0	225.1	315.5	800.1	Mining
31-33 Manufactura	15,109.8	17,173.4	17,414.5	19,869.7	20,445.4	23,830.5	25,386.5	27,679.5	27,360.2	31,608.1	Manufacturing
311 Alimentos	1,609.0	1,705.1	1,757.4	1,833.6	1,784.3	1,880.5	1,820.7	2,135.0	1,952.3	1,981.7	Food
312 Productos de bebidas y de tabaco	298.8	298.6	251.5	252.1	303.2	360.5	302.3	432.2	386.5	292.4	Beverage and tobacco products
313-314 Textiles	402.0	418.5	362.5	364.5	369.1	377.0	375.0	372.1	288.8	288.2	Textiles
315 Ropa	306.6	382.7	480.1	444.9	516.7	594.3	642.0	644.6	671.6	643.2	Apparel
316 Cuero y productos afines	414.4	431.8	430.5	455.7	355.2	349.1	333.2	332.8	299.6	270.6	Leather and allied products
321 Productos de madera	175.6	183.4	195.7	171.1	181.7	220.6	184.8	182.0	139.7	140.1	Wood products
322 Papel	378.1	412.7	449.5	419.5	425.1	487.9	452.6	547.0	480.7	475.5	Paper
323 Imprenta	115.1	105.9	113.0	110.5	125.8	141.5	153.8	186.5	220.2	215.8	Printing
324 Productos de petróleo y de carbón	851.3	958.5	1,141.4	1,540.2	1,557.8	1,359.9	1,931.4	2,309.3	1,592.7	1,923.1	Petroleum and coal products
325 Químicos	3,148.4	3,666.1	4,158.9	5,438.8	5,879.4	7,355.0	9,135.9	10,503.0	12,324.5	15,111.2	Chemicals
326 Productos de plástico y de goma	422.7	417.0	378.8	426.4	462.2	529.7	474.9	546.8	521.9	637.9	Plastics and rubber products
327 Productos de minerales no metálicos	169.1	172.8	180.1	218.0	208.9	261.8	253.7	268.3	264.1	271.2	Nonmetallic mineral products
331 Metales primarios	321.5	340.6	342.5	405.9	410.4	400.7	333.6	398.5	341.4	401.8	Primary metals
332 Productos fabricados de metal	336.6	331.5	333.9	376.9	391.5	488.1	445.9	565.5	396.5	500.1	Fabricated metal products
333 Maquinaria	821.5	826.3	941.0	999.2	1,061.0	1,353.6	1,227.6	1,280.9	1,073.6	1,153.3	Machinery
334 Productos de computadora y electrónicos	1,972.0	2,652.2	2,147.3	2,036.4	2,299.4	2,771.6	2,799.5	2,711.3	2,168.3	2,658.7	Computer and electronic products
335 Equipos eléctricos, enseres y componentes	928.6	1,092.5	920.0	950.3	892.3	1,047.0	970.8	796.4	721.0	773.3	Electrical equipment, appliance, and component
336 Equipo de transportación	1,528.8	1,853.7	1,784.8	2,272.7	2,131.7	2,695.3	2,350.0	2,160.1	2,189.7	2,345.8	Transportation equipment
337 Muebles y productos relacionados	175.4	166.7	180.1	233.2	245.6	288.7	247.3	255.6	257.2	271.2	Furniture and related products
339 Manufactura miscelánea	734.3	756.7	865.4	919.8	844.2	867.5	951.4	1,051.7	1,069.9	1,252.9	Miscellaneous Manufacturing
Otros sectores (1)	546.8	602.7	572.9	607.3	612.9	846.0	718.2	726.9	805.8	894.5	Other sectors (1)

(1) Incluye servicios de reparación y mercancía no clasificada.

(1) Includes repair services and merchandise not classified.

Nota: La clasificación de mercancía registrada de acuerdo al Sistema de Clasificación Industrial de América del Norte no equivale necesariamente a la Clasificación Industrial Uniforme.

Note: The classification of recorded merchandise according to the North American Industrial Classification System does not necessarily equals the Standard Industrial Classification.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social, Subprograma de Análisis Económico.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning, Subprogram of Economic Analysis.

TABLA 25 - BALANCE COMERCIAL: AÑOS FISCALES  
 TABLE 25 - TRADE BALANCE: FISCAL YEARS  
 (En millones de dólares - In millions of dollars)

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	
Exportaciones registradas, total	21,752.6	23,811.3	22,944.4	23,946.8	30,272.9	34,901.8	38,465.7	46,900.8	47,172.3	55,175.3	Recorded exports, total
Estados Unidos	19,003.8	21,106.9	20,148.6	21,187.3	27,397.4	30,535.2	33,763.6	41,367.2	41,739.7	47,647.0	United States
Países extranjeros	2,622.0	2,539.6	2,658.4	2,668.3	2,797.7	4,308.5	4,638.5	5,440.7	5,362.8	7,456.3	Foreign countries
Islas Vírgenes	126.8	164.8	137.3	91.3	77.9	58.1	63.7	92.9	69.7	72.0	Virgin Islands
Importaciones registradas, total	16,654.2	18,816.6	19,060.9	21,387.4	21,797.5	25,299.4	27,042.8	29,149.3	28,984.6	33,749.7	Recorded imports, total
Estados Unidos	11,188.7	12,158.1	11,909.3	13,317.8	13,225.9	15,136.0	15,079.7	15,586.1	14,561.3	16,503.4	United States
Países extranjeros	5,337.0	6,351.5	6,784.8	7,625.6	7,987.2	9,610.6	11,309.9	12,769.7	13,736.1	16,374.6	Foreign countries
Islas Vírgenes	128.5	307.0	366.8	444.1	584.5	552.8	653.2	793.5	687.2	871.7	Virgin Islands
Balance comercial	5,098.4	4,994.7	3,883.5	2,559.4	8,475.4	9,602.4	11,422.9	17,751.5	18,187.7	21,425.6	Trade balance
Estados Unidos	7,815.1	8,948.8	8,239.3	7,869.5	14,171.5	15,399.2	18,683.9	25,781.1	27,178.4	31,143.6	United States
Países extranjeros	(2,715.0)	(3,811.9)	(4,126.4)	(4,957.3)	(5,189.5)	(5,302.1)	(6,671.4)	(7,329.0)	(8,373.3)	(8,918.4)	Foreign countries
Islas Vírgenes	(1.7)	(142.2)	(229.5)	(352.8)	(506.6)	(494.7)	(589.5)	(700.6)	(617.5)	(799.6)	Virgin Islands

( ) Cifras negativas.

( ) Negative figures.

Fuente: Junta de Planificación, Programa de Planificación Económica y Social,  
 Subprograma de Análisis Económico.

Source: Puerto Rico Planning Board, Program of Economic and Social Planning,  
 Subprogram of Economic Analysis.

TABLA 32 - ESTADO DE EMPLEO DE LAS PERSONAS DE 16 AÑOS DE EDAD Y MAS: AÑOS FISCALES  
 TABLE 32 - EMPLOYMENT STATUS OF PERSONS 16 YEARS OLD AND OVER: FISCAL YEARS  
 (En miles de personas - In thousands of persons)

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003p	
Personas de 16 años y más	2,608	2,654	2,684	2,708	2,740	2,782	2,820	2,850	2,905	2,958	Persons 16 years and over
Grupo trabajador	1,203	1,219	1,268	1,298	1,317	1,310	1,303	1,293	1,330	1,378	Labor force
Empleados	1,011	1,051	1,092	1,128	1,137	1,147	1,159	1,158	1,170	1,211	Employed
Desempleados	192	168	175	170	179	163	143	135	160	167	Unemployed
Tasa de participación	46.1	45.9	47.2	48.0	48.1	47.2	46.2	45.4	45.8	46.6	Participation rate
Tasa de desempleo	16.0	13.8	13.8	13.1	13.6	12.5	11.0	10.5	12.0	12.1	Unemployment rate

p- Cifras preliminares.

p- Preliminary figures.

Fuente: Departamento del Trabajo y Recursos Humanos,  
 Negociado de Estadísticas del Trabajo, Encuesta de Vivienda.

Source: Department of Labor and Human Resources,  
 Bureau of Labor Statistics, Household Survey.

## **APPENDIX B**

### Evidence of Program Activities

By Manuel A. Casiano  
Chairman & Editor in Chief

# Puerto Rico's 2025 economic development plan:



Manuel A. Casiano  
Chairman & Editor in Chief

In the late 1970s, Puerto Rico, Ireland and Singapore were at near parity in per capita income and annual job growth rates. Since then, Ireland and Singapore have zoomed way ahead of us in growth. Why? They both implemented long-range development plans and followed them through. Puerto Rico did not.

Ireland and Singapore aren't the only examples of long-range development plans that work in places where they are implemented. Well, generally, places that don't implement such a plan do poorly, and that is particularly true of less developed economies around the world.

Our plan up to the 1970s was clear and effective. Attract U.S.-based and foreign-based industry with generous federal and local tax incentives. With the rise in production costs on the island and changes in the global economy, that strategy started to become less attractive in the mid-70s. It was time for another plan.

It would take until the 1990s, but the administration of Gov. Pedro Rosselló devised a new long-range plan. Which, among other things led to less dependence on manufacturing and more on a diversified economy. Just as it was kicking into high gear, along came the new administration, which shelved most of it and went back to depending on obtaining another permanent federal tax incentive.

U.S. Internal Revenue Code Section 960, they argued, was the key element for future economic development. Never mind that even if we were to get Section 960, with the global labor competition being what it is now, it would take three to five years before any substantial number of jobs might be created. Never mind that, even if we were to get Section 960, Congress could take it away at any time, the way it did 936 and 931 before that.

Now, his administration is asking a leading international consulting firm to go back to the drawing board and come up with another long-range program for the island. To come up with a plan for economic development up to the year 2025.

The fact that this administration scrapped the last administration's plan and decided to go for a new one tells us why this whole idea of long-range development plans for Puerto Rico is probably a waste of both time and money given the political

dynamics on the island today.

You can be sure that no matter how good or visionary the final plan from the consultants, it will end up being a jumble of the plans that have cost millions of dollars over the past 30 years have ended up in a drawer of some government agency. Why? Because that has been the nature of politics in Puerto Rico during the past 30 years.

That is simply the state of the island today. The political schism between the major parties and even, in many cases, within the same party is such as to render almost unworkable and insignificant any talk of public policy from one administration to the next. The state's constitution guarantees the masses—given that there are two equally matched big parties with different ideologies. Are the consultants going to prepare the study with the three or possibly four status scenarios that would be needed? I doubt it. If this administration is going to ask for that.

How, then, you're probably asking, were both parties able to agree on a general development plan in the 1950s and 1960s? Because it was a no-brainer. The same governor served for 16 years, controlled all levels of government completely, and the opposition parties were truly minority parties. It wasn't until 1968 that Puerto Rico had a true two major party system.

All of that changed in the 1970s and 1980s. Status has been a major consideration in every decision made by politicians since then. Growth slowed to an annual average of just above the U.S. and then became stuck at the high teens, at one point reaching 22.5%, almost matching the 27% registered on the U.S. mainland during the Great Depression. High production costs made it far more difficult to attract manufacturing—the same thing that has happened in the States.

As both parties added more government employees to win votes and keep union employment from rising during their administrations, Puerto Rico's government bureaucracy swelled to become a severe stumbling block to growth. The global economy became so nimble and complex that our local politicians had a tough time understanding it and keeping up to see where the island's long-range development opportunities might lie. There hasn't been any in-depth study of our true assets for building

our foundation for economic development, ideas that will have nothing to do with what the U.S. Congress will give us or take away from us.

There was some planning in place heading into the 90s. The status issue and the changes in administrations, however, with their tax policies, prevented any progress of a long-range plan. The last administration's plan was not implemented, long enough to become a political sacred cow. It was vulnerable, and it was ignored. Nor is there a demand from the general public for any government to come up with a plan, since it is one of those complicated issues most voters either know nothing about or rank low on their list of priorities. Result: no political pressure to do anything and no political penalty when a government mishandles the issue.

Since that is likely to be the scenario for the foreseeable future, the possibility is still open that the administration's 2025 plan will see the light of day as far as implementation is concerned. Never mind that it will end up costing about \$5 million, when all the time and costs are factored in. That's just one reason why 25-year plans are a huge waste of time and money at the moment. No matter what the island's long-range development plan may be, it would be a largely moot, since the change of status—to any other status, including enhanced commonwealth—would force us to change our economic strategies radically.

At some point in the future, Puerto Rico's status will change. Either Congress and the White House will revisit the issue and force the people of Puerto Rico to choose another status—statehood, independence, or free association—or a crystallization of forces

continued on next page

from Puerto Rico will push the same in Washington and get the job done. This has to happen no matter how difficult they be at this stage of the game to estimate a likely date and time. It's critical to enable us to do long-range planning.

As if politics and status weren't enough, there is yet a third reason to be skeptical of such a 25-year plan for Puerto Rico. It is rapid and unpredictable technological change. To be sure, there have been many rapid technological advances in the past. But never have they been as rapid and unpredictable as they are today. That is, the technology are developing the growth in histories of the future on constant basis, literally every few months.

The problem is that the lifespan of that "future" has become historically short, so that just when the economic development secretary or head of any state or country is getting up to go after the hot new industry, along comes a change in technology to render that industry partly or entirely obsolete. Even the biggest corporations in the world are hard pressed to lay out specific plans for growth much further than five or 10 years into the future. Visions of where you want to be as far as quality of life or corporate goals are one thing. Specific, detailed plans of how to get there over 25 years are another.

This isn't to say that nothing can be done. There are industries, such as pharmaceuticals, that absorb technology changes without the need to change investment sites. We see it happening in Puerto Rico, as the likes of Amgen, Pfizer, and Abbott choose to stay, retol, and even expand their local operations.

But we also see examples, such as Sensormatic and Intel, the kind of high-tech electronics manufacturers one would think as natural for Puerto Rico, that have sharply scaled back or closed their local operations following unexpected changes in technology and the continuous availability of new low-cost labor markets all over the world.

China is a great example of this. With its population of 1.6 billion and its \$1.50-a-day average labor costs, China's recent entry into the World Trade Organization has made it hard for the mainland U.S., Mexico, Singapore, Ireland, Puerto Rico, or any other country to compete in labor costs. Microsoft is investing \$750 million in China. General Motors and Ford over \$1 billion each for manufactured parts. Forty percent of all the microchips ever sold in Europe are made in China. General Electric is buying billions in parts from Chinese factories. More than 60% of the world's cameras are now manufactured in China; so are 36% of the world's televisions, 25% of the world's washing machines, 30% of the world's air conditioners, and 22% of the world's refrigerators.

The U.S. mainland and Puerto Rico can't

compete with that. Puerto Rico has to identify the assets with which no one can compete and which no one can take away and base the structure of its economic development around those. And we do have some excellent assets that aren't getting the attention they deserve.

While it doesn't look good for long-range plans based on today's status, there are certain initiatives that can be undertaken to improve the island's economy in the near term, regardless of technology or status changes. We do, however, have to deal with the island's politics. They have to identify initiatives that can garner significant bipartisan support to withstand the unexpected from the political system.

Some of those policies are detailed in other articles of this CARIBBEAN BUSINESS Special Annual Edition, as well as in last year's Special Annual Edition (Retelling the Economy, February 2002). I will briefly outline a few of them here.

First, we need to adopt policies that make Puerto Rico a more business-friendly place, so that companies of any industry, local or nonlocal, will find it profitable to set up shop on the island. We need to develop industries that take advantage of our weather and our other natural assets, such as our beaches and our culture. Most important, we have to recognize that our strategic location, next to the Mona Passage, leading to and from the Panama Canal, puts us at the crossroads of the world's sea transportation. These are very important assets on which to build growth.

We also have to keep lower taxes and get everyone to pay their fair share; we need much easier, much less costly-permitting and less bureaucracy while respecting the environment. We need lower utility costs, more flexible labor laws. Right now, we have legislated labor laws that would be the envy of any labor union in the States, never mind of underdeveloped countries with abundant unemployed labor. We need improved infrastructure (roads, ports, including the Port of Ponce to prepare for the growth of the southern area of our island—power, water, telephony), a better educated work force, particularly among the young, lower crime, and more.

We must help strengthen local businesses. We must not be so heavily focused on promoting investment from outside. Local companies are the backbone of the future. They don't leave when the going gets tough. They expand as more of us should, but they don't leave.

The above policies will help local businesses as much as they will help nonlocals. Our government stimulations are always very anxious to help nonlocal firms with all kinds of red-carpet treatment and incentives. That's fine; it should be that way. But what about offering the same assistance, or

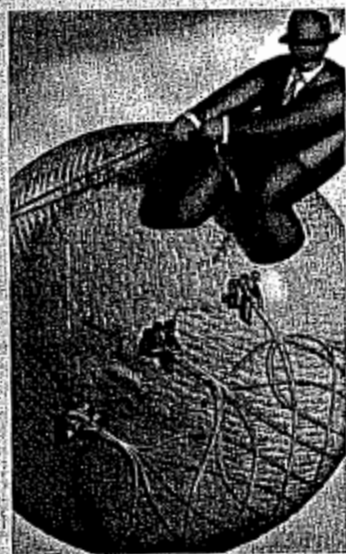
anywhere near it, to local entrepreneurs and established local firms that want to grow? How about also being facilitators for local businesses?

While these and many more ideas for economic development can all be considered status-neutral and party-neutral, they will still take political will, loads of vision, and lots of participation by the private sector to be successful. None of it will happen by accident.

They will also take something else: public persuasion. Many people in Puerto Rico remain stuck in a mid-20th-century vision of big government and quasi-socialist policies. That vision, perhaps, above all else, must evolve into a 21st-century free-market thinking if any of this is to have any hope of becoming a reality in a significant way.

The stakes are very high. The future of Puerto Rico's economy is at stake, and with it the wellbeing of our children and our children's children. Without economic growth there can be no social growth. Our problem isn't that we don't have a 25-year economic plan. Our problem is having the vision, the willpower, and the ability to do what has to be done now, and over the next few years, to get this economy going. There are dozens of practical things that need to be done and can be done with good leadership so we will be headed in the right direction no matter how status, technology, and global competition change over the next 25 years.

It's up to you, the business community. Let's let our political leaders know they are accountable to us and to the masses that need action the most. Become engaged. Now!



EL VOCERO, San Juan, Martes 6 de julio de 2004

# Despega el proyecto Puerto Rico 2025

Por Luba García Pelatti  
Redactora - EL VOCERO

Con la creación de "Todos por Puerto Rico" finaliza la fase de estudio del "Proyecto 2025" y se inicia la puesta en marcha de las estrategias diseñadas para el desarrollo económico, social y ambiental en los próximos 20 años. "Todos por Puerto Rico" - entidad sin fines de lucro, presidida por Manuel Cidre (ex presidente de la Asociación de Industriales) - está encargada, a partir de ahora, de hacer realidad las metas que se establecieron en el estudio, comisionado por la Gobernadora, Heidi Calero, quien ha sido la directora gerente del "Proyecto 2025", explica los detalles de este plan, que afecta al futuro de Puerto Rico.

El Proyecto 2025 se creó a finales del 2002, a instancias de la Gobernadora, Sila M. Calderón, con el objetivo de establecer una visión del desarrollo económico y social de la Isla a largo plazo.

Para dirigir este proyecto, se nombró a un comité del que formaban parte representantes del sector privado y del Gobierno, así como expertos en economía, ambiente y problemas sociales, entre otros.

En julio del año pasado, se seleccionó a la compañía AP Kerning para realizar un estudio en el que estaría contenido un diagnóstico y un plan de acción para la economía local en los próximos cuatro lustros.

"La etapa del diagnóstico, que se trabajó de julio a septiembre, incluye un documento de 500 páginas que cubre aspectos económicos, sociales, ambientales y de infraestructura, que se analizaron con profundidad y desde un punto de vista crítico", explicó Calero, quien es presidente de H Calero Consulting Group.

"En el diagnóstico hay cosas buenas, pero también hay cosas que no son tan halagüeñas", advierte Calero. Entre esas cosas, la analista señala la comparación del Producto Interno Bruto (PIB) per cápita de Puerto Rico con otros países. La diferencia entre el PIB per cápita del país y EE.UU. ha ido aumentando, y países como Singapur e Irlanda ya han logrado superar a Puerto Rico.

"En la parte social es bien preocupante el hecho de que 40% de los jóvenes no termine la escuela supe-

rior. En EE.UU. ese porcentaje es de 13%; en Alemania y Japón, 18%; y en Reino Unido, 38%. Estamos hablando de que en otros países la deserción escolar es la mitad de la que existe aquí. Se trata de menores de 16 años y la mayor parte son hombres. ¡Estos son los que en el año 2025 van a dirigir nuestros destinos! Es bien preocupante", opinó Calero.

Otro aspecto que la economista destaca del diagnóstico es el problema de los cambios demográficos. "En 1950 había muchos jóvenes y pocos envejecidos. Con el paso de los años, la pirámide poblacional va a ser más cuadrada y para el año 2020 vamos a tener tantas personas de 75 años como de menos de 5 años", advierte. "Esto plantea toda una serie de grandes retos y estrategias con las que vamos a estar lidiando en sectores como salud, transportación, vivienda y entretenimiento".

Pero, ¿cómo han llegado países como Irlanda y Singapur donde ahora están? "Han tenido que hacer un ejercicio de visión: ver dónde querían estar y hacer un plan y seguir. El problema es que aquí esa visión cambia cada cuatro años, no hay continuidad, falta visión. Necesitamos salir de este estancamiento", opinó Calero.

"Tenemos un sistema educativo que hay que mejorar. Eso no se mejora en 4 años. Ni en 10 años. Se necesitan generaciones. Pero para eso primero tenemos que tener un plan maestro y eso es Puerto Rico 2025. Aquí no se va a inventar la rueda. Hay muchos estudios que se han hecho, pero la mayor parte han sido económicos. Pero esto tiene una visión amplia del ser humano en todas sus dimensiones. En ese sentido, es un proyecto distinto", añadió la economista y abogada.

"PR 2025 no es otro informe más, no es una plataforma electoral, aunque nos encantaría que los tres partidos la abracen con una pasión nunca vista", explicó Calero, quien añadió que "PR 2025 tampoco es un estudio para atender el estatus político. No negamos que esa dimensión es importante, pero ya tendrá su espacio y hay muchos que se ocuparán de eso".

"Si en Puerto Rico se atiende la parte económica, cultural, social y ambiental, a la vez que aquellos que quieren sigan discutiendo el estatus,



La economista Heidi Calero, quien se ha desempeñado como directora gerente del "Proyecto PR 2025", y Manuel Cidre, quien presidirá la iniciativa "Todos por Puerto Rico".

creo que lograríamos algo extraordinario", opinó la experta.

PR 2025 no es tampoco una iniciativa solamente ligada a la administración de la gobernadora, Sila M. Calderón. "El Gobierno ha dado el respaldo para el estudio, pero se trata de una iniciativa que tiene que ser de la sociedad civil", indicó. "PR 2025 tampoco es un 'shopping list', no son buenas ideas. Esta iniciativa y este estudio tiene una espina dorsal", aclaró.

Ya sabemos lo que no es el proyecto PR 2025. Pero, ¿qué es PR 2025? "Es un plan balanceado de desarrollo económico, social, ambiental y de infraestructura. Es esa visión movilizador que nos va a dar una dirección. Es una iniciativa para sumar y no para restar", explicó Calero.

"Muchos de nosotros pensamos que Puerto Rico, a veces, está mirándose solamente al ombligo, que se nos está pasando el tren. Vemos como Irlanda era el patito feo de Europa y ahora Irlanda es un país extraordinario que tiene mucho desarrollo económico social y cultural. Eso también es el caso de Singapur".

"Ya sea bajo la estadidad, la independencia o el Estado Libre Asociado,

esto país tiene que competir, tiene que tener seguridad pública, tiene que tener salud, educación, una infraestructura decente, porque de otro modo nos van a pasar el releo y vamos a estar en la vitrina del país más pobre del Caribe".

"La primera parte del estudio incluye un diagnóstico; la segunda parte contiene la visión, sobre dónde queremos estar en el año 2025; y la tercera son las estrategias, cómo llegar al 2025", explicó la entrevistada.

Se han diseñado 270 estrategias que fueron evaluadas con dos criterios básicos: que fueran efectivos para lograr la visión del plan y que sean estrategias implementables.

La entidad "Todos por Puerto Rico" se va a encargar de que todo esto se lleve a cabo; su misión es promover liderazgo intersectorial sin inclinación partidista, para empujar la iniciativas fundamentales requeridas para asegurar la viabilidad, a largo plazo, de la economía, la sociedad y el ambiente de Puerto Rico.

"Estoy convencida de que este proyecto va a funcionar. Necesitamos aspirar a algo mejor, lo hicimos en el pasado y lo podemos seguir haciendo", concluyó Calero.





# Oficial "Todos por Puerto Rico" En manos privadas el futuro desarrollo

ARON R. GÓMEZ  
PRIMERA HORA

UNA ESTRATEGIA de desarrollo sin partidismo.

La gobernadora Sila Calderón oficializó ayer el traspaso de los trabajos y los objetivos de "Puerto Rico 2025" al sector privado, que mediante la nueva organización "Todos por Puerto Rico" será ahora responsable de diseñar una estrategia de desarrollo socioeconómico para el país fuera del partidismo político.

La nueva entidad sin fines de lucro

estará presidida por el ex presidente de la Asociación de Industriales Manuel Cidre, y será dirigida por una junta que se supone tenga representación de todos los sectores.

Cidre adelantó que se sentirá satisfecho si al culminar un primer año de trabajo se ha logrado "concienciar a todos los sectores de que Puerto Rico necesita estrategias a largo plazo". Según el empresario, "de eso es que se trata. Si logramos concienciar al país de que el desarrollo socioeconómico es una estrategia de cuatro años, esta Junta ha hecho su trabajo", dijo en medio de aplausos de una audiencia integrada por funcionarios públicos, empresarios, líderes sindicales y académicos que participaron en la primera fase de este proyecto.

El proyecto "Puerto Rico 2025" se creó por el Gobierno como una entidad ciudadana sin filiación partidista con el objetivo de formular "una visión a largo plazo y un plan estratégico que guíe el futuro de Puerto Rico". Tiene entre sus metas "desarrollar una visión abarcadora de Puerto Rico que incluya su desarrollo económico, social, ambiental y de infraestructura".

El traspaso del proyecto a manos privadas se produjo durante una ceremonia celebrada en el Jardín Botánico de Río Piedras. "Esta nueva entidad, desvinculada del Gobierno, será depositaria de la gran responsabilidad de asegurar que la visión para el futuro desarrollo de Puerto Rico, que se ha elaborado en estos dos años por representantes de todos los sectores de nuestra sociedad, tenga continuidad y se pueda lograr", dijo Calderón al formalizar la entrega.

gar un desarrollo sustentable y sostenido hacia el futuro requieren de una nueva visión y un nuevo consenso", agregó.

Cidre destacó la importancia del desarrollo económico de la isla. "Puerto Rico no tiene que ser un estado pobre, ni un estado libre asociado pobre, ni una república pobre. Nuestro futuro político no existe sin el progreso económico y social", dijo.

José Joaquín Villanell, quien presidió el comité técnico de Puerto Rico 2025, explicó que la nueva entidad "Todos por Puerto Rico" ya está registrada como una

sin fines de lucro y que recibirá \$250,000 del Gobierno como aportación inicial para sus operaciones. De ahí en adelante, subrayó Cidre, el grupo se financiará de fuentes privadas.

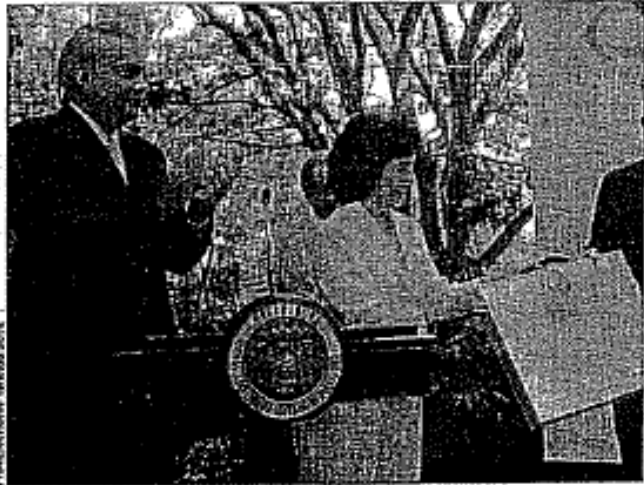
El presidente del nuevo grupo adelantó que se reunirá con los tres candidatos a la Gobernación, pero no para escuchar sus propuestas, sino para explicarles "de qué se trata nuestro plan a largo plazo". A la pregunta de si no teme que nuevos gobiernos no apoyen esta iniciativa respondió que "al que no se inserte en este

modelo, tengo la grandísima impresión que en su lista de prioridades Puerto Rico no está primero".

La agrupación será dirigida por una junta que integra los representantes de las principales entidades empresariales, seis miembros individuales que en su mayoría representan también al empresariado privado, así como un representante de los sindicatos, uno del movimiento ambiental, otro de cultura y salud, uno de comunidades y otro del sector de la educación.

Durante la conferencia de prensa se cuestionó el desbalance de miembros en esa junta y la propia Gobernadora recomendó al grupo que incluya más mujeres y que se busque un mayor balance con otros representantes de la comunidad en general.

Villanell aclaró que la junta no es la organización y que hay grupos de trabajo sobre distintos temas en los que participaron y seguirán participando representantes de todos los sectores. Cidre dijo por su parte que el objetivo es que "Todos por Puerto Rico" se convierta en "una gran organización a la que pertenescan y aporten miles de



"Todos por Puerto Rico" será responsable de diseñar el desarrollo socioeconómico del país. Izquierda, Milton Segarra, Sila Calderón y Manuel Cidre durante la ceremonia de traspaso.



Manuel Cidre

34 **dinero y economía** lunes 21 de junio de 2004

# Primera fase del Proyecto 2025

## Jóvenes preocupados por el futuro de Puerto Rico

ANTONIO R. GÓMEZ  
PRIMERA HORA

LOS JÓVENES universitarios puertorriqueños quieren aportar al debate público, entienden que es posible desarrollar un proyecto fuera de Risco partidistas y de las manos del Gobierno que plantee el futuro del país y están dispuestos a apoyarlo y trabajar con el mismo.

Los universitarios no están ajenos a los problemas que experimentamos y muchos de ellos, ante lo que perciben, se proponen abandonar la isla cuando concluyan sus estudios.

A éstas y otras conclusiones llegaron grupos de estudiantes de tres universidades que aceptaron la invitación del Proyecto Puerto Rico 2025 para colaborar en su primera fase. El proyecto es una iniciativa creada para formular un plan estratégico socioeconómico para el futuro del país.

Alumnos de las escuelas de comunicación de la Universidad de Puerto Rico, la Universidad Interamericana y la Universidad del Sagrado Corazón asumieron el reto de presentar el proyecto a sus compañeros, recoger su parecer y diseñar campañas o producir audiovisuales para promoverlo. Para ello realizaron encuestas, grupos focales y utilizaron otros instrumentos de investigación. Uno de los grupos produjo un vídeo.

En una de estas encuestas, la que se realizó en los recintos de la UPR, fue donde surgió el preocupante dato de que el 63 por ciento de los estudiantes universitarios desea abandonar el país cuando concluya sus estudios. Las razones, explicó una de las estudiantes que trabajó en el estudio, Onayra Martínez, son el buscar mejor calidad de vida y más oportunidades de empleo. Esa precisamente es la realidad que pretende cambiar el Proyecto Puerto Rico 2025.

Martínez y Vivian Volázquez, de la Escuela de Comunicación de la UPR, así como Camille Durán y Lizbeth Zamora, de la USC, trabajaron campañas de relaciones públicas. Marcos Garófalo, Efraín Otero y NorMaría Torres, de la UIA de Bayamón, elaboraron un impactante vídeo que recoge la preocupación con el futuro y reta a los jóvenes a actuar.

"El mensaje principal es crear conciencia a un tipo de audiencia de que si no se hace algo, vamos a estar bien mal. Está en nuestros manos que eso cambie", explicó Marcos. "Nosotros como estudiantes jóvenes siempre nos quejamos del estado que nos han de-



● Como parte de la primera fase del Proyecto Puerto Rico 2025, estudiantes de varias universidades de la Isla asumieron el reto de presentar el proyecto a sus compañeros, recoger su parecer y diseñar campañas o producir audiovisuales para promoverlo

jado y pleaso que nosotros, al acceder a colaborar con el proyecto, de cierta manera nos sentimos obligados a plasmar la realidad de lo que está pasando. Queríamos enfocarnos sobre la conciencia y en que no basta con hablar, sino que hay que actuar", agregó Efraín.

Esa afirmación resume el sentir de este grupo de jóvenes que cuando comenzaron a trabajar con el proyecto desconocían de qué se trataba y que ahora están convencidos de su necesidad y efectividad.

"Se nos presentó en la clase de Campaña Publicitaria. Cuando empezamos a reunir información, nos dimos cuenta que el proyecto era sumamente interesante", explicó



NorMaría Torres, Marcos Garófalo y Efraín Otero, de la Inter de Bayamón, produjeron un vídeo que recoge la preocupación por el futuro y reta a los jóvenes a actuar.

Camille. "Comenzamos a buscar información, hicimos cuestionarios, hicimos grupos focales para ver cuál era la opinión de las personas que conocen el tema del desarrollo sustentable y cuál era la preocupación. De lo que pudimos obtener, pillamos 'el diseño' el mensaje publicitario que ayude a que toda la

publicación conozca el problema que tenemos y la solución que hay al mismo, que es el Proyecto 2025".

"Nos dimos cuenta que tenemos problemas grandes. El crecimiento ha sido de una forma alarmante. Los expertos estiman que en los próximos años Puerto Rico va a



Lizbeth Zamora, en la foto junto a Camille Durán, ambas de la USC, entienden que hay que educar a la gente para que no espere a que el Gobierno le resuelva todo.

a ser igual que la isla de Manhattan en Estados Unidos. Al nosotros ver esto, se lo presentamos a las personas y les dio como un 'shock' y se dieron cuenta de que hay un problema", agregó.

Camille explicó que al principio hubo indiferencia, "hubo que básicamente rogáries para que fueran al focus group, pero cuando se les presentaron estas gráficas del crecimiento de la infraestructura, el feroz avance del cemento, es ahí donde las cosas comienzan a cambiar y la cooperación y la preocupación se ven más claras. Es cuando nos expresan que en Puerto Rico hay mucha ignorancia". La conclusión de estas jóvenes es que muchas personas desean un mejor Puerto Rico y no se les da la oportunidad ni los recursos para lograrlo.

La experiencia en la UPR fue parecida. "Encontramos que sí había una esperanza en ellos. Creían que un proyecto como éste se podría dar. También que era muy importante", indicó Vivian.

"Cuando nos asignaron el trabajo, nosotros mismos desconocíamos el proyecto. Cuando descubrimos lo que es el proyecto, la importancia que tiene para Puerto Rico, el legado que vemos a

Entre de las conclusiones que surgieron de las entrevistas con los jóvenes está que Puerto Rico se encamina a ser una isla de cemento como Manhattan



Las Investigaciones realizadas por estos jóvenes arrojaron que muchos universitarios se proponen abandonar la isla cuando concluyan sus estudios en busca de mejor calidad de vida y oportunidades de empleo.



Otra de las conclusiones es que muchas personas desean contribuir para mejorar a Puerto Rico, pero no se les dan las oportunidades ni los recursos para lograrlo. En la foto, Vivian Velázquez, de la Escuela de Comunicación de la UPR.

ra a las generaciones futuras, nos "hay que meterle mano", por su parte Omayra. Entre hallazgos, encontramos que la mayoría de los jóvenes que la encuesta apoyaría el proyecto y la mayoría estaba dispuesta a participar del mismo.

Entrevistamos estudiantes de 11 recintos, (de la UPR), más de 200 encuestas y complementamos con entrevistas cualitativas a personas que habían vivido en Puerto Rico y fuera de la isla",

**ortanía la educación**

Explicó Lyzbeth, la clave está en que las personas se eduquen sobre los problemas del país y las soluciones que se ofrecen en el proyecto.

Las personas no están educadas para pensar de que no sólo de

pendo del Gobierno. En muchas de las entrevistas que hicimos la gente empezaba diciendo que el Gobierno tiene que hacer esto, que el Gobierno esto otro y nosotros los decíamos que no es el Gobierno, sino ¿qué puedes hacer tú como individuo?", dijo por su parte Efraín.

Para Nor-Marie el objetivo es "educarnos como individuos. En mi carácter personal me tengo que preguntar: ¿cómo voy a resolverlo?". Marcos opinó, mientras tanto, que los medios de comunicación juegan un papel importante en el proceso. "Pueden influir tanto algo negativo como algo positivo o una neutralidad en esta sociedad. Opino que los medios de comunicación son altamente responsables de lo que está sucediendo", dijo.

En ese sentido, Nor-Marie añadió que los medios dan prioridad al morbo, a lo que vende, y lo que habría que presentar "realmente no lo ameritan. Creo que lo morbo es algo fundamental en los medios de comunicación, que si no lo tienen, no venden. Eso es lo que nosotros tenemos que cambiar. Hay que presentar ideas optimistas, originales, positivas que podamos aportar".

"Hay que cambiar el mensaje. ¿Por qué no tratamos poco a poco? Si una le da otro mensaje a la gente poco a poco se van a ir interesando", opinó Vivian.

La participación de los jóvenes es otro tema que les preocupa. "Yo creo que es importante que nos tomen en cuenta a la hora de participar", dijo Omayra. "Que nos tomen en consideración y que nuestras ideas sean útiles, eso sí

nosotros nos satisface", agregó, refiriéndose a la iniciativa de Puerto Rico 2025.

"Son tantas las ganas de hacer algo por Puerto Rico que nosotros mismos, sin tener los recursos ni el factor económico, lo estamos haciendo", apuntó Nor-Marie, con el ejemplo de su grupo, que realizó el video con sus propios medios.

"No podemos tapar el ciclo con la mano y decir: que todos los jóvenes se preocupan, porque eso no es la realidad. Pero sí, la mayoría está dispuesta a apoyar y estamos con muchas ganas de trabajar", recalcó Omayra. "Crear cosas nuevas que nos ilusionen, que dejemos un legado positivo. Como el Gobierno no nos da la oportunidad de exponer nuestros puntos de vista, pues entonces la primera opción es decir: es culpa del Gobierno". Pero si existiera propuestas como 2025, que nos dan la oportunidad de exponer nuestros

puntos, de llevar nuestras ideas, pues entonces ya yo no puedo decir: es culpa del Gobierno".

**Comité Timón de Puerto Rico 2025**

El Comité Timón del Proyecto PR 2025 está presidido por el economista Joaquín Villamil y constituido por: Ángel D. Rodríguez, Antonio García Padilla, Carmen Villanueva, Nelson Colón, César Rey, David Bernier, Dennis Rivera, Diego Suárez Sánchez, Efraín Rivera, Enrique Fernández, Fernando Zalacain, Francisco Javier Santos, Héctor Ramírez Hargel, Jacobo Morales, Jaime Fomalledas, José Jaime Rivera, José Rivera Santos, Lucy Crespo, Luisa Acevedo, Manuel Casiano, Manuel J. Ferrón, María Teresa Rodríguez, Melba Acosta, Mercedes Rodríguez, Ramón Cantero, Fran, Salvador Santiago Negro, Silvia J. Álvarez Carbelo, Zola Lewis.

Domingo, 6 de junio de 2004 37

EL San Juan Star

# Punto de Vista

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## Propuesta 2025, una nueva visión para nosotros

**NOTA DEL EDITOR:** Esta es la última de dos columnas a semana pasada, resumí para nuestros lectores el diagnóstico de la Comisión sobre el Futuro Económico de Puerto Rico de la Cámara de Comercio. Hoy resumiré los hallazgos del Comité "Puerto Rico 2025" publicados recientemente y precisable por el economista Joaquín Villamil, autor principal del diagnóstico resumido previamente.

Lo que el documento propone es un plan estratégico para el futuro frente a los retos que no están siendo manejados efectivamente por el proceso político actual en Puerto Rico. Las metas expuestas en el documento para el 2025 son las siguientes: sistemas naturales saludables, una economía desarrollada y una cultura dinámica. Claro está, esas son las metas de cualquier sociedad que merece ser nombrada en este siglo. Sin embargo, el documento comienza con una meta adicional: "En el 2025, la participación libre y democrática en la toma de decisiones fundamentales sobre nuestra condición política y su relación con el resto de los pueblos del mundo basado en la igualdad, la dignidad y el respeto mutuo, con la meta de fortalecer su desarrollo económico, social, ambiental y cultural y su inserción productiva en el intercambio mundial".

Más allá de metas, el documento propone un programa para lograr estas metas para el 2025:

- Integrar a Puerto Rico en el mundo globalizado.
- Promover empresas locales, ya que la etiqueta "Hecho en Puerto Rico" es reconocida como una de primera calidad en el mundo. Las empresas locales constituyen dos tercios de los nuevos empleos en la economía. Puerto Rico no ha hecho todo lo que puede hacer para estimular y respaldar a los empresarios locales. Durante los próximos 20 años, el énfasis debería ser en el desarrollo de empresas locales.
- Énfasis en industrias de alta tecnología y biotecnología. Las industrias farmacéuticas y de instrumentos científicos son amenzadas ahora por otras jurisdicciones. Para respaldarlas, la idea debe que convertirse en un centro de investigación y desarrollo con políticas proactivas para identificar y promover las tecnologías que están surgiendo.
- Crear un centro regional de servicios para el Caribe: Ya tenemos excelentes servicios en finanzas, educación, salud,

demasiado poco en investigación y desarrollo. A esto hay que añadirle los deserciones escolares que demuestran que el sistema no ha podido retener estudiantes con más conocimiento relevante.

- Crear un ambiente de provisión de salud y cuidado. Aun si el estudio encuentra que la situación de salud ha tenido un progreso positivo, existe la necesidad de cuidar la prevención y el cuidado como nuevas agendas de atención.
- Fortalecer la vida de las familias. Esta es una de las recomendaciones cruciales del estudio. Infirca que 45 por ciento de todas las familias de Puerto Rico viven bajo el nivel de pobreza. Un masivo 20 por ciento de la población recibe el 80 por ciento de sus ingresos de transferencias federales. El estudio concluye que esto "lleva a la dependencia" y a "consecuencias negativas" para la sociedad. El estudio recomienda un esfuerzo masivo para reestablecer la familia como el factor central de la sociedad.

■ Enfatizar la prevención y rehabilitación en seguridad pública. Actualmente, 63 por ciento de los asesinatos tienen que ver con distribución de drogas y 80 por ciento de los homicidios también. Necesitamos nuevas estrategias preventivas para proteger las poblaciones más vulnerables en contra de esta paga, particularmente, programas de rehabilitación en lugar de confinamiento, en seguridad pública.

- Proteger el ambiente. La calidad ambiental actual es inaceptable. El uso de la tierra, el cuidado de los terrenos, la atención urgente a los recursos de agua, el cuidado de los desperdicios sólidos, todos necesitan más atención de la que le hemos dado a estos elementos esenciales de nuestra vida.
- Promover fuentes de renovación de energía más allá del uso de la electricidad.

■ Diseñar nuevas facilidades de transporte más allá del puerto de San Juan.

- Aumentar la infraestructura de información y telecomunicaciones.
  - Finalmente, el estudio recomienda fortalecer nuestro patrimonio cultural (teatro, radio, televisión, música, literatura, baile, artes plásticas y artesanías).
- Las recomendaciones de este estudio merecen atención y discusión cuidadosa, ahora mismo.



Juan M. García Passalacqua  
Comentario

tecnologías de telecomunicaciones, arte y cultura, servicios profesionales y transporte. Así que, como Irlanda y Singapur, podemos ofrecerle esos servicios al mundo entero creando un nicho regional de servicios en salud y educación, así como el respaldo de empresas comerciales en la región.

■ Utilizar de manera efectiva nuestra belleza natural, infraestructura eficiente y actividades culturales para hacer que Puerto Rico sea el destino más atractivo de la región. El turismo ya representa el 20 por ciento de la actividad económica y 25 por ciento de empleos en Puerto Rico. La competencia es fuerte en el Caribe, así que tenemos que ser activos en desarrollar como un destino principal. Esto sólo se puede lograr combinando eventos deportivos y culturales junto con ventas y entretenimiento, para que los visitantes puedan escoger a la Isla como su principal atracción turística.

■ Diseñar una suera agrícola concentrándose en alimentos y bebidas. Actualmente, sólo un por ciento de la producción total y menos de 2 por ciento del empleo viene de este sector. Seguridad jugando un papel pequeño pero importante en la economía del futuro.

■ Morir la sociedad civil. Los puertorriqueños deberían convertirse en ciudadanos activos y no ser meros observadores de los eventos. Las organizaciones de la sociedad civil no han asumido un papel de liderazgo en establecer la agenda para la sociedad, y tienen que hacerlo.

■ Crear una sociedad de conocimiento de educación relevante. Actualmente, la percepción del sistema educativo es que no está reduciendo a la mayoría de los estudiantes para los roles que han sido establecidos, por dos razones: pastantes demeritando en empleos administrativos en lugar de maestros y pastamos

# New vision proposed for us in 2025

**L**AST WEEK, I submitted for our readers the diagnosis of the Commission on the Economic Future of Puerto Rico of the Chamber of Commerce. Today, I will summarize the findings of the Steering Committee, "Puerto Rico 2025" made public recently and chaired by economic historian Vilfredo de la Cruz, author of the previously summarized document.

What the document proposes is a strategic plan for the future in the face of challenges that are not being handled effectively by the present political process in Puerto Rico.

The goals for 2025 established in the document are healthy natural systems, a developed economy, a just society and a dynamic culture. These, of course, are the goals of any society that deserves to exist in this century. However, the document opens with an additional goal:

"In 2025... free and democratic participation in the ruling of local, national and global affairs should be the condition and the result with the remaining people of the world on the basis of equality, dignity, and mutual respect, with the goal of strengthening its economic, social, environmental, and cultural development, and its productive insertion in global interactivity."

Beyond that, the document proposes a program to achieve these goals by 2025:

- Integrate Puerto Rico into the globalized world.
- Promote local enterprise, since the label "Made in Puerto Rico" is recognized as one of first quality in the world. Local enterprises constitute two-thirds of the new jobs in the economy. Puerto Rico has not done all it can to attract and support local enterprises. In the next 20 years, emphasis should be on the development of local enterprises.
- Emphasize high-technology industries and bioeconomy. Both pharmaceuticals and scientific instrumentation industries are threatened now by other jurisdictions. In support of them, the island must transform itself into a research and development center with proactive policies to identify and promote emerging technology.
- Create a regional center of services for the Caribbean. We already have excellent services in tourism, education, health,

tourism, instead of teaching jobs, and we spend too little on research and development. In this case, we need additional steps that show the school system has been unable to retain students with more relevant knowledge.

■ Create an environment of health prevention and care. One of the study finds that the health situation has areas possible programs. It calls attention to the need to emphasize prevention and care in new services to efficiency.

■ Strengthen the life of families. This is one of the crucial areas mentioned in the study. It points out that 45 percent of all families in Puerto Rico live under the poverty level. A similar 20 percent of the population has 80 percent of its income from a single member. This, the study concludes, leads to "dependence" and to "negative consequences" in the society. The study recommends a massive effort to establish the family as the crucial factor of the society.

■ Emphasize prevention and rehabilitation in public security. At present, 63 percent of inmates are reintegrated with drug distribution at an 80 percent of gun homicides. We need a preventive strategy to prevent the most vulnerable population from joining this plague. A most particularly, programs of rehabilitation instead of mere confinement, in public security.

■ Protect the environment. Present environmental quality is unacceptable. Use of the soil, care for the land, urgent attention to water resources and care of waste disposal, all need study in protection that we have given to these essential elements of our life.

■ Promote renewable sources of energy beyond mere use of electricity.

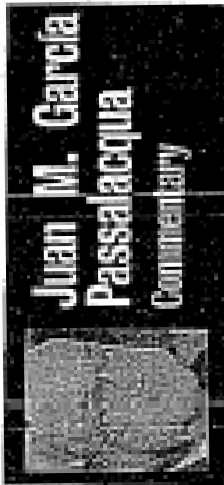
■ Design new transportation facilities beyond the past of San Juan.

■ Enhance the information and telecommunications infrastructure.

■ Finally, the study recommends the strengthening of our cultural patrimony (theater, radio, movies, television, music, literature, dance, plastic arts and crafts).

The recommendations of this study deserve careful attention and discussion, right now.

*Juan M. García, Panadepresidente, political analyst and commentator.*



communication technologies, art and culture, professional services and transportation. This, like health and agriculture, we can offer those services to the whole world by creating a regional network of services in health and education, as well as support for commercial systems in the region.

■ Use effectively our natural beauty, efficient infrastructure, cultural heritage, as well as Puerto Rico's most attractive destination in the region. Tourism already represents 20 percent of the economic activity and 25 percent of employment in Puerto Rico. Competition is fierce in the Caribbean, as we must be active in helping members in the leading destination. This can be done by coordinating spending and cultural events with communities together with urban and suburban areas, so that visitors choose the island as their main tourist attraction.

■ Design a new agriculture emphasizing food safety and quality. At present, only 3 percent of total production and less than 2 percent of employment comes from this sector. They will continue to play a reduced but important role in the economy of the island.

■ Modernize civil society. Puerto Ricans should transform ourselves into active citizens and not be merely consumers of services. The organizations of the civil society have not attained the leadership role in setting the agenda for the social and many more issues.

■ Create a knowledge society of relevant education. At present, the perception of the educational system is that it is not educating smart students for the challenges that have been pointed out, for two reasons: we spend too much on advertising

# NEGOCIOS

José Luis Barrocas, Editor  
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## Proyecto 2025

# PR necesita novel modelo económico

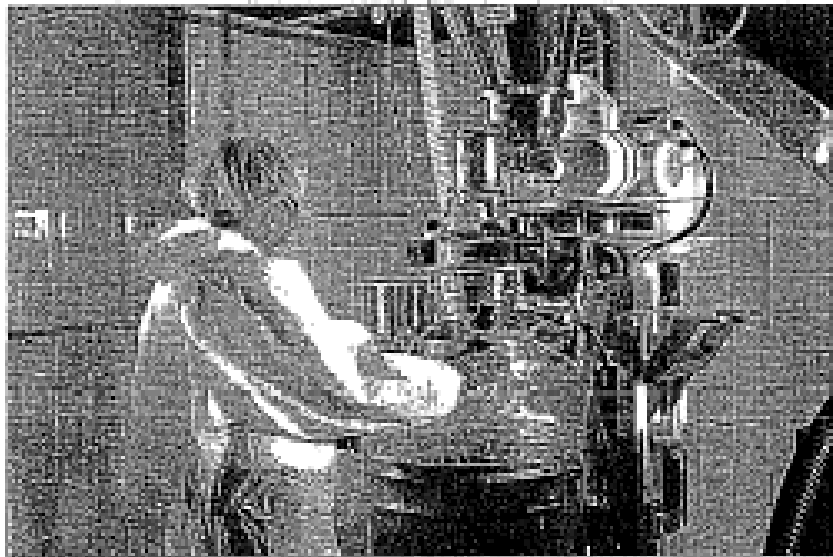
Por Luis García Peláez  
Editor en JE EL VOICERO

Dentro de unos meses, el Comité 2025, creado por la Gobernación para definir la visión sobre el Puerto Rico deseado para el año 2025, dará a conocer el plan de acción que propone. Mientras ese momento llega, conocemos el diagnóstico que ha realizado el Comité y la receta implícita en ese diagnóstico: Puerto Rico necesita un nuevo modelo económico que se aleje de la dependencia, enfocado en el desarrollo sustentable. Así lo resume el economista Juan Lara en el Boletín de Economía, una publicación de la Unidad de Investigaciones Económicas del Departamento de Economía de la Universidad de Puerto Rico.

El artículo de Lara resume los trabajos realizados hasta el presente por el Comité 2025, que está formado por un grupo de personalidades del Gobierno, la empresa privada, el movimiento obrero y organizaciones académicas y comunitarias.

El propósito de crear seis comités era activar un grupo de estudio, al estilo de los "think tanks" de EE.UU., que definiera una visión de consenso con independencia del gobierno y los procesos políticos.

"En principio, Puerto Rico tiene muchas de las activos necesarios para tener éxito en la economía global del conocimiento, pero no lo está sacando provecho a esos activos. Hay tiempo de



Según el Comité 2025, uno de los principales activos del país es la sólida industria manufacturera.

Antonio Larra.

Por otra parte, se enumeran los problemas que evidencian que no estamos aprovechando esos activos: un ritmo débil ante el crecimiento económico; la persistencia de desempleo y pobreza; la alta incidencia de las transacciones gubernamentales y federales; la economía informal y el gasto de consumo; un sistema de regulación gubernamental y una estructura impositiva que impone una carga a la economía; el limitado desarrollo de la clase empresarial local; los bajos niveles de inversión de capital de riesgo, de innovación y de la investigación y desarrollo tecnológicos; y la erosión de las ventajas competitivas.

Pero, además, existen problemas sociales y ambientales, entre los que destacan un aumento en la deserción escolar; el deterioro de la calidad de la educación; alarmante tasa de homicidios; alta tasa de drogas; alta densidad poblacional; inconsistencia de un plan de uso de terrenos obsoleto; e alto nivel de tráfico urbano el limitado uso del transporte público.

La necesidad de un nuevo modelo económico y social es, por tanto, obvia. La verdadera aportación del Comité 2025 "estará en el plan de acción que propone que promuevan la integración del país

"En Puerto Rico, como en casi todas partes, siempre ha sido más difícil lograr esos fines cuando se bajo de la visión al nivel de los planes de acción detallada. En estos momentos, el Comité 2025 se encuentra en una fase difícil del estudio", explicó el economista, que es catedrático del Departamento de Economía de la Universidad de Puerto Rico.

¿Cómo comenzar a los desarrolladores de viviendas y centros comerciales de la necesidad de preservar ciertos espacios rurales agrícolas? ¿Se podrá lograr un consenso entre obreros y patronos sobre posibles cambios en la legislación del trabajo? ¿Pueden una reestructura de partidos políticos llegar a un consenso sobre cómo racionalizar los programas de beneficencia pública para que sean una vía a la autosuficiencia y no una trampa de dependencia? ¿Y qué decir de un consenso sobre la discusión más grande de todas: el status político? ¿Podemos pensar en el Puerto Rico 2025 sin cambios en el status?

Estas son algunas de las interrogantes, que según Lara, deben responder el plan propuesto por el Comité 2025.

"Es el libro que determinará si el final sale un guiso con sustancia e incluso un caldo rico", concluye el economista.

“  
El propósito del grupo es crear estrategias para el desarrollo social y económico del país  
”

que Puerto Rico sea una víctima y no un beneficiario del cambio global", señalan los consultores de AT Kearney, empresa internacional dedicada a la asesoría en estrategia y planificación, contratada para realizar los trabajos técnicos de la investigación.

Los activos con los que cuenta Puerto Rico se agrupan en seis categorías: un alto grado de apertura al comercio internacional y la inversión extranjera; una posición favorable en industrias como farmacéutica, servicios financieros y cuidado de la salud; un acervo rico de capital humano; una infraestructura flexible que sirva a los otros países caribeños; estabilidad macroeconómica y política; y una posición geográfica y cultural ventajosa entre Estados Unidos y



# Prospects seen as dim for Puerto Rico 2025 Project

BY ROSARIO FAJARDO  
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of the STAR staff

**A** waste of time and money or a worthy effort with little chance of success.

Those are two opposite verdicts of the Calderón administration's Puerto Rico 2025 Project, a long-term economic and social-development plan with a \$3 million price tag.

"A good use of money is spending several hundred thousand dollars on the [U.S. Naval Station] Roosevelt Roads master plan," said an economics professor who declined to speak on the record.

"But \$3 million for this? Come on, let's get real ... We know what we need. The issue is implementation and the political will," he said.

Miguel Soto Class, the executive director of the Center for the New Economy, said the goal is worthwhile. "The [purpose] is to improve the economy and the quality of life for the people of Puerto Rico," he said. "It would have been great if it had been done earlier in the administration, when there would have been the opportunity to work through some of the issues."

The big problem is continuity, he said. "Experience has shown these kinds of things don't survive a change in administration." Puerto Rico 2025's first report, "A New Vision for the Future of Puerto Rico," was released last week by Economic Development and Commerce Secretary Milton Segarra and economist Joaquín Villamil, president of the project.

However, Segarra acknowledged there is "no guarantee" any future administration will abide by the project's recommendations.

"The force of this project is in its members ... and the people of Puerto Rico," he said. "Administrations come and go, but the people remain. Any responsible administration will see the value of this process for future generations."

The 50-page report covers four general areas: economic development, social development, culture and the environment.

The report focuses on broad themes and "vision," rather than providing details on strategies for implementation. Segarra said this is so because the next phase involves creating a non-profit organization, which will develop specific strategies for the short, medium and long term.

The economic "vision" includes the importance of strengthening local businesses, high technology industries and agriculture. Other goals include "integration with the global economy," increasing taxes, and reducing unemployment, "inequality" and poverty.

## A social vision of 'peace and tolerance'

The social "vision" includes several components: community development, education, health, family and public security.

Education will focus on helping individuals reach their potential, and families will be central in promoting "peace, tolerance, confidence and solidarity."

The quality and accessibility of health services will be improved, while residents will be taught "healthy lifestyles."

Values of peace and justice will also guide all "social interactions," thus reducing the crime rate, while the criminal justice system will promote prevention and rehabilitation.

"We enjoy one of the lowest levels of crime and violence in the world," predicts the report.

The environmental "vision" focuses on sustainable development, conserving natural resources, like aquifers, and using "clean" energy.

The overall vision sounds "pretty," said Rogelio Figueroa, president of the fledgling political party, "Puerto Ricans for Puerto Rico."



Economic Development and Commerce Secretary Milton Segarra, right, announces the results of the first two phases of the Puerto Rico 2025 Project, as project president, economist Joaquín Villamil, looks on.

But "don't we know these things already? Why create this group when the Planning Board is already doing long-term planning," he said, calling the endeavor "a waste of time and money."

His worries that with well-known business figures involved in the project, the needs of local communities may be ignored. "The top members are bankers, big developers, and businessmen ... inclined to improve economic development but not necessarily social development," he said.

Members of Puerto Rico 2025 spearheading committee include Ramón Cantero Ferra, Gov. Calderón's husband; Jaime Fornaléas, business mogul and owner of Plaza Las Américas shopping mall; Zoila Levis, president and CEO of Doril Financial; and Manuel Castano, CEO of Casiano Communications.

But other members include Education Secretary César Rey; University of Puerto Rico President Antonio García Padilla; José Jaime Rivera, Sacred Heart University president; and psychologist Mercedes Rodríguez.

Those interviewed by The STAR agreed that chances for the project's success are dim, saying the initiative is already "dead."

"I don't see anything new in this. No real changes ... The project is condemned to die," Figueroa said.

It is unlikely that other community-based organizations will work with them, he said.

"Business leaders were skeptical from the start and many dropped out along the way," said the economics professor. "If this didn't get a lot of support in the beginning, do you think it will get more now?"

He said the initiative could have a higher chance of survival as a bipartisan effort.

That's what New Progressive Party Sen. Kenneth McClintock said. "I haven't received a copy of the report," he said, adding that his party was not involved in the process. "This is not a true consensus document."

Soto Class, who participated in some meetings on technology and economic development, said an effort was made to include the NPP and the Puerto Rican Independence Party.

"Basically, it's impossible to have a bipartisan effort in Puerto Rico," he said.

The important question now is how the project can survive an administration change, he said.

"It's going to be an uphill battle ... Maybe other organizations can adopt some recommendations. If they can't implement the whole thing, maybe they can use parts of it," he said.



Gov. Calderón's long-term study of the economy should have been started earlier in the term, some critics say.

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## Punto de Vista Viernes 21 de mayo de 2004

### Editorial

# Un discurso tardío

**E**s demasiado tarde para ofrecer un discurso serio sobre las generalizaciones imprecisas para el futuro, respecto a lo que puede descifrarse del informe del miércoles sobre el plan "Puerto Rico 2025" de la administración Calderón para el desarrollo social y económico a largo plazo.

En medio de un aparente reciclaje de disculpas, Milton Segarra, secretario de Desarrollo Económico y Comercio, dijo que no podía indicar cuando se terminará el informe y describió como próximo paso, la creación de una organización sin fines de lucro que desarrollará estrategias específicas, pero que no existe información sobre la fecha en que se completará ese paso.

Por supuesto, él no pudo garantizar su atención por cualquier administración posterior, añadiendo no obstante, "que cualquier administración responsable valorará este proceso para nuestras generaciones futuras".

Le aconsejamos que no intente plantearle ese postulado a la banca.

Nos parece que la idea de "Puerto Rico 2025" procede de la misma fábrica de ideas, como el intento de la gobernadora Calderón de televisar una serie de anuncios antiviolencia para ser transmitidos simultáneamente con la campaña política. Esa idea que costará unos \$7 millones, ha sido hasta ahora obstaculizada por la Junta Examinadora de Anuncios de la Comisión Estatal de Elecciones, por considerarse demasiado política para un año electoral.

"Puerto Rico 2025" costará \$ 3 millones, no conllevará anuncios como tal, pero tendrá el mismo efecto publicitario para el gobierno en el punto culminante de una campaña. Segarra dijo que el gobierno solicitará donaciones corporativas para ayudar a sufragar el gasto; lo que entendemos como una admisión de conflicto en ciernes.

En cualquier caso, un estudio de esta naturaleza y dimensión requerirá años para organizarse y tener validez. Este no es trabajo para una administración que está a pocos meses de ser parte del pasado.

## Viewpoint Friday, May 21, 2004

### Editorial

# Too late for 'P.R. 2025'

**F**rom what we can make out of Wednesday's report on the Calderón administration's long term economic and social development plan "Puerto Rico 2025," it's much too late to come up with a serious treatise from what today is just a vague series of broad generalizations about fond hopes for the future.

In what sounded like a recitation of apologies, Economic Development and Commerce Secretary Milton Segarra said he could not say when the report would be finished, described the next step as the creation of a non-profit organization that will then develop specific strategies, but said there is no information on when that stage would be completed. He, of course, also said he could not guarantee that any succeeding administration would pay attention to it, adding however, "any responsible administration will see the value of this process for our future generations."

We advise him not to try to take that promise to the bank.

The idea for "Puerto Rico 2025" seems to us to have come from the same idea factory as Gov. Calderón's attempt to televise a series of anti-violence advertisements to run concurrently with the political campaign. That idea, which would cost some \$7 million, has so far been derided by the State Elections Commission's Advertising Board as too-political for an election year.

"Puerto Rico 2025" would cost \$3 million, would not be advertising per se, but would have the same effect of publicizing a certain government at the height of a campaign. Segarra said the government would solicit corporate donations to help defray the cost, which we take as a silent admission he sees the conflict involved.

In any event, a study of this nature and scope would require years to put together to have validity. It is not a job for an administration that is mere months from being part of the past.

# 20/El País

EL NUEVO DÍA, viernes, 14 de mayo de 2004



## Visita del alcalde de la capital panameña

La gobernadora Ana María Callejón dialogó en el Palacio de Siete Caracaras con alcalde de la Ciudad de Panamá, Juan Carlos Navarro, quien habló por la renovación operativa. Navarro, del Partido Democrático Revolucionario, fue elegido en un lapso de tiempo al asumir el 2 de mayo con un 50% de los votos, en la misma elección en que María Ferrer, del mismo partido, obtuvo el favor del pueblo para asumir la presidencia.

## En La Fortaleza el Proyecto 2025

Por Róbert Rivera-Morales

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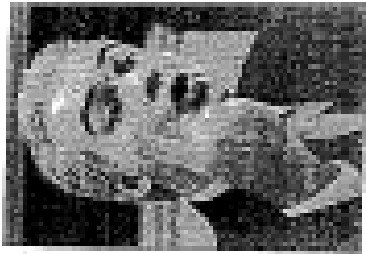
EL PROYECTO que representó una visita oficial del alcalde de Puerto Rico para el año 2025 fue presentado ayer a la gobernadora, Ana María Callejón, y sus allegados al concluir una reunión, encabezada por el secretario de Desarrollo Económico y Comercio, Milton Segarra.

Además, indicó que está desarrollando la estrategia de un estudio conceptual que tendrá la responsabilidad de dar identidad al llamado Proyecto 2025, la cual deberá estar elaborada por la respectiva oficina.

La idea es que el plan de desarrollo, con estrategia a corto, mediano y largo plazo, se traslade a los cambios políticos-partidarios en el país.

Segarra explicó a La Fortaleza acompañado por los secretarías de Salud, Carlos Rodríguez, y de Turismo, Heidi Colón y Juan Carlos Ferrer, por la tecnología de Roberto Rodríguez y la labor comunicativa de Carmen Villaverde para la campaña de promoción a Cuba.

Callejón y Villaverde explicaron que se basará en la base de una red de más de 1,000 parcerías de diversos sectores y de diferentes niveles de gobierno. Callejón, en la reunión de Puerto Rico, los áreas de infraestructura, economía, ambiente y patrimonio, así como la cultura, se está desarrollando en este momento para el 2025 y que el proyecto que se está elaborando es una estrategia de desarrollo de datos y de identidad de un programa de planificación que tendrá por las empresas Cultura, Comercio y la empresa El Proyecto 2025 se está elaborando en el momento de la reunión y de manera preliminar.



Milton Segarra

**Locales**

# Gobernadora recibe informe de progreso del Comité 2025

La Gobernadora Ma. C. Calderón recibió ayer un informe de situación de tanto a los trabajos realizados por los miembros del Proyecto 2025.

La Foradora informó que, al presentar el informe, los miembros del Comité destacaron que los trabajos del Proyecto Puerto Rico 2025 están dentro del calendario que se tenían programado, de modo que en junio próximo podrá comenzar la transición del mismo al sector privado.

El Comité, que pretende proveer un estructura de desarrollo económica a largo plazo independientemente de la administración gubernamental de turno, también le informó a Calderón que los datos de diagnóstico, análisis y desarrollo de estrategias están ya completados, según se comunicó.

También informó que, en relación con sus participaciones, el Comité de 2000 participaciones y contribuciones por parte de los miembros a través de toda la isla ya representados de los sectores empresarial, chinos, comunitarios y ciudadanos, entre otros, en total.

La Foradora dijo que el Comité Ejecutivo se prepara para la próxima semana una presentación pública completa de todos los datos del proyecto completo hasta ahora, y de sus perspectivas.

En la presentación de ayer participaron el presidente José Joaquín Trujillo, presidente del Proyecto Puerto Rico 2025, el secretario de Desarrollo Económico, Milton Segarra, el presidente de la Junta de Planificación, Ángel David Rodríguez, y el director ejecutivo de PREDCO, Miriam Ramírez.



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Local News  
 The San Juan Star

# P.R. 2025 Committee says final report essentially ready

BY ERNEST RAMIREZ  
 Staff Writer

**T**he Puerto Rico 2025 Committee met with Gov. Calderón on Thursday afternoon, and said a final report on the island's long-term development is essentially ready but offered more details because they are planning a press conference for next Wednesday.

However, committee leader Cabero said their mission for the future will focus on economic and social development, health, education and the environment.

The "phase" of their work includes "diagnosis" of where Puerto Rico stands today, an overall vision of the future and strategies to follow, he said.

For example, economist José Joaquín Villalón, committee president, said issues concerning the elderly would become more sal-

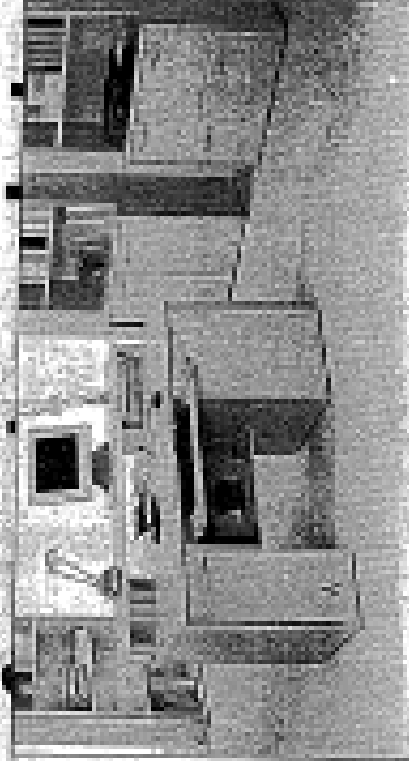
ient as the population grows.

In 15 years, we will have more elderly than young people, and that will have an impact on all sectors of society — health, housing and social services," he said. "We need to plan what measures we need to make now. This is the kind of analysis we are doing."

Economic Development Secretary Julio Segura said more than 2,000 residents have participated in the process, through town-hall and public hearings, including civic groups, labor groups, business people and students.

Villalón said a "transition process" is also being planned to that after Calderón's term ends in January, a non-profit group will take over the project and give it continuity.

He declined to give the name of the non-profit, saying committee members are still meeting with different groups now.



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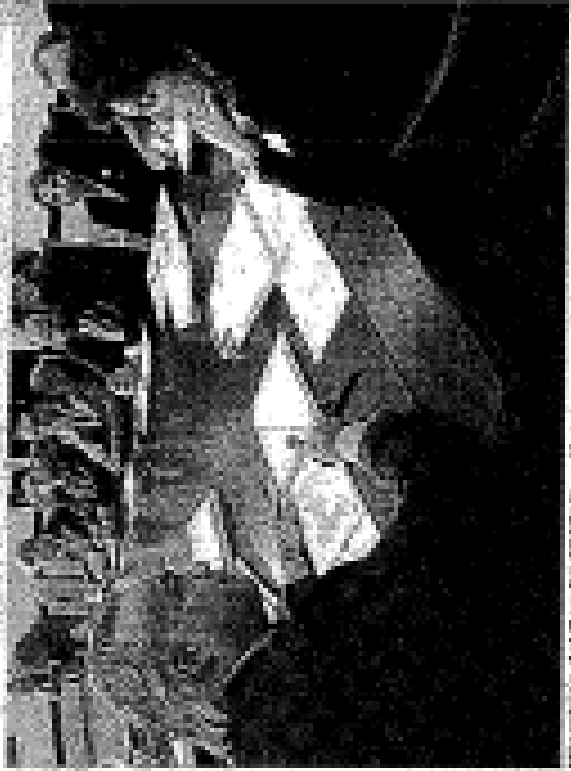
enero, 14 de marzo de 2004

# Comité 2025 rinde informe Calendario al día

LA ADMINISTRACIÓN de puertos, ríos y desarrollo más importantes. Elías de-  
Cabezas recibió ayer un in-  
formación detallada en la reunión  
los trabajos realizados por  
los miembros del Proyecto  
2025.

Los miembros del Comité  
Económico destacaron que los  
trabajos del Proyecto Puerto  
Rico 2025 están dentro del  
rol de la industria que se  
preocupó de modo que se  
haya podido lograr.

La la presentación parti-  
ciparon el gobernador José  
A. Rodríguez Marín y el  
Tribunal de Justicia. El  
Proyecto 2025 es el  
más grande que se ha  
hecho en el territorio.



Los miembros del Comité 2025 rindieron informe al gobernador José A. Rodríguez Marín y al Tribunal de Justicia.

# 8/ EL PAÍS

EL PAÍS (MÁ) | miércoles, 11 de febrero de 2004



Estudiantes en clase, que son el futuro del país. Los estudiantes que van a la escuela. A la izquierda: Álvaro y Catalina.

## Llamado a reenfocar el futuro

Por José Luis Pérez  
Corresponsable de El País

**UNA VEZ** intervino a Puerto Rico. El la ha, pero garantice en futuro con futuro. El país de hoy es el futuro con el país de hoy. El país de hoy es el futuro con el país de hoy. El país de hoy es el futuro con el país de hoy.

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# Ausculata al país el plan para el 2025

Por José Javier Pérez

Reportero de la prensa

El COMECON, el organismo que dirige el 2005 el plan de desarrollo de Puerto Rico, presentó el día de hoy el plan para el 2025. El plan es el resultado de un proceso de consulta pública que comenzó en el mes de octubre del 2004.

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A Puerto Rico le espera un futuro prometedor y un crecimiento sostenido en los próximos años. El plan para el 2025 es el resultado de un proceso de consulta pública que comenzó en el mes de octubre del 2004.

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Puerto Rico Planning Area

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2004





*Reportaje*

# PIP y PPD coinciden en economía Planes para más de un cuatrienio

Alfonso Díaz Arce y  
William J. Ferrer

El **APORO** respalda el independentismo pero que la estrategia de desarrollo económico para Puerto Rico trascienda las líneas de un cuatrienio.

El presidente y candidato a la Casa Blanca, George W. Bush, se reunió con el gobernador de Puerto Rico, Luis Fortuño, en el Hotel Ritz-Carlton de San Juan el pasado 15 de octubre. El gobernador Fortuño y el gobernador electo Bush acordaron un plan de acción para el futuro de Puerto Rico. El plan de acción incluye un compromiso de Bush de apoyar el desarrollo económico de Puerto Rico y el apoyo de Fortuño a la política pública de Bush.

El plan de acción incluye un compromiso de Bush de apoyar el desarrollo económico de Puerto Rico y el apoyo de Fortuño a la política pública de Bush. El plan de acción incluye un compromiso de Bush de apoyar el desarrollo económico de Puerto Rico y el apoyo de Fortuño a la política pública de Bush.

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La Gobernadora electa, Lluís Fortuño, anunció que el sector privado debe ocupar un rol más activo en el desarrollo económico de Puerto Rico.

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**Luis Fortuño y William J. Ferrer** se reunieron en el Hotel Ritz-Carlton de San Juan el pasado 15 de octubre para discutir el futuro de Puerto Rico. Fortuño anunció que el sector privado debe ocupar un rol más activo en el desarrollo económico de Puerto Rico.

18 **ENCUENTRO** ANUARIO DE LA ADMINISTRACIÓN PÚBLICA DE PUERTO RICO

# 68 / CARTAS

EL NUEVO DIA / martes, 17 de febrero de 2004

## Urge un plan de desarrollo a largo plazo

La economía de Puerto Rico ha enfrentado problemas estructurales como por ejemplo la pérdida de las incentivos contributivos federales, una reducción de su capacidad de competir para crear nuevos empleos y la capacidad para crecer.

La situación económica de la isla es bien complejizada por la incoherencia de la parte del gobierno, por la falta de consenso entre los sectores políticos y por la postura de inercia del sector privado.

Gran parte del crecimiento económico de Puerto Rico durante las décadas del 60 y 70 se logró debido a que había una relativa continuidad y en el gobierno con pocos cambios de administraciones de los dos partidos políticos.

Los cambios de administración de gobierno no deben resultar en cambios en las estrategias a largo plazo de desarrollo económica. La falta de continuidad en el gobierno es el resultado de una inefectiva o inexistente planificación que ha crecido a través de estas cuatro décadas: crisis social, económica y ambiental de grandes proporciones de las cuales única salida es trabajar con un plan integral de desarrollo a largo plazo con el que se comprometan todos los sectores del país.

El deterioro que vivimos hoy es de tremendas magnitudes, por lo que se necesitaría una profunda modificación en la forma en que se han conducido por años los asuntos políticos en Puerto Rico para salvar al país de la debacle en la que se encuentra.

Las crisis ambientales manifiestas en la degradación de las zonas costeras, de los hábitats marinos y de áreas que antes fueron de gran vegetación. Otra manifestación de la crisis es la llamada "ola criminal" que hoy día es un "masacre cotidiano", producto en parte de la pobreza, el uso y abuso de drogas, y el problema de alcoholismo que tanto genera en la población del país, convirtiéndose la isla en una de las jurisdicciones más violentas de los Estados Unidos, según las estadísticas del Departamento de Justicia Federal.

Esto no sólo es una constante amenaza a la familia puertorriqueña, sino también para el nivel social que puede estar viviendo hoy e incluso, lo único que puede proyectarse hacia el futuro es otro crecimiento es un plan estratégico a largo plazo. Aquí cada vez que hay un cambio de gobierno todo se empieza de nuevo. Tanto las cosas buenas como las cosas malas se refieren a un lado y no hay una estrategia a largo plazo en la que haya un consenso y más larga que cambiar cada cuatro años. Hacerlo ahora es imperativo.

artículo 11 de febrero de 2004

Editorial

# Un asunto serio

**D**oce agrupaciones de negocios de Puerto Rico se han unido como ciudadanos no oficiales para demandar que los candidatos a la gobernación en las próximas elecciones adopten una política de visión a largo término, así como de desarrollos económicos, independientemente de quien sea el que llegue a La Fortaleza.

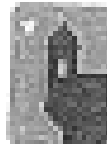
Durante una reunión auspiciada por la Asociación de Manufactureros de Puerto Rico, su presidente, Manuel Cidre dijo que "la política económica de Puerto Rico no puede estar cambiando cada cuatro años cuando una nueva administración toma posesión del gobierno. Le estamos pidiendo a todos los partidos que se llegue a un compromiso mínimo de modo que podamos desarrollar una política económica consistente". Cidre está pidiendo mucho, si tomamos en consideración las diferencias ideológicas entre los tres partidos políticos registrados. Sin embargo, es un pedido razonable tanto como uno urgente. Puerto Rico no cuenta ahora con un incentivo contributivo federal que sustente la Sección 936 que será en sus años finales de desaparición. La campaña del Partido Popular para que la Sección 936 sustente la ESE y la del Partido Nuevo Progresista reclamando la Sección 90A no han llegado a ningún sitio.

Cidre dijo que el grupo, cuya naturaleza colectiva abarca un amplio espectro de detallistas, manufactureros, constructores hasta asociaciones profesionales, hará esfuerzos para lograr medidas legislativas e iniciativas del sector privado que trabajen en pos de un desarrollo a largo plazo. Las propuestas se basarán en los hallazgos de un reciente estudio económico realizado por Estudios Técnicos bajo la dirección del economista Joaquín Vilardi "Muy pronto estaremos presentando este documento con recomendaciones concretas en torno a los hallazgos del estudio", añadió Cidre.

Esto suena como un proyecto serio, que hace mucha falta. Si este grupo puede lograr un consenso y dejar suficientemente a un lado sus propias diferencias para unirse detrás de unas recomendaciones sólidas, podrían proveerle direcciones a los planificadores del gobierno, quienes en este momento están sin opciones.

Nuestra propia recomendación al es que se está ya en la agenda de este grupo, es que se estudie las posibilidades de implementar una versión local o federal del Crédito Contributivo por Ingreso Obtenido. Un estudio realizado el año pasado por un banco de estado local, determinó que dicho plan beneficiaría a unas 160 mil familias y serviría como incentivo para traer a cerca de 20 mil trabajadores hacia la economía local. Este tipo de incentivos contributivos ha tenido un gran éxito en los Estados Unidos, ¿por qué no aquí?

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# Una definición del Puerto Rico ideal del 2025

Por Mildred Sierra Maza

Insidiosa@El-mundo.com

EL GOBIERNO ya redactó un documento que define cómo deberá ser el futuro Puerto Rico en el año 2025, y en él se definen las acciones que deberá tomar el país para que suceda, según informó ayer el secretario de Desarrollo Económico y Comercio, Milton Segura.

El funcionario hizo una presentación a la gobernadora, Rita M. Calderín, sobre el proyecto conocido como Puerto Rico 2025, junto con la empresa consultora que se encargó para esa tarea, el Kenzo, y los acuerdos de un comité integrado por parte de la empresa pública y la privada.

Para elaborar sus visiones ideal del Puerto Rico del futuro se consultó a 87 organizaciones profesionales, se entrevistó a más de 400 personas. Otras, como la ONU, participaron a través de grupos de trabajo, y también se realizaron encuestas de 20 instituciones comunitarias, explicó Segura.

El secretario Joseph Villanil explicó que los grupos de trabajo fueron integrados por expertos de sectores diferentes como medio ambiente, economía, alta tecnología, y familia, cultura, y también una visión de cómo deberá ser cada área en el 2025.

Segura y Villanil explicaron que, independientemente para ellos, el grupo que tomó las decisiones más importantes fue el de las empresas.

"La más importante ha sido que se han fijado, porque recoge el sentir de todo el mundo", comentó Segura. "Pero todo lo que está ahí, el proyecto debe estar en un nivel de implementación", agregó el funcionario.

Finalmente, Villanil explicó que el gobierno pasó a "la planificación desde una estrategia institucional para lograrlos". El documento que define el Puerto Rico ideal podría ser divulgado entre marzo y abril, según analistas del sector.



Segura presentando el proyecto del Puerto Rico 2025.



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El viernes 24 de junio, 10 de marzo de 2004

## Alianza empresarial con propósitos socioeconómicos

Por Mariana Díaz  
del Centro de Estudios

EMBA es la principal entidad que representa el sector empresarial, profesional y académico del país y además promueve la formación de oportunidades laborales para los jóvenes. Entre sus actividades destacan: promover la formación profesional, el desarrollo de los recursos humanos, la capacitación y el empleo, así como el apoyo a las pequeñas y medianas empresas.

El presidente de la Federación Española de Centros de Estudios, Andrés de Espinosa, ha sido el invitado de honor en la inauguración de la Alianza Empresarial con Propósitos Socioeconómicos (AEPSA) en el Hotel Riu Plaza. El evento fue organizado por el Centro de Estudios de la Universidad de Puerto Rico y el Centro de Estudios de la Universidad de Puerto Rico.

La Alianza Empresarial con Propósitos Socioeconómicos (AEPSA) es una iniciativa que busca promover la formación profesional y el desarrollo de los recursos humanos en el sector empresarial. El evento fue organizado por el Centro de Estudios de la Universidad de Puerto Rico y el Centro de Estudios de la Universidad de Puerto Rico.



Foto: Mariana Díaz

Carolina Jacinto, la Alianza Empresarial con Propósitos Socioeconómicos (AEPSA) es una iniciativa que busca promover la formación profesional y el desarrollo de los recursos humanos en el sector empresarial.

En la imagen: Mariana Díaz, presidenta del Centro de Estudios de la Universidad de Puerto Rico, y el presidente de la Alianza Empresarial con Propósitos Socioeconómicos (AEPSA), Andrés de Espinosa.

La Alianza Empresarial con Propósitos Socioeconómicos (AEPSA) es una iniciativa que busca promover la formación profesional y el desarrollo de los recursos humanos en el sector empresarial.

Por eso, según explica, integrarse al sector empresarial y al sector académico.

El grupo de la Alianza Empresarial con Propósitos Socioeconómicos (AEPSA) es una iniciativa que busca promover la formación profesional y el desarrollo de los recursos humanos en el sector empresarial.

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# Constituida la organización para el 2025

Por The Associated Press

LA IMPLEMENTACION del proyecto Puerto Rico 2025 se hará en una organización sin fines de lucro creada bajo la administración de Sja M. Calleros, que seguirá operando independientemente del resultado de las elecciones de 2004.

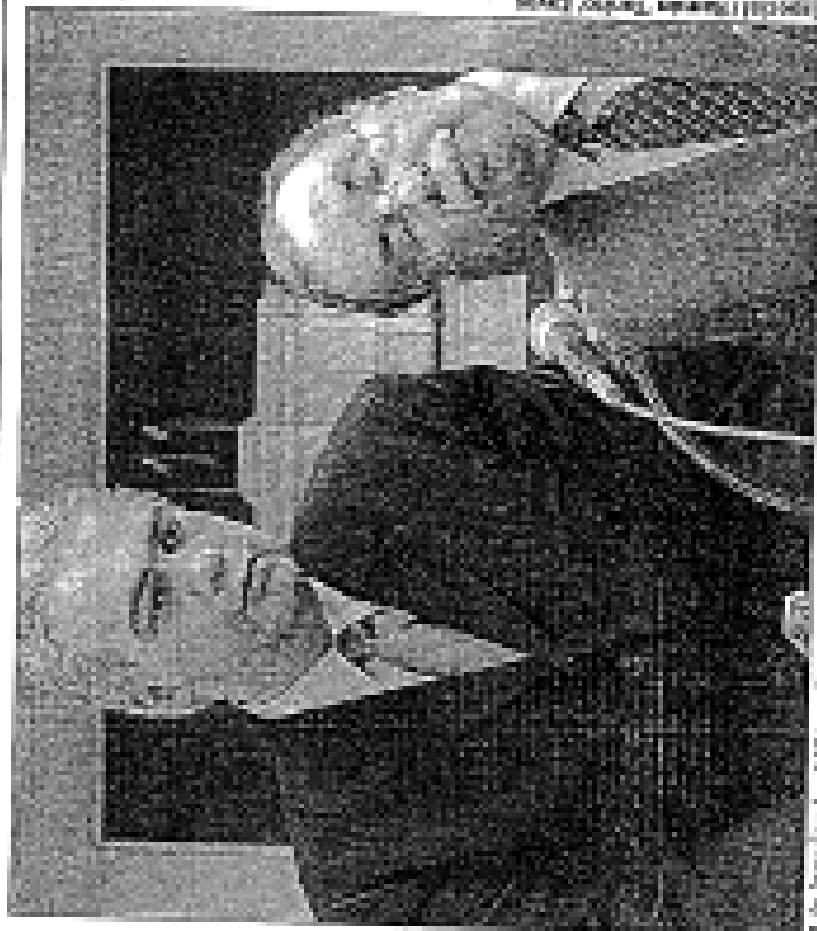
El actual Consejo Asesor de Puerto Rico 2025, dirigido por la Mandatada, pasará a ser una organización sin fines de lucro que presidirá el economista y ex presidente de la Cámara de Comercio José Joaquín Villard, quien fue designado oficialmente a esa posición este martes por la Gobernadora.

"El proyecto Puerto Rico 2025 atiende un reclamo legítimo de la sociedad puertorriqueña para acelerar e implementar una solución a largo plazo del país para a un plan específico para elevarlo", dijo Calleros en un comunicado de prensa.

**El proyecto 2025 atiende un reclamo legítimo de la sociedad puertorriqueña**

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Entre los miembros de la asociación económica Unión Cámara Eca, y los miembros del proyecto con el comité ejecutivo, están Francisco y Manuel Carrión.



A la izquierda, Milton Argente, secretario de Desarrollo Económico y Comercio, junto a José Joaquín Villard, presidente de la Cámara de Comercio.

Como miembros en los presidentes de las universidades de Puerto Rico, Antonio García Padilla, y la Iberoamericana, Manuel A. Peraza; el líder sindical Daniel Rivera, así como el productor y director Arturo Merino.

Uno la mayoría del grupo que estuvo en la Facultad, el secretario de Desarrollo Económico y Comercio, Milton Argente, indicó que para junio de 2004 "debe de haber ya un plan reconstructor para ser

acelerar e implementar".

**Sin caso gubernamental**

Aunque que la organización sin fines de lucro se verá probablemente para que el proyecto se así iniciada y atado a los cambios de administración.

"Por eso es que el gobierno tiene un plan de hacer de eso", manifestó el titular de Desarrollo Económico y Comercio.

Foto: El Mundo / Reuters / AP









El secretario de Desarrollo Económico, Antonio Figueroa, y el gobernador Juan Carlos Rodríguez Vicens, en un momento de una reunión que tuvo lugar en el edificio de la sede del gobierno en San Juan.

## Planes para independizar al consejo económico

El Gobierno acordó los detalles de la Ley Orgánica para planificar el futuro económico de Puerto Rico en el Consejo de Zonas Económicas Especiales, una organización sin fines de lucro con el propósito de asesorar al gobierno.

La medida fue dada ayer por el gobernador Rodríguez Vicens, el secretario de Economía, Antonio Figueroa, y por el consejero José Joaquín Rivera, quien preside el consejo.

Una ley similar al Consejo de La Florida, se incluyó en el presupuesto 2004-2005 en el que se proyecta un déficit de 1.2 mil millones de dólares.

En el consejo, que incluye al gobernador, el secretario de Economía y el presidente de la Comisión Económica de Puerto Rico, se discutirán temas de desarrollo económico y social.

Entre otros temas se abordarán el desarrollo de Puerto Rico, el desarrollo de las zonas económicas especiales, el desarrollo de las zonas económicas especiales, el desarrollo de las zonas económicas especiales, el desarrollo de las zonas económicas especiales.

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Miguel Díaz Arce

March 2 de septiembre de 2003 / DR. RAFAEL DIAZ



Santos Negrete Díaz  
Economista

# Las visiones del futuro de Puerto Rico

**L**A HISTORIA de este, como parte del primer Puerto Rico, 1900, era simple: un nuevo territorio llegó a su cargo la responsabilidad de hacer la política económica, social y cultural para el Puerto Rico, al mismo tiempo que cumplir el plan estratégico y el programa de inversiones, así como el rol de un administrador eficiente en el campo universitario.

El primer rol lo cumplió el Sr. José A. Sanguinetti O'Neil en 1900, como uno de los primeros administradores del territorio, con el apoyo de un grupo de personas en el país y la comunidad económica de la isla. Luego de la presidencia de Sr. Sanguinetti en 1900, se nombró al Sr. Sanguinetti O'Neil como su sucesor.

O'Neil cumplió a cabalidad con su agenda política, pero en el plan económico, no logró hacer nada más que mantener el statu quo. Sin embargo, cuando se le dio el cargo de administrador, se le dio el apoyo de la comunidad económica y social de la isla, lo que le permitió hacer un programa de inversiones que se cumplió en su totalidad, con resultados que se reflejaron en el primer plan de desarrollo que se implementó como el primer

plan de desarrollo estratégico de la isla.

En efecto, el Sr. Sanguinetti O'Neil realizó las acciones fundamentales que produjeron el primer plan de desarrollo que se implementó en la isla. Este plan de desarrollo se basó en el desarrollo económico, el mejoramiento de las relaciones comerciales, el mejoramiento de la infraestructura y la integración de las actividades económicas y el desarrollo del turismo, el comercio y el desarrollo del turismo.

El segundo rol lo cumplió el Sr. Sanguinetti O'Neil de la isla, que estuvo a principios de la década de los 20 del siglo pasado. En ese momento, el Sr. Sanguinetti O'Neil, en su calidad de administrador, se encargó de la isla, que estuvo en forma responsable al Sr. Sanguinetti O'Neil, que tuvo en forma responsable el desarrollo del territorio del Puerto Rico durante la segunda mitad del siglo pasado.

Además, en la década de los 20, el Sr. Sanguinetti O'Neil, en su calidad de administrador, se encargó de la isla, que estuvo en forma responsable al Sr. Sanguinetti O'Neil, que tuvo en forma responsable el desarrollo del territorio del Puerto Rico durante la segunda mitad del siglo pasado.

planificadores, administradores, políticos, desarrolladores y líderes de la isla, que en los últimos años ha sido el resultado de un proceso de desarrollo que se implementó en la isla y que continúa a través de las actividades de desarrollo y de otros planes de desarrollo que se implementan en la isla.

De este modo, en la isla, la economía y la sociedad se han desarrollado de una manera que se refleja en la isla, que ha sido el resultado de un proceso de desarrollo que se implementó en la isla y que continúa a través de las actividades de desarrollo y de otros planes de desarrollo que se implementan en la isla.

La isla, en efecto, se ha desarrollado de una manera que se refleja en la isla, que ha sido el resultado de un proceso de desarrollo que se implementó en la isla y que continúa a través de las actividades de desarrollo y de otros planes de desarrollo que se implementan en la isla.

# Año fiscal 2004 cumplió con las proyecciones

ALICIA GÓMEZ  
PRIMERA HOJA

**EN LÍNEA** las proyecciones económicas.

El presidente de la Junta de Planificación, Angel Rodríguez, aseguró ayer que la actividad económica durante el primer semestre coincidió con el nivel proyectado de acuerdo con las proyecciones de crecimiento que adelantó más agosto, por lo que se alcanzó la tasa estimada de 1.8 por ciento de crecimiento.

Interpretado por el director del Programa de Planificación Económica y Social, José Ángel, el presidente de la Junta de Planificación de los principios indicaron económica para el año. La industria textil, se adelantó, según esta para los meses de octubre y noviembre, cuando se espera completar la explotación y análisis de toda la información económica del año.

Al cierre del año fiscal 2004 las indicaciones económicas presentadas en el campo de crecimiento económica están de la economía local, por lo que ya puede adelantarse que se completó los objetivos de la Junta de Planificación de marzo 2002 desde la economía creció a una tasa de por lo menos 1.8 por ciento durante un año fiscal", dijo Rodríguez.

La proyección de los datos para el campo de Ángel quien destacó que hubo incremento en prácticamente todos los sectores, señaló que por tercer año consecutivo hubo un año en el empleo, que se estimó en 1.8 por ciento. Durante ese período, agregó, hubo una disminución el grupo trabajador estacional en la tasa de participación en la fuerza laboral, y una baja del 7 por ciento en la tasa de desempleo.

Según los datos observados por la Junta, hubo aumento de empleos en todos los sectores de la eco-

nomía en el campo del que se define como Transportación, Comunicaciones y Utilidades Públicas.

Ángel destacó además un aumento de 1.8 por ciento en el número de personas desempleadas, con 176,430 personas en el sector de esas personas. El año, señaló, se registró tanto en el sector público como el privado.

Otro sector que experimentó la ley el Turismo, desde hasta aumentó tanto en el número de personas empleadas en hoteles y restaurantes (1.6%), como la tasa de ocupación turística. Resultó el económico que dicho aumento en ocupación se produjo a pesar de un incremento en el número de habitaciones disponibles.

El sector de comercio exterior fue otro de los que mostró un incremento en su actividad, con un alza de 1.1 por ciento en las exportaciones y una de 0.4 por ciento en las importaciones. En el período de 11 meses correspondiente desde julio de 2003 hasta de 2004 el total de las exportaciones alcanzó los 24,200 millones más-

que las importaciones en el mismo período.

Como indicadores económicos que reflejaron actividad fueron los niveles de crédito, con un alza de 1.1 por ciento y el crecimiento de actividad industrial y comercial. En el primer semestre la ley de 1.8 por ciento mientras que el consumo comercial aumentó en 1.8 por ciento.

Según Rodríguez, un alza de 1.1 por ciento en las quincenas totales, destacó que el aumento en el crecimiento de quincenas personales ya que las quincenas comerciales se redujeron. Según sepa, en 1.1 por ciento.

"Durante el primer semestre las indicaciones económicas muestran un crecimiento sólido, aunque con una economía en expansión", dijo Ángel.

"Desde este momento, la Junta de Planificación de mañana en su proyección de crecimiento de 1.8 por ciento en promedio anual para el año fiscal 2004 y en su proyección de un crecimiento de 1.1 por ciento en términos reales para el año fiscal 2005", agregó.



El director del Programa de Planificación Económica y Social, José Ángel y el presidente de la Junta de Planificación, Angel Rodríguez, presentaron los resultados de los pronósticos económicos para el año fiscal 2004.

# Expertos opinan que alza en el petróleo no es tan severa

**NO ES tan temido el alza**  
El alza que vienen experimentando las precios del petróleo en los mercados internacionales no es tan severa como parece.

Los expertos, que abarcan muchos economistas, los académicos que por el Puerto del Programa de Planeación Económica y Social de la Junta de Planeación, José Ángel, quien es doctor, de Santiago, Chile, de programas académicos puede tener un impacto fuerte sobre la economía.

El aumento de la JUTA, que además que otros institutos que sus aumentos no se sustentan con muchos tiempos, explicó que para prevenir las impensas así hay que proporcionar compensación salariales y ajustar los precios actuales.

Algunos una guía con el precio de petróleo de petróleo desde el 1980 hasta el presente, destacó que el nivel más alto se produjo precisamente en mayo de 1980 cuando el embargo árabe y además entonces fue \$20.50 según el "Wall Street International", que es la referencia utilizada.

Hay que estar más pendientes, indicó. Los precios que entonces dieron en la década de los 80. El momento más alto estuvo en la década de los 80 cuando en el 1980 que se llegó a \$44 por barril. En noviembre de 2000 estaba en \$24.28, en febrero de 2001 estaba a \$26.76. En junio de 2001 \$20.60 y más que en junio de \$27, señaló el experto los precios actuales los pasados años en "diferencia actual" a pararse por la inflación.

Enunció, por otro parte, que de los cambios porcentuales están que han ocurrido a través de todos esos años el aumento grande de producción sustentado de 2000, cuando comenzó en sobre un 100 por ciento.

Según Ángel, "al ser el máximo momento que produce el petróleo está más bajo que lo que estaba el precio del barril de petróleo en el 1980", pero destacó que el análisis que hay que hacer es otro. "Existen las economías dependientes que dependen en relación de los recursos en la década de los 80 cuando en la década de los 80 cuando el petróleo se produjo del petróleo era posible todo en una década más", dijo.

El experto que propone el crecimiento basado en ajuste al

precio actual, destacando el efecto de la inflación que se ha acumulado a partir del año que se usó como base. En el ejemplo presentado 2000 como base el nivel de producción 1980.

"Vamos a poner todos los precios del petróleo a la base de 1980. Cuando se hace esa relación que cuando se deflacionan, los precios son los siguientes: mayo del 1980 en la base con \$44) entonces de 2000 en constante en \$24.28 así, febrero 2001 en constante en \$26.76 deflacionado junio de 2001 deflacionado a junio del 80 en constante a \$27.60 y los \$20.60 que está que entonces por \$24.28 deflacionado".

Utilizando esta referencia, que el mayor en los últimos cuarenta años en economía, señaló Ángel que "para que el precio del petróleo sea hoy igual que el de 1980 tendría que alcanzar la cifra de \$44.80".

Resaltó que al analizar el impacto de una alza a través del tiempo hay que recordar que el ingreso personal en Puerto Rico durante 2000 en términos constantes (precios actuales) como en términos reales. "Durante todo ese tiempo el ingreso personal ha estado cayendo", señaló.

El aumento de la JUTA indicó que lo anterior no significa que realmente un impacto en la isla si se mantiene más sostenido la isla. "Ya se está diciendo que no está a hacer impacto. Lo que está diciendo es que el impacto sería que con respecto con el crecimiento real del ingreso de las personas y el crecimiento real del precio del petróleo", dijo.

Así, por otro lado, que la producción de petróleo económica que propone la Junta de Planeación para el próximo año fiscal 2000 se basó en una relación de precios de los precios. "Cuando nosotros hicimos la proyección de crecimiento de 1.7 por ciento para el año que viene 2000, entonces sostenidamente unos \$28 por el barril de petróleo, por más en \$27.60 de 2.8 por ciento el incremento (sustentado para el 2000) a 2.7 por ciento".

Resaltó que "no sólo que depende en relación de los que están de petróleo importante es parte importante también que hay cambio en el precio del petróleo".

Ángel A. López

