



PHASE 3 – Strategic Prioritization

Detailed Methodology and Results

May 2004, Puerto Rico

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 - Workplan and timeline
 - Detailed results of each Prioritization Panel
 - List of participants in the Panels and Strategic Decision Conferences

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

Key questions — Strategic Prioritization Phase

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

Key deliverables — Strategic Prioritization Phase

- Complete set of strategies
- Analysis of strategies against fundamental objectives
- Benefits vs. doability analysis of strategies
- Strategic Plan

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- Key deliverables for the Strategic Prioritization Phase

- **Overview of the Strategic Prioritization Process**

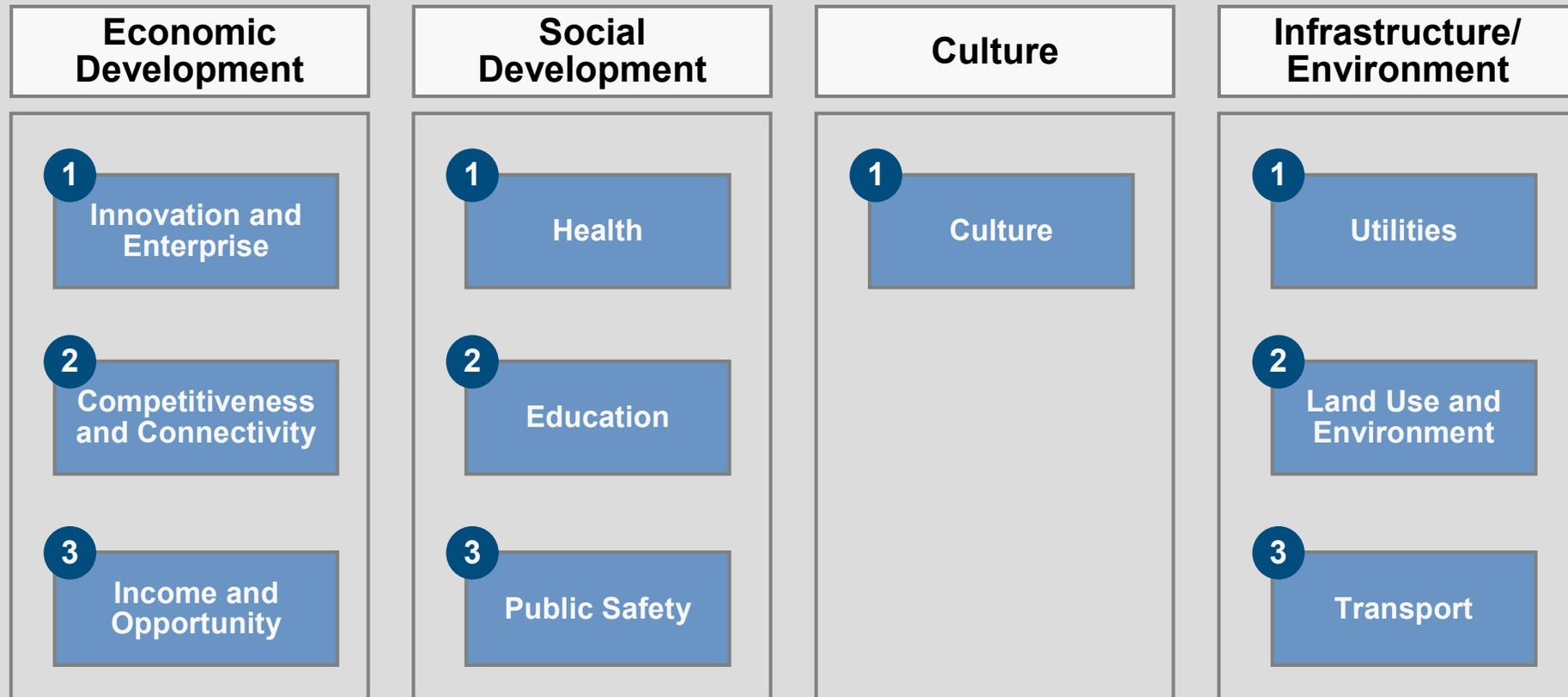
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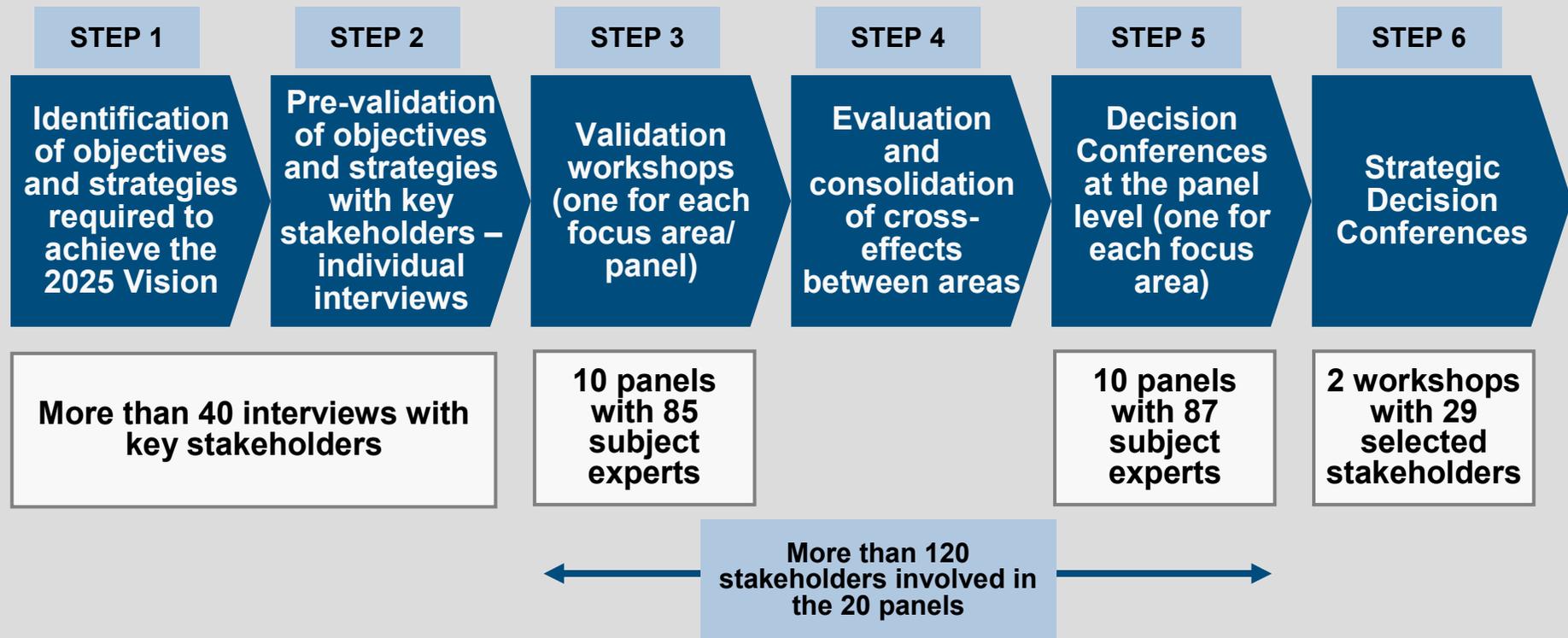
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Based on the output of the Assessment and Vision phases, stakeholders focused on prioritizing strategies in 10 areas

Focus Areas for the Strategic Prioritization Phase



Participation was critical throughout to identify, validate and prioritize the strategic options to be implemented



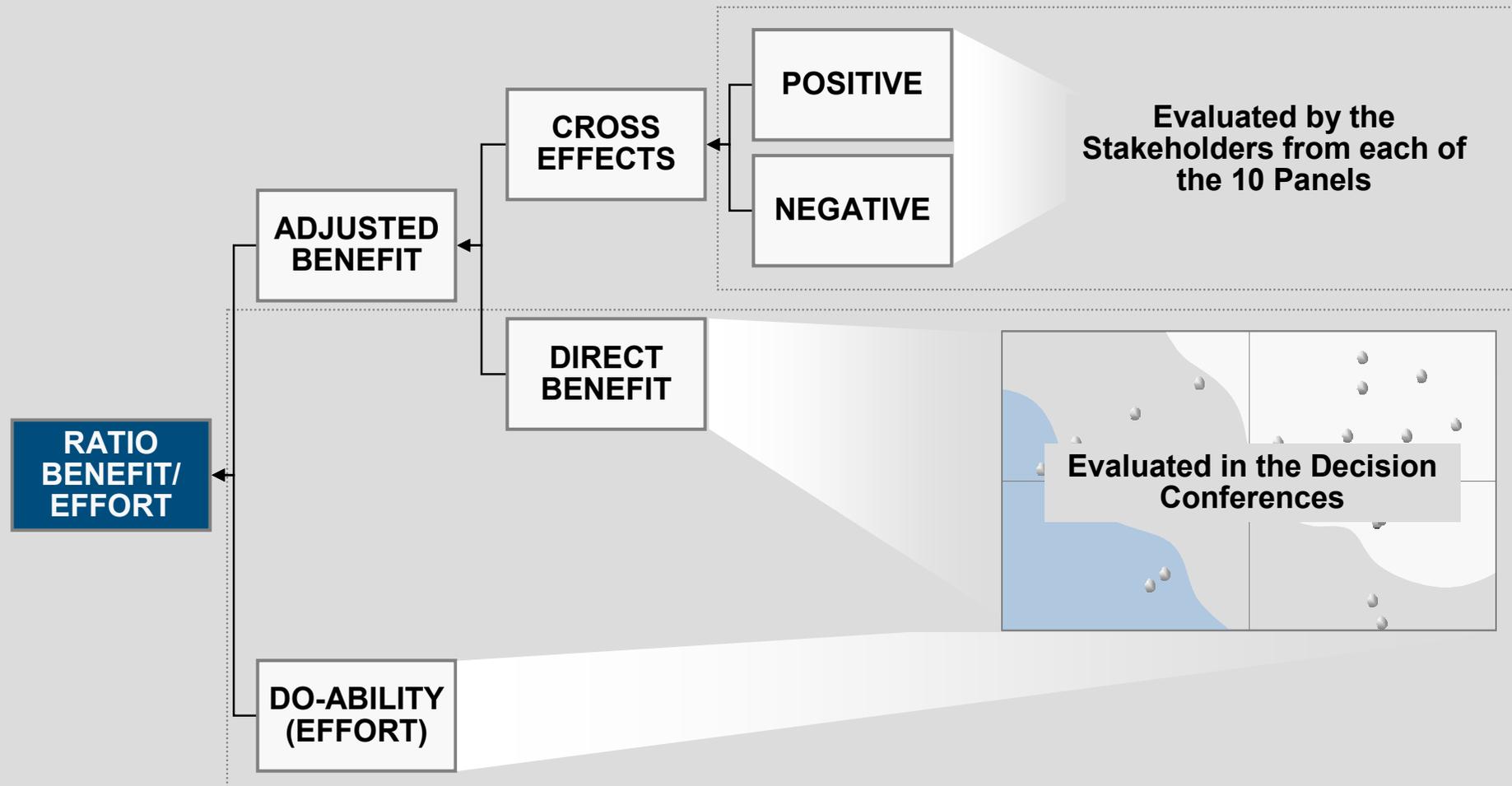
Potential strategies in each focus area were mapped in terms of their expected benefits and their do-ability

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



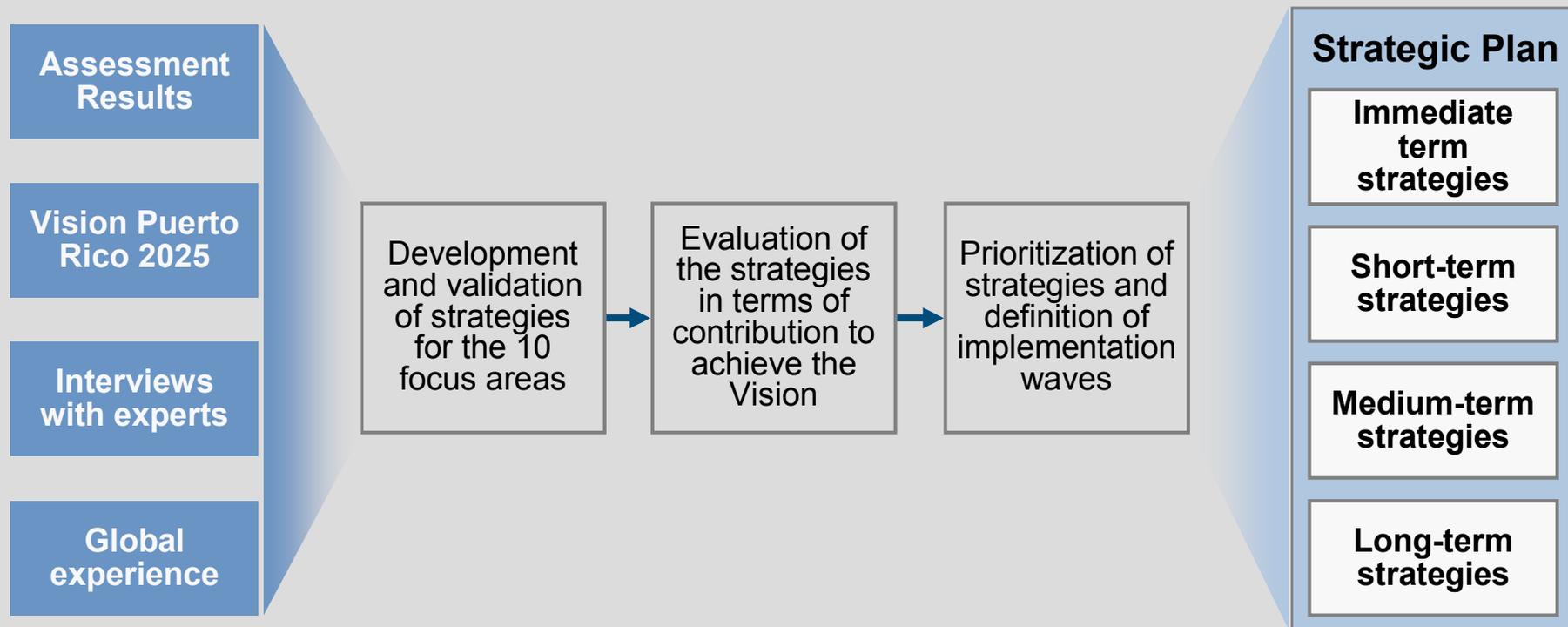
Stakeholders then evaluated potential cross-effects across areas, to derive a total benefit/effort ratio for each strategy

Generation of the Benefit/Effort Ratios



The final output is a holistic Strategic Plan prioritizing the initiatives required to achieve the PR2025 Vision

Strategic Plan Development



The Strategic Plan is comprised of waves of strategies that should be started in the immediate, short, medium and long terms. Development of specific action plans for the immediate and short-term strategies is the core of the next phase of the project

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



Together, the 169 strategies form a fundamental redirection in Puerto Rico's development path

Education

- Improve quality, efficiency and financial viability of all levels
- Special emphasis on: security and drug use, ethics and civics, technology usage, R&D, adult education
- Ensure access to all
- Increase community participation

Health

- Improve overall quality, coordination, access and infrastructure
- Optimize use of financial resources
- Focus on information, education and prevention
- Special programs for main health problems and at-risk populations
- Upgrade health human capital

Public Safety

- Ensure overall coordination, fairness, independence and accessibility
- Specific programs to address key problems of drugs, juvenile crime, domestic violence and corruption
- Focus on support and rehabilitation
- Increase community role

Economy

- Overhaul economic strategy, promotion and branding
- Focus on R&D and Innovation
- Stimulate local enterprise / linkages
- Increase productivity, quality and global exposure of human capital
- Reduce burden of government
- Stimulate job creation in non-government sectors
- Support & incent disenfranchised
- Promote culture of enterprise and responsibility

Culture

- Protect heritage
- Strengthen financing and autonomy of cultural institutions
- Harness and promote cultural strengths: music, visual arts, sports, festivities and traditions, museums, literature, etc.
- Develop human capital for culture
- Special focus on less favored groups

Land-use & Environment

- Create, communicate and enforce holistic land-use plan
- Restructure planning and permitting agencies and processes
- Review environmental laws/agencies
- Promote environmental sensitivity through education, incentives, etc.
- Improve community participation

Utilities

- Implement holistic water and waste plans
- Invest in infrastructure to improve efficiency and reliability
- Clean technologies & renewable sources
- Reduce usage and waste generation
- Increase independent oversight and incentives to improve performance

Transport

- Invest in capacity and efficiency of existing infrastructure first
- Reduce car use through rational land-use, collective transport and incentives
- Promote clean fuels and technologies
- Invest in new airports, ports, and freight systems, when warranted
- Improve community participation

Strategies for immediate start – Economic Development

Strategies selected for immediate launch

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

Strategies for immediate start – Culture and Social Development

Strategies selected for immediate launch

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

Strategies for immediate start – Environment and Infrastructure Development

Strategies selected for immediate launch

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

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

Strategies selected for short-term launch

Economic Development

Innovation and Enterprise

- **2.2.1** – Promote deeper linkages between foreign owned multinational firms and locally owned suppliers
- **2.3.4** – Assist small and medium enterprises in accessing special federal funds and other external funding sources
- **2.3.1** – Expand the availability and effectiveness of private equity funding for start-up businesses and small and medium enterprises
- **2.4.2** – Cultivate a widely held entrepreneurial culture in Puerto Rico
- **2.1.1** – Make government procurement process more favorable to local small and medium enterprises
- **2.4.3** – Enhance entrepreneurial "networks" to help small and medium enterprises get organized and leverage capabilities mutually
- **1.4.1** – Create, revise or expand financial and other incentives for private sector R&D activities
- **1.2.3** – Increase government indirect support and incentives for private R&D
- **2.2.2** – Develop a more entrepreneurial environment within large firms
- **2.4.1** – Improve teaching of entrepreneurial and business skills in the education system
- **1.1.1** – Define and implement a Puerto Rico innovation agenda to guide prioritization and policy making across government, private sector and academia
- **1.2.2** – Enhance direct government funding for independent R&D centers and initiatives
- **2.1.3** – Limit the burden of regulations and inefficiencies on small and medium enterprises

Strategies to be started in the short-term – Economic Development (cont.)

Strategies selected for short-term launch

Economic Development

Competitiveness and Connectivity

- **1.5.4** – Overhaul the systems for promoting exports in Puerto Rico
- **1.1.3** – Increase the productivity of local human capital through increasing use of technology
- **1.1.2** – Increase the productivity of local human capital through training and skills programs
- **1.5.3** – Overhaul the systems for promoting investment in Puerto Rico
- **1.3.2** – Reduce the regulatory inefficiencies impacting business
- **1.5.1** – 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

Income and Opportunity

- **1.1.3** – Provide public funding and other incentives for job creation in the private sector
- **1.1.5** – Provide support to small and medium enterprises, community businesses and cooperatives to create more job opportunities
- **1.1.1** – Use direct government funding to stimulate employment creation
- **1.2.2** – Provide direct assistance in job search and job placement

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

Strategies selected for short-term launch

	<p>Culture</p>	<ul style="list-style-type: none"> ▪ 2.1.4 – Economically promote and develop the musical arts ▪ 1.1.2 – Develop and strengthen cultural activity-centers in municipalities and communities
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Social Development</p>	<p>Education</p>	<ul style="list-style-type: none"> ▪ 3.2.2 – Promote quality in the operation of the public and private education systems ▪ 1.1.1 – Promote ethical and civic content in curricula ▪ 3.1.2 – Evaluate and incentivize the efficiency and integration of the education system, with a focus on value-addition ▪ 1.2.1 – Optimize academic results and promote the search for excellence ▪ 3.2.3 – IT-enable the education system and promote extensive use of the Internet ▪ 2.1.2 – Enhance the viability of primary and secondary education ▪ 3.1.1 – Enhance the financial viability of the public and private education systems ▪ 2.1.3 – Enhance the viability of post-secondary education ▪ 4.1.2 – Develop R&D in collaboration with industries ▪ 1.1.2 – Promote community and family participation in the whole pre-K-to-12 learning process ▪ 4.1.1 – Develop R&D at the universities

Strategies to be started in the short-term – Culture and Social Development (cont.)

Strategies selected for short-term launch

Social Development	Health	<ul style="list-style-type: none"> ▪ 1.1.1 – Improve the collection, analysis and dissemination of information about health problems, behaviors, attitudes and knowledge in the population ▪ 2.2.1 – Incorporate preventive services into routine medical care, both public and private ▪ 2.3.1 – Develop specific action plans to tackle the main health problems in Puerto Rico ▪ 3.1.1 – Optimize the use of health data and information in Puerto Rico ▪ 3.2.3 – Provide adequate access to medical attention and rehabilitation services ▪ 2.3.2 – Promote illness-prevention in target population groups ▪ 3.2.1 – Optimize health infrastructure ▪ 3.2.2 – Promote quality in the medical attention given to patients
	Public Safety	<ul style="list-style-type: none"> ▪ 3.1.4 – Develop a plan for the ongoing study of violence ▪ 3.3.2 – Provide assistance and protection to the victims of crimes and violence ▪ 3.2.1 – Guarantee the independence of the legal justice system and the continuity of key policies ▪ 1.2.2 – Guarantee compliance with international human rights norms ▪ 3.1.3 – Coordinate crime fighting efforts at local, regional and international levels ▪ 3.3.1 – Guarantee access to justice for all citizens ▪ 1.2.1 – Substantially reduce corruption

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

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

Strategies selected for medium-term launch

Economic Development

Innovation and Enterprise

- **1.3.1** – Reform University budget and incentive structure to promote R&D and technology transfer
- **2.1.2** – Reduce tax burden and other financial costs that government imposes on small and medium enterprises
- **1.3.4** – Attract more global talent to do R&D at universities
- **1.4.2** – Fund major scientific infrastructure projects needed to attract more private sector R&D
- **2.1.4** – Improve the effectiveness of existing entities designed to promote the growth and formation of small and medium enterprises
- **2.3.2** – Enhance debt financing options available to small and medium enterprises
- **1.3.2** – Increase funding for laboratories, research centers and other R&D infrastructure at universities
- **1.2.1** – Create government research centers to pursue high-priority research needs

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

Strategies selected for medium-term launch

Economic Development

Competitiveness and Connectivity

- **1.1.6** – Promote multi-lingual abilities in all sectors of the economy
- **1.1.5** – Deepen linkages between Puerto Rico's people and the world
- **1.1.4** – Institute programs to attract more global talent to Puerto Rico
- **1.5.2** – Improve the ongoing process for defining the overall economic strategy of Puerto Rico
- **1.4.2** – Rationalize unproductive subsidies distorting competition and resource allocation in key economic sectors

Income and Opportunity

- **1.1.6** – Provide support and incentives to non-profit organizations to create more job opportunities
- **1.3.1** – Reform social-assistance programs to encourage gainful employment
- **1.4.2** – Encourage saving and asset building among poor and marginalized people

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

Strategies selected for medium-term launch

Culture

Culture

- **2.1.5** – Economically promote and develop the representative arts
- **2.3.2** – Develop human capital for cultural production
- **1.1.1** – Support and foster public and private cultural initiatives that guarantee the autonomy of cultural organizations
- **4.1.1** – Promote Puerto Rican festivities and traditions
- **1.1.3** – Facilitate access to schools specializing in art and culture
- **1.2.2** – Provide incentives for professional and high-competition sports in Puerto Rico
- **2.1.1** – Promote the development, management and coordination of museums
- **1.2.1** – Promote recreation and sport activities among children and youngsters in the school and university systems
- **2.1.3** – Economically promote and develop plastic arts
- **2.2.1** – Promote the development of literature and its diffusion within and outside Puerto Rico
- **2.2.2** – Foster reading habits
- **3.2.1** – Promote social responsibility in the audiovisual and printed communication media

Strategies to be started in the medium-term – Culture and Social Development (cont.)

Strategies selected for medium-term launch

Social Development	Education	<ul style="list-style-type: none"> ▪ 2.1.4 – Guarantee education for disadvantaged groups ▪ 2.2.1 – Guarantee education for the disabled ▪ 1.2.2 – Optimize retention and graduation rates in schools and universities ▪ 1.2.4 – Develop arts and culture ▪ 2.2.2 – Promote adult education
	Health	<ul style="list-style-type: none"> ▪ 4.1.1 – Optimize the use of financial resources for health treatment ▪ 2.1.1 – Reduce environmental risks to health ▪ 3.1.2 – Promote coordination between diverse public and private organizations for the achievement of health objectives ▪ 2.1.2 – Guarantee food assistance for higher risk groups and strengthen nutritional food surveillance systems ▪ 4.1.3 – Promote and reinforce human resource skills in the health system
	Public Safety	<ul style="list-style-type: none"> ▪ 3.1.2 – Develop a juvenile criminal justice plan ▪ 3.5.1 – Prevent and eradicate domestic violence and sexual aggression, and eliminate recurrence ▪ 3.1.1 – Expedite penal procedures ▪ 3.4.1 – Promote the habilitation and rehabilitation of the prison population

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

Strategies selected for medium-term launch

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

Strategies to be started in the medium-term – Environment and Infrastructure Development (cont.)

Strategies selected for medium-term launch

Infrastructure
Development

Transport

- **3.3.2** – Promote clean fuels and advanced technology for transportation
- **2.1.2** – Expand capacity of existing air cargo facilities
- **3.3.1** – Encourage reduction in car use

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

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

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

Strategies for long-term launch

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

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Key Steps – Phase 3

STEP 1

Identification of objectives and preliminary development of strategies

OBJECTIVES

- Identify objectives within each area based on respective vision statements
- Develop preliminary set of strategies based on:
 - Assessment
 - Vision
 - Benchmarks/ experiences from other countries

The strategies were generated through a structured approach

Process to generate the preliminary set of strategies

Illustrative

For each one of the areas of interest...

- Education
- Health
- Public Safety
- Innovation ...
- ...
- Land & Environment

TASK 1: IDENTIFY FUNDAMENTAL OBJECTIVES (Based on vision statement)

1. DEVELOP A **HIGH QUALITY** EDUCATION SYSTEM
2. GUARANTEE **ACCESS** TO EDUCATION FOR ALL
3. GUARANTEE AN **EFFICIENT** EDUCATIONAL SYSTEM
4. GUARANTEE AN EDUCATION SYSTEM BASED ON **INNOVATION**...

This task defined the main (fundamental) objectives that would be used in the Decision Conferences as weighting criteria

TASK 2: IDENTIFY MEANS OBJECTIVES

- 1.1 Guarantee that the educational system is an environment that promotes the development of ethical and civic values
- 1.2 Develop the Professional and vocational skills needed to...
- 1.3 Develop the Entrepreneurial attitude to...
- 1.4 Develop a continuous learning attitude in all members of society...

Each one of the fundamental objectives was then broken into means objectives that helped explain and frame the content

TASK 3: IDENTIFY LEVERS

- a. Curriculum
- b. Professors
- c. Good Environment
- d. Integration with the community
- e. Methods
- f. Infrastructure & Resources
- g. Integration with Labor markets
- h. Extra-curricular activities
- i. Valuation model

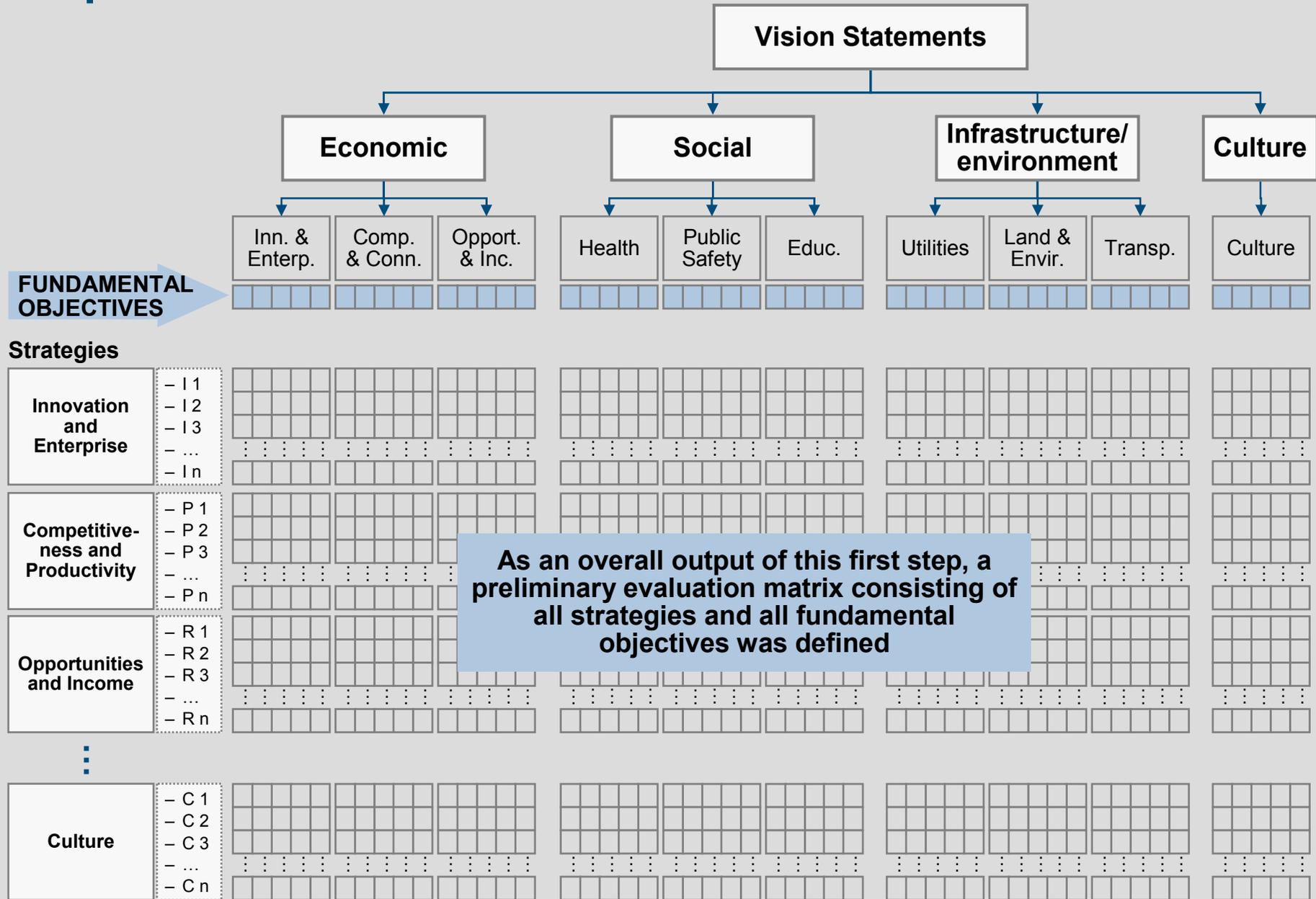
The levers reflect key elements that could be acted upon in order to achieve each mean objective

TASK 4: DEVELOP strategies AND EXAMPLE OF ACTIONS

- i) Guarantee that the curriculum addresses sufficiently the development of ethical and civic values:
 - Reallocate school hours to the detriment of traditional academic courses
 - Increase the daily hours of class in order to include programs/courses on values..
 - Alter the current content / courses addressing ethical and civic values

The strategies, and examples of respective policy actions, were developed for each lever

Output of STEP 1



Key Steps – Phase 3

STEP 1

Identification of objectives and preliminary development of strategies

OBJECTIVES

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STEP 2

Pre-validation of objectives and strategies with key stakeholders – individual interviews

OBJECTIVES

- Ensure that no key element has been left behind
- Understand which policies are already been implemented
- Understand restrictions for the implementation of some strategies (regulatory, political,...)

Key Steps – Phase 3

STEP 1

Identification of objectives and preliminary development of strategies

OBJECTIVES

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STEP 2

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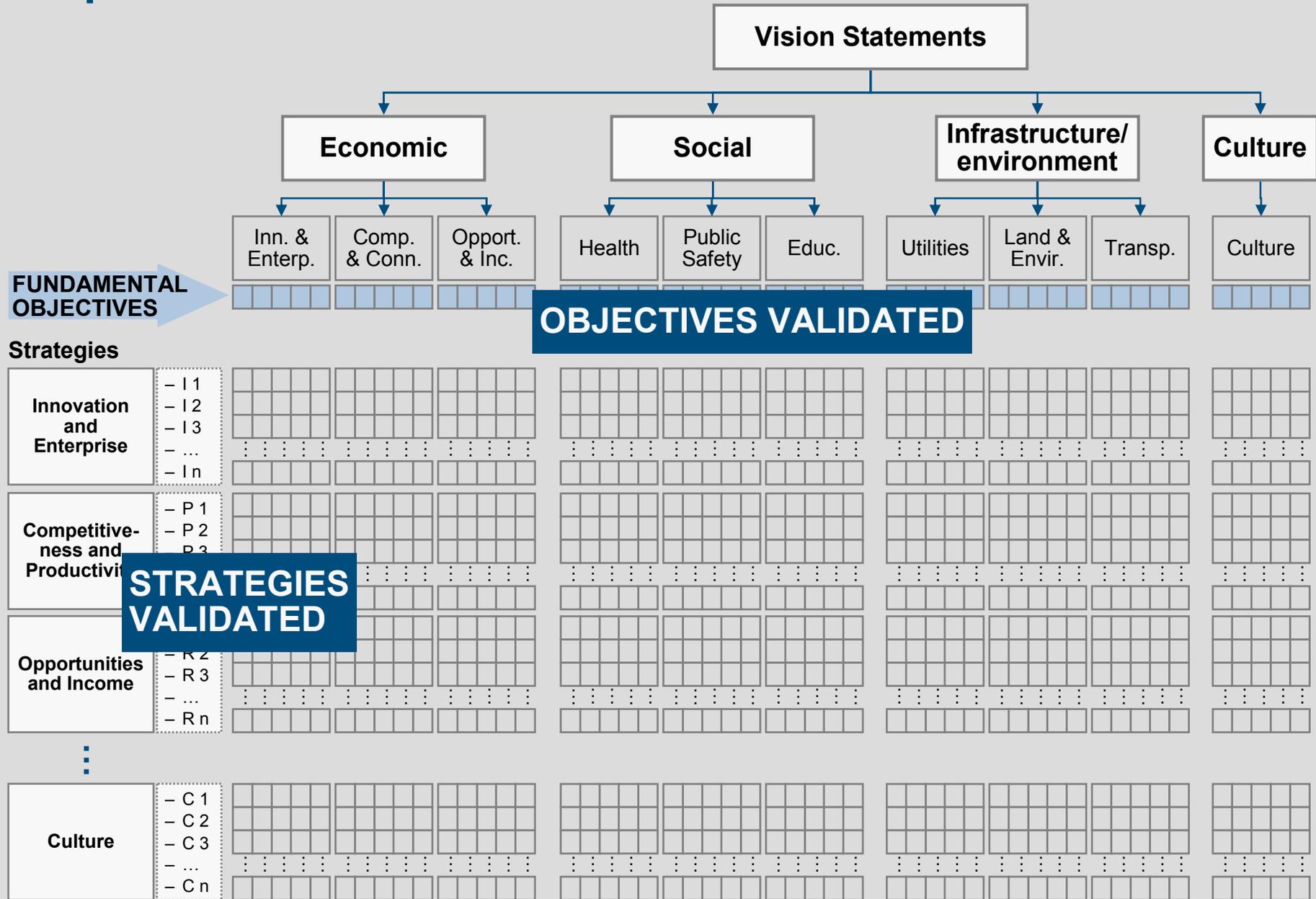
STEP 3

Validation workshops (one for each area of interest/ panel)

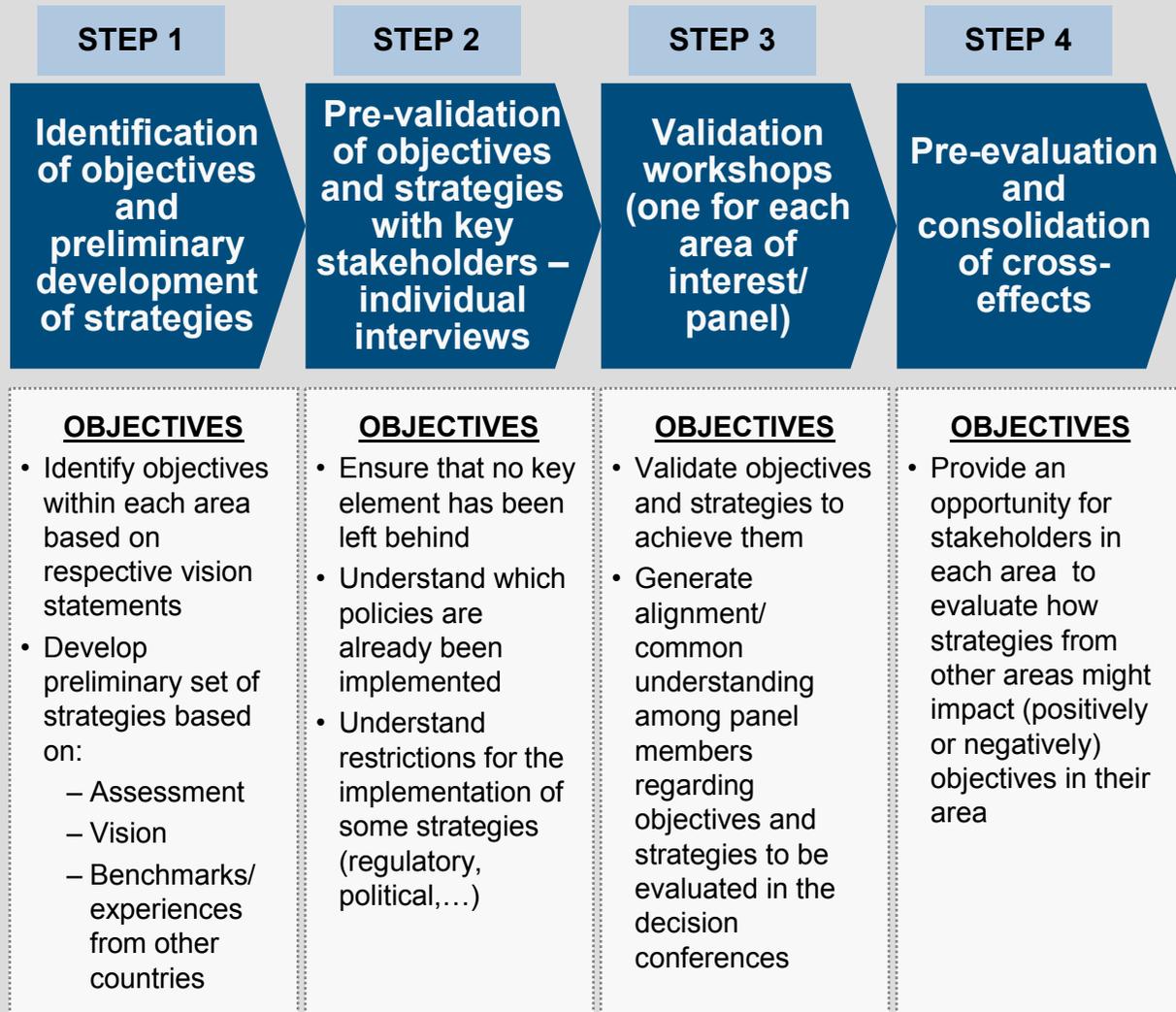
OBJECTIVES

- Validate objectives and strategies to achieve them
- Generate alignment/ common understanding among panel members regarding objectives and strategies to be evaluated in the decision conferences

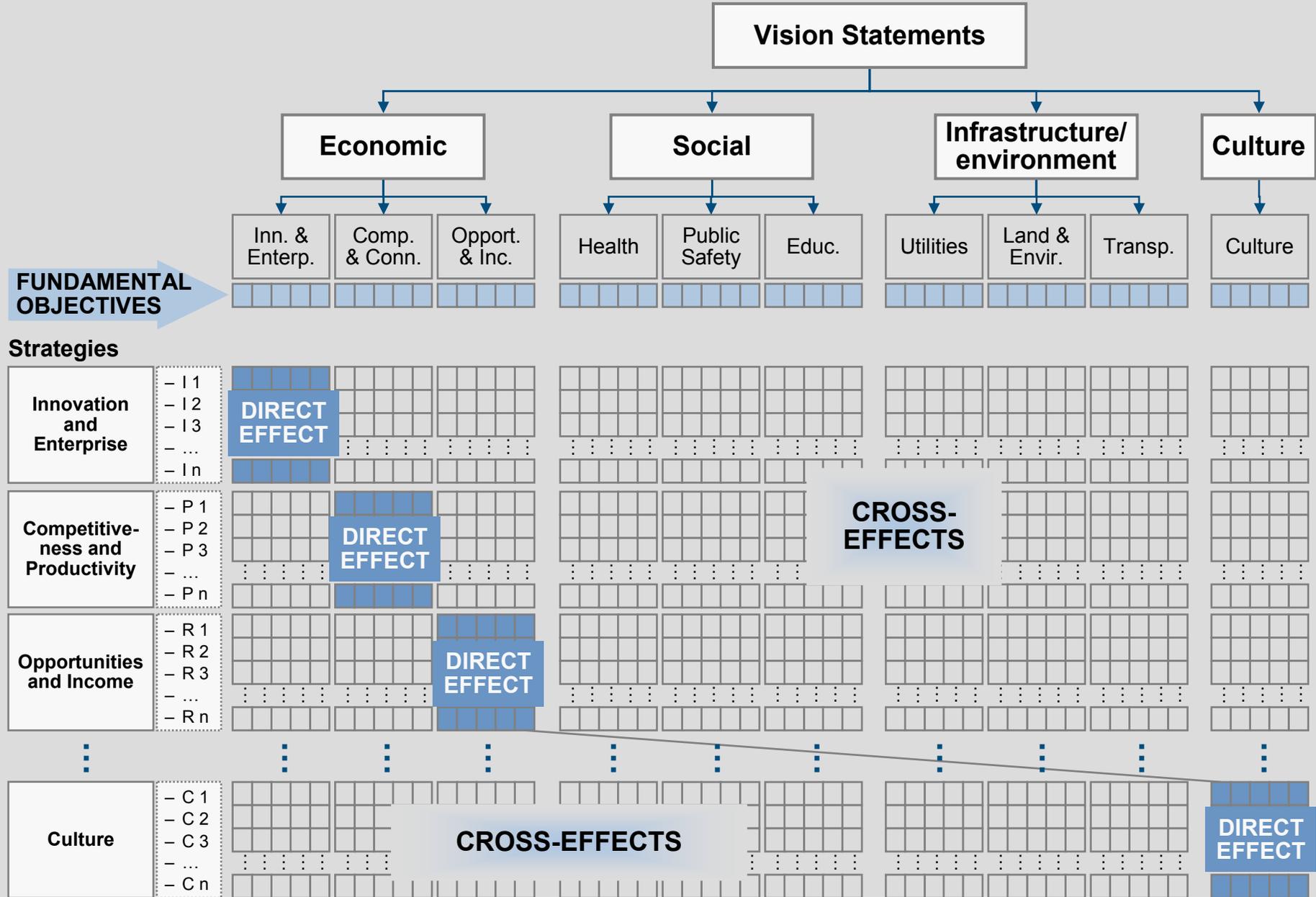
Output of STEP 3



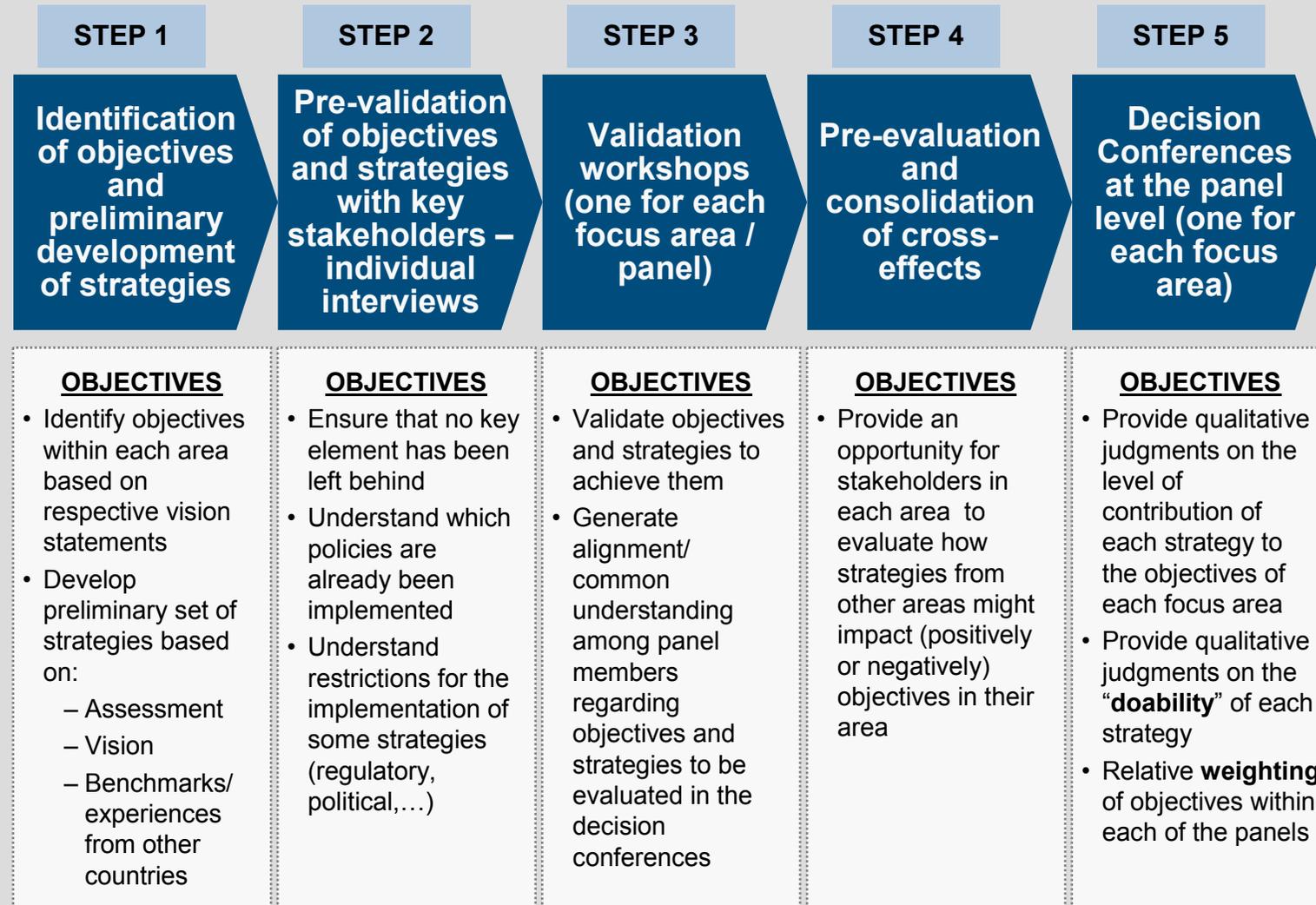
Key Steps – Phase 3



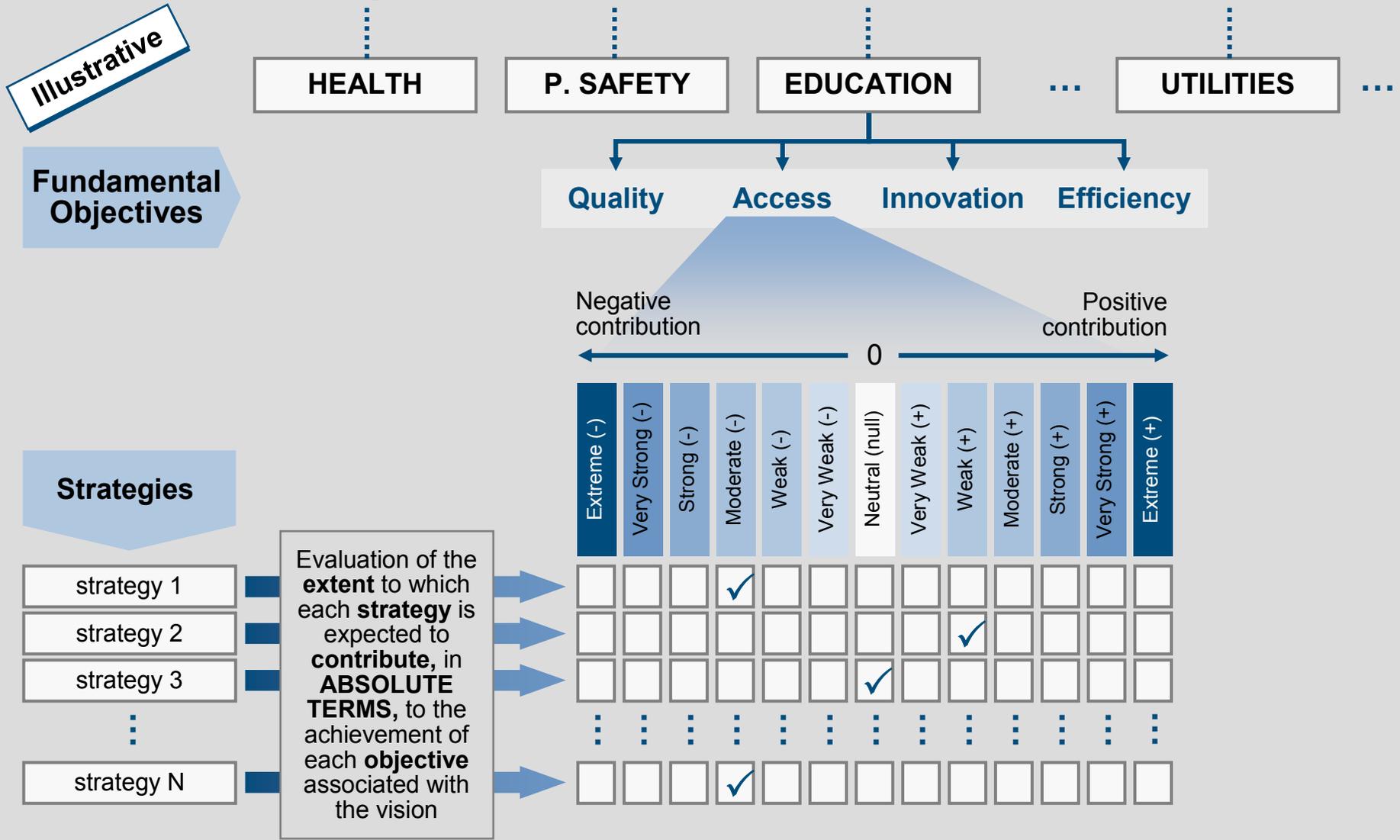
Direct effects and cross-effects



Key Steps – Phase 3

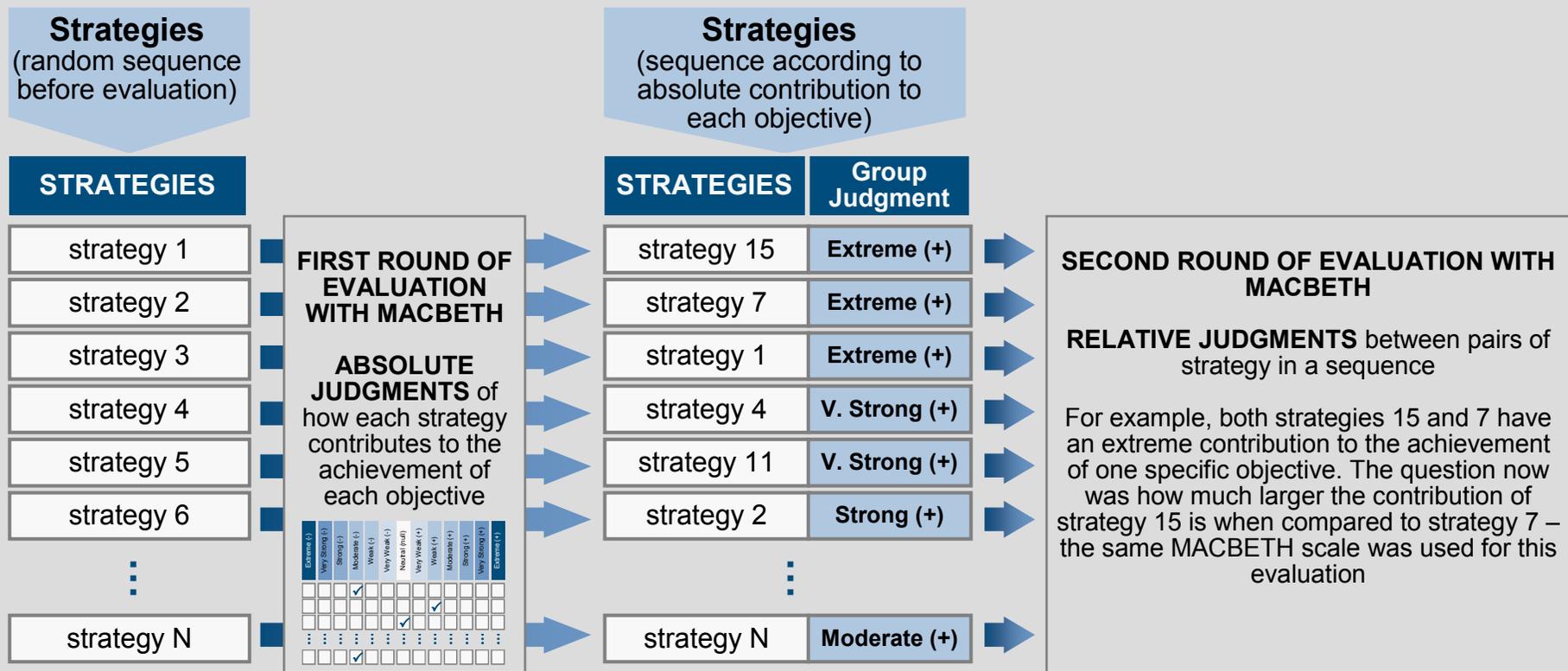


The MACBETH methodology was applied to evaluate the strategies in terms of their contribution to achieve each fundamental objective



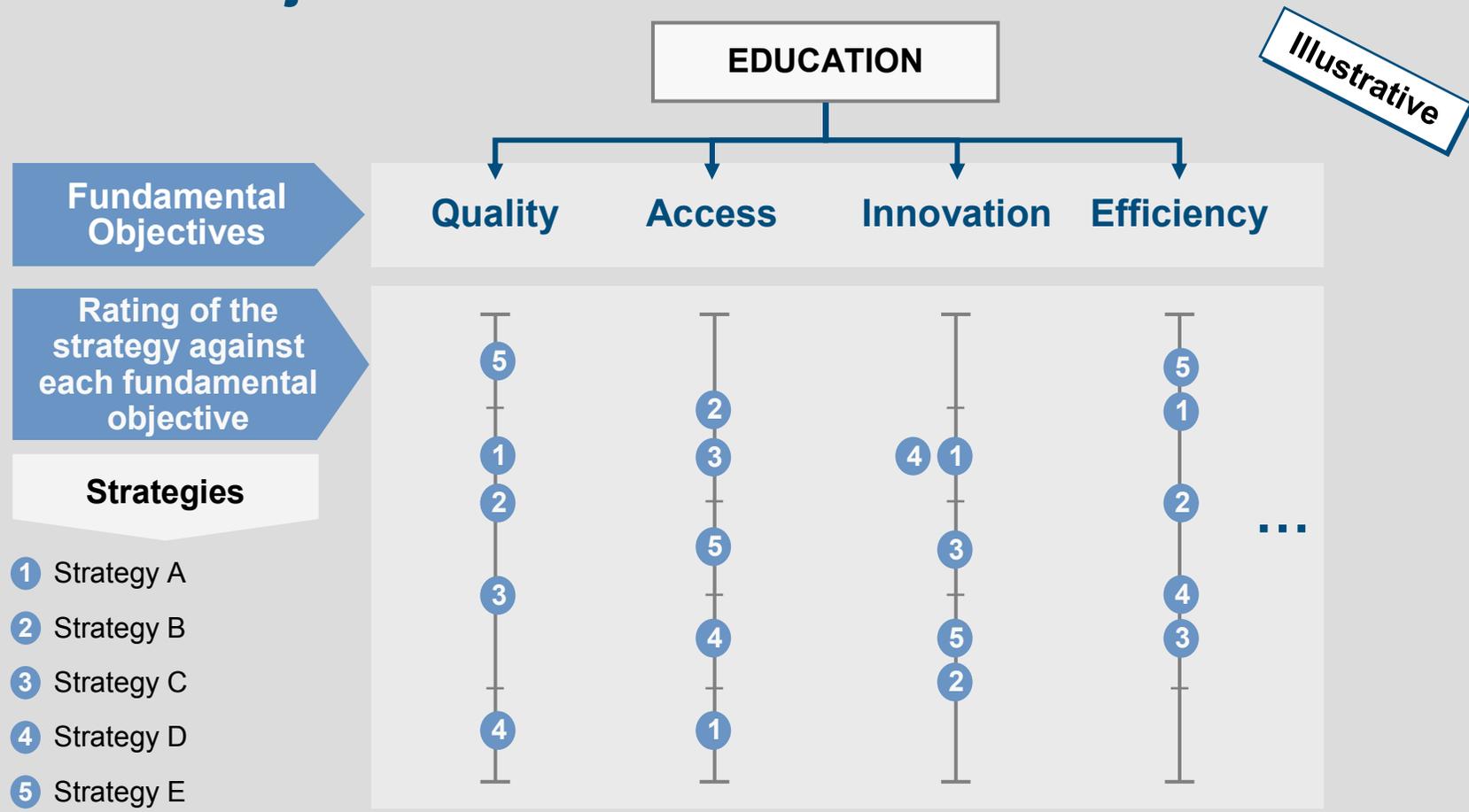
The evaluation of the strategies against each objective was made both in absolute and relative terms, comparing strategies in pairs

First and second round of evaluations during the Decision Conferences



Based on the first and second rounds of evaluation, the MACBETH software generated a numerical scale based on the absolute and relative judgments provided by the group of experts

As a result, all strategies were scored in terms of their direct contribution to the achievement of each of the fundamental objectives



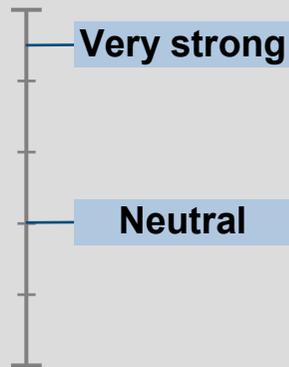
The doability of each strategy was evaluated in a similar process through a consolidated qualitative judgment that considered technical, political, institutional, financial and other issues

The different fundamental objectives in each focus area were then weighted to reflect their relative importance to achieving the vision

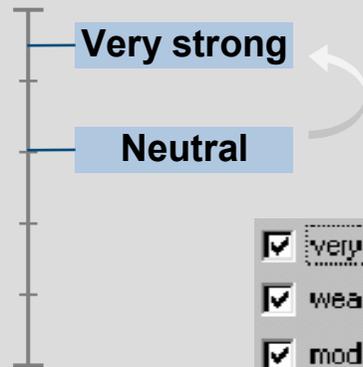
Applying weights to the different fundamental objectives

Illustrative

Quality

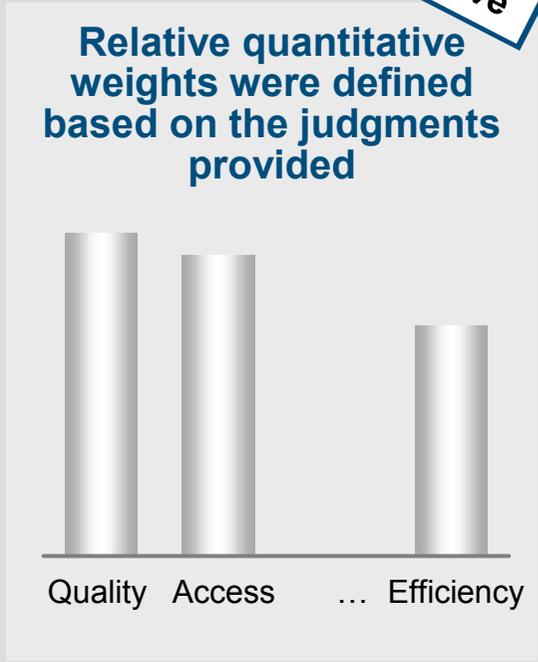


Access



- very weak
- weak
- moderate
- strong
- v. strong
- extreme

The weighting of the different fundamental objectives was based on qualitative judgments about the relative importance of very strong improvements of the status quo towards the vision

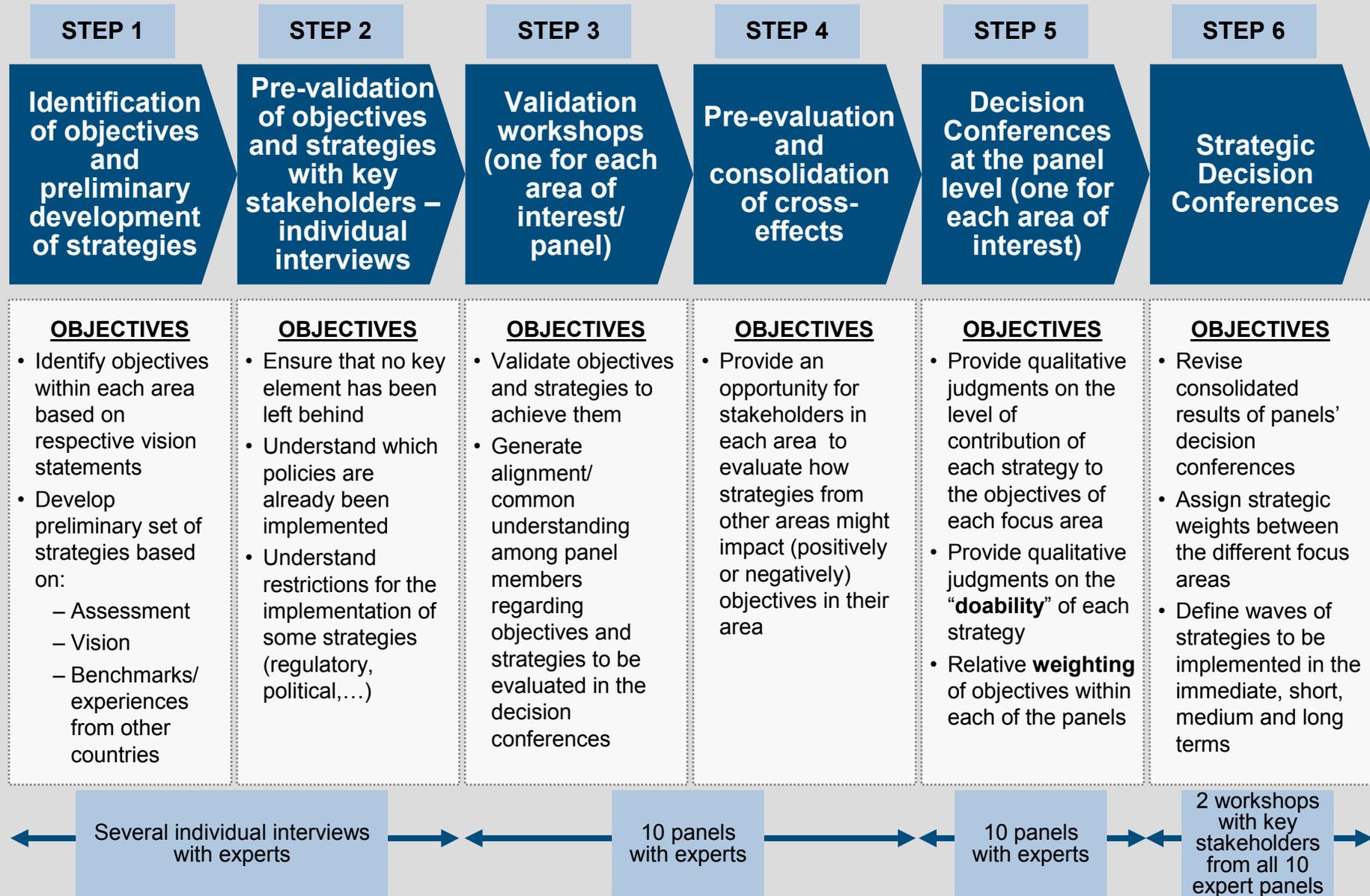


As a final result of the decision conferences, key strategies in each focus area were mapped in terms of their expected benefits and their do-ability

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



Key Steps – Phase 3



The addition of cross-effects to the outcome of the decision conferences allowed the calculation of a benefit/effort ratio for each strategy

Generation of the Benefit/Effort Ratios

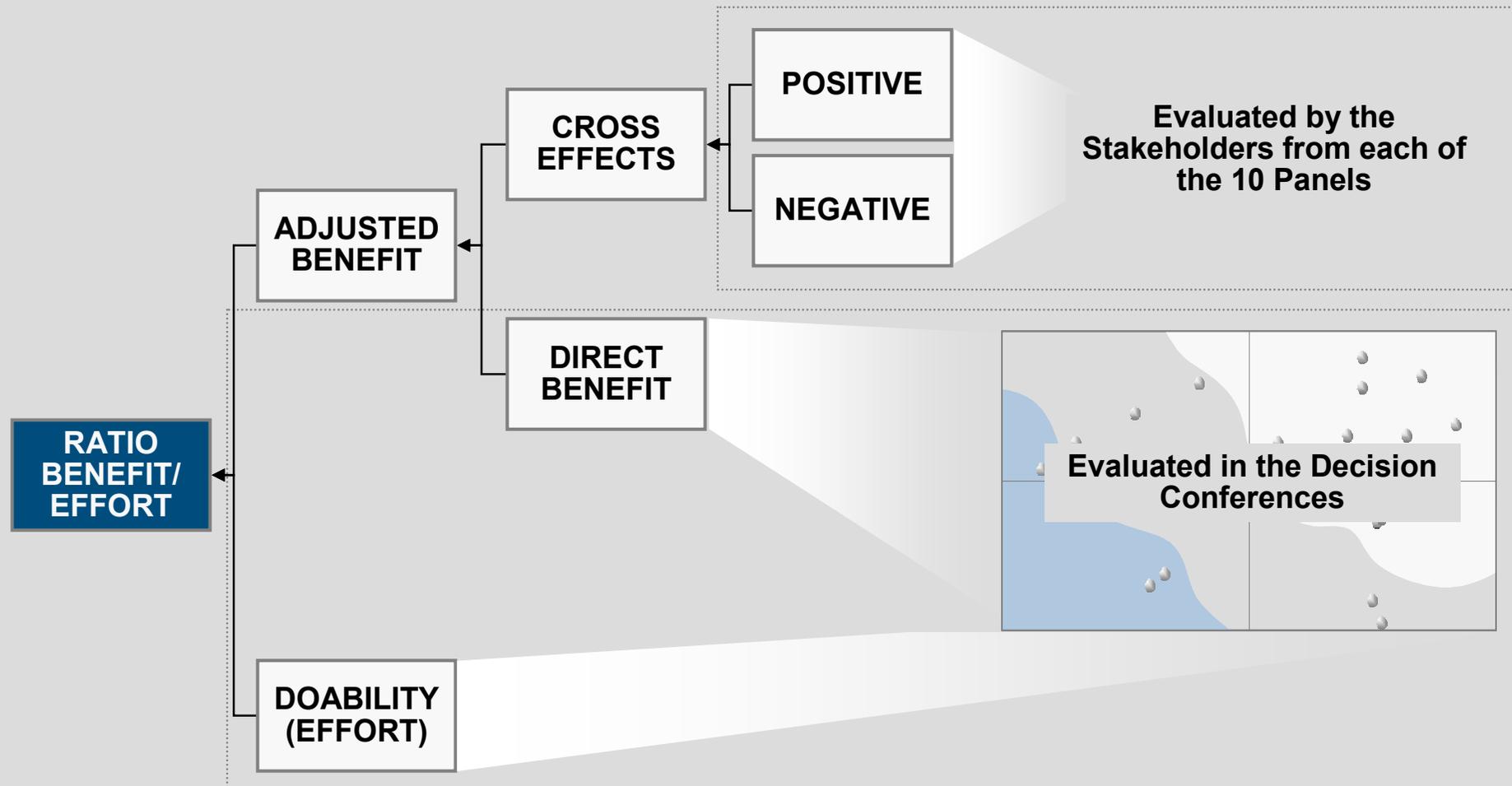


Table of Contents

- Key deliverables for the Strategic Prioritization Phase
- Overview of the Strategic Prioritization Process
- Executive summary of results – Strategic Plan
- **APPENDIX:**
 - Key Steps in the Strategic Prioritization Phase
 - **Workplan and timeline**
 - Detailed results of each Prioritization Panel
 - List of participants in the Panels and Strategic Decision Conferences

PRE-VALIDATION INTERVIEWS

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
16 - February	17 - February	18 - February	19 - February	20 - February	21 - February
FINALIZATION OF strategies					
23 - February	24 - February	25 - February	26 - February	27 - February	28 - February
FINALIZATION OF strategies PRE-VALIDATION INTERVIEWS					
1 - March	2 - March	3 - March	4 - March	5 - March	6 - March
PRE-VALIDATION INTERVIEWS					

VALIDATION WORKSHOPS

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 - March	2 - March	3 - March	4 - March	5 - March	6 - March
8 - March	9 - March	10 - March	11 - March	12 - March	13 - March
	CULTURE	UTILITIES	COMPETITIV/ CONNECTIV.	INNOVATION/ ENTERPRISE	INCOME AND OPPORT.
TRANSPORT	LAND + ENV.	PUB. SAFETY	EDUCATION	HEALTH	
15 - March	16 - March	17 - March	18 - March	19 - March	20 - March
CONSOLIDATION OF CROSS EFFECTS PRIOR TO THE DECISION CONFERENCES					

DECISION CONFERENCES

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
22 - March	23 - March	24 - March	25 - March	26 - March	27 - March
HOLIDAY	CULTURE	COMPETITIV/ CONNECTIV.	PUBLIC SAFETY	INNOVATION/ ENTERPRISE	INCOME AND OPPORT.
29 - March	30 - March	31 - March	1 - April	2 - April	3 - April
EDUCATION	HEALTH	TRANSPORT	UTILITIES	LAND USE + ENV.	
5 - April	6 - April	7 - April	8 - April	9 - April	10 - April
		EASTER			
12 - April	13 - April	14 - April	15 - April	16 - April	17 - April
19 - April	20 - April	21 - April	22 - April	23 - April	24 - April
			STRATEGIC WORKSHOP		STRATEGIC WORKSHOP

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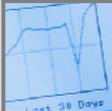
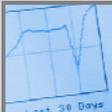
- **APPENDIX:**
 - Key Steps in the Strategic Prioritization Phase

 - Workplan and timeline

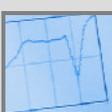
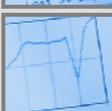
 - **Detailed results of each Prioritization Panel**

 - List of participants in the Panels and Strategic Decision Conferences



Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise



Culture	 Culture
Social development	 Education
	 Health
	 Public safety
Infrastructure/ environment	 Utilities
	 Transport
	 Land Use and Environment
Economic development	 Competitiveness, Productivity and Connectivity
	 Opportunities and Income
	 Innovation and Enterprise

CULTURE – Vision

Vision for Culture in 2025

In 2025 ...

“We are a people that, regardless of where we may be, **appreciate those cultural values** that contribute to the development of solidarity, creativity, tolerance, and diversity.

We make the most of our **cultural heritage** and **talent** to become one of the main centers of production and distribution of cultural goods and services.

We all enjoy access to a wide range of **cultural assets and entertainment options** that make daily living more full, conscious, and satisfying.”

CULTURE – Vision

Vision for Culture in 2025

In 2025 ...

- **Cultural Heritage** – Puerto Rico values, maintains, guards, supports, and benefits spiritually and economically from its artistic, architectural, and environmental legacy.
- **Cultural Production** – The cultural production of Puerto Rico (theater, radio, cinema, television, music, literature, dance, crafts, plastic arts, among others) is recognized for its excellence and has effective local and international distribution channels.
- **Communications** – We encourage the media to be socially responsible.
- **Entertainment** – There is a wide range of cultural activities and entertainment for all, using different programs and cultural institutions, mass communication, installations, and recreational areas.
- **Values** – We state and share values of inclusion, based on ethics, democracy, solidarity, respect for man's dignity and human rights that support the integrated development of the individual and the community for the enjoyment of life.
- **Beliefs and Traditions** – Individuals, families, and communities cherish, maintain, guard, promote, and benefit spiritually, socially, and economically from their festivals, traditions, customs, and beliefs.

CULTURE – Fundamental Objectives from the Vision

OBJECTIVES

DESCRIPTION OF THE OBJECTIVES

Guarantee access to culture and entertainment

- Guarantee the existence and access to a broad set of cultural and recreational programs to the whole population

Leverage the social and economic potential of the existing cultural heritage and talent

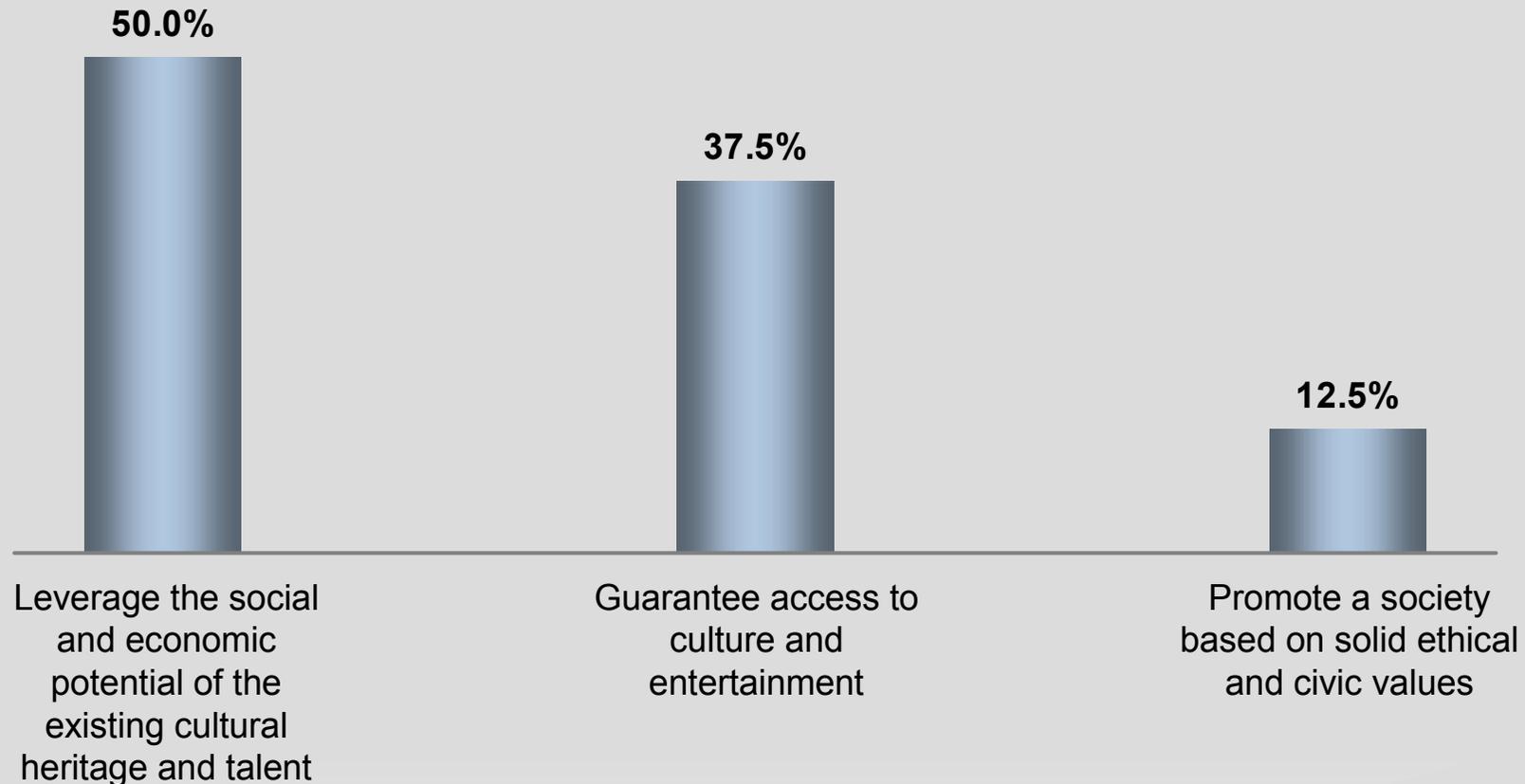
- Foster Puerto Rican society to value, conserve, defend, promote and enjoy spiritually, socially and economically all of its cultural assets (arts, literature, architecture, environment, festivities, traditions...)
- Support cultural production in Puerto Rico so that it becomes recognized as a center of excellence, leveraging effective local and international distribution channels

Promote a society based on solid ethical and civic values

- Foster Puerto Rican society to strengthen and share values of inclusion based on ethics, democracy, solidarity and respect to the human rights
- Promote social responsibility in the media

CULTURE – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



**VISION FOR
CULTURE in 2025**

CULTURE – List of strategies after the validation workshop

REFERENCE NUMBER	STRATEGIES
1.1.1	Support and foster public and private cultural initiatives that guarantee the autonomy of cultural organizations
1.1.2	Develop and strengthen cultural activity-centers in municipalities and communities
1.1.3	Facilitate access to schools specializing in art and culture
1.2.1	Promote recreation and sport activities among children and youngsters in the school and university systems
1.2.2	Provide incentives for professional and High Competition sports in Puerto Rico
1.2.3	Promote recreation and sports among the physically and mentally disabled
1.2.4	Promote recreation and sports among third age (elder) individuals
2.1.1	Promote the development, management and coordination of museums
2.1.2	Protect Puerto Rico's historic and archaeological heritage and patrimony
2.1.3	Economically promote and develop the plastic arts
2.1.4	Economically promote and develop the musical arts
2.1.5	Economically promote and develop the representative arts
2.2.1	Promote the development of literature and the its diffusion within and outside Puerto Rico
2.2.2	Foster reading habits
2.2.3	Promote library-management and the conservation and diffusion of Puerto Rico's documentary patrimony
2.3.1	Finance cultural activities in Puerto Rico
2.3.2	Develop Human Capital for cultural production
2.3.3	Promote Puerto Rican cultural production in the international environment
3.2.1	Promote social responsibility in the audiovisual and printed communication media
4.1.1	Promote Puerto Rican festivities and traditions

CULTURE – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Support and foster public and private cultural initiatives that guarantee the autonomy of cultural organizations	<ul style="list-style-type: none"> ▪ Define policies to provide incentives, facilitate and promote a better use of existing assets and programs for the benefit of the whole population
1.1.2	Develop and strengthen cultural activity-centers in municipalities and communities	<ul style="list-style-type: none"> ▪ Guarantee that there are adequate centers for promoting culture and art in all Puerto Rico municipalities
1.1.3	Facilitate access to schools specializing in art and culture	<ul style="list-style-type: none"> ▪ Guarantee that all persons with interest in developing artistic and cultural skills are able to do so in specialized schools (music, singing, plastic arts, theater, movies, etc.)
1.2.1	Promote recreation and sport activities among children and youngsters in the school and university systems	<ul style="list-style-type: none"> ▪ Contribute to a better integrated formation of individuals, teaching students the values of cooperation and team work, the use of spare time in a healthy way and away from anti-social behaviors. Help to create a healthier and more harmonic physical development
1.2.2	Provide incentives for professional and High Competition sports in Puerto Rico	<ul style="list-style-type: none"> ▪ Guarantee that Puerto Rico enters and maintains itself in the world elite of some selected sports (e.g., baseball, basketball, volleyball, athletics, etc.)

CULTURE – Strategies and their objectives

Number	Strategies	Objectives
1.2.3	Promote recreation and sports among the physically and mentally disabled	<ul style="list-style-type: none">▪ Improve life conditions of disabled people in environments where the achievement of an effective equality of opportunities can help realize the integration of this group into society
1.2.4	Promote recreation and sports among third age (elder) individuals	<ul style="list-style-type: none">▪ Avoid sedentary life in the third age, which increases the risk of illness and incapacity and is a clear barrier to good health and long age
2.1.1	Promote the development, management and coordination of museums	<ul style="list-style-type: none">▪ Promote the coordination and development of museums in Puerto Rico
2.1.2	Protect Puerto Rico's historic and archaeological heritage and patrimony	<ul style="list-style-type: none">▪ Guarantee that Puerto Rico's historic and archaeological patrimony is protected for the enjoyment of future generations
2.1.3	Economically promote and develop the plastic arts	<ul style="list-style-type: none">▪ Develop and promote Puerto Rican plastic arts

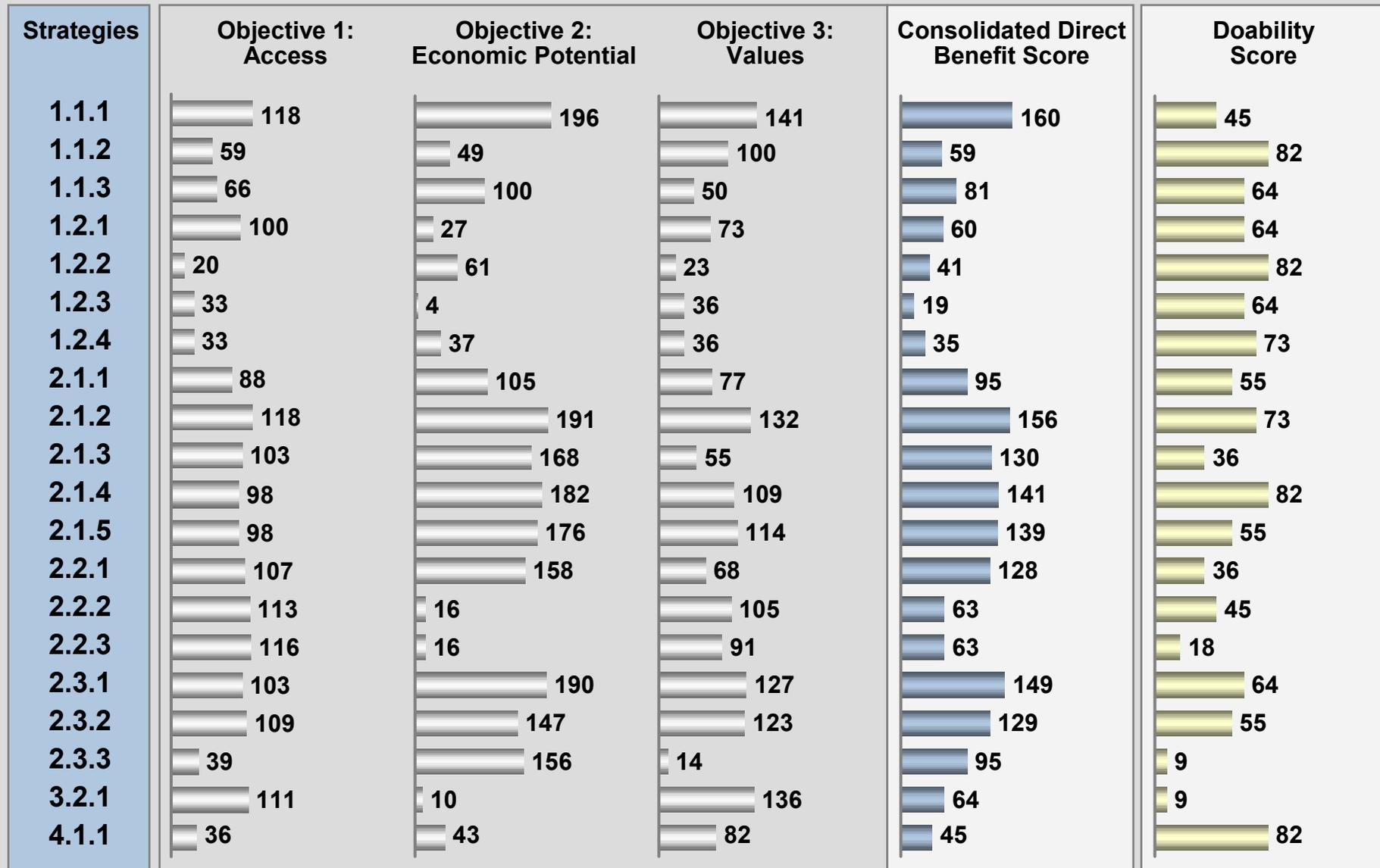
CULTURE – Strategies and their objectives

Number	Strategies	Objectives
2.1.4	Economically promote and develop the musical arts	<ul style="list-style-type: none">▪ Develop and promote Puerto Rican musical arts
2.1.5	Economically promote and develop the representational arts	<ul style="list-style-type: none">▪ Develop and promote Puerto Rican representational arts
2.2.1	Promote the development of literature and the its diffusion within and outside Puerto Rico	<ul style="list-style-type: none">▪ Promote the development of literature in Puerto Rico, as well as the recognition of its representatives and their international diffusion
2.2.2	Foster reading habits	<ul style="list-style-type: none">▪ Develop in individuals from all ages the love for letters and literature, thus contributing to the development of a more cultured society
2.2.3	Promote library-management and the conservation and diffusion of Puerto Rico's documentary patrimony	<ul style="list-style-type: none">▪ Guarantee that the richness of Puerto Rico's documentary patrimony is preserved and promoted

CULTURE – Strategies and their objectives

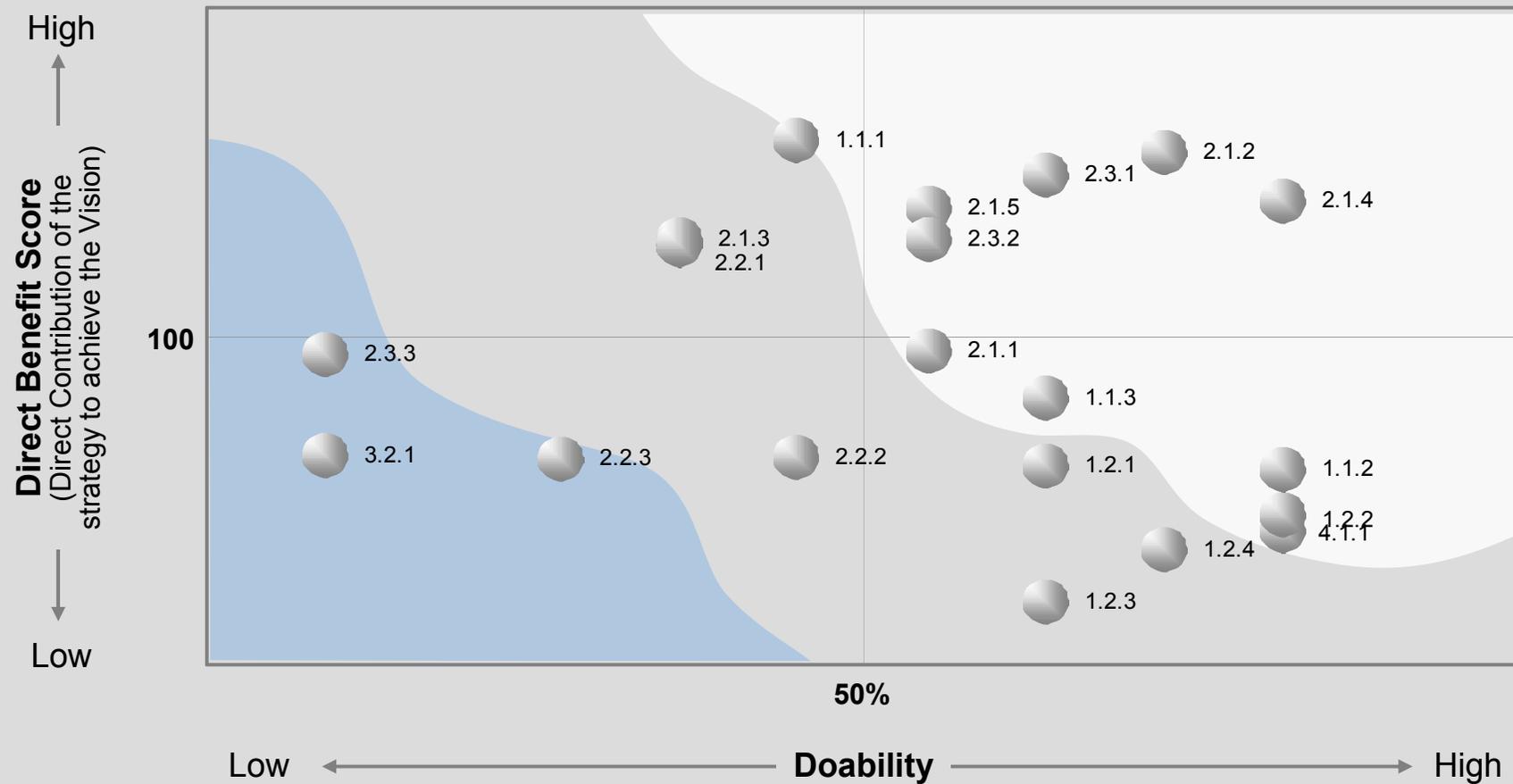
Number	Strategies	Objectives
2.3.1	Finance cultural activities in Puerto Rico	<ul style="list-style-type: none">▪ Guarantee the financial feasibility of programs that allow for the development and promotion of cultural activities
2.3.2	Develop Human Capital for cultural production	<ul style="list-style-type: none">▪ Guarantee that Puerto Rico offers the conditions for the development of artistic skills and the required knowledge to manage cultural activities
2.3.3	Promote Puerto Rican cultural production in the international environment	<ul style="list-style-type: none">▪ Promote the rich cultural heritage existing in Puerto Rico beyond its borders
3.2.1	Promote social responsibility in the audiovisual and printed communication media	<ul style="list-style-type: none">▪ Promote that the communication media become a source of information, culture and healthy entertainment for the population
4.1.1	Promote Puerto Rican festivities and traditions	<ul style="list-style-type: none">▪ Promote education and information regarding major traditions and regional festivities

CULTURE – Experts’ evaluation from the decision conference

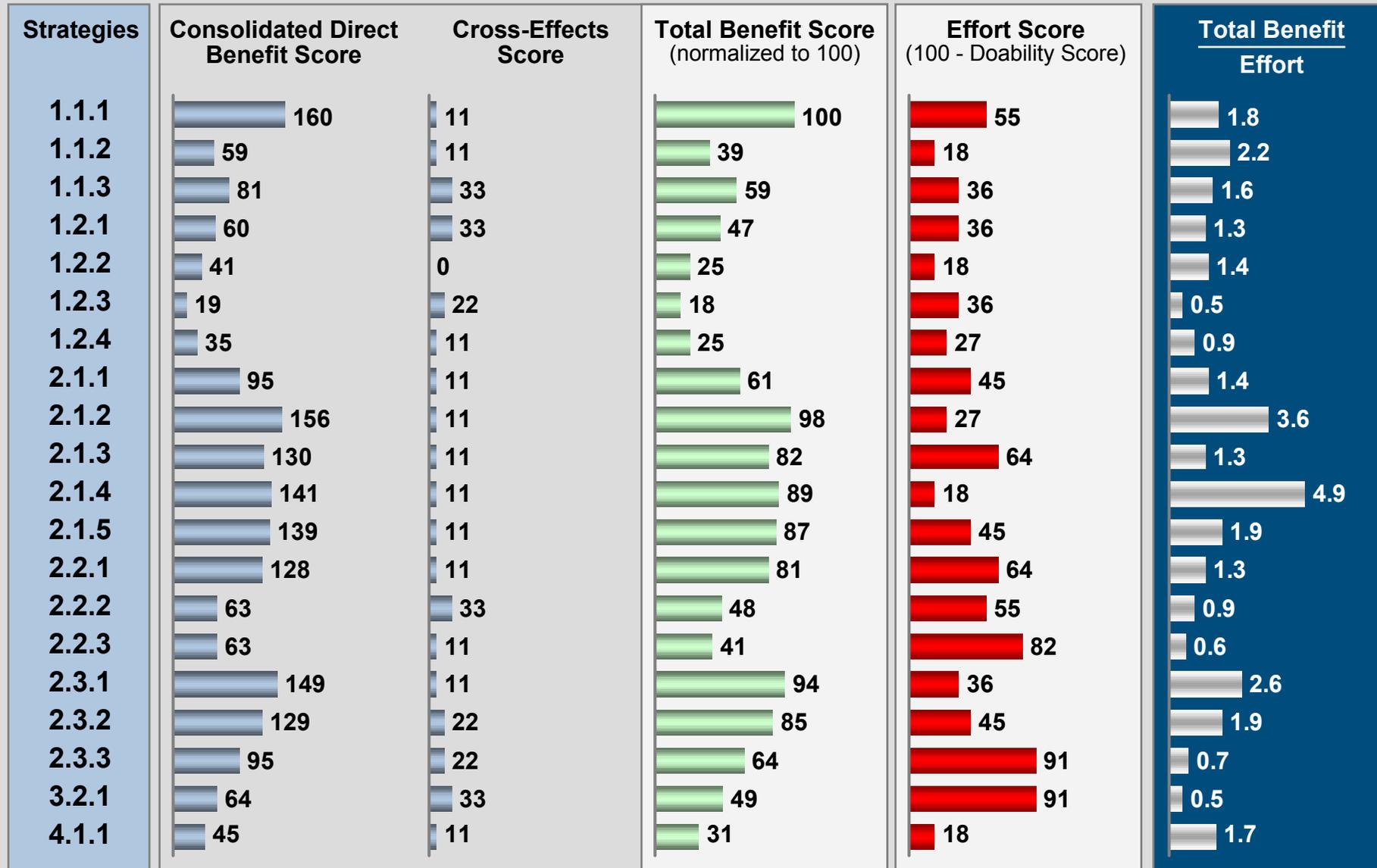


CULTURE – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



CULTURE – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)

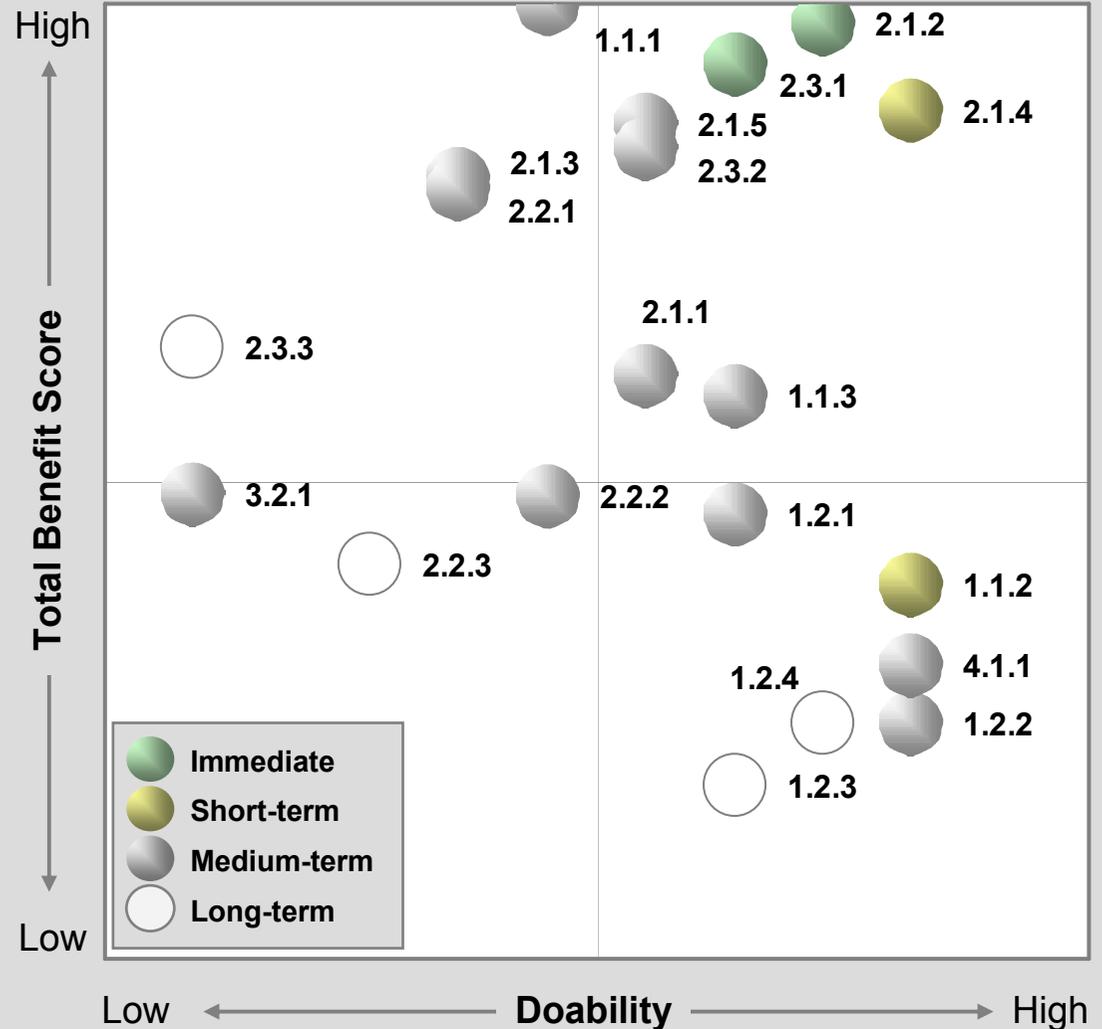


CULTURE – Distribution of strategies in terms of implementation waves

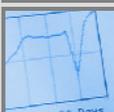
Strategies

- 1.1.1 Support public/private cultural initiatives that guarantee the autonomy of cultural organizations
- 1.1.2 Develop and strengthen cultural activity-centers in municipalities and communities
- 1.1.3 Facilitate access to schools for art and culture
- 1.2.1 Promote recreation and sport activities among children in the school and university systems
- 1.2.2 Provide incentives for professional and High Competition sports in Puerto Rico
- 1.2.3 Promote recreation and sports among the physically and mentally disabled
- 1.2.4 Promote recreation and sports among third age (elder) individuals
- 2.1.1 Promote the development, management and coordination of museums
- 2.1.2 Protect Puerto Rico's historic and archaeological heritage and patrimony
- 2.1.3 Economically promote and develop the plastic arts
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- 2.3.1 Finance cultural activities in Puerto Rico
- 2.3.2 Develop Human Capital for cultural production
- 2.3.3 Promote Puerto Rican cultural production in the international environment
- 3.2.1 Promote social responsibility in the audiovisual and printed communication media
- 4.1.1 Promote Puerto Rican festivities and traditions

Implementation waves (as defined in the final Strategic Decision Conference)





Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

SOCIAL DEVELOPMENT – Vision

Social Vision for Puerto Rico in 2025

In 2025 ...

“Puerto Rico is a **cohesive, confident, and just society** that:

- Encourages and fosters the necessary conditions that allow all **individuals** to achieve his or her **full potential** to serve society;
- Supports **families** in the advancement of **ethical values** when raising children and living together;
- Promotes **responsible communities** that participate in forging their future and that live according to the values of **acceptance, justice, and peace**;

The social network, integrated by individuals, families, and communities, is based on ethical values and strong institutions in **education, health, and justice**. Moreover, the social network is based on a **rich cultural heritage**, a shared sense of **civil purpose** and the desire for continuous development while fully enjoying life.”

EDUCATION – Vision

Vision for Education in 2025

In 2025 ...

“We all have access to a **high quality** education system that, throughout life, promotes the development of:

- **Confidence and abilities** that all individuals need to achieve his or her full potential;
- **Entrepreneurial attitude, knowledge, and skills** necessary to enhance Puerto Rico’s competitiveness and solidarity;
- **Ethical values** and a culture of peace;
- **Professional and vocational abilities** for Puerto Rican society to achieve its fullest potential;
- A continuous desire to learn, a restless **curiosity, and creativity** throughout life.

Students and researchers around the world choose Puerto Rico as a **Center of Excellence** in education and innovation.”

HEALTH – Vision

Vision for Health in 2025

In 2025 ...

“Residents of Puerto Rico have **exemplary** styles of healthy living.

There are effective programs that **promote** healthy lifestyles and **prevention** of diseases.

Medical care and rehabilitation are integrated into an efficient and accessible system that results in one of the highest levels of healthy living in the world.

The provision of health services is so high that people around the world choose Puerto Rico as the preferred location to receive health care services.”

PUBLIC SAFETY – Vision

Vision for Public Safety in 2025

In 2025 ...

“The values of **peace, ethics, acceptance, and respect for human rights** guide all social, institutional, and public interactions.

We have an effective, trustworthy, honest, and equitable justice system that allows **prevention and rehabilitation**.

We enjoy one of the lowest levels of crime and violence in the world.”



<p>Culture</p>		<p>Culture</p>
<p>Social development</p>		<p>Education</p>
		<p>Health</p>
		<p>Public safety</p>
<p>Infrastructure/ environment</p>		<p>Utilities</p>
		<p>Transport</p>
		<p>Land Use and Environment</p>
<p>Economic development</p>		<p>Competitiveness, Productivity and Connectivity</p>
		<p>Opportunities and Income</p>
		<p>Innovation and Enterprise</p>

EDUCATION – Fundamental Objectives from the Vision

OBJECTIVES

DESCRIPTION OF THE OBJECTIVES

Achieve a high quality education system that fosters the full development of the individual

- Promote ethical and civic values, with special attention to peaceful behavior and tolerance
- Develop social capital (professional and vocational capabilities) to support the self-realization of individuals and the development of the society
- Broadly develop an entrepreneurial attitude/spirit in society
- Develop in society as a whole an tendency towards continuous learning
- Increase the levels of R&D in the education system

Achieve access to education for all

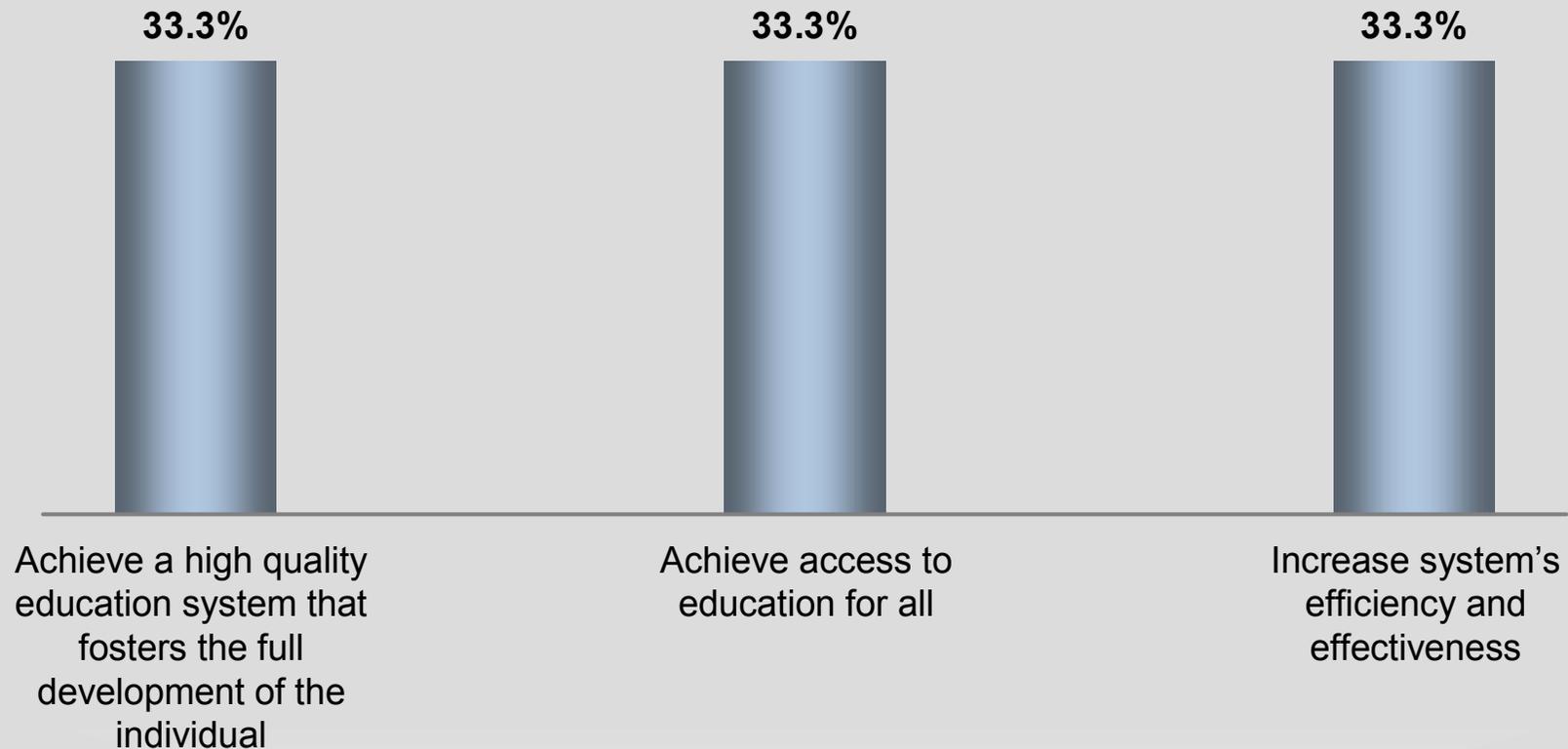
- Provide equal opportunities to all in the education system (pre-K-to-12 to tertiary)
- Provide an inclusive educational system that considers:
 - Special needs and interests;
 - Adult education

Increase system's efficiency and effectiveness

- Obtain the best possible use of resources, at the same time that system results are maximized
- Develop an agile and flexible education system that is able to quickly adapt to the changing needs of society
- Ensure the continuity of successful educational programs/policies

EDUCATION – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



**VISION FOR
EDUCATION in 2025**

EDUCATION – List of strategies after the validation workshop

REFERENCE NUMBER	STRATEGIES
1.1.1	Promote ethical and civic content in curricula and education professionals
1.1.2	Promote community and family participation in the preK-12 learning process
1.1.3	Promote security and the battle against drug-use in schools
1.2.1	Optimize academic results and promote the search for excellence
1.2.2	Optimize retention and graduation rates in schools and universities
1.2.4	Develop arts and culture
2.1.1	Achieve Universal Primary Education - UPE
2.1.2	Enhance the viability of primary and secondary education
2.1.3	Enhance the viability of post-secondary education
2.1.4	Guarantee education for disadvantaged groups
2.2.1	Guarantee education for the disabled
2.2.2	Promote adult education
3.1.1	Enhance the financial viability of the public and private education systems
3.1.2	Evaluate and incentivize the efficiency and integration of the education system, with a focus on value-addition
3.2.2	Promote quality in the operation of the public and private education systems
3.2.3	IT-enable the education system and promote extensive use of the Internet
4.1.1	Develop R&D at the universities
4.1.2	Develop R&D in collaboration with industry

EDUCATION – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Promote ethical and civic content in curricula and education professionals	<ul style="list-style-type: none"> ▪ Ensure that education curricula exhibit sufficient emphasis on the development of ethical and civic values
1.1.2	Promote community and family participation in the pre-K-to-12 learning process	<ul style="list-style-type: none"> ▪ Establish a complete learning environment around students
1.1.3	Promote security and the battle against drug-use in schools	<ul style="list-style-type: none"> ▪ Ensure that schools become peaceful places and shining examples of civil behavior, self-discipline and respect, where no fear, violence or criminality are allowed
1.2.1	Optimize academic results and promote the search for excellence	<ul style="list-style-type: none"> ▪ Guarantee that students conclude preK-12 education with the desired levels in mathematics, sciences, oral skills and emotional intelligence
1.2.2	Optimize retention and graduation rates in schools and universities	<ul style="list-style-type: none"> ▪ Guarantee that the percentage of students completing their preK-12 and post-secondary studies corresponds to best practices around the world

EDUCATION – Strategies and their objectives

Number	Strategies	Objectives
1.2.4	Develop arts and culture	<ul style="list-style-type: none"> ▪ Include/strengthen cultural content in the curricula, to promote the appreciation and enjoyment of Puerto Rico's and other cultures' values
2.1.1	Achieve Universal Primary Education - UPE	<ul style="list-style-type: none"> ▪ Ensure that every boy/girl in Puerto Rico capable of studying completes primary education
2.1.2	Enhance the viability of primary and secondary education	<ul style="list-style-type: none"> ▪ Guarantee that all resources (physical, economic and human) required for primary and secondary education are available to all people wishing to pursue studies at these levels
2.1.3	Enhance the viability of post-secondary education	<ul style="list-style-type: none"> ▪ Guarantee that all students graduating from secondary school are presented with affordable, high-quality alternatives that allow them to continue their studies at the post-secondary level (superior or technical)
2.1.4	Guarantee education for disadvantaged groups	<ul style="list-style-type: none"> ▪ Guarantee equality of access to quality education for students of low resources and immigrants

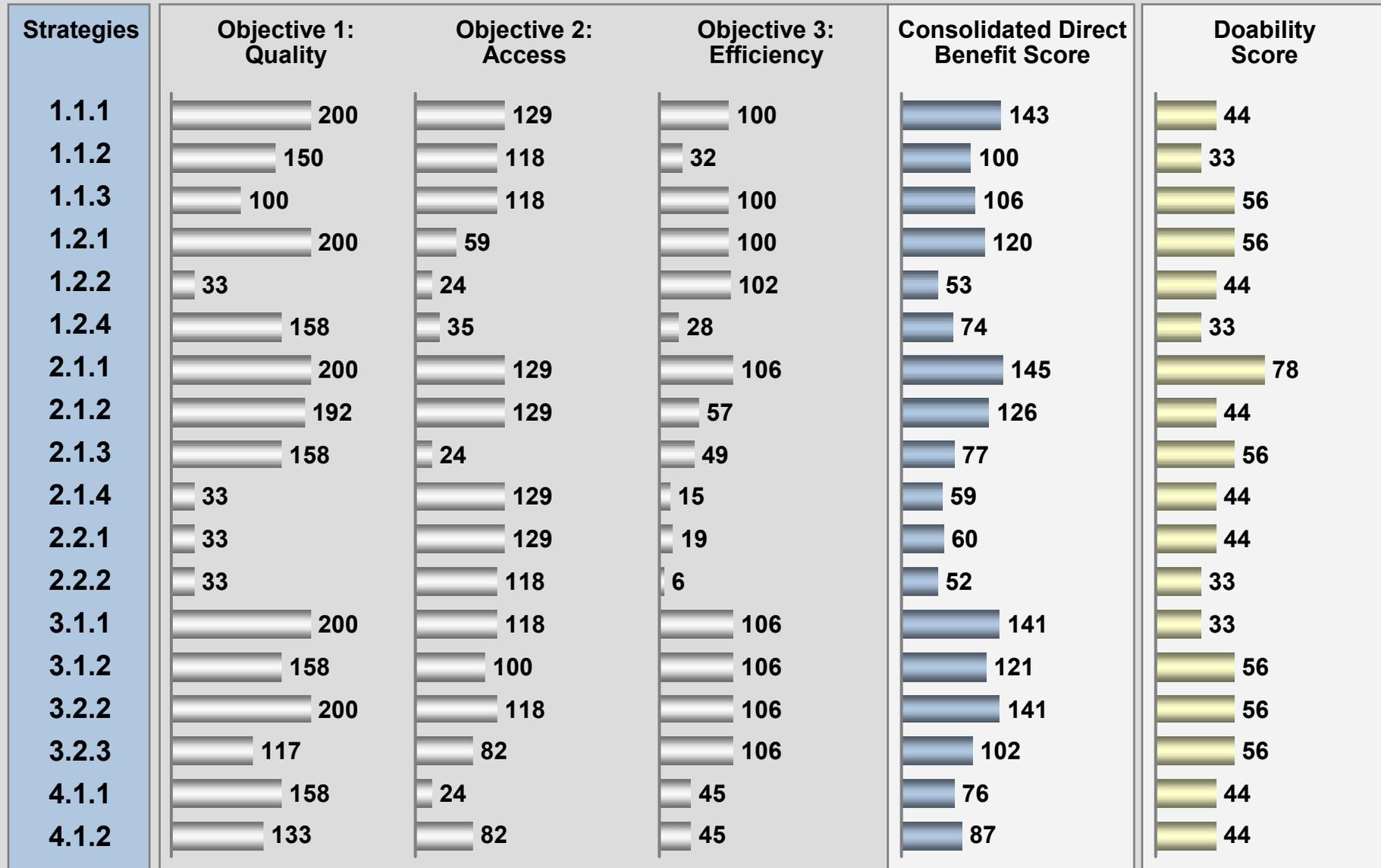
EDUCATION – Strategies and their objectives

Number	Strategies	Objectives
2.2.1	Guarantee education for the disabled	<ul style="list-style-type: none"> ▪ Guarantee options for quality education for individuals with physical and/or mental disabilities
2.2.2	Promote adult education	<ul style="list-style-type: none"> ▪ Guarantee education for the adult population at all levels (from primary to technical and superior)
3.1.1	Enhance the financial viability of the public and private education systems	<ul style="list-style-type: none"> ▪ Guarantee the long-term financial viability of public and private education in Puerto Rico, while at the same time guaranteeing continuous improvement and development of the system
3.1.2	Evaluate and incentivize the efficiency and integration of the education system, with a focus on value-addition	<ul style="list-style-type: none"> ▪ Develop a program for the ongoing evaluation of the efficiency of the system and its processes, and guarantee that all institutions (public and private) at all educational levels strive for the same standards of excellence, and leverage appropriate synergies
3.2.2	Promote quality in the operation of the public and private education system	<ul style="list-style-type: none"> ▪ Develop mechanisms and incentives for the optimization of the service rendered by public and private schools and universities

EDUCATION – Strategies and their objectives

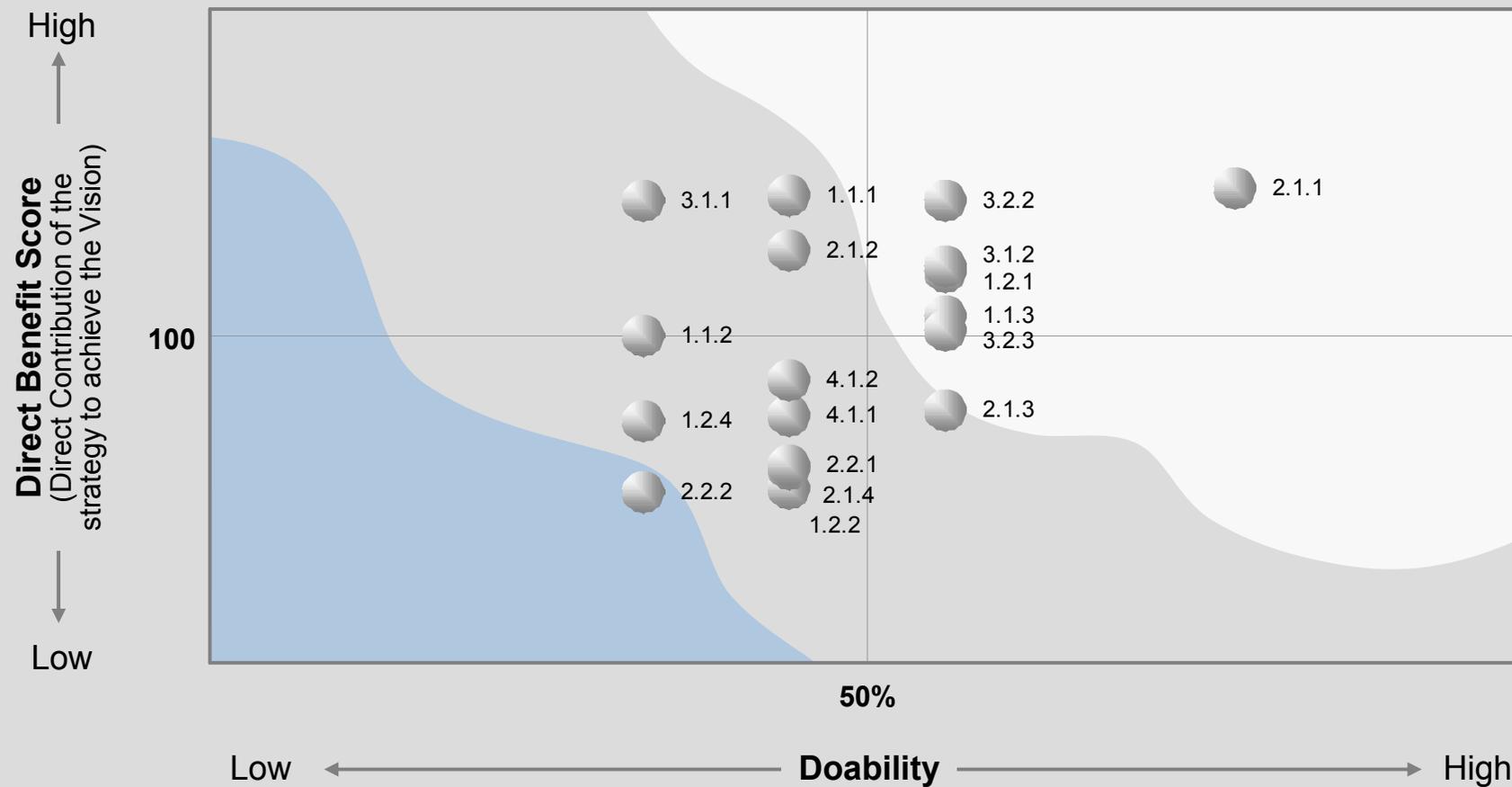
Number	Strategies	Objectives
3.2.3	IT-enable the education system and promote extensive use of the Internet	<ul style="list-style-type: none">▪ Optimize information management through technology and guarantee that the Internet becomes a fundamental tool in the education process at all levels
4.1.1- 4.1.2	Develop R&D at universities in collaboration with industry	<ul style="list-style-type: none">▪ Develop Research and Development (R&D) programs in universities in collaboration with the private sector, that help to improve the competitiveness of Puerto Rico's productive sectors

EDUCATION – Experts’ evaluation from the decision conference

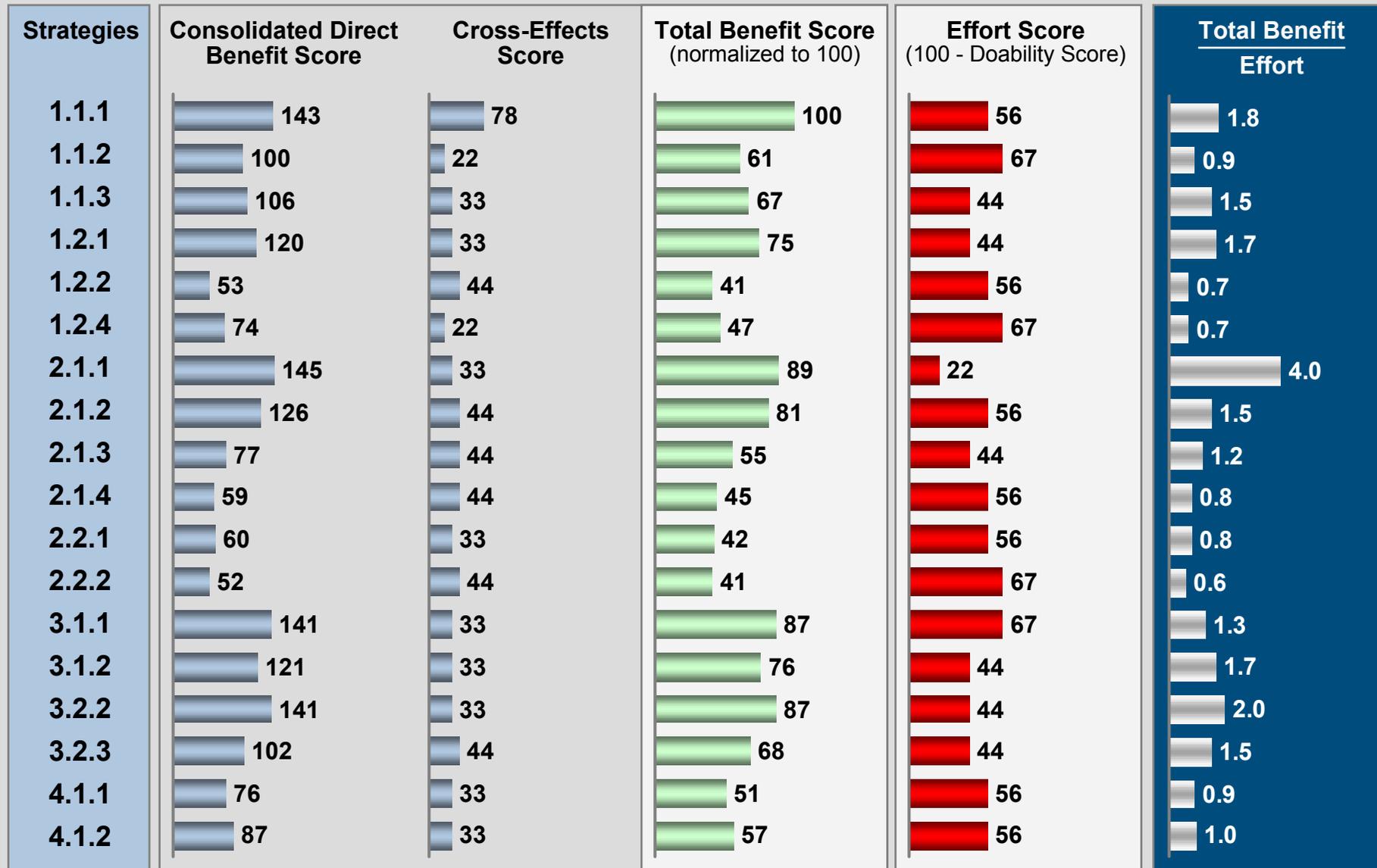


EDUCATION – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



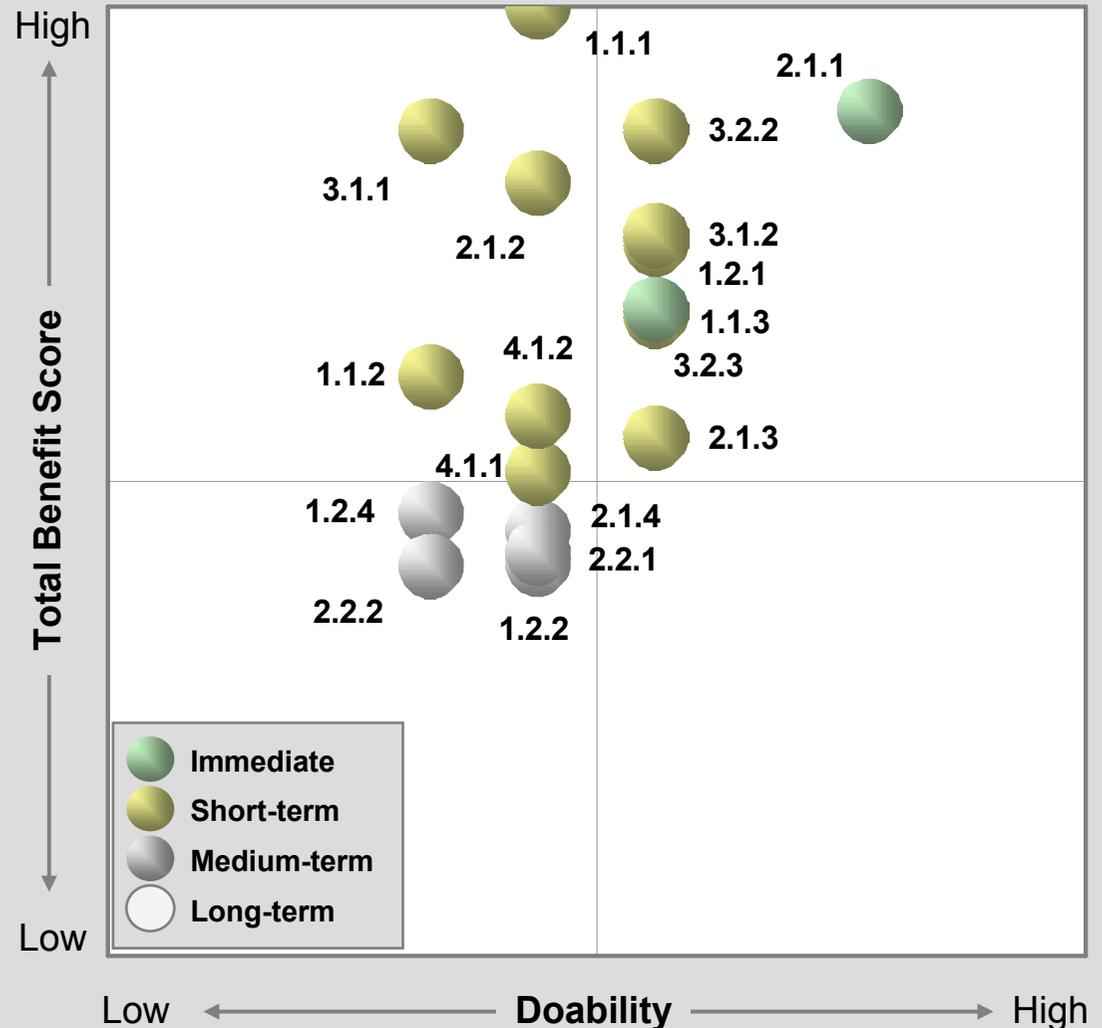
EDUCATION – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)



EDUCATION – Distribution of strategies in terms of implementation waves

- Strategies**
- 1.1.1 Promote ethical and civic content in curricula and education professionals
 - 1.1.2 Promote community and family participation in the preK-12 learning process
 - 1.1.3 Promote security and the battle against drug-use in schools
 - 1.2.1 Optimize academic results and promote the search for excellence
 - 1.2.2 Optimize retention and graduation rates in schools and universities
 - 1.2.4 Develop arts and culture
 - 2.1.1 Achieve Universal Primary Education - UPE
 - 2.1.2 Enhance the viability of primary and secondary learning
 - 2.1.3 Enhance the viability of post-secondary learning
 - 2.1.4 Guarantee education for disadvantaged groups
 - 2.2.1 Guarantee education for the disabled
 - 2.2.2 Promote adult education
 - 3.1.1 Enhance the financial viability of the public and private education systems
 - 3.1.2 Evaluate and incentivize the efficiency and integration of the education system, with a focus on value-addition
 - 3.2.2 Promote quality in the operation of the public and private education system
 - 3.2.3 IT-enable the education system and promote extensive use of the Internet
 - 4.1.1 Develop R&D in universities
 - 4.1.2 Develop R&D in collaboration with industry

Implementation waves
(as defined at the final Strategic Decision Conference)





<p>Culture</p>		<p>Culture</p>
<p>Social development</p>		<p>Education</p>
		<p>Health</p>
		<p>Public safety</p>
<p>Infrastructure/ environment</p>		<p>Utilities</p>
		<p>Transport</p>
		<p>Land Use and Environment</p>
<p>Economic development</p>		<p>Competitiveness, Productivity and Connectivity</p>
		<p>Opportunities and Income</p>
		<p>Innovation and Enterprise</p>

HEALTH – Fundamental Objectives from the Vision

OBJECTIVES

DESCRIPTION OF THE OBJECTIVES

Achieve high degrees of healthy behavior in society and count on a health system focused on prevention and protection

- Count on programs to promote healthy life styles and prevent diseases to reduce the burden on the medical care system
- Focus on preventing diseases rather than treating them once they have already happened

Increase quality and efficiency in the medical care system

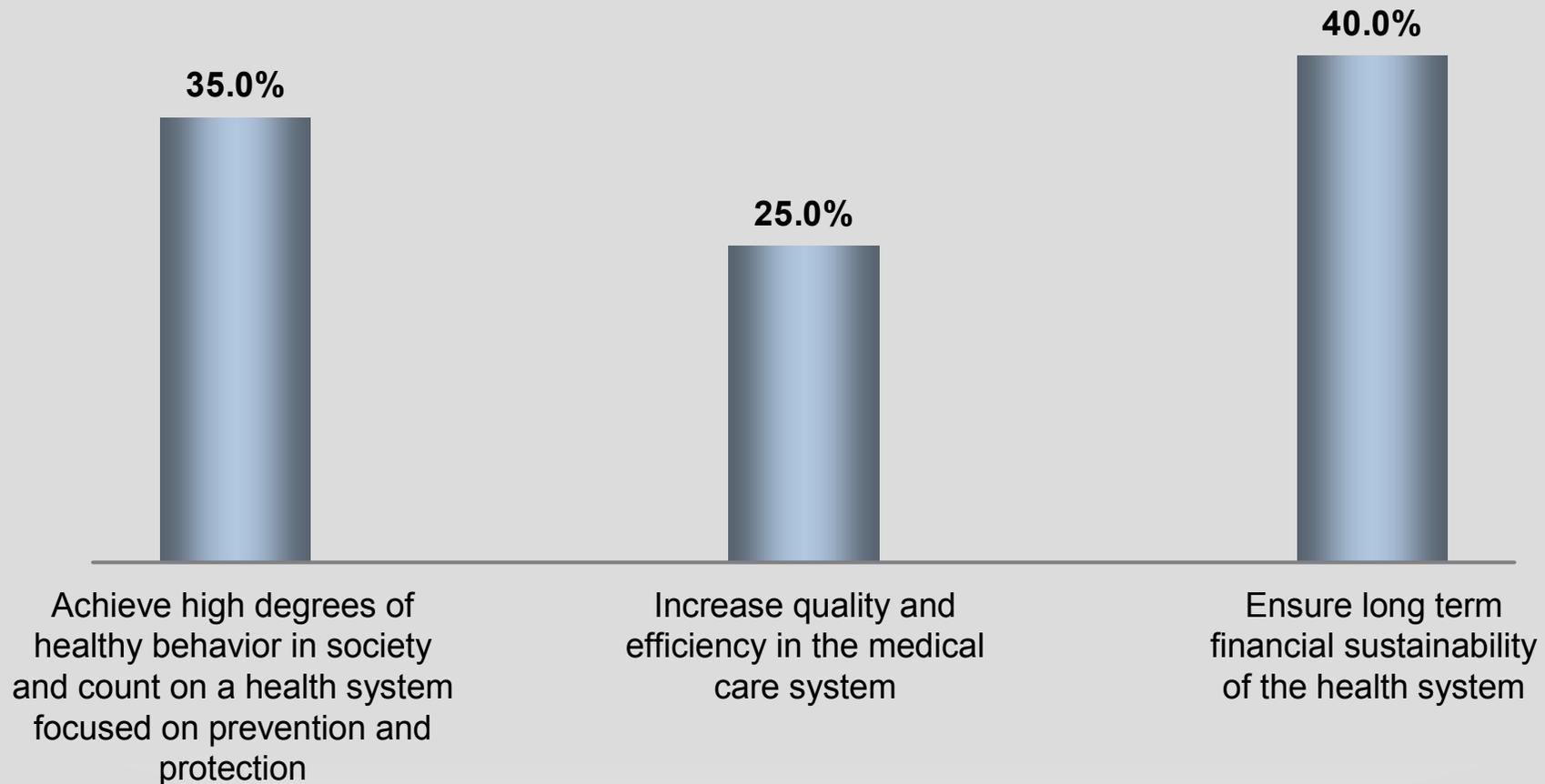
- Have a system of medical care and rehabilitation that is efficient and integrated, improving the quality of services to the community
- Provide equal opportunities of access to a quality health system

Ensure long term financial sustainability of the health system

- Ensure long term financial sustainability of the health system

HEALTH – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



**VISION FOR
HEALTH in 2025**

HEALTH – List of strategies after validation workshops

REFERENCE NUMBER	STRATEGIES
1.1.1	Improve the collection, analysis and dissemination of information regarding health problems, behaviors, attitudes and knowledge in the population
1.2.1	Promote healthy lifestyles, illness prevention and health protection
2.1.1	Reduce environmental risks to health
2.1.2	Guarantee food assistance for higher risk groups and strengthen nutritional food surveillance systems
2.2.1	Incorporate preventive services into routine medical care, both public and private
2.3.1	Develop specific action plans to tackle the main health problems in Puerto Rico
2.3.2	Promote illness-prevention in target population groups
3.1.1	Optimize the use of health data and information in Puerto Rico
3.1.2	Promote coordination between diverse public and private organizations for the achievement of health objectives
3.2.1	Optimize health infrastructure
3.2.2	Promote quality in the medical attention given to patients
3.2.3	Provide adequate access to medical attention and rehabilitation services
4.1.1	Optimize the use of financial resources for health treatment
4.1.2	Optimize the use of financial resources in promotion and prevention activities
4.1.3	Promote and reinforce human resource skills in the health system

HEALTH – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Improve the collection, analysis and dissemination of information regarding health problems, behaviors, attitudes and knowledge in the population	<ul style="list-style-type: none"> ▪ Develop sampling, analysis and information programs for the epidemiological profile and behavior factors that impact health
1.2.1	Promote healthy lifestyles, illness prevention and health protection	<ul style="list-style-type: none"> ▪ Structure health promotion, illness prevention and health protection programs that take into consideration the specific health characteristics of Puerto Rico
2.1.1	Reduce environmental risks to health	<ul style="list-style-type: none"> ▪ Decrease the exposure and vulnerability of the population to epidemics and specific physical, chemical and biological agents, reducing the risk of pathologies associated with environmental factors such as water, air and food contamination
2.1.2	Guarantee food assistance for higher risk groups and strengthen nutritional food surveillance systems	<ul style="list-style-type: none"> ▪ Study feeding habits in Puerto Rico and adopt measures to guarantee nutritional sustenance for all
2.2.1	Incorporate preventive services into routine medical care, both public and private	<ul style="list-style-type: none"> ▪ Optimize existing vaccination levels, and develop incentives and make resources available for health professionals to work on preventive programs

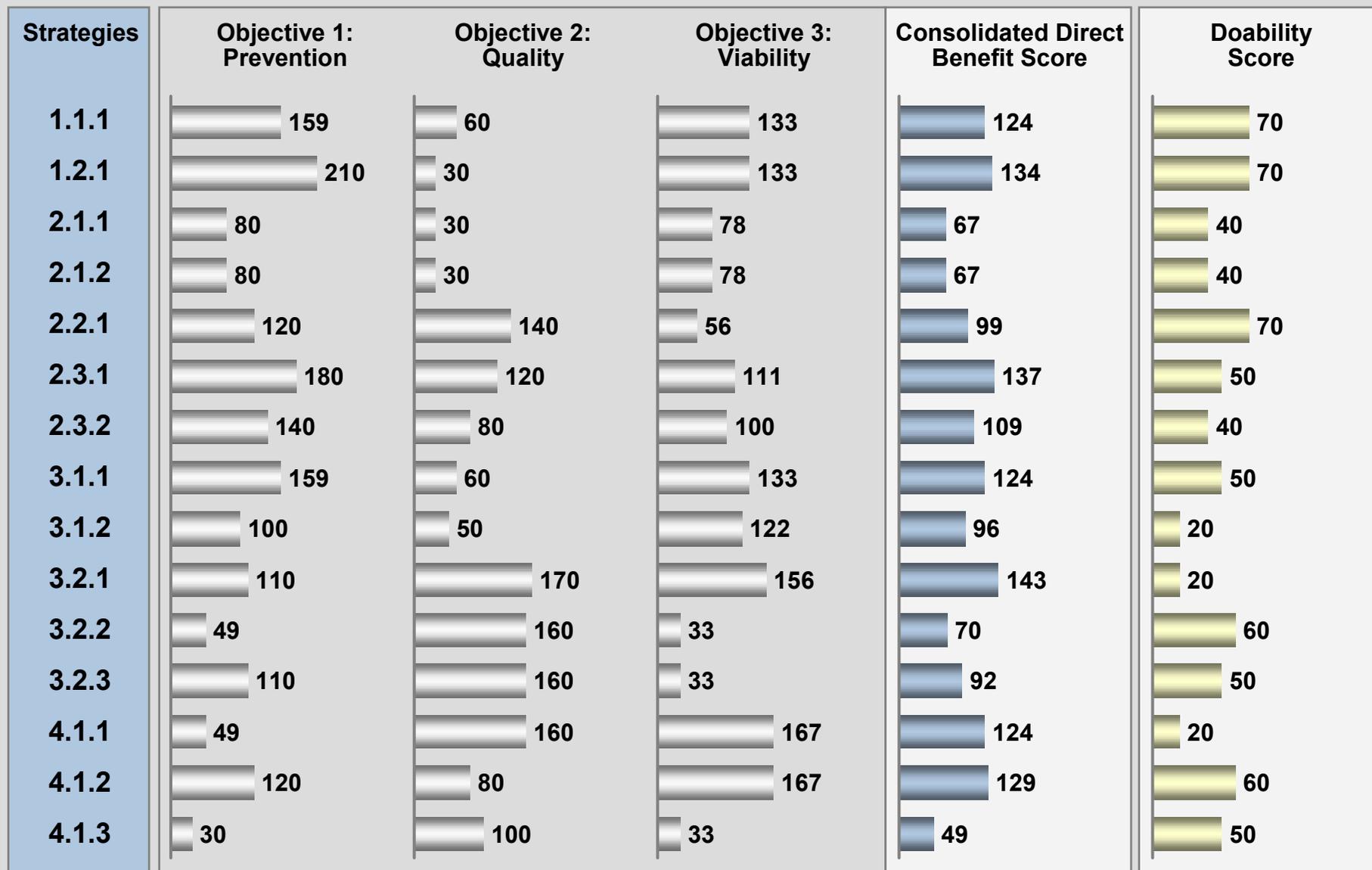
HEALTH – Strategies and their objectives

Number	Strategies	Objectives
2.3.1	Develop specific action plans to tackle the main health problems in Puerto Rico	<ul style="list-style-type: none"> ▪ Define specific prevention strategies for Puerto Rico’s epidemiological profile
2.3.2	Promote illness prevention in target population groups	<ul style="list-style-type: none"> ▪ Define specific prevention strategies for groups with specific health needs
3.1.1	Optimize the use of health data and information in Puerto Rico	<ul style="list-style-type: none"> ▪ Guarantee fast access to all kinds of health-related information, enabling more efficient treatment of patients and better use of resources
3.1.2	Promote coordination between diverse public and private organizations for the achievement of health objectives	<ul style="list-style-type: none"> ▪ Explore existing synergies and ensure better utilization of resources
3.2.1	Optimize health infrastructure	<ul style="list-style-type: none"> ▪ Optimize existing health infrastructure based on population needs

HEALTH – Strategies and their objectives

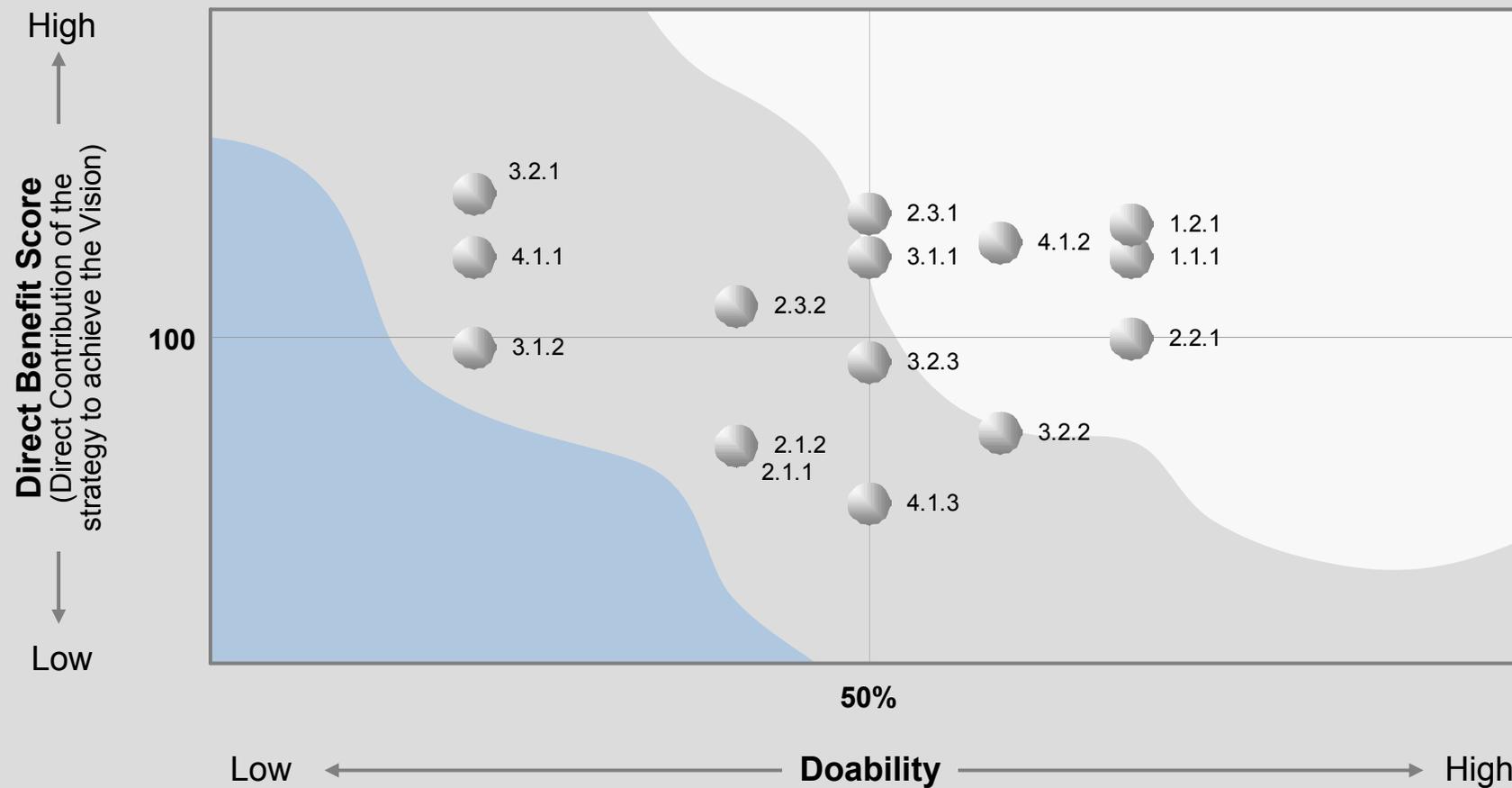
Number	Strategies	Objectives
3.2.2	Promote quality in the medical attention given to patients	<ul style="list-style-type: none"> ▪ Ensure that patients receive quality medical attention, with reduced waiting times, regardless of where the service is provided
3.2.3	Provide adequate access to medical attention and rehabilitation services	<ul style="list-style-type: none"> ▪ Ensure that all members of society have access to quality medical services
4.1.1	Optimize the use of financial resources for health treatment	<ul style="list-style-type: none"> ▪ Make the best possible use of existing financial resources for health treatment in Puerto Rico
4.1.2	Optimize the use of financial resources in promotion and prevention activities	<ul style="list-style-type: none"> ▪ Ensure the best use of existing financial resources for promotion and prevention programs in Puerto Rico
4.1.3	Promote and reinforce human resource skills in the health system	<ul style="list-style-type: none"> ▪ Link the supply of health personnel to projected demand and develop incentives to ensure their retention in Puerto Rico

HEALTH – Experts’ evaluation from the decision conference



HEALTH – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



HEALTH – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)

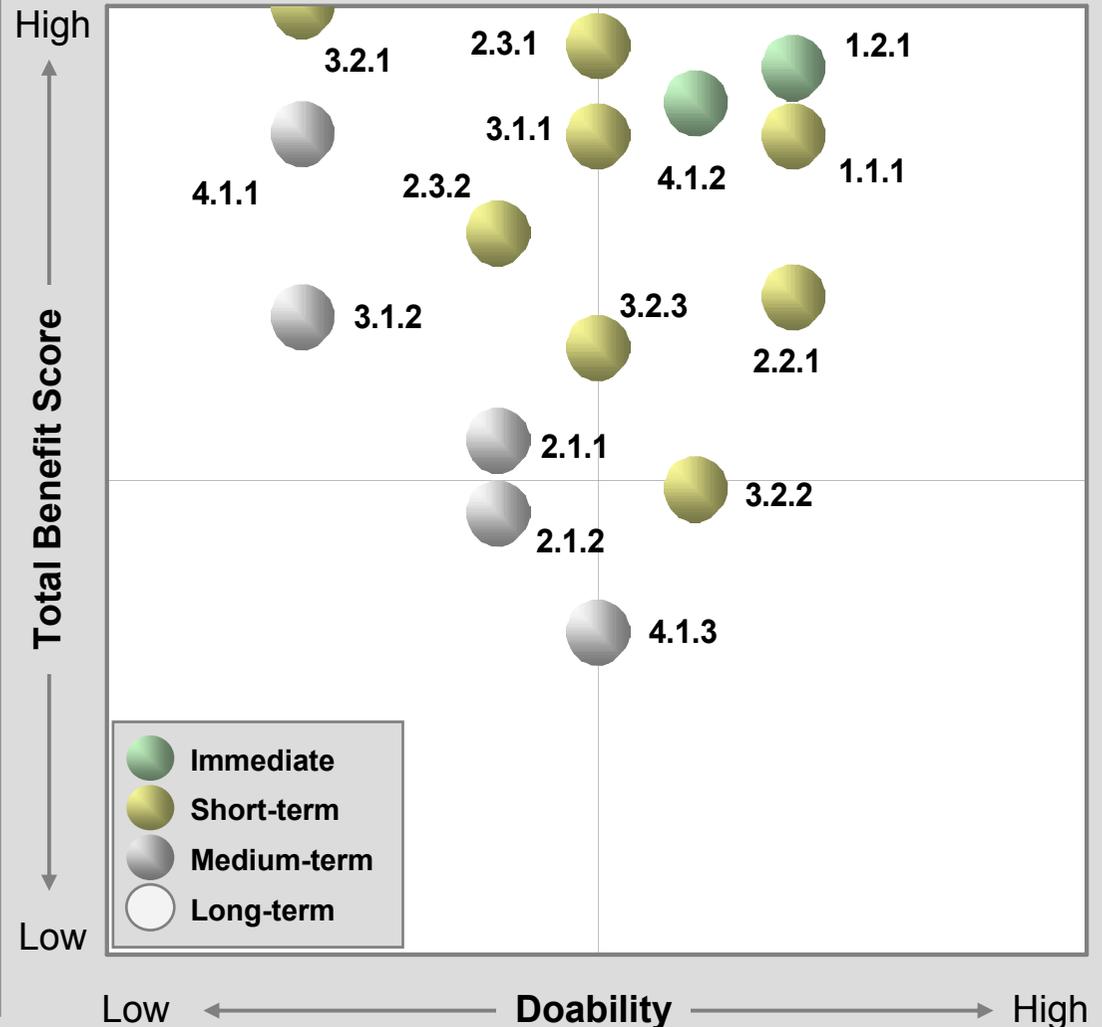


HEALTH – Distribution of strategies in terms of implementation waves

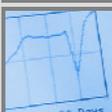
Strategies

- 1.1.1 Improve the collection, analysis and dissemination of information regarding health problems, behaviors, attitudes and knowledge
- 1.2.1 Promote healthy lifestyles, illness prevention and health protection
- 2.1.1 Reduce environmental risks to health
- 2.1.2 Guarantee food assistance for higher risk groups and strengthen nutritional food surveillance systems
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- 4.1.3 Promote and reinforce human resource skills in the health system

Implementation waves
(as defined at the final Strategic Decision Conference)





Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

PUBLIC SAFETY – Fundamental Objectives from the Vision

OBJECTIVES

DESCRIPTION OF THE OBJECTIVES

Promote a society based on ethical and civic values

– Foster the dissemination of ethical and civic values in all interactions in the public and private sectors

Minimize crime levels

– Minimize violence and crime rates of all kinds:

- Murders
- Domestic violence
- Property crimes
- Etc.

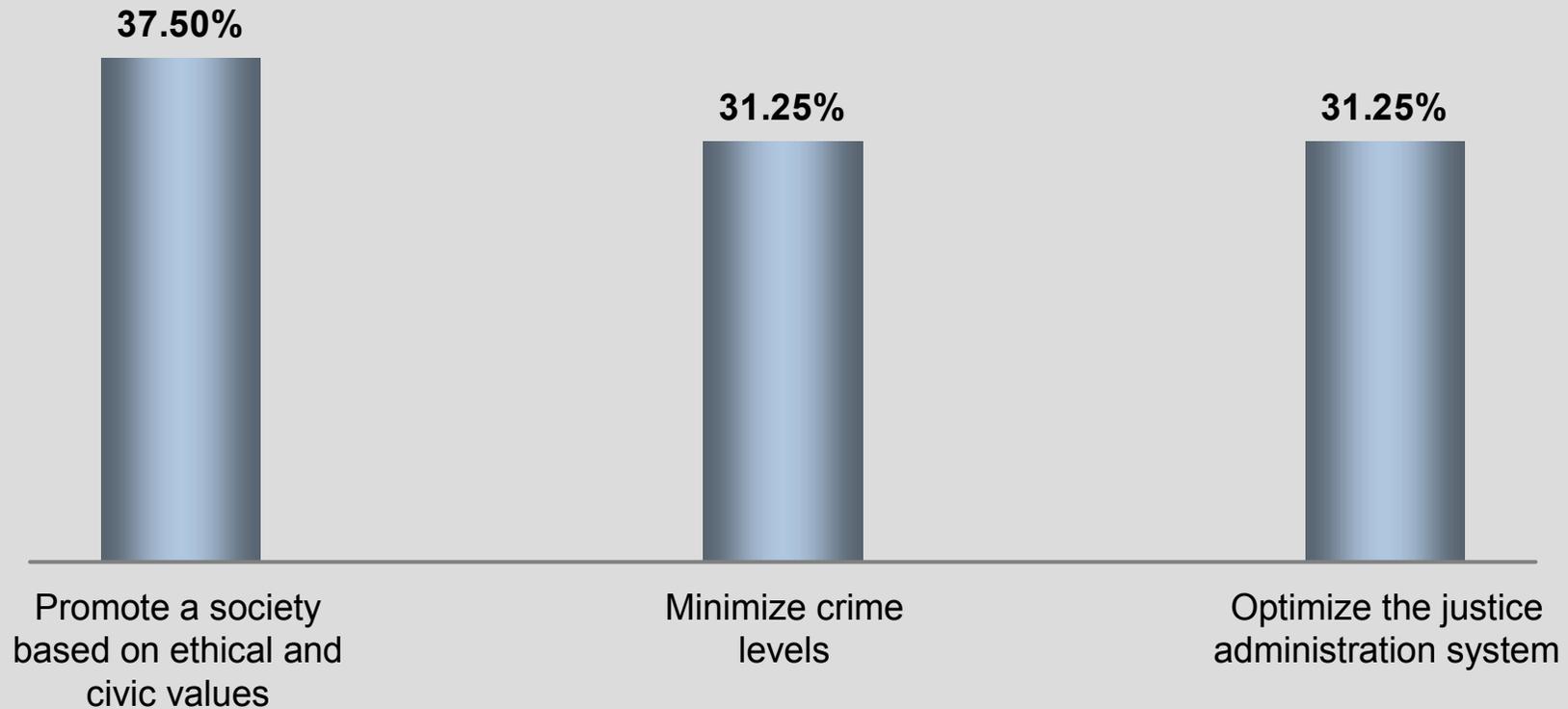
Optimize the justice administration system

– Count on a judicial system that fosters prevention and rehabilitation, being

- Efficient and trustful;
- Non-politicized;
- Equitable

PUBLIC SAFETY – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



VISION FOR PUBLIC SAFETY in 2025

PUBLIC SAFETY – List of strategies after the validation workshop

REFERENCE NUMBER	STRATEGIES
1.2.1	Substantially reduce corruption
1.2.2	Guarantee compliance with international human rights norms
3.1.1	Expedite penal procedures
3.1.2	Develop a juvenile criminal justice plan
3.1.3	Coordinate crime fighting efforts at local, regional and international levels
3.1.4	Develop a plan for the ongoing study of violence
3.1.5	Guarantee the effectiveness of programs that receive public funding through external assessment
3.2.1	Guarantee the independence of the legal justice system and the continuity of key policies
3.2.2	Promote citizen-participation in crime prevention
3.3.1	Guarantee access to justice for all citizens
3.3.2	Provide assistance and protection to the victims of crimes and violence
3.4.1	Promote the habilitation and rehabilitation of the prison population
3.4.2	Optimize treatment of drug addiction in Puerto Rico
3.5.1	Prevent and eradicate domestic violence and sexual aggression, and eliminate recurrence

PUBLIC SAFETY – Strategies and their objectives

Number	Strategies	Objectives
1.2.1	Substantially reduce corruption	<ul style="list-style-type: none">▪ Substantially reduce corruption in all public and private instances in Puerto Rico
1.2.2	Guarantee compliance with international human rights norms	<ul style="list-style-type: none">▪ Guarantee that human rights norms in Puerto Rico are in line with the highest international parameters
3.1.1	Expedite penal procedures	<ul style="list-style-type: none">▪ Expedite penal procedures, avoiding overpopulation in holding centers and improving the utilization of available resources
3.1.2	Develop a juvenile criminal justice plan	<ul style="list-style-type: none">▪ Ensure the future re-integration into society of youngsters that have infringed the law
3.1.3	Coordinate crime fighting efforts at local, regional and international levels	<ul style="list-style-type: none">▪ Guarantee compliance with international norms and improve cooperation at all levels of crime fighting and prevention

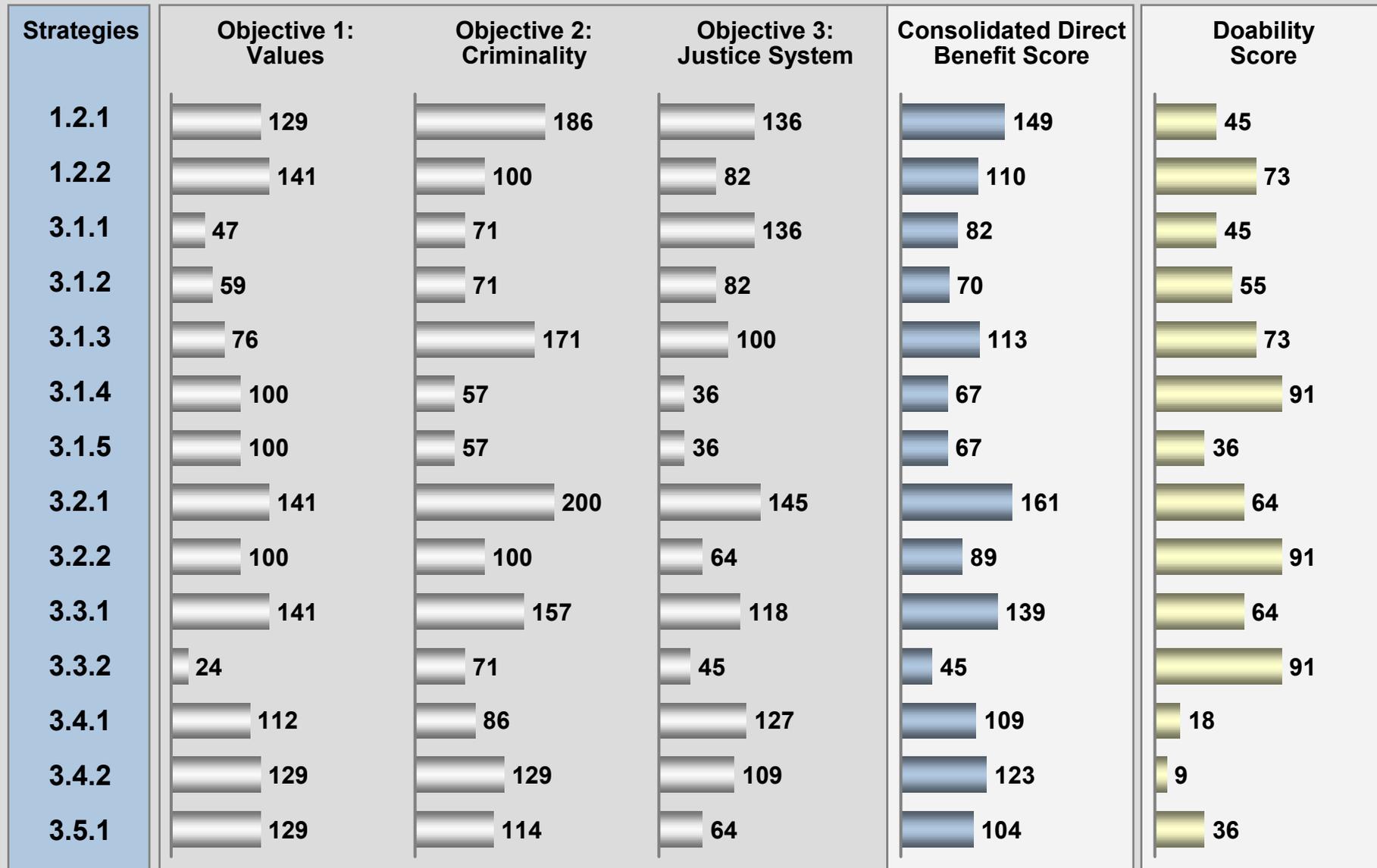
PUBLIC SAFETY – Strategies and their objectives

Number	Strategies	Objectives
3.1.4	Develop a plan for the ongoing study of violence	<ul style="list-style-type: none"> ▪ Gather and guarantee the use of the most advanced information management techniques for crime prevention purposes
3.1.5	Guarantee the effectiveness of programs that receive public funding through external assessment	<ul style="list-style-type: none"> ▪ Guarantee that public funds are used to achieve the objectives and mission for which they were granted
3.2.1	Guarantee the independence of the legal justice system and the continuity of key policies	<ul style="list-style-type: none"> ▪ Define mechanisms that guarantee the continuity of successful policies and the independence of the system
3.2.2	Promote citizen-participation in crime prevention	<ul style="list-style-type: none"> ▪ Promote citizens' participation, from individuals to civil sector organizations, in crime prevention and crime-fighting
3.3.1	Guarantee access to justice for all citizens	<ul style="list-style-type: none"> ▪ Access to justice is a cornerstone of democracy and, as such, it should be guaranteed for all people

PUBLIC SAFETY – Strategies and their objectives

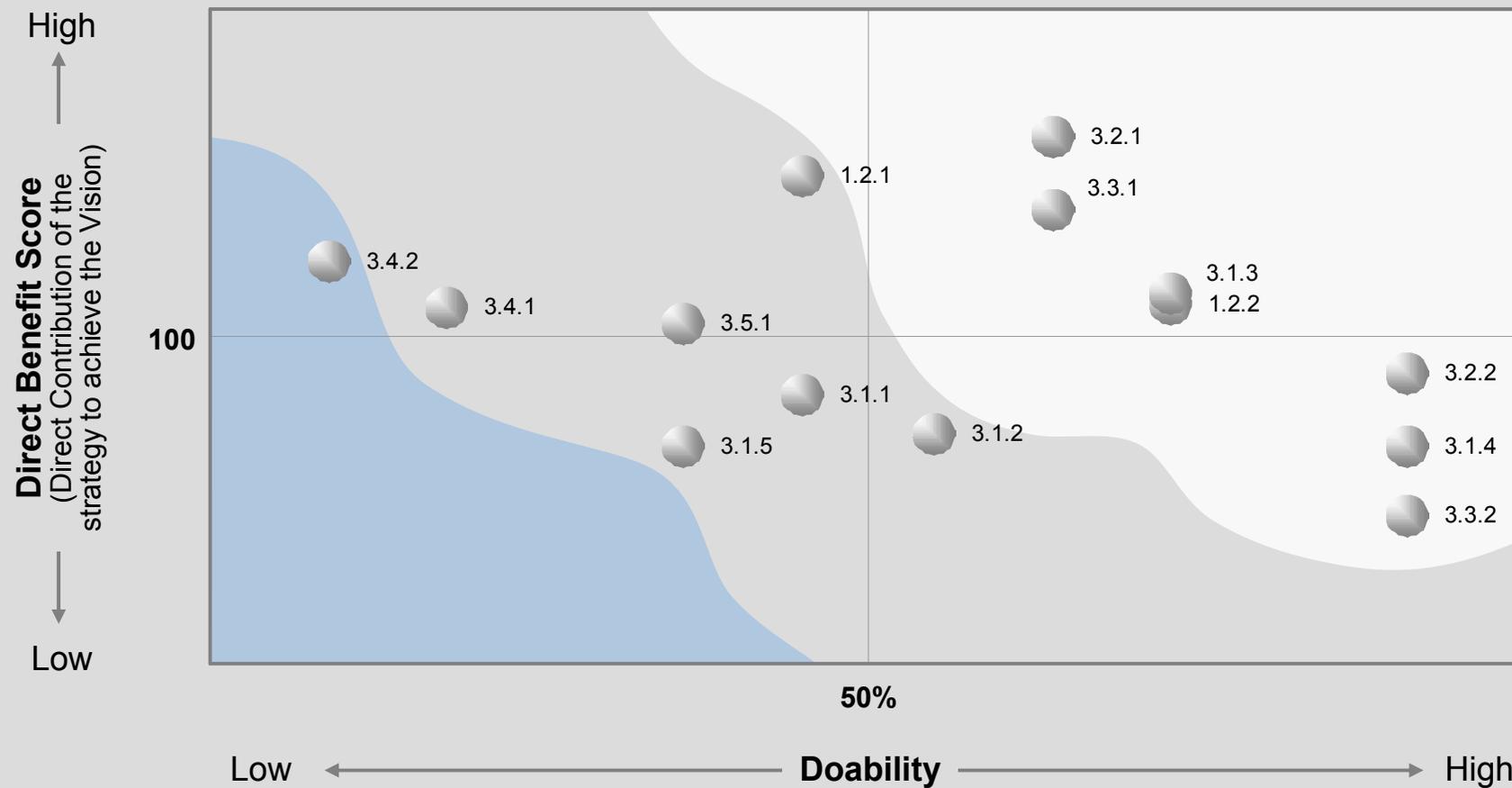
Number	Strategies	Objectives
3.3.2	Provide assistance and protection to the victims of crimes and violence	<ul style="list-style-type: none">▪ Render the assistance required by all persons that have been victims of a crime or violent act
3.4.1	Promote the habilitation and rehabilitation of the prison population	<ul style="list-style-type: none">▪ Eliminate incarcerated population recurrence ratios and facilitate their complete re-integration into society
3.4.2	Optimize treatment of drug addiction in Puerto Rico	<ul style="list-style-type: none">▪ Reduce current drug addiction levels in Puerto Rico, and treat addicts as sick people that need treatment, thus changing the criminal status of drug addiction
3.5.1	Prevent and eradicate domestic violence and sexual aggression, and eliminate recurrence	<ul style="list-style-type: none">▪ Eradicate sexual and domestic violence

PUBLIC SAFETY – Experts’ evaluation from the decision conference

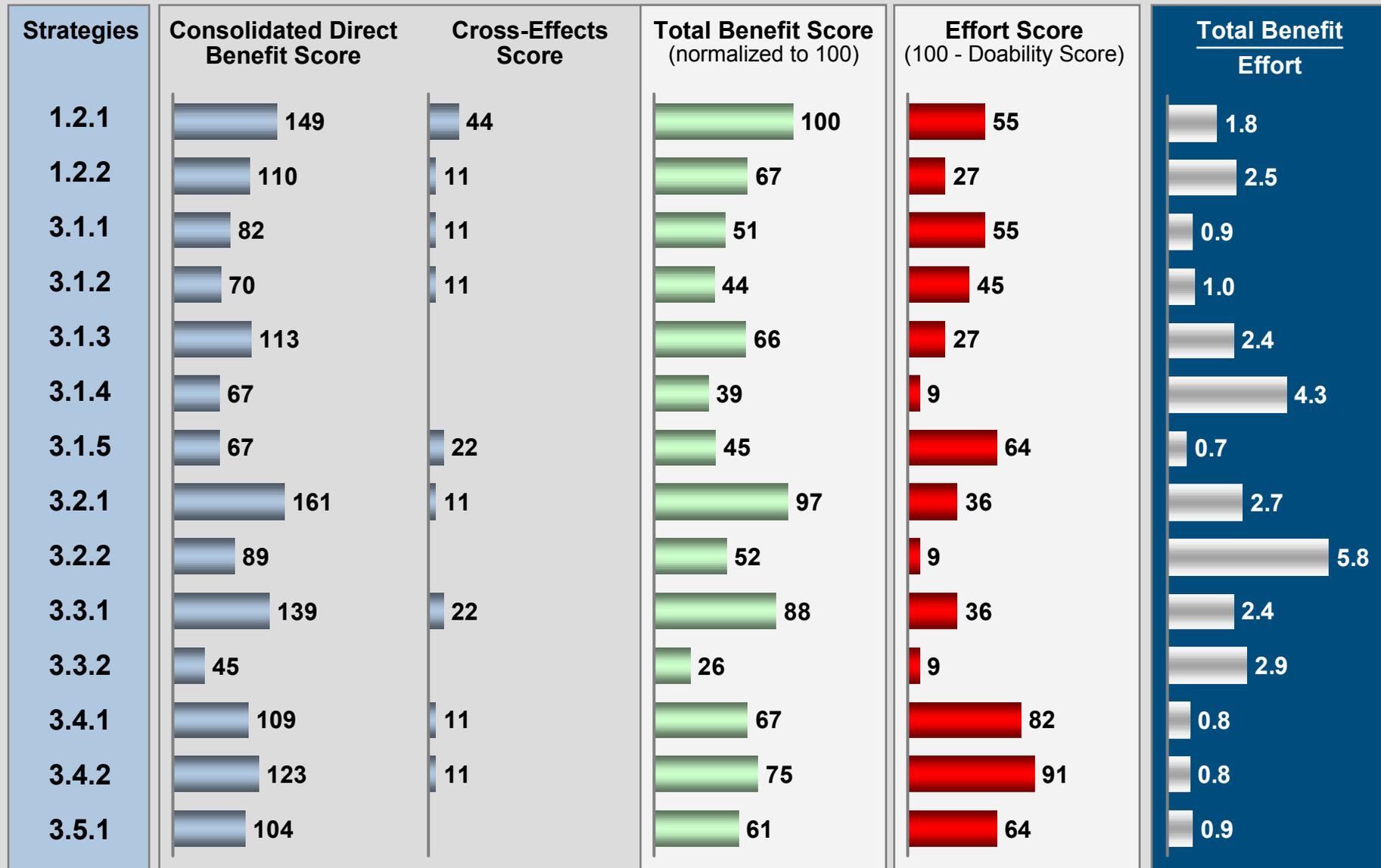


PUBLIC SAFETY – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



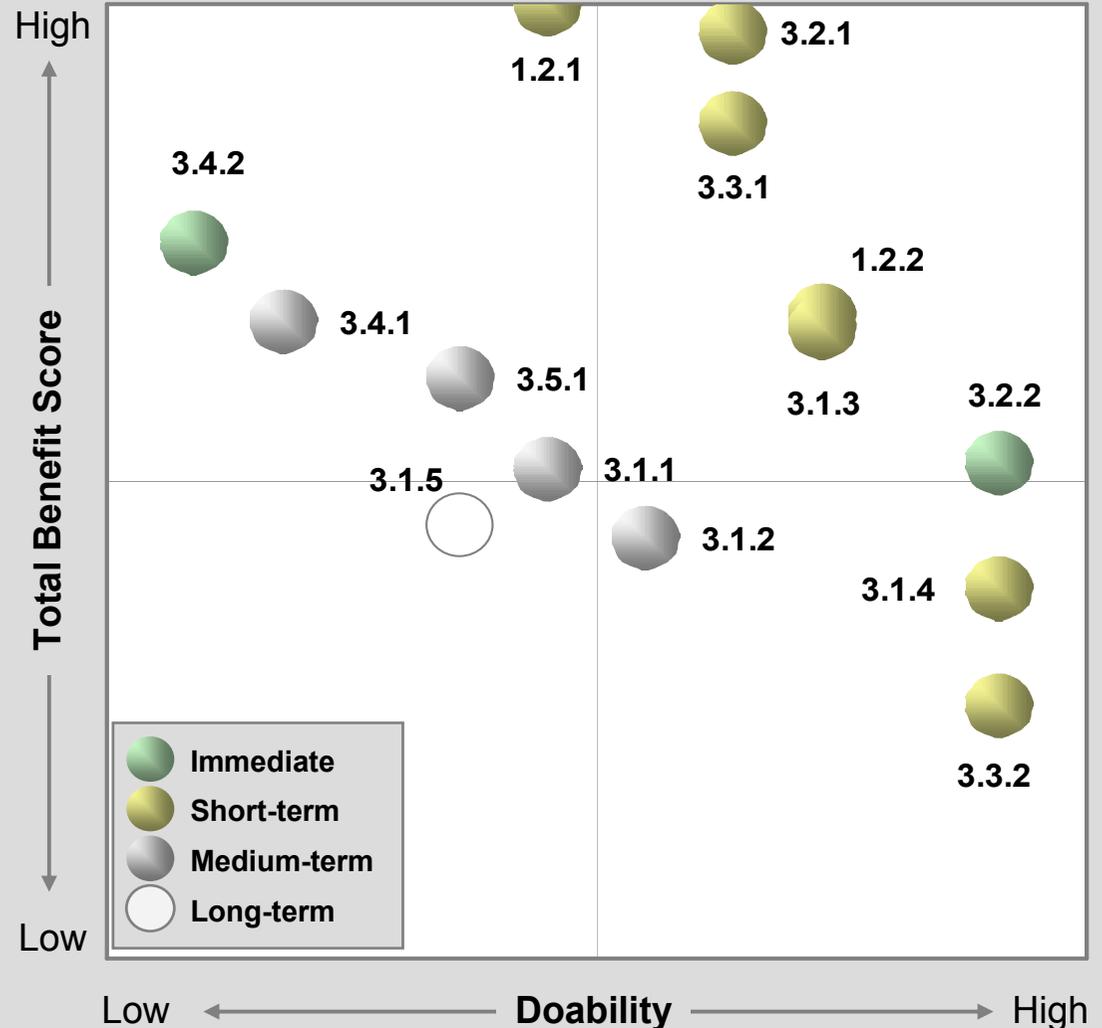
PUBLIC SAFETY – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)



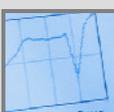
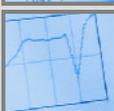
PUBLIC SAFETY – Distribution of strategies in terms of implementation waves

Implementation waves
(as defined at the final Strategic Decision Conference)

- | Strategies | |
|------------|---|
| 1.2.1 | Substantially reduce corruption |
| 1.2.2 | Guarantee compliance with international human rights norms |
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Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

INFRASTRUCTURE AND ENVIRONMENTAL DEVELOPMENT

– Vision

Infrastructure and Environmental Vision for Puerto Rico in 2025

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.**”

UTILITIES – Vision

Vision for Energy in 2025

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.”

UTILITIES – Vision

Vision for Water and Waste in 2025

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.”

UTILITIES – Vision

Vision for Telecommunications and IT Infrastructure in 2025

In 2025 ...

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

TRANSPORT – Vision

Vision for Transport in 2025

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.”

LAND USE AND ENVIRONMENT – Vision

Vision for Land Use in 2025

In 2025 ...

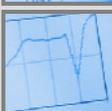
“As a result of a genuine **participative** process, we **clearly define, plan, and respect** the use of land, physical space, and natural resources while simultaneously promoting the **sustainable development** of Puerto Rico.”

Vision for Environmental Quality in 2025

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.”



Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

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

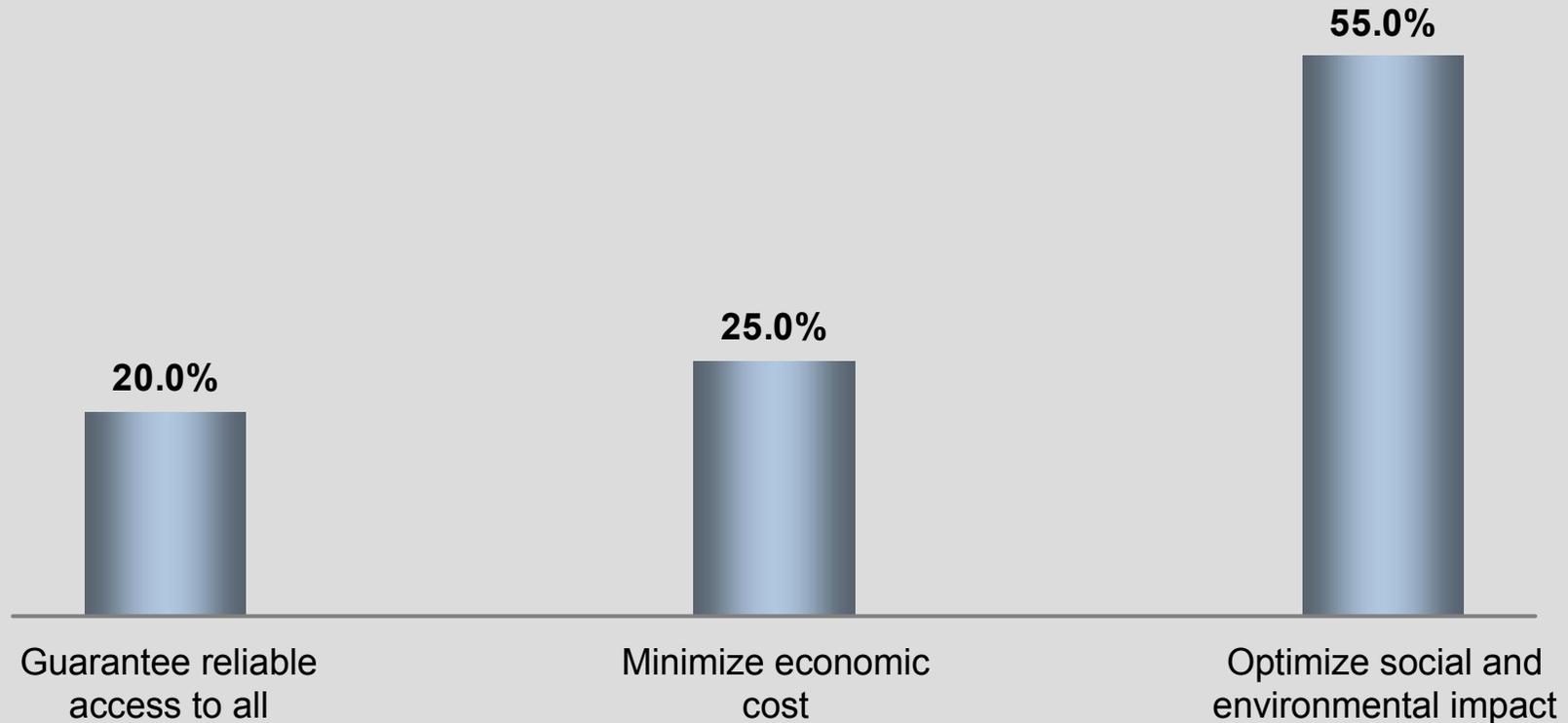
Maximize the efficiency and productivity of the utilities

Optimize social and environmental impact

Minimize or eliminate the utilities' negative impact on the environment and society

UTILITIES – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



VISION FOR UTILITIES in 2025

UTILITIES – List of strategies after the validation workshop

REFERENCE NUMBER	STRATEGIES
2.1.1	Review and update the water and sewage long-term plan
2.1.2	Increase investment in water and sewage infrastructure and systems to improve efficiency and reliability and decrease pollution
2.1.3	Redefine water and sewage pricing structure
2.2.1	Strengthen the water and waste regulatory body so that it becomes truly independent
2.2.2	Open the water and sewage market to competition at all levels
3.1.1	Promote reduced water-usage
3.2.1	Reduce waste generation by reducing usage of materials and maximizing recycling
3.2.2	Implement and update the waste management plan
4.1.1	Increase investment in electricity infrastructure and systems to improve efficiency and reliability
4.1.2	Diversify fuel sources for electric power generation
4.1.3	Redefine electricity pricing structure
4.2.1	Strengthen the electricity regulatory body so that it becomes truly independent
4.2.2	Open the electric power market to competition in all areas (generation, transmission and distribution)
5.1.1	Promote reduced energy-usage
5.1.2	Promote cleaner use of fossil fuels for electric power generation
5.1.3	Promote the use of renewable sources of energy

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"> ▪ 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
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"> ▪ Improve the infrastructure of the water and sewage systems, so as to maximize their reliability and efficiency and minimize losses and pollution
2.1.3	Redefine water and sewage pricing structure	<ul style="list-style-type: none"> ▪ 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
2.2.1	Strengthen the water and sewage regulatory body so that it becomes truly independent	<ul style="list-style-type: none"> ▪ 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
2.2.2	Open the water and sewage market to competition at all levels	<ul style="list-style-type: none"> ▪ 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

UTILITIES – Strategies and their objectives

Number	Strategies	Objectives
3.1.1	Promote reduced water-usage	<ul style="list-style-type: none"> ▪ 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
3.2.1	Reduce waste generation by reducing usage of materials and maximizing recycling	<ul style="list-style-type: none"> ▪ 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.)
3.2.2	Implement and update the waste management plan	<ul style="list-style-type: none"> ▪ Reduce the negative impact of waste on the environment and the economy, by implementing and continuously updating the long-term waste-management plan
4.1.1	Increase investment in electricity infrastructure and systems to improve efficiency and reliability	<ul style="list-style-type: none"> ▪ Improve the infrastructure of the electric power system, so as to maximize its reliability and efficiency and minimize losses and pollution
4.1.2	Diversify fuel sources for electric power generation	<ul style="list-style-type: none"> ▪ 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.)

UTILITIES – Strategies and their objectives

Number	Strategies	Objectives
4.1.3	Redefine electricity pricing structure	<ul style="list-style-type: none"> ▪ Ensure that electricity pricing is structured in such a way that it promotes efficient generation, distribution and usage and covers reinvestment needs, while maintaining social justice
4.2.1	Strengthen the electricity regulatory body so that it becomes truly independent	<ul style="list-style-type: none"> ▪ 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
4.2.2	Open the electric power market to competition in all areas (generation, transmission and distribution)	<ul style="list-style-type: none"> ▪ 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
5.1.1	Promote reduced energy-usage	<ul style="list-style-type: none"> ▪ 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
5.1.2	Promote cleaner use of fossil fuels for electric power generation	<ul style="list-style-type: none"> ▪ Promote the use of newer technologies and processes that minimize the environmental impact of fossil fuels used in electricity power generation

UTILITIES – Strategies and their objectives

Number

Strategies

Objectives

5.1.3

Promote the use of renewable sources of energy

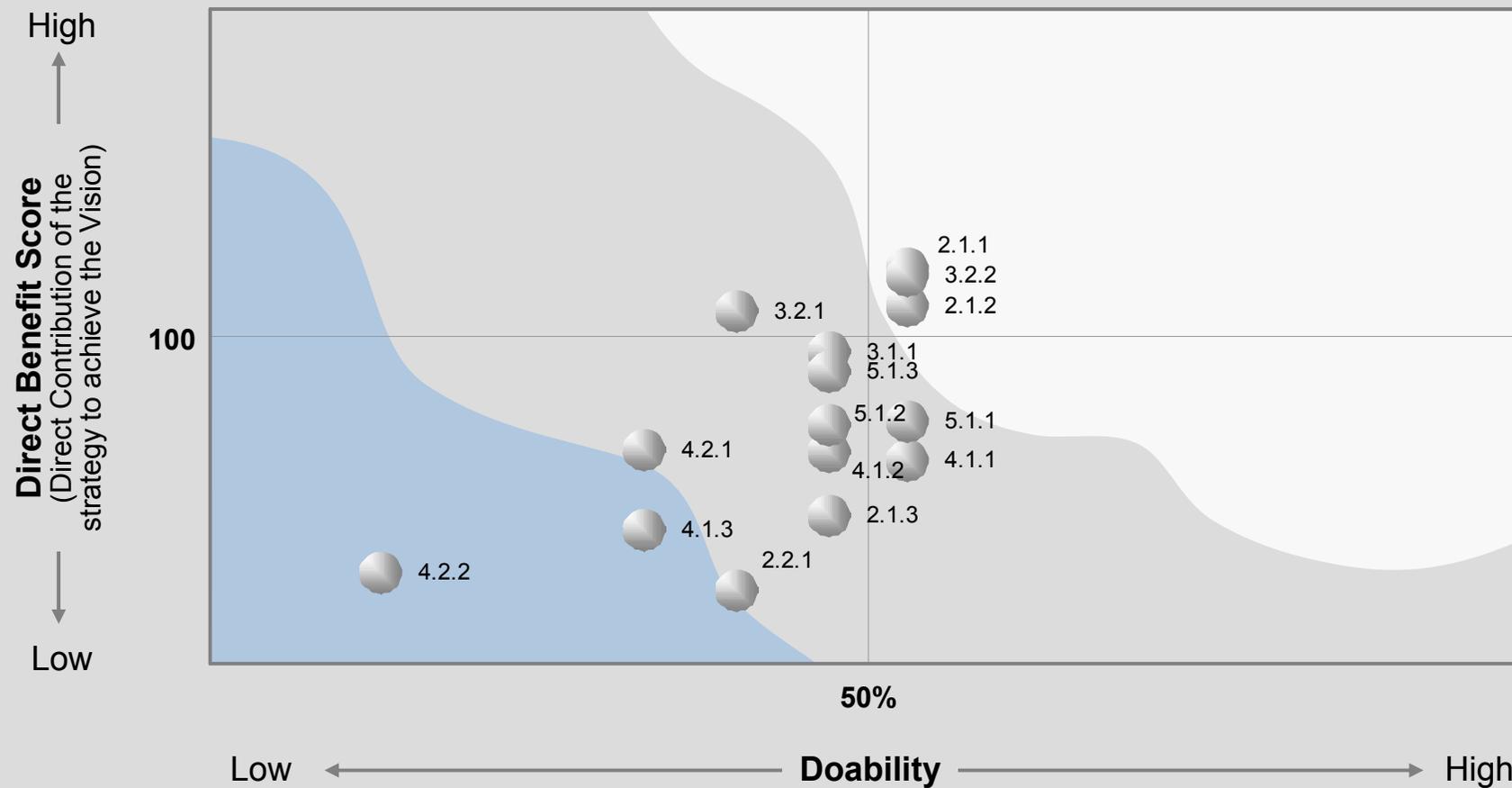
- Minimize environmental impact and economic costs, by permitting and promoting use of renewable fuel sources (solar, wind, geothermal, hydrogen, etc.)

UTILITIES – Experts’ evaluation from the decision conference

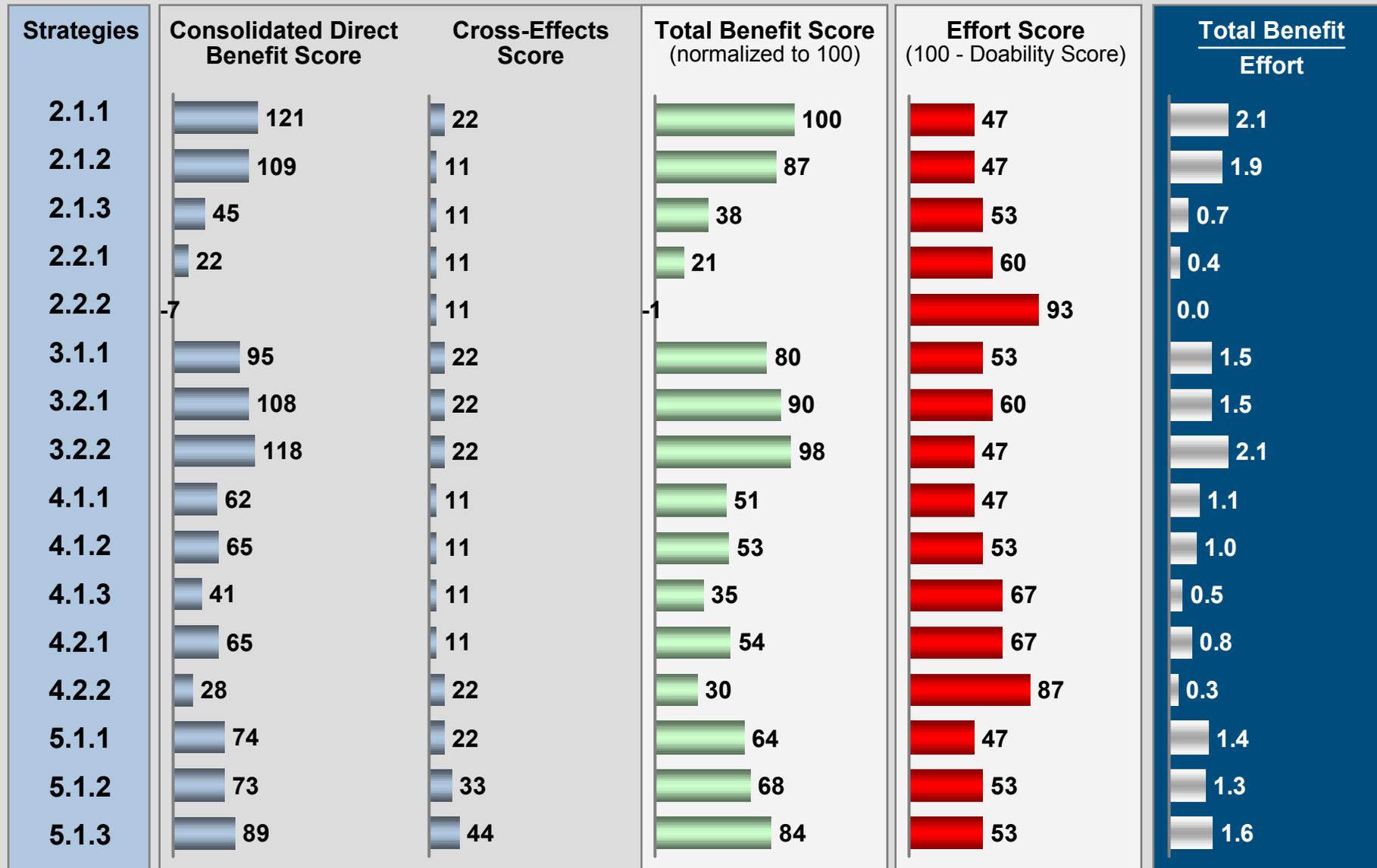
Strategies	Objective 1: Access	Objective 2: Cost	Objective 3: Social & Environment	Consolidated Direct Benefit Score	Doability Score
2.1.1	129	133	112	121	53
2.1.2	112	128	100	109	53
2.1.3	82	17	44	45	47
2.2.1	12	12	31	22	40
2.2.2	6	-5	-12	-7	7
3.1.1	112	112	81	95	47
3.2.1	106	112	106	108	40
3.2.2	124	128	112	118	53
4.1.1	82	100	37	62	53
4.1.2	112	73	44	65	47
4.1.3	100	28	25	41	33
4.2.1	106	95	37	65	33
4.2.2	100	45	-6	28	13
5.1.1	53	33	100	74	53
5.1.2	35	17	112	73	47
5.1.3	59	62	112	89	47

UTILITIES – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



UTILITIES – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)

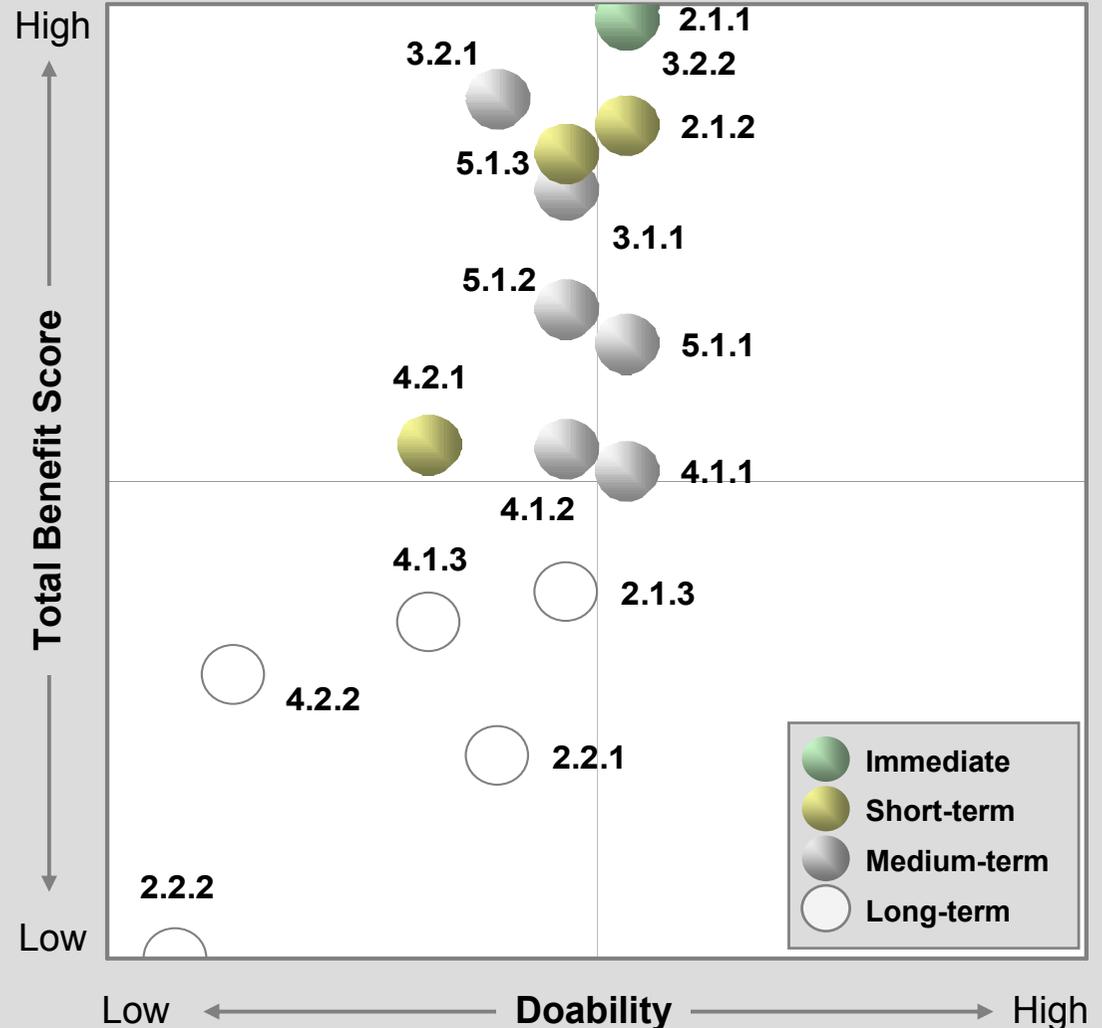


UTILITIES – Distribution of strategies in terms of implementation waves

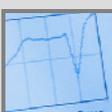
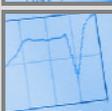
Strategies

- 2.1.1 Review and update the water and sewage long-term plan
- 2.1.2 Increase investment in water and sewage infrastructure and systems to improve efficiency and reliability and decrease pollution
- 2.1.3 Redefine water and sewage pricing structure
- 2.2.1 Strengthen the water and sewage regulatory body so that it becomes truly independent
- 2.2.2 Open the water and sewage market to competition at all levels
- 3.1.1 Promote reduced water usage
- 3.2.1 Reduce waste generation by reducing usage of materials and maximizing recycling
- 3.2.2 Implement and update the waste management plan
- 4.1.1 Increase investment in electricity infrastructure and systems to improve efficiency and reliability
- 4.1.2 Diversify fuel sources for electric power generation
- 4.1.3 Redefine electricity pricing structure
- 4.2.1 Strengthen the electricity regulatory body so that it becomes truly independent
- 4.2.2 Open the electric power market to competition in all areas (generation, transmission and distribution)
- 5.1.1 Promote reduced energy usage
- 5.1.2 Promote cleaner use of fossil fuels for electric power generation
- 5.1.3 Promote the use of renewable sources of energy

Implementation waves
(as defined at the final Strategic Decision Conference)





Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

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

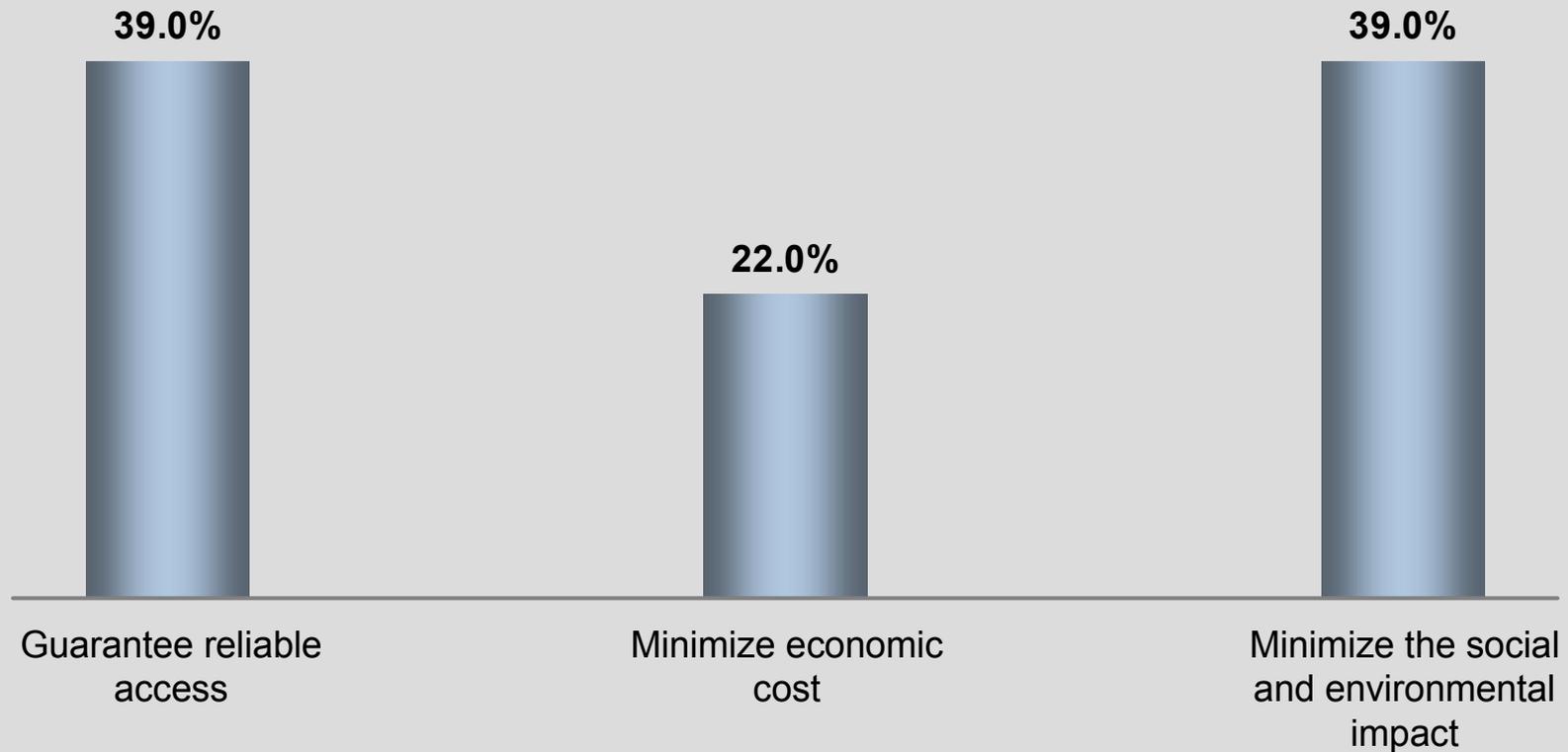
- Maximize the efficiency and productivity of all transportation systems

Minimize the social and environmental impact

- Reduce the negative impact of transportation systems on the environment and society

TRANSPORT – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



**VISION FOR
TRANSPORT in
2025**

TRANSPORT – List of strategies after validation workshops

REFERENCE NUMBER	STRATEGIES
1.1.1	Improve the productivity and attractiveness of existing ports and airports to make them more competitive
1.1.2	Expand the capacity of sea ports for cargo services
1.1.3	Transform small and military sea ports into new ports for shipping services
1.2.1	Improve the productivity of passenger sea terminals
1.2.2	Expand capacity of passenger sea terminals
1.2.3	Increase the number and frequency of maritime connections for passengers
2.1.1	Improve the productivity of air cargo services
2.1.2	Expand capacity of existing air cargo facilities
2.1.3	Transform small and military airports into new airports for cargo services
2.2.1	Improve the productivity of passenger air terminals
2.2.2	Expand capacity of passenger air terminals
2.2.3	Increase the number and frequency of air connections for passengers
3.1.1	Improve the productivity of land freight services
3.1.2	Invest in new land freight systems
3.2.1	Complete the highway and road network
3.2.2	Increase the efficiency and capacity of existing roads
3.2.3	Create and promote efficient and reliable collective transportation
3.2.4	Ensure that the land use plan reduces the need for transportation
3.3.1	Encourage reduction in car use
3.3.2	Promote clean fuels and advanced technology for transportation
3.4.2	Create new mechanisms to incorporate the community in transportation planning and communication process

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

TRANSPORT – Strategies and their objectives

Number	Strategies	Objectives
2.1.2	Expand capacity of existing air cargo facilities	<ul style="list-style-type: none">▪ Increase Puerto Rico’s competitiveness for air cargo, by focusing efforts on expanding the capacity of existing air cargo facilities
2.1.3	Transform small and military airports into new airports for cargo services	<ul style="list-style-type: none">▪ Increase Puerto Rico’s competitiveness for air cargo, by creating new cargo airports to provide efficient and reliable access and trans-shipment
2.2.2	Expand capacity of passenger air terminals	<ul style="list-style-type: none">▪ Increase Puerto Rico’s competitiveness as a business and tourism location, by expanding the capacity of passenger air terminals
2.2.3	Increase the number and frequency of air connections for passengers	<ul style="list-style-type: none">▪ Increase Puerto Rico’s competitiveness as a business and tourism location, by increasing the number and frequency of flights to and from Puerto Rico
3.1.1	Improve the productivity of land freight services	<ul style="list-style-type: none">▪ Increase the efficiency and reliability of Puerto Rico’s inland freight services, by focusing on improving the productivity of existing providers and infrastructure

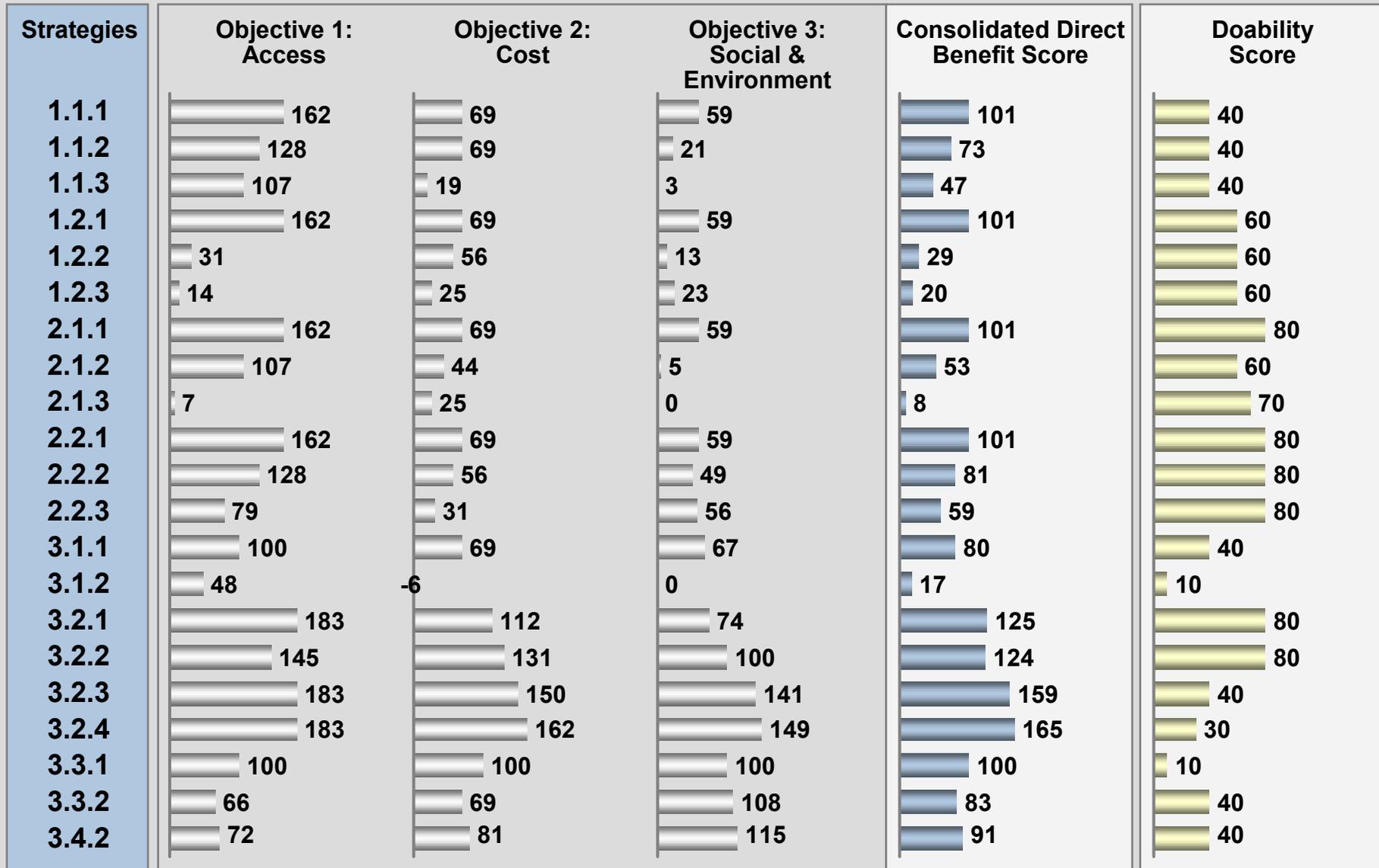
TRANSPORT – Strategies and their objectives

Number	Strategies	Objectives
3.1.2	Invest in new land freight systems	<ul style="list-style-type: none"> ▪ Increase the efficiency and reliability of Puerto Rico’s inland freight services, by building new land freight systems (e.g. freight rail systems)
3.2.1	Complete the highway and road network to ensure the connectivity of the transportation system	<ul style="list-style-type: none"> ▪ 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
3.2.2	Increase the efficiency and capacity of existing roads	<ul style="list-style-type: none"> ▪ Provide efficient and reliable access and mobility for passengers and cargo throughout Puerto Rico by upgrading and improving the road network
3.2.3	Create and promote efficient and reliable collective transportation	<ul style="list-style-type: none"> ▪ Provide efficient and reliable access and mobility for passengers throughout Puerto Rico by creating and promoting more extensive collective transportation
3.2.4	Ensure that the land use plan reduces the need for transportation	<ul style="list-style-type: none"> ▪ Promote the utilization of mixed land use to reduce the need for transportation and make non-motorized modes more attractive and practical

TRANSPORT – Strategies and their objectives

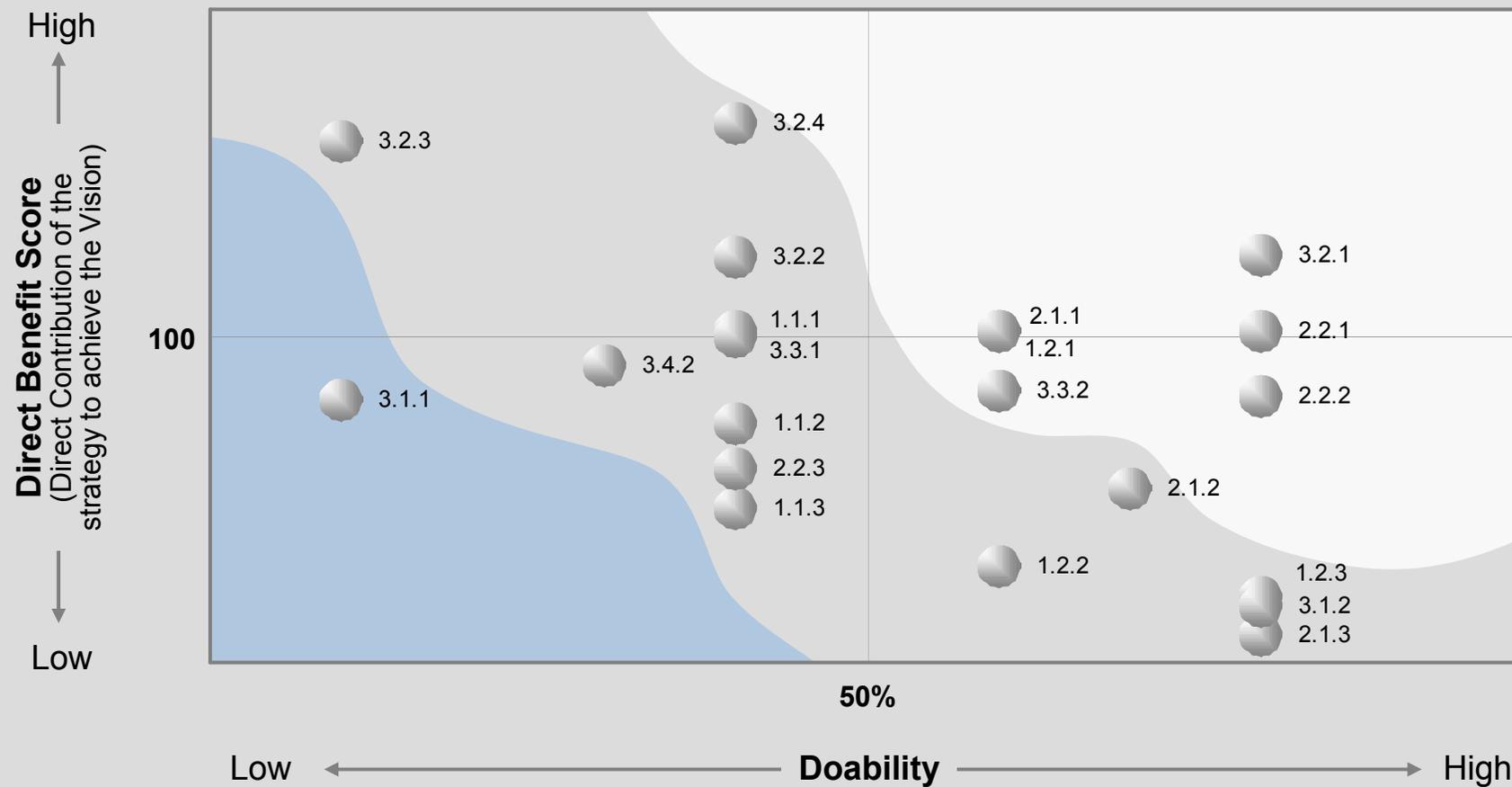
Number	Strategies	Objectives
3.3.1	Encourage reduction in car use	<ul style="list-style-type: none">▪ Use incentives, education and other means to encourage businesses and households to minimize unnecessary use of vehicles, thereby reducing congestion, and negative economic and environmental impacts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

TRANSPORT – Experts’ evaluation from the decision conference

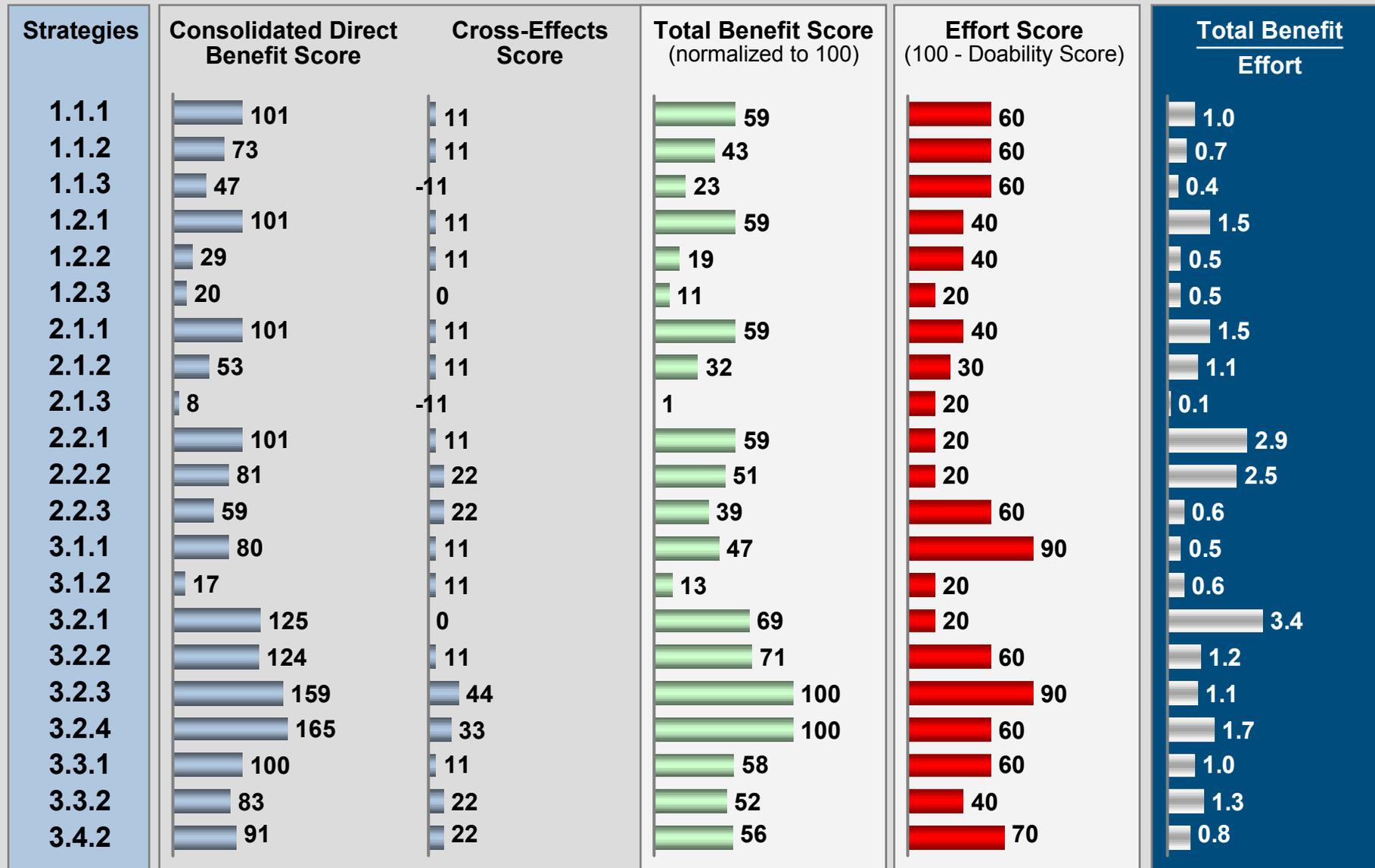


TRANSPORT – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



TRANSPORT – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)

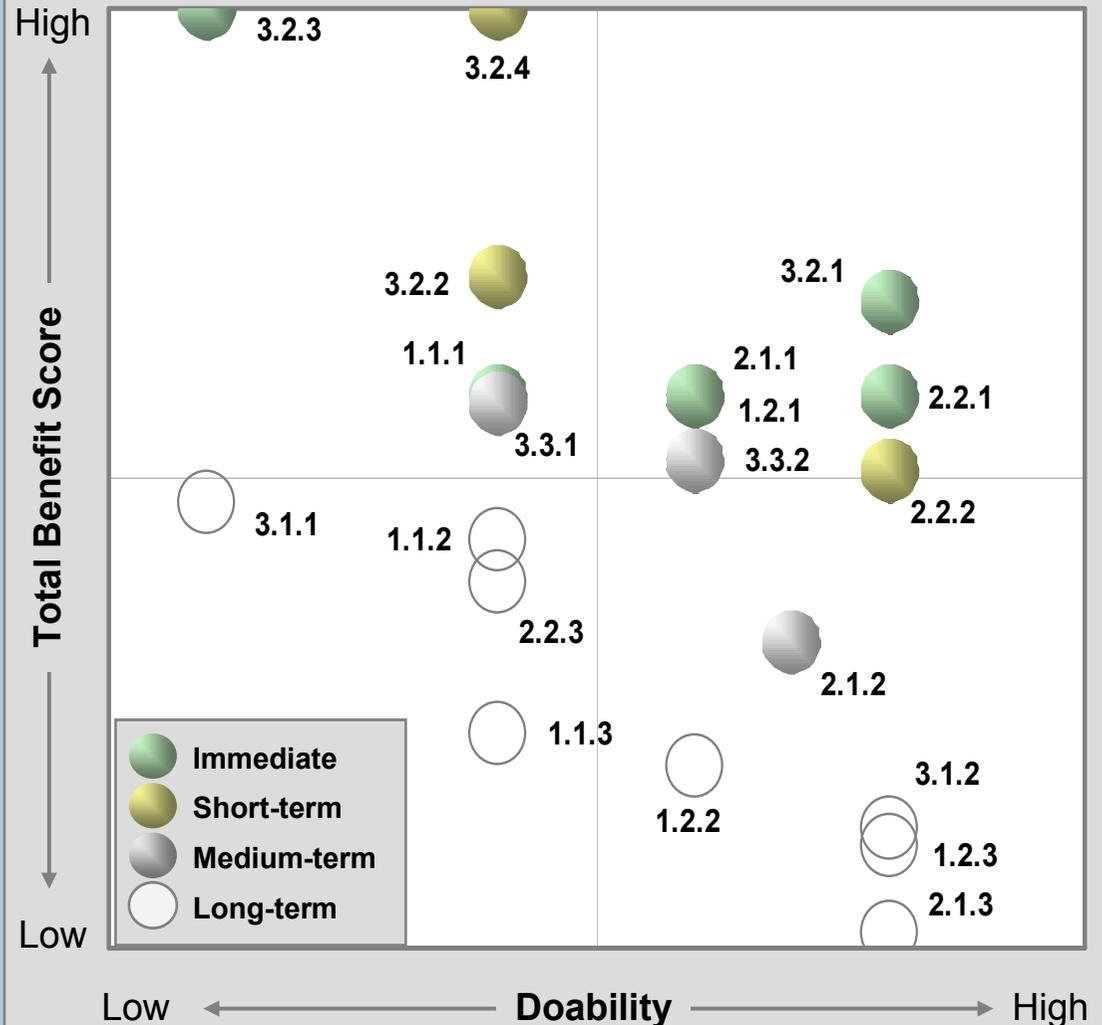


TRANSPORT – Distribution of strategies in terms of implementation waves

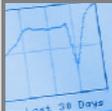
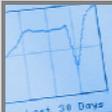
Strategies

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- 1.1.2 Expand the capacity of sea ports for cargo services
- 1.1.3 Transform small and military sea ports into new ports for shipping services
- 1.2.1 Improve the productivity of passenger sea terminals
- 1.2.2 Expand capacity of passenger sea terminals
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- 2.1.2 Expand capacity of existing air cargo facilities
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- 3.4.2 Create new mechanisms to incorporate the community in transportation planning and communication process

Implementation waves
(as defined at the final Strategic Decision Conference)





Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

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

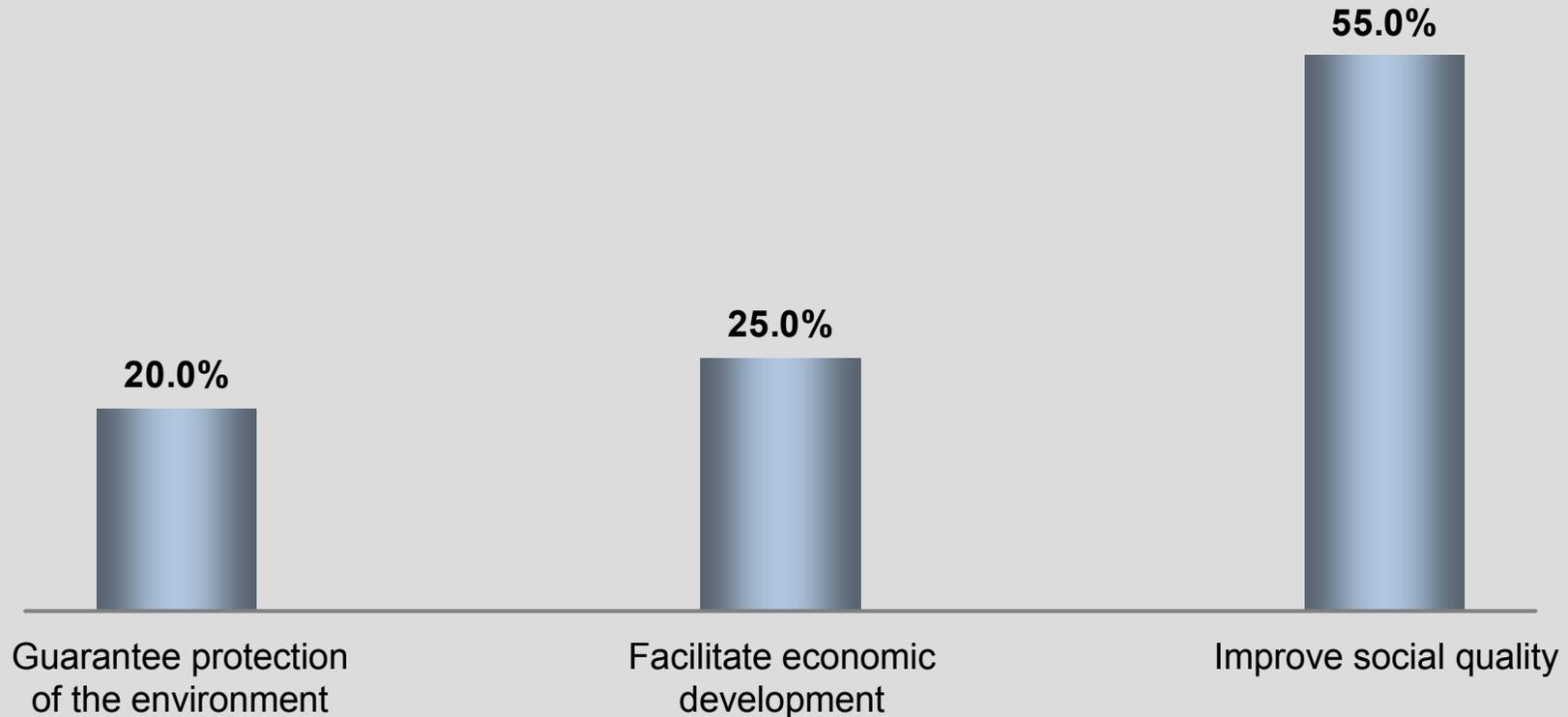
Support economic development

Improve social quality

Support improvement in social quality of life by providing a safer and more healthy environment

LAND USE AND ENVIRONMENT – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



**VISION FOR LAND USE
AND ENVIRONMENT in
2025**

LAND USE AND ENVIRONMENT – List of strategies after validation workshops

REFERENCE NUMBER	STRATEGIES
1.1.1	Create and enact an island-wide Land-Use master plan clearly defining the intended use of all land areas
1.1.2	Restructure the functions of government agencies to carry out the land-use planning and permitting process
1.1.3	Restructure the adjudication, permitting and approval process
1.2.1	Improve mechanisms for community participation in the land-use planning and permitting process
1.2.2	Communicate the land-use master plan and the permitting process to the community
1.3.1	Strengthen land-use enforcement mechanisms
1.3.2	Strengthen funding mechanisms to purchase property and/or compensate owners impacted by land-use enforcements
2.1.1	Strengthen or modify current environmental laws, or explore new regulation schemes to ensure environmental conservation
2.1.3	Redefine and ensure compliance with environmental agencies' processes
2.1.4	Establish an environmental market-based system to encourage self-administration by businesses and households
2.2.1	Expand the environmental quality concept and make it applicable to physical infrastructure
3.1.1	Invest in education to foster consciousness of environmental responsibility
3.1.2	Promote environmental consciousness among individuals through regulation and incentives
3.1.3	Define community compliance goals for environment safekeeping

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"> ▪ 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
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"> ▪ 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
1.1.3	Restructure the adjudication, permitting and approval process	<ul style="list-style-type: none"> ▪ Increase the speed of the permitting process and reduce the number of exceptions, by restructuring the adjudication and approval process, where necessary
1.2.1	Improve mechanisms for community participation in the land-use planning and permitting process	<ul style="list-style-type: none"> ▪ Improve public involvement by communities in the land-use planning and permitting process in order to ensure greater understanding, acceptance and compliance
1.2.2	Communicate the land-use master plan and the permitting process to the community	<ul style="list-style-type: none"> ▪ Inform the community about the land use plan and permitting processes in order to ensure greater understanding and compliance

LAND USE/ENVIRONMENT – Strategies and their objectives

Number	Strategies	Objectives
1.3.1	Strengthen land-use enforcement mechanisms	<ul style="list-style-type: none"> ▪ Increase enforcement activities and take visible action against infractions, to increase compliance with land use plans
1.3.2	Strengthen funding mechanisms to purchase property and/or compensate owners impacted by land-use enforcements	<ul style="list-style-type: none"> ▪ Ensure that the financial resources are available to compensate owners negatively impacted by land-use requirements
2.1.1	Strengthen or modify current environmental laws, and explore new regulation schemes to ensure environmental conservation	<ul style="list-style-type: none"> ▪ Undertake regular review and updating of all environmental regulations, to ensure that the environment is being protected, while not unnecessarily constraining development
2.1.3	Redefine and ensure compliance with environmental agencies' processes	<ul style="list-style-type: none"> ▪ Undertake regular review and updating of environmental agencies and processes, to ensure that environmental regulation is being implemented as efficiently as possible
2.1.4	Establish environmental market based systems to encourage self-administration by businesses and households	<ul style="list-style-type: none"> ▪ 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

LAND USE/ENVIRONMENT – Strategies and their objectives

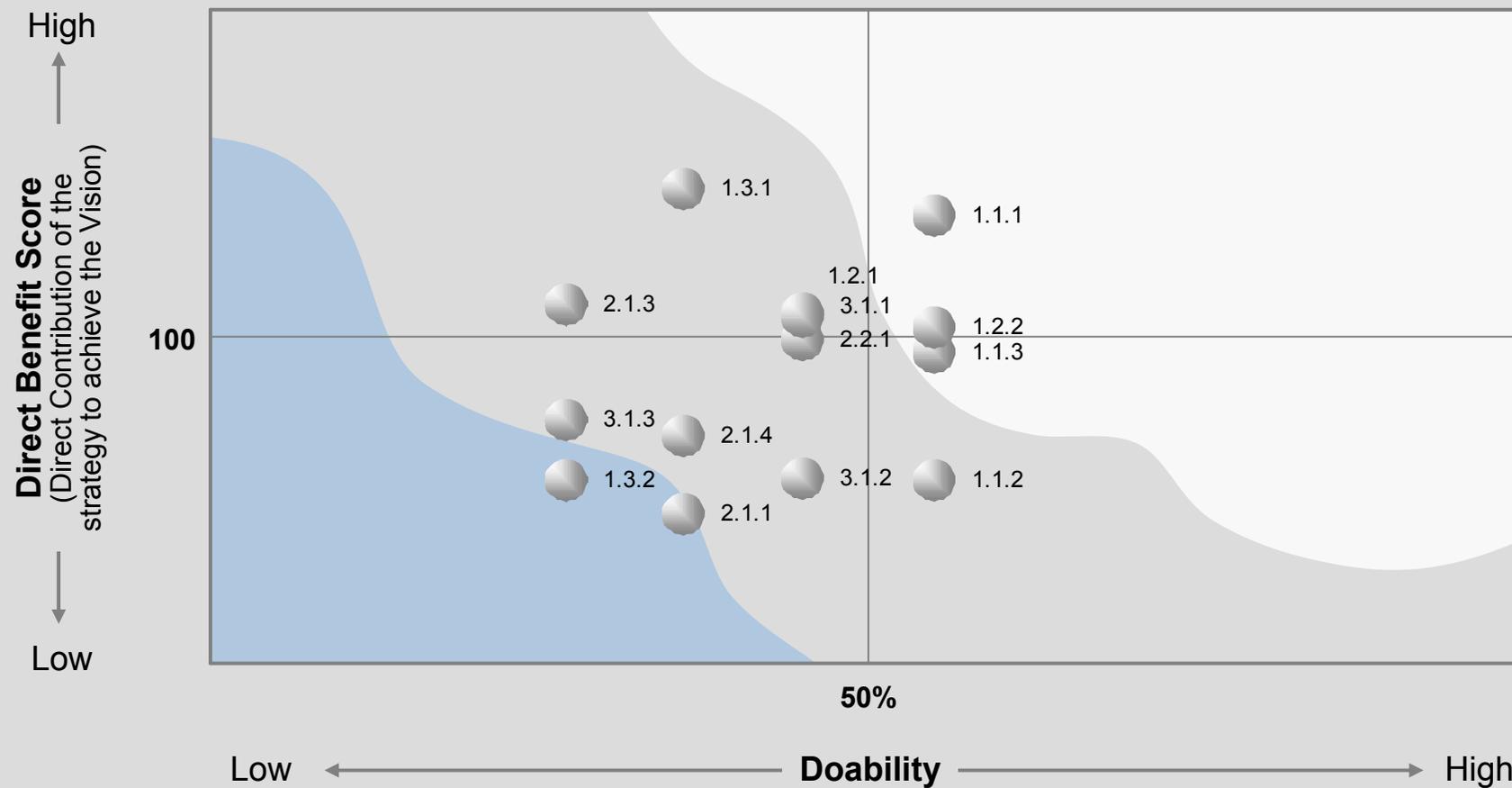
Number	Strategies	Objectives
2.2.1	Expand the environmental quality concept and make it applicable to physical infrastructure	<ul style="list-style-type: none">▪ Use incentives, education and other means to encourage businesses and households to incorporate environmental considerations into all buildings and other infrastructure
3.1.1	Invest in education to foster consciousness of environmental responsibility	<ul style="list-style-type: none">▪ Promote broad-based environmental conservation, by focusing on education and community awareness campaigns
3.1.2	Promote environmental consciousness among individuals through regulation and incentives	<ul style="list-style-type: none">▪ Promote broad-based environmental conservation, by focusing on regulations and incentives to change individual behavior
3.1.3	Define community compliance goals for environment safekeeping	<ul style="list-style-type: none">▪ Promote broad-based environmental conservation, by focusing on measurement systems, whereby the environmental impact of each household and neighborhood is tracked and reported

LAND USE AND ENVIRONMENT – Experts’ evaluation from the decision conference

Strategies	Objective 1: Environment	Objective 2: Economic	Objective 3: Social	Consolidated Direct Benefit Score	Doability Score
1.1.1	142	107	157	137	55
1.1.2	42	87	43	56	55
1.1.3	100	100	86	95	55
1.2.1	128	40	143	107	45
1.2.2	128	60	114	103	55
1.3.1	186	100	143	145	36
1.3.2	58	53	57	56	27
2.1.1	42	20	71	46	36
2.1.3	128	100	100	110	27
2.1.4	85	67	57	70	36
2.2.1	100	47	143	99	45
3.1.1	142	20	143	106	45
3.1.2	58	20	86	56	45
3.1.3	72	13	129	74	27

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

Result of the Experts' Evaluation during the Decision Conferences



LAND USE AND ENVIRONMENT – Total benefit and benefit-to-effort ratio calculation (after inclusion of cross effects)

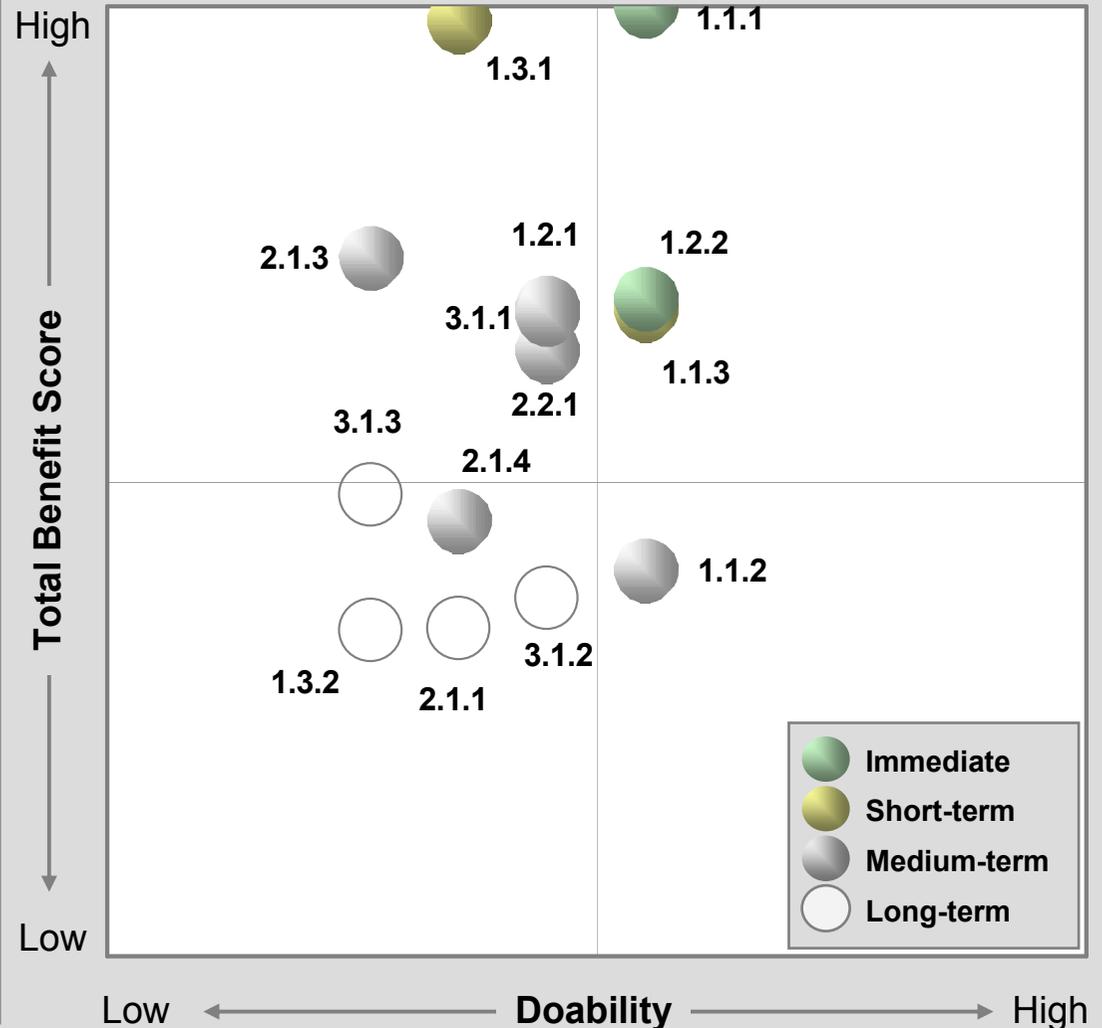


LAND USE AND ENVIRONMENT – Distribution of strategies in terms of implementation waves

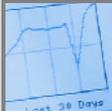
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Implementation waves (as defined at the final Strategic Decision Conference)





Culture		Culture
Social development		Education
		Health
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Infrastructure/ environment		Utilities
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Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

ECONOMIC DEVELOPMENT – Vision

Economic Development Vision for Puerto Rico in 2025

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 – Vision (cont.)

Economic Development Vision for Puerto Rico in 2025

In 2025 ...

“**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.”

HIGH TECH INDUSTRIES – Vision

Vision for High Tech Industries in 2025

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.”

LOCAL ENTERPRISE – Vision

Vision for Local Enterprise in 2025

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.”

KNOWLEDGE-BASED SERVICES – Vision

Vision for Knowledge-Based Services in 2025

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. “

NEW AGRICULTURE – Vision

Vision for Agriculture in 2025

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**.”

COMMERCE AND TRAVEL INDUSTRY – Vision

Vision for Commerce and Travel Industry in 2025

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**.”

COMMUNITY DEVELOPMENT – Vision

Vision for Community Development in 2025

In 2025 ...

“All communities are **active and responsible participants** in forging the future that they desire for Puerto Rico.

From the start, individuals, community-based organizations, and the community in general work together and in partnership with both the private and public sectors to identify needs, evaluate projects, provide support in the execution and approval of results. These relationships are based on **trust, transparency, and commitment.**”

FAMILY AND SOCIETY – Vision

Vision for Family and Society in 2025

In 2025 ...

“The family is the foundation of the Puerto Rican society and plays a central role in the promotion of **peace, tolerance, trust, and solidarity**.

From childhood to old age, the family nurtures all individuals to grow with love, to be respected and integrated to society. The community lives in peace and respect.

No single **individual is excluded.**”



Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

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

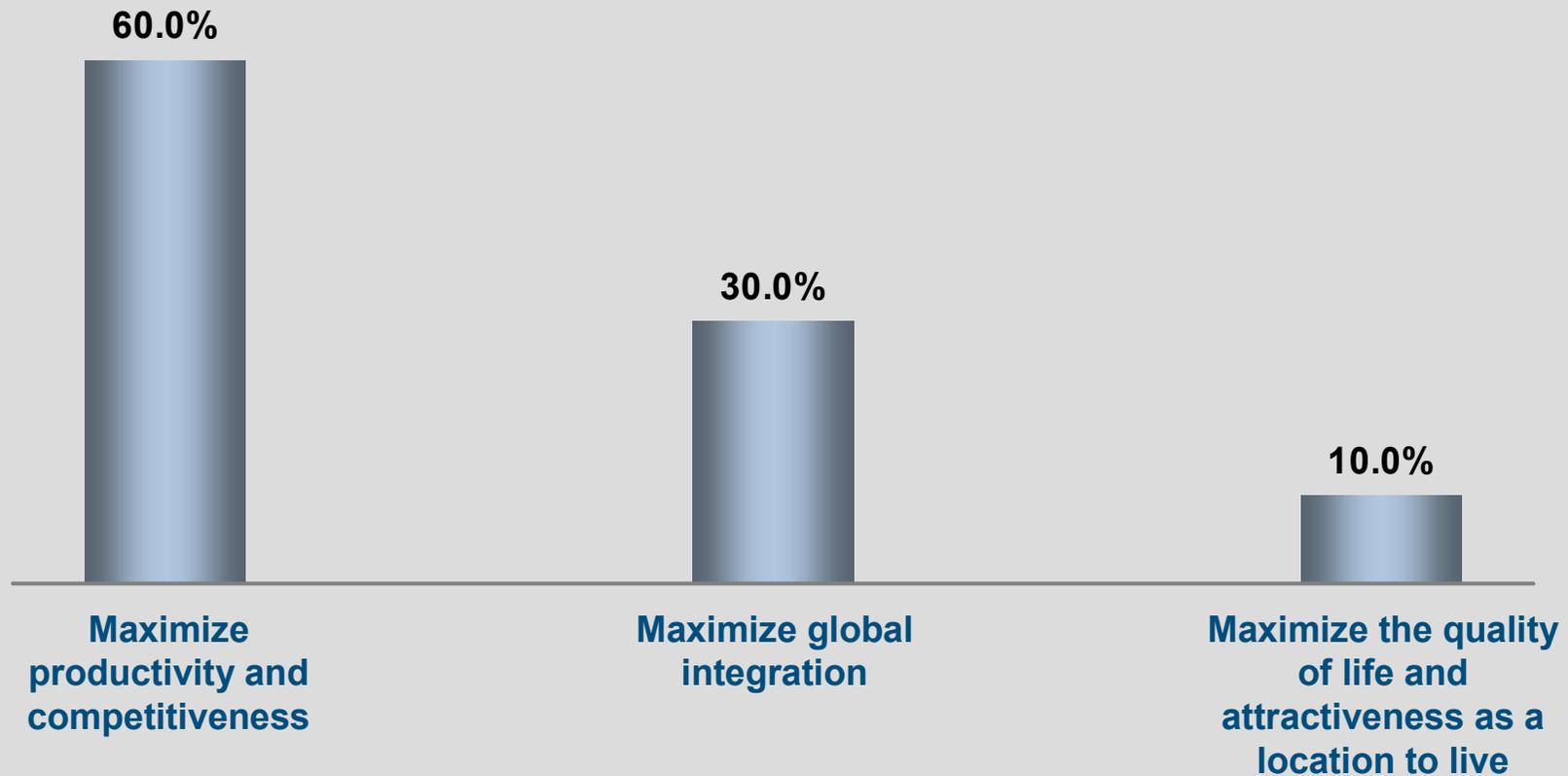
Increase Puerto Rico's connectivity to the world so as to facilitate exports, investment and knowledge transfer

Maximize the quality of life and attractiveness as a location to live

Establish Puerto Rico as an attractive location in which to live

COMPETITIVENESS – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



**VISION FOR
COMPETITIVENESS in
2025**

COMPETITIVENESS – List of strategies after validation workshops

REFERENCE NUMBER	STRATEGIES
1.1.1	Reduce the total effective cost of human resources in Puerto Rico
1.1.2	Increase the productivity of local human capital through training and skills programs
1.1.3	Increase the productivity of local human capital through increasing use of technology
1.1.4	Institute programs to attract more global talent to Puerto Rico
1.1.5	Deepen linkages between Puerto Rico's people and the world
1.1.6	Promote multi-lingual abilities in all sectors of the economy
1.2.2	Improve the competitiveness, quality and capacity of the physical infrastructure for the movement of information
1.3.1	Reduce the financial cost of government on business and the economy
1.3.2	Reduce the regulatory inefficiencies impacting business
1.4.1	Remove protections and other impediments limiting competition in key economic sectors
1.4.2	Rationalize unproductive subsidies distorting competition and resource allocation in key economic sectors
1.5.1	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
1.5.2	Improve the ongoing process for defining the overall economic strategy of Puerto Rico
1.5.3	Overhaul the systems for promoting investment in Puerto Rico
1.5.4	Overhaul the systems for promoting exports in Puerto Rico

COMPETITIVENESS – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Reduce the total effective cost of human resources 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 training and skills programs	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 increasing use of technology	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 more global talent 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	Deepen linkages 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.

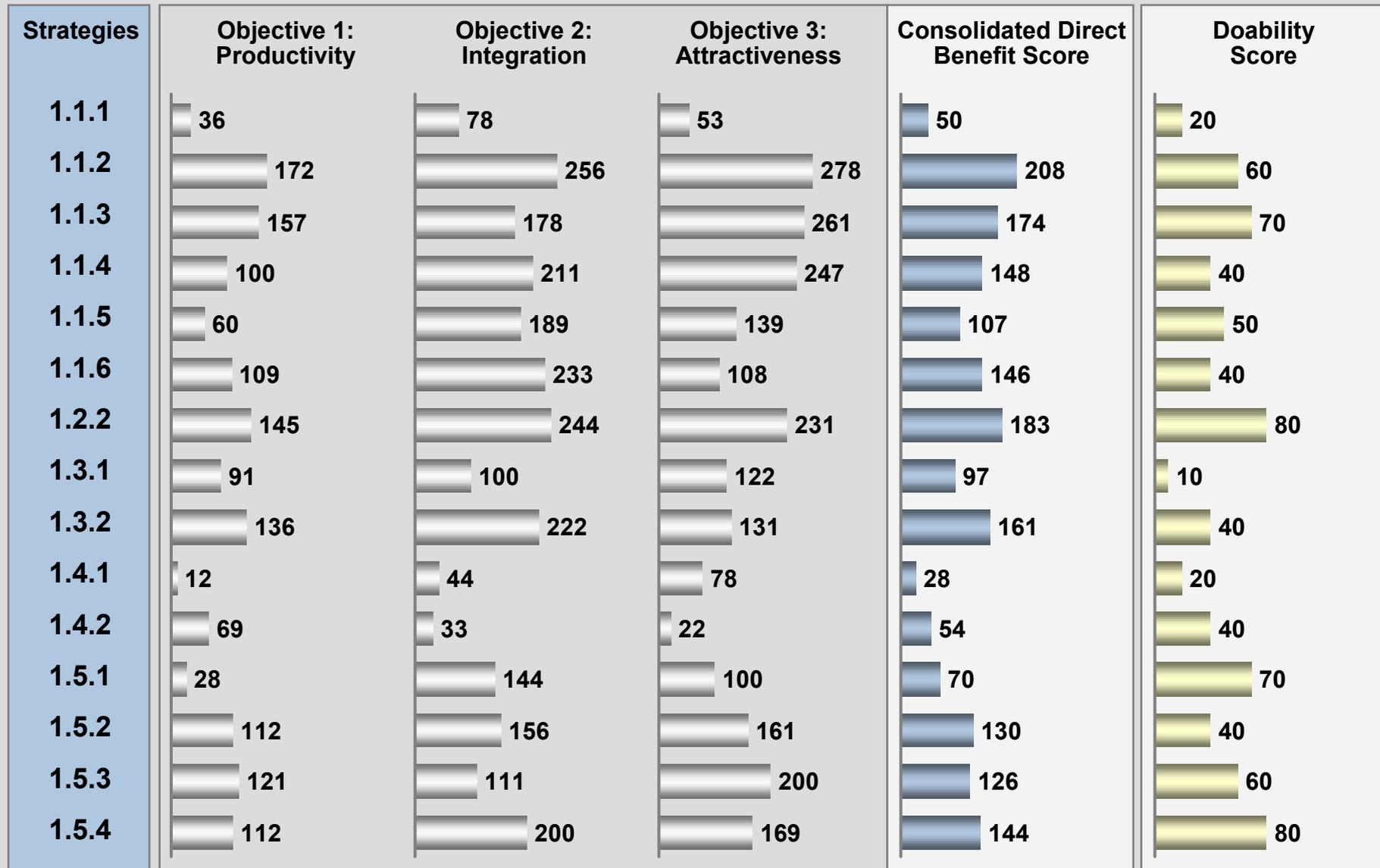
COMPETITIVENESS – Strategies and their objectives

Number	Strategies	Objectives
1.1.6	Promote multi-lingual abilities 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 infrastructure for the movement of information	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 financial cost of government 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 regulatory inefficiencies 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	Remove protections and other impediments 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

COMPETITIVENESS – Strategies and their objectives

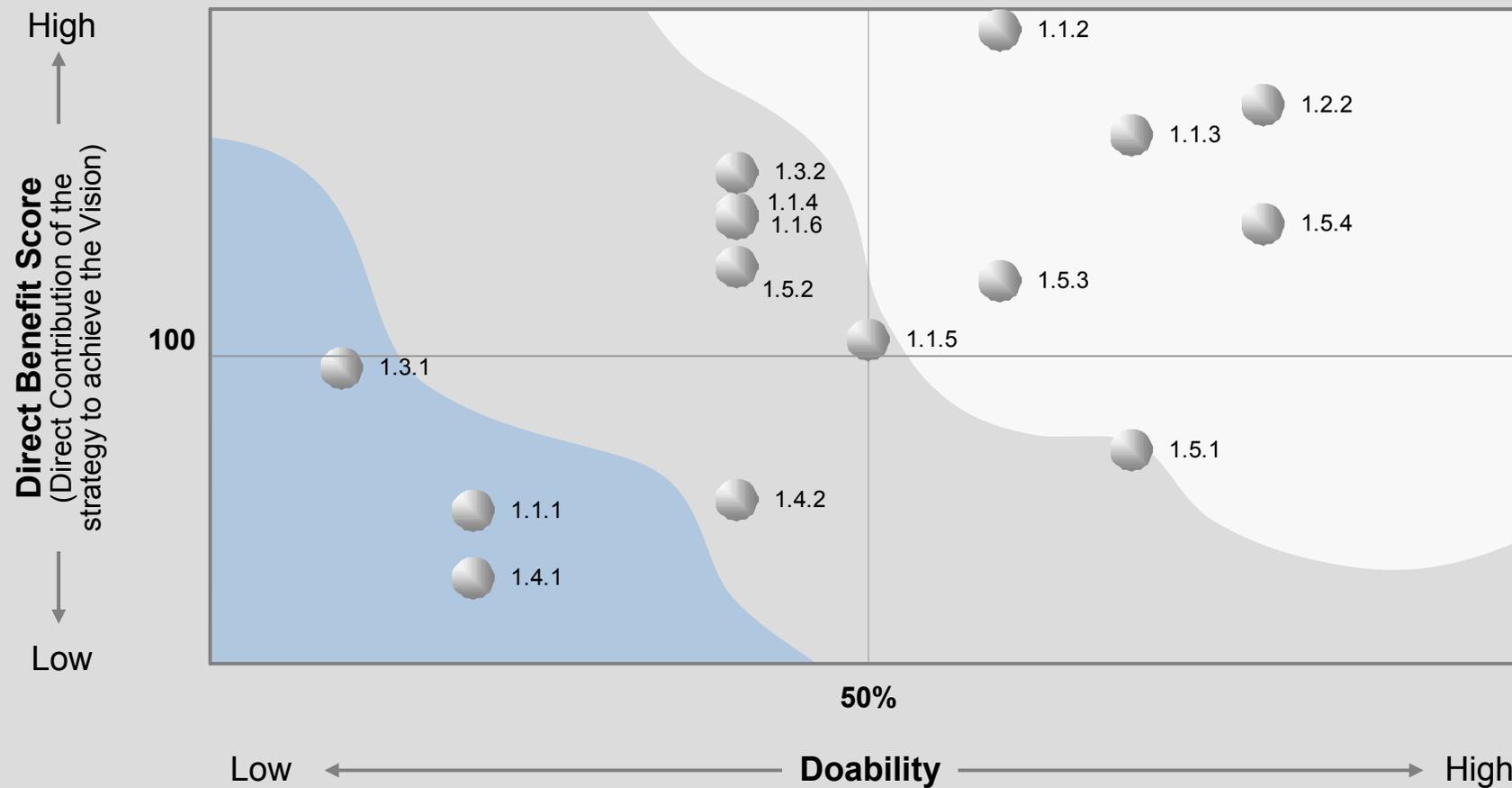
Number	Strategies	Objectives
1.4.2	Rationalize unproductive subsidies distorting competition and resource allocation in key economic sectors	Evaluate the benefits and costs of subsidies promoting resource allocation in certain economic sectors and reduce/remove these subsidies as appropriate
1.5.1	Overhaul the 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	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 overall economic strategy 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 promoting investment 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 promoting exports 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

COMPETITIVENESS – Experts’ evaluation from the decision conference

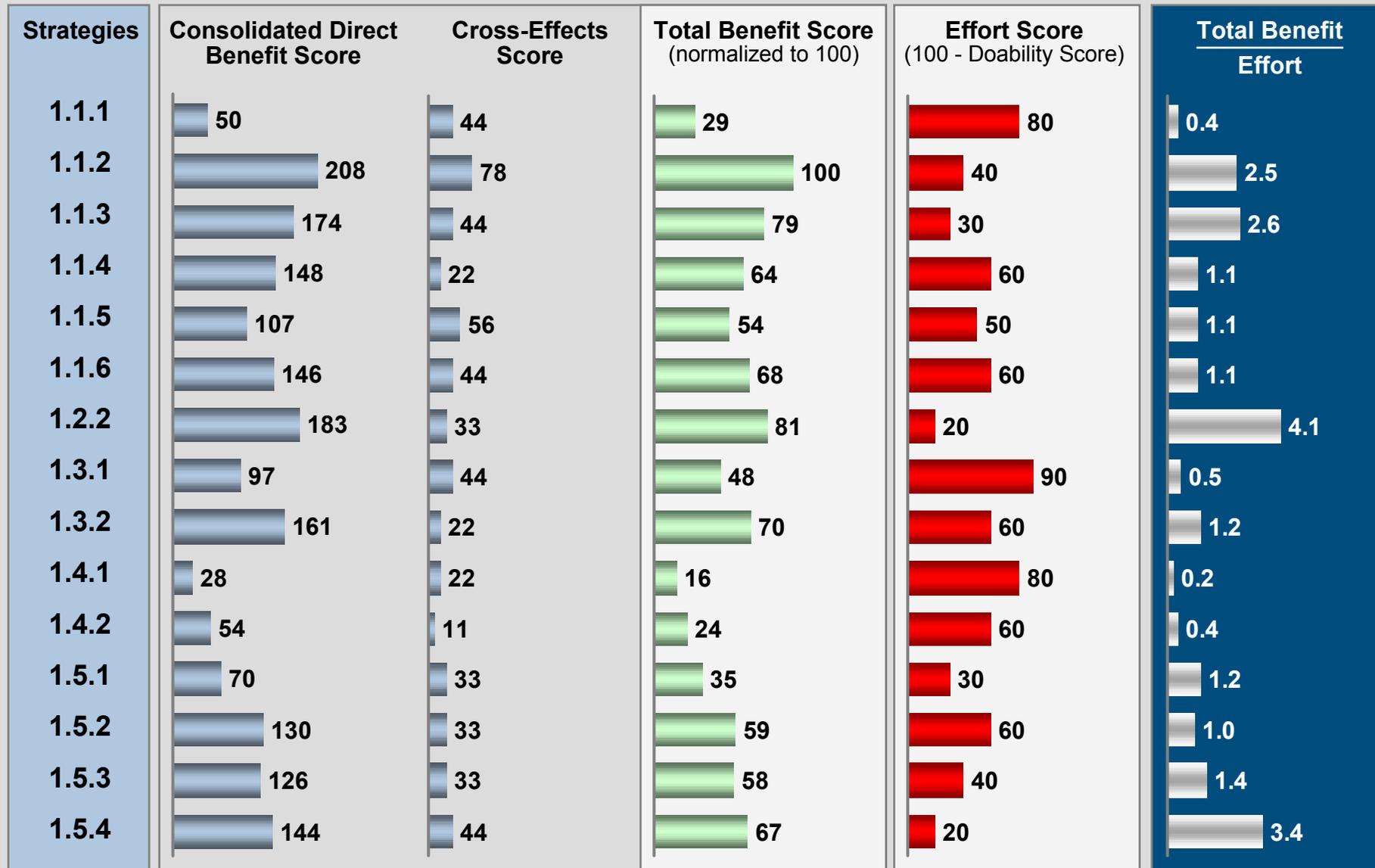


COMPETITIVENESS – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



COMPETITIVENESS – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)

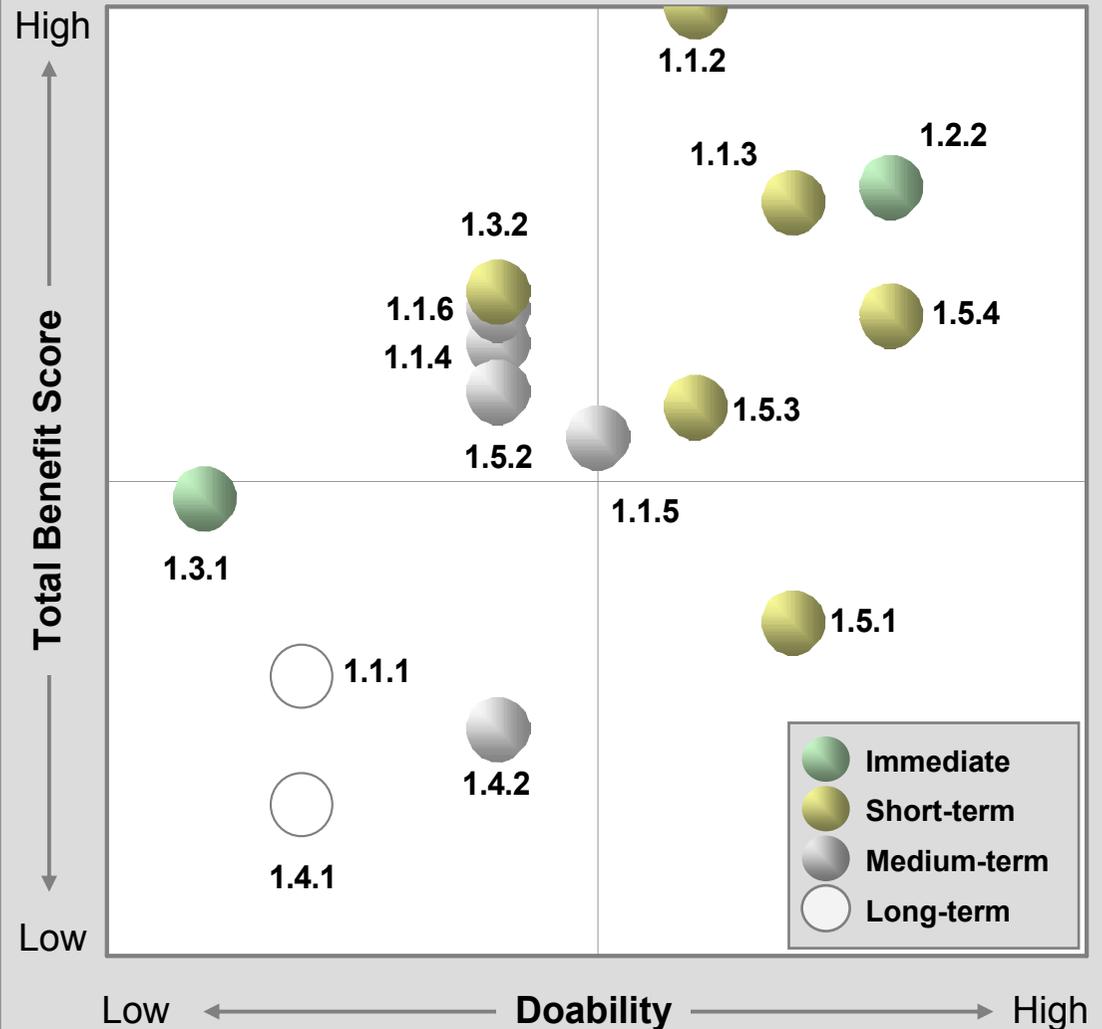


COMPETITIVENESS – Distribution of strategies in terms of implementation waves

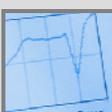
Strategies

- 1.1.1 Reduce the total effective cost of human resources in Puerto Rico
- 1.1.2 Increase the productivity of local human capital through training and skills programs
- 1.1.3 Increase the productivity of local human capital through increasing use of technology
- 1.1.4 Institute programs to attract more global talent to Puerto Rico
- 1.1.5 Deepen linkages between Puerto Rico's people and the world
- 1.1.6 Promote multi-lingual abilities in all sectors of the economy
- 1.2.2 Improve the competitiveness, quality and capacity of the physical infrastructure for the movement of information
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- 1.5.4 Overhaul the systems for promoting exports in Puerto Rico

Implementation waves (as defined at the final Strategic Decision Conference)





Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

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

OPPORTUNITIES AND INCOME – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



VISION FOR OPPORTUNITIES AND INCOME in 2025

OPPORTUNITIES AND INCOME – List of strategies after validation workshops

REFERENCE NUMBER	STRATEGIES
1.1.1	Use direct government funding to stimulate employment creation
1.1.2	Optimize the distribution of jobs in the public sector
1.1.3	Provide public funding and other incentives for job creation in the private sector
1.1.4	Diminish regulations in order to stimulate job creation
1.1.5	Provide support to small and medium enterprises, community businesses and cooperatives to create more job opportunities
1.1.6	Provide support and incentives to non-profit organizations to create more job opportunities
1.2.1	Provide the population with the education, training and skills required to compete in the labor market
1.2.2	Provide direct assistance in job search and job placement
1.2.3	Provide physical infrastructure which facilitates access to jobs
1.3.1	Reform social-assistance programs to encourage gainful employment
1.3.2	Use direct government funds to increase the incentives for seeking employment
1.3.3	Improve compensation packages to make it more attractive to work
1.3.4	Ensure that self-sufficiency and individual and community responsibility are priorities for all Puerto Ricans
1.4.1	Raise participation of poor and marginalized populations in formal financial networks
1.4.2	Encourage saving and asset building among poor and marginalized people

OPPORTUNITIES/INCOME – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Use direct government funding to stimulate employment creation	Use government funds to finance targeted projects to help with job creation
1.1.2	Optimize the distribution of jobs 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 incentives for job creation in the private sector	Give incentives to the private sector to create job opportunities across the island, especially in high unemployment areas
1.1.4	Diminish regulations in order to stimulate job creation	Review hiring and other regulations to allow for increased flexibility in the labor market
1.1.5	Provide support to small and medium enterprises , 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

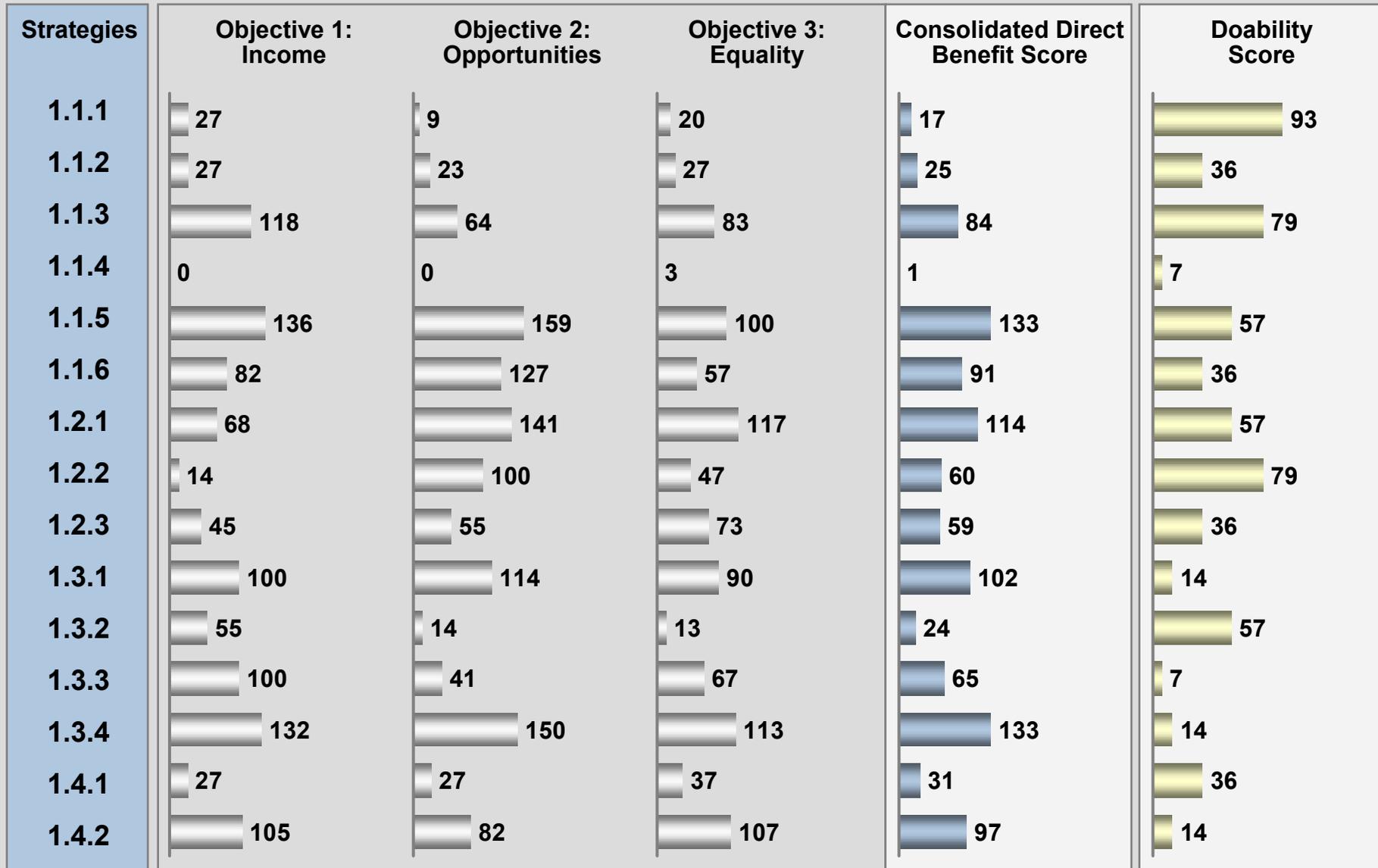
OPPORTUNITIES/INCOME – Strategies and their objectives

Number	Strategies	Objectives
1.1.6	Provide support and incentives to non-profit organizations to create more job opportunities	Help foster non-profit organizations to increase job opportunities across Puerto Rico
1.2.1	Provide the population with the education, training and skills required 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 direct assistance in job search and job placement	Organize public and private forces to provide assistance and mentoring to those that are trying to enter the labor force
1.2.3	Provide physical infrastructure which facilitates access to jobs	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	Reform social-assistance programs to encourage gainful employment	Reform the existing social assistance programs to make gainful employment more attractive than being on social assistance

OPPORTUNITIES/INCOME – Strategies and their objectives

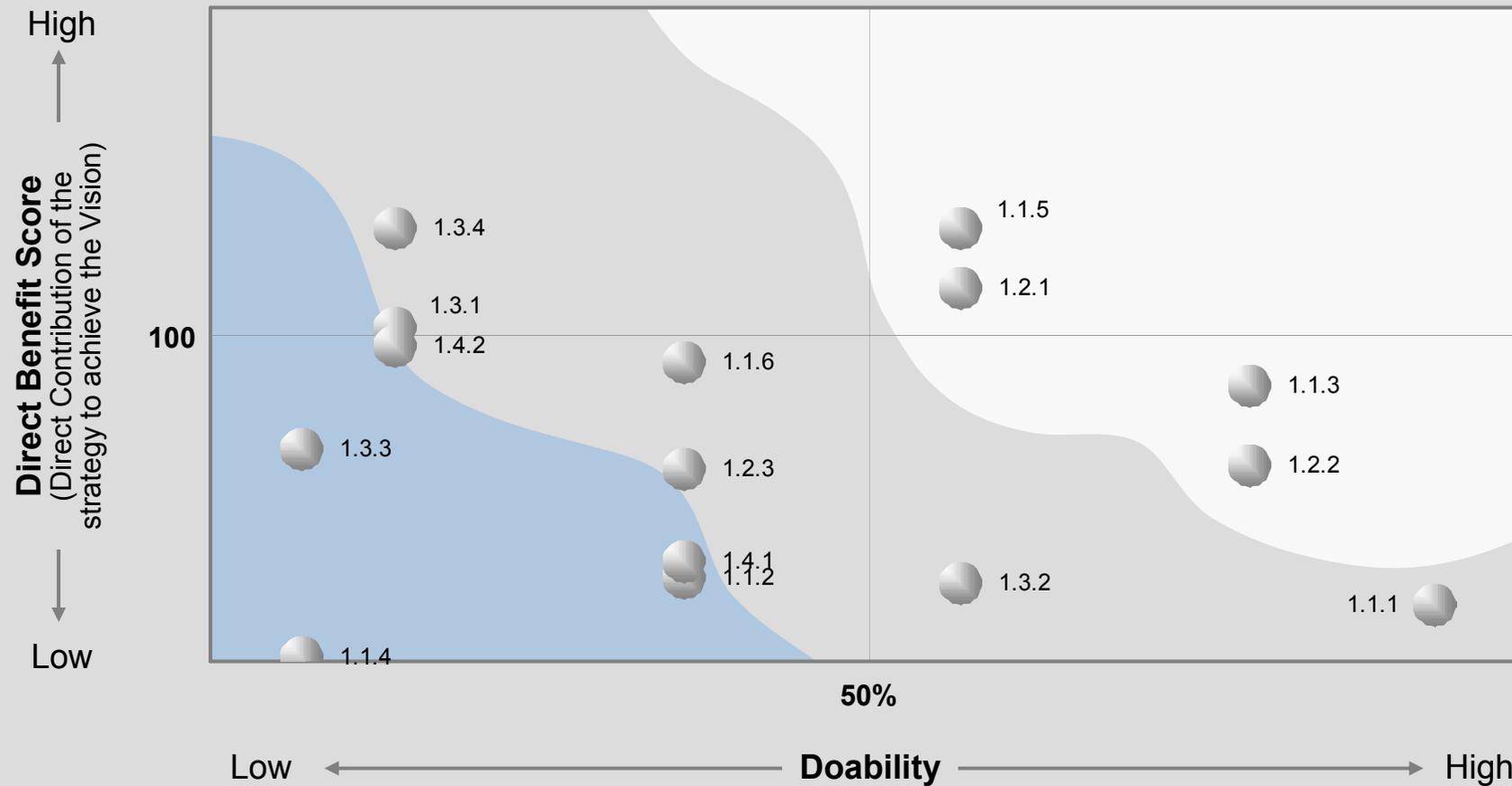
Number	Strategies	Objectives
1.3.2	Use direct government funds to increase the incentives for seeking employment	Provide monetary and other incentives to make it more attractive to work than to receive social assistance
1.3.3	Improve compensation packages to make it more attractive to work	Find ways to make employment more attractive, by adjusting compensation packages and increasing the softer benefits – training, community-building, etc.
1.3.4	Ensure that self-sufficiency and individual and community responsibility 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 formal financial networks	Help bring the marginalized into the formal economy and alleviate poverty by encouraging greater use of banks and financial institutions
1.4.2	Encourage saving and asset building among poor and marginalized people	Help optimize personal wealth of poor and marginalized people by enabling them to accumulate assets

OPPORTUNITIES AND INCOME – Experts’ evaluation from the decision conference



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

Result of the Experts' Evaluation during the Decision Conferences



OPPORTUNITIES AND INCOME – Total benefit and benefit-to-effort ratio calculation (after inclusion of cross effects)

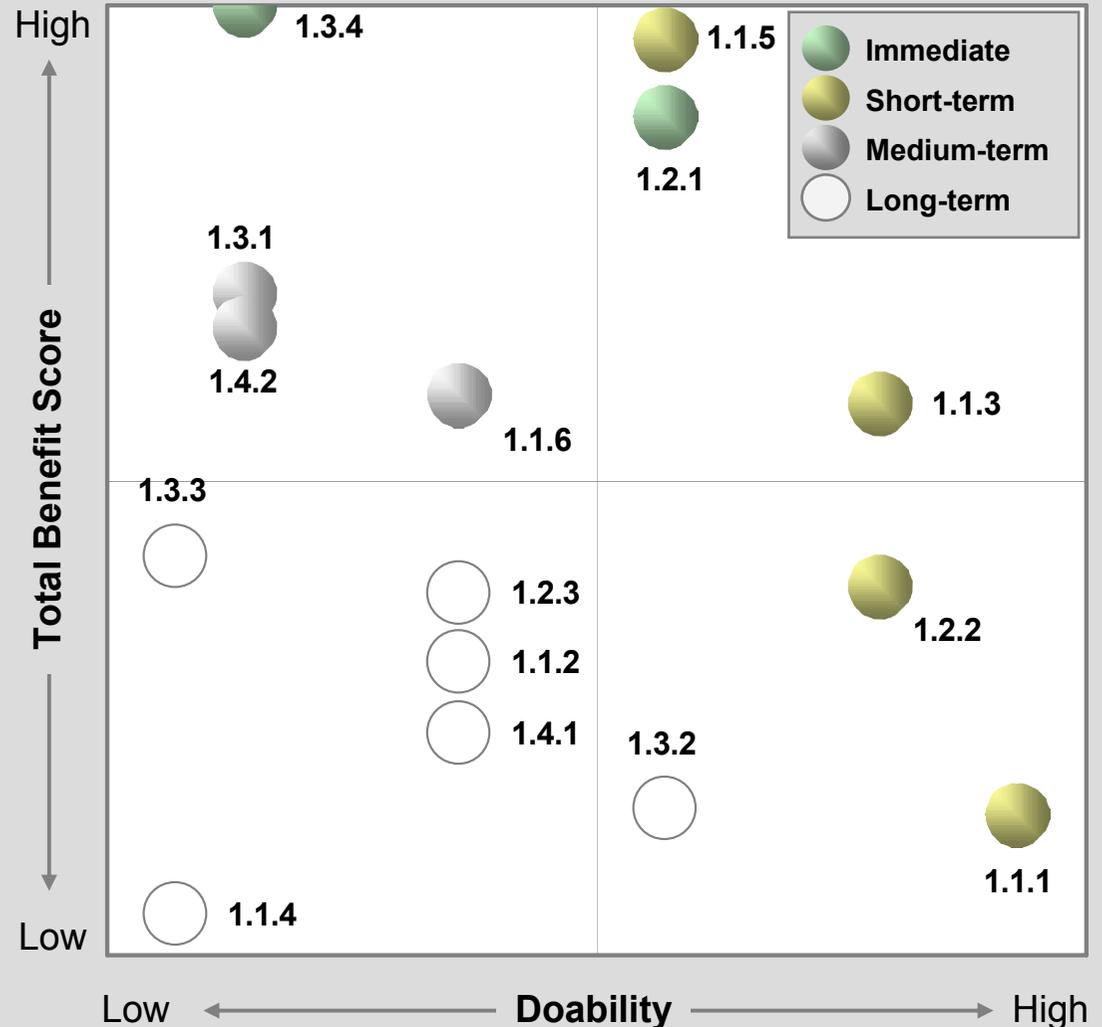


OPPORTUNITIES AND INCOME – Distribution of strategies in terms of implementation waves

Strategies

- 1.1.1 Use direct government funding to stimulate employment creation
- 1.1.2 Optimize the distribution of jobs in the public sector
- 1.1.3 Provide public funding and other incentives for job creation in the private sector
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- 1.3.4 Ensure that self-sufficiency and individual and community responsibility are priorities for all Puerto Ricans
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Implementation waves (as defined at the final Strategic Decision Conference)





Culture		Culture
Social development		Education
		Health
		Public safety
Infrastructure/ environment		Utilities
		Transport
		Land Use and Environment
Economic development		Competitiveness, Productivity and Connectivity
		Opportunities and Income
		Innovation and Enterprise

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

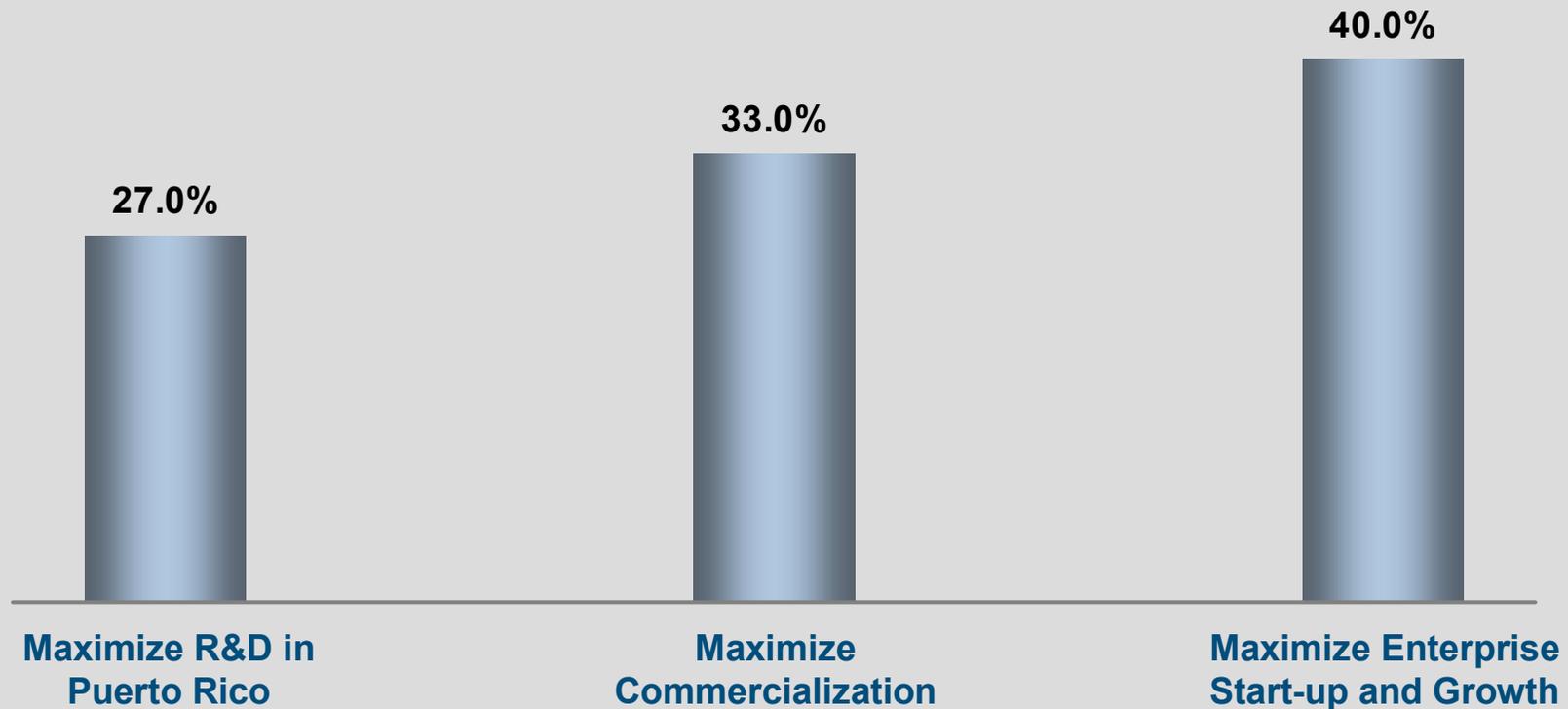
Promote innovation by ensuring that the R&D coming out of the public, private sectors and the universities is commercialized properly

Maximize Enterprise Start-up and Growth

Establish an environment in which local enterprises can foster and grow

INNOVATION – Weights for the fundamental objectives

Weights between objectives as defined by the experts in the Decision Conference



**VISION FOR
INNOVATION in
2025**

INNOVATION – List of strategies after validation workshops

REFERENCE NUMBER	STRATEGIES
1.1.1	Define and implement a Puerto Rico innovation agenda to guide prioritization and policy making across government, private sector and academia
1.2.1	Create government research centers to pursue high-priority research needs
1.2.2	Enhance direct government funding for independent R&D centers and initiatives
1.2.3	Increase government indirect support and incentives for private R&D
1.3.1	Reform University budget and incentive structure to promote R&D and technology transfer
1.3.2	Increase funding for laboratories, research centers and other R&D infrastructure at universities
1.3.4	Attract more global talent to conduct R&D at universities
1.3.5	Attract more federal and international research projects to universities
1.4.1	Create, revise or expand financial and other incentives for private sector R&D activities
1.4.2	Fund major scientific infrastructure projects needed to attract more private sector R&D
1.5.1	Upgrade quality of investigators and other human capital available for R&D in Puerto Rico
2.1.1	Make government procurement process more favorable to local small and medium enterprises
2.1.2	Reduce the tax burden and other financial costs that government imposes on small and medium enterprises
2.1.3	Limit the burden of regulations and inefficiencies on small and medium enterprises
2.1.4	Improve the effectiveness of existing entities designed to promote the growth and formation of small and medium enterprises
2.2.1	Promote deeper linkages between foreign owned multinational firms and locally owned suppliers
2.2.2	Develop a more entrepreneurial environment within large firms
2.3.1	Expand the availability and effectiveness of private equity funding for start-up businesses and small and medium enterprises
2.3.2	Enhance debt financing options available to small and medium enterprises
2.3.3	Enhance use of public equity funding for local enterprises
2.3.4	Assist small and medium enterprises in accessing special federal funds and other external funding sources
2.4.1	Improve teaching of entrepreneurial and business skills in the education system
2.4.2	Cultivate a widely held entrepreneurial culture in Puerto Rico
2.4.3	Enhance entrepreneurial "networks" to help small and medium enterprises get organized and leverage capabilities mutually

INNOVATION – Strategies and their objectives

Number	Strategies	Objectives
1.1.1	Define and implement a Puerto Rico innovation agenda 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 government research centers 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 direct government funding for independent R&D centers 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 government indirect support and incentives for private R&D	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 University budget and incentive structure to promote R&D 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

INNOVATION – Strategies and their objectives

Number	Strategies	Objectives
1.3.2	Increase funding for laboratories, research centers and other R&D infrastructure at universities	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 global talent to conduct R&D at universities	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 federal and international research projects to universities	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 incentives for private sector R&D activities	Increase the use of tax-incentives and other government support (subsidies, infrastructure, training etc.) to stimulate more private sector R&D in Puerto Rico

INNOVATION – Strategies and their objectives

Number	Strategies	Objectives
1.4.2	Fund major scientific infrastructure projects 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 quality of investigators and other human capital available for R&D 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 government procurement process more favorable to local small and medium enterprises	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 tax burden and other financial costs that government imposes on small and medium enterprises	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 regulations and inefficiencies on small and medium enterprises	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

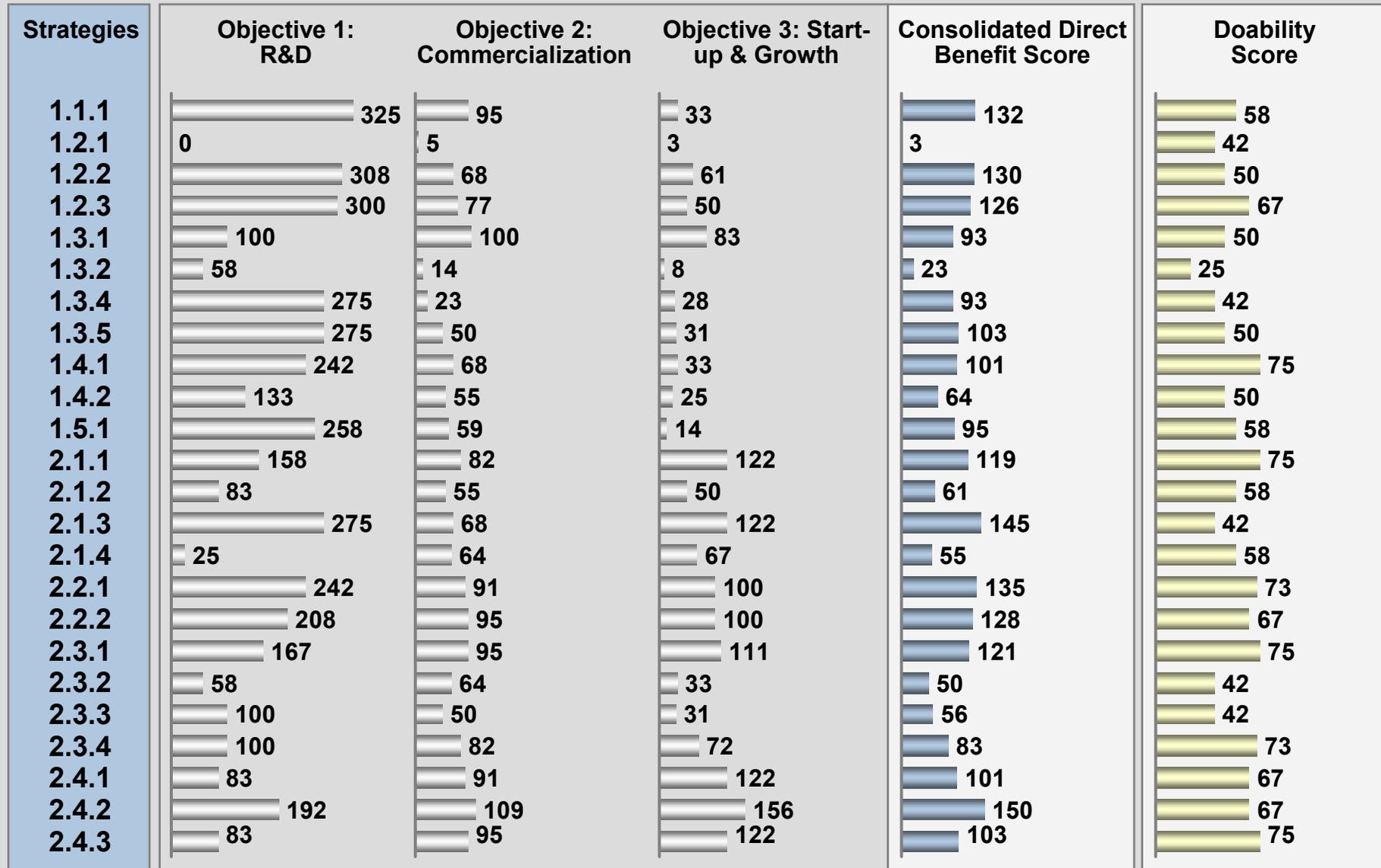
INNOVATION – Strategies and their objectives

Number	Strategies	Objectives
2.1.4	Improve the effectiveness of existing entities designed to promote the growth and formation of small and medium enterprises	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 linkages between foreign owned multinational firms and locally owned suppliers	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 more entrepreneurial environment 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 private equity funding for start-up businesses and small and medium enterprises	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 debt financing options available to small and medium enterprises	Continue to innovate and promote the financing options available to SMEs from banks and other debt-financing institutions

INNOVATION – Strategies and their objectives

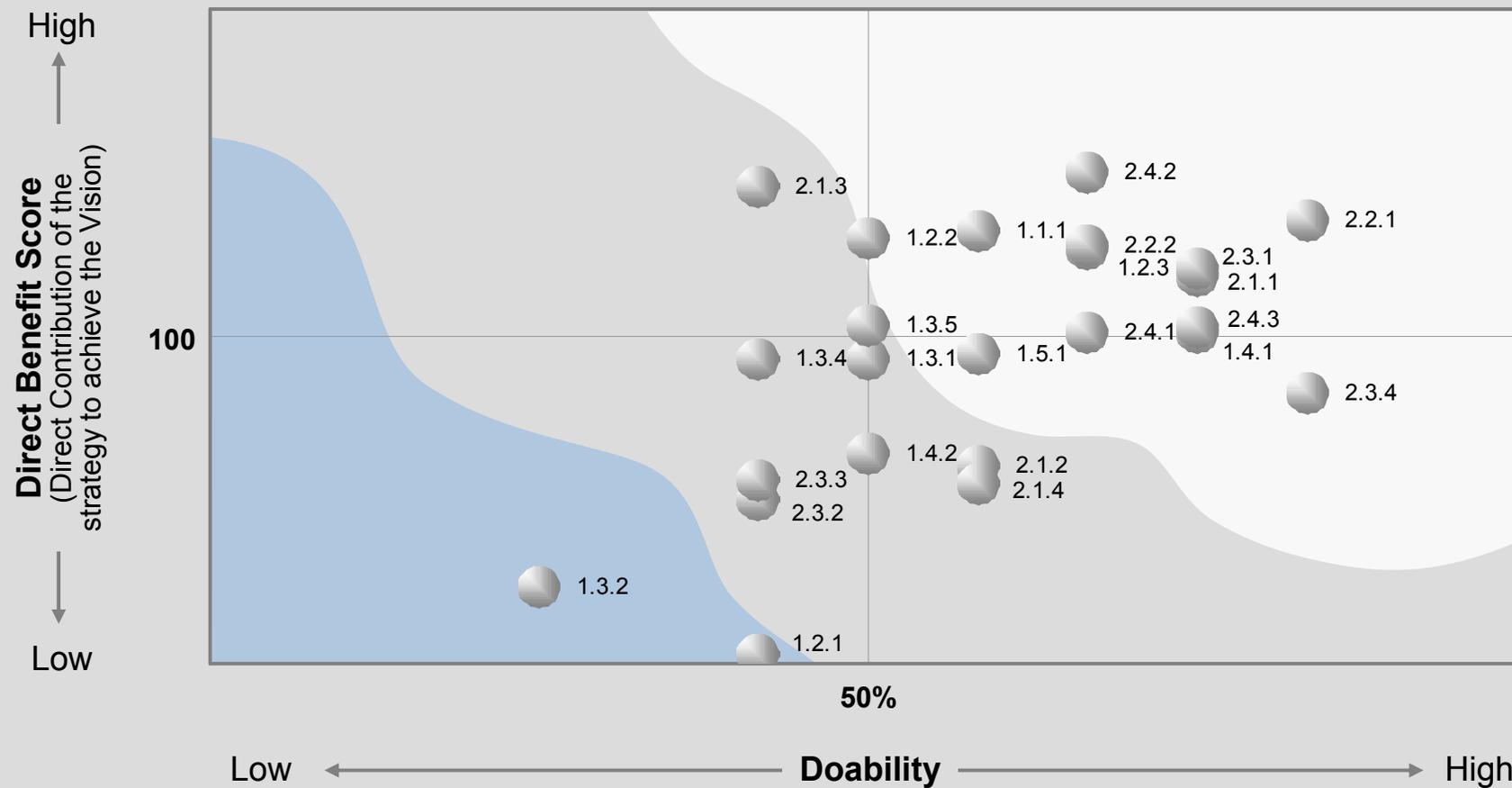
Number	Strategies	Objectives
2.3.3	Enhance use of public equity funding for local enterprises	Explore ways to promote the use of public equity funding and encourage more Puerto Rican companies to go public
2.3.4	Assist small and medium enterprises in accessing special federal funds and other external funding sources	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 entrepreneurial and business skills in the education system	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 widely held entrepreneurial culture in Puerto Rico	Launch an island-wide communication campaign to promote the virtues of entrepreneurship at all levels of society
2.4.3	Enhance entrepreneurial "networks" 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

INNOVATION – Experts’ evaluation from the decision conference

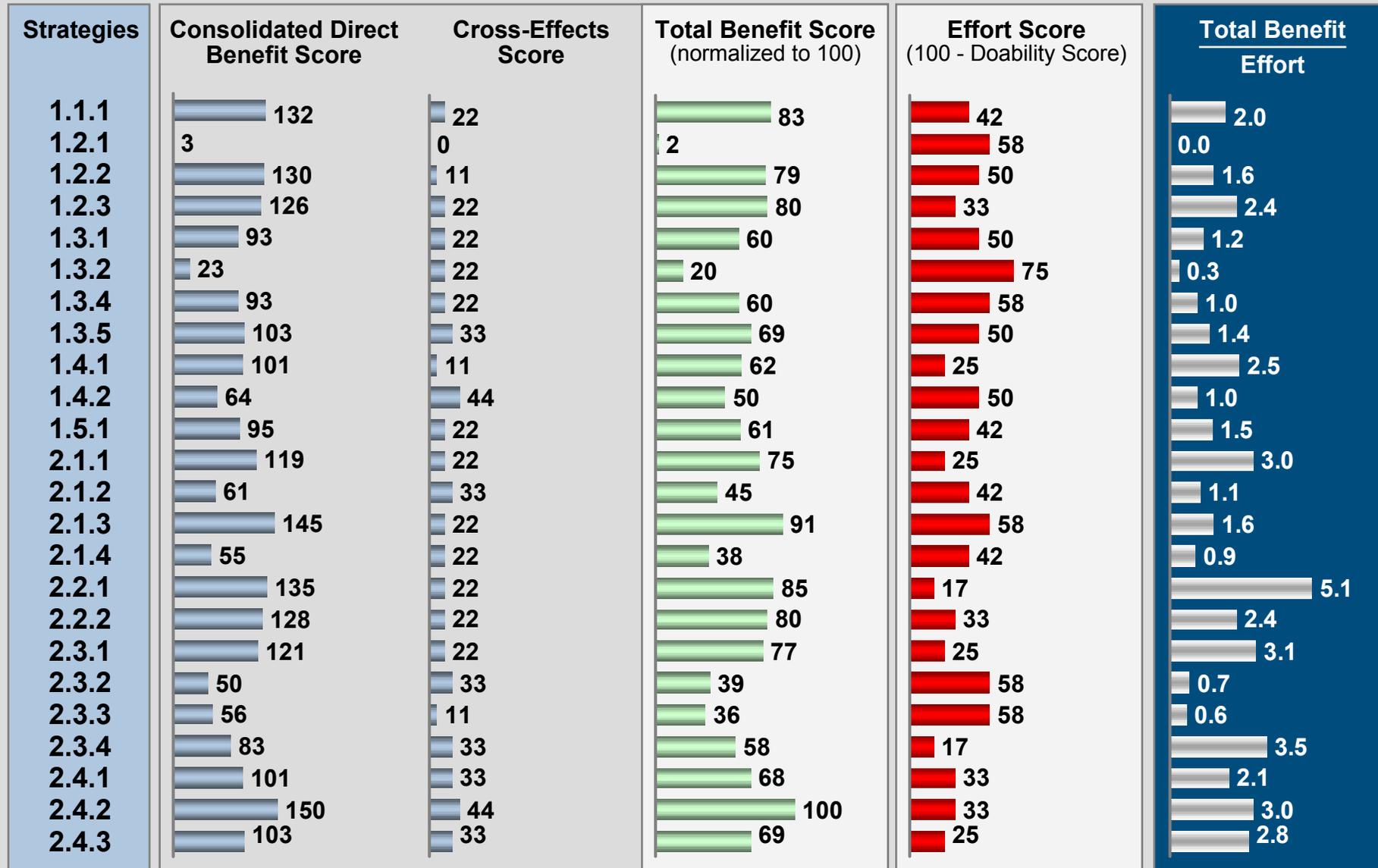


INNOVATION – Direct benefit-doability matrix from the decision conference

Result of the Experts' Evaluation during the Decision Conferences



INNOVATION – Total benefit and benefit-to-effort ratio calculation (after incorporation of cross effects)



INNOVATION – Distribution of strategies in terms of implementation waves

Strategies

- 1.1.1 Define and implement an innovation agenda to guide prioritization and policy making across government, private sector and academia
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Implementation waves (as defined at the final Strategic Decision Conference)

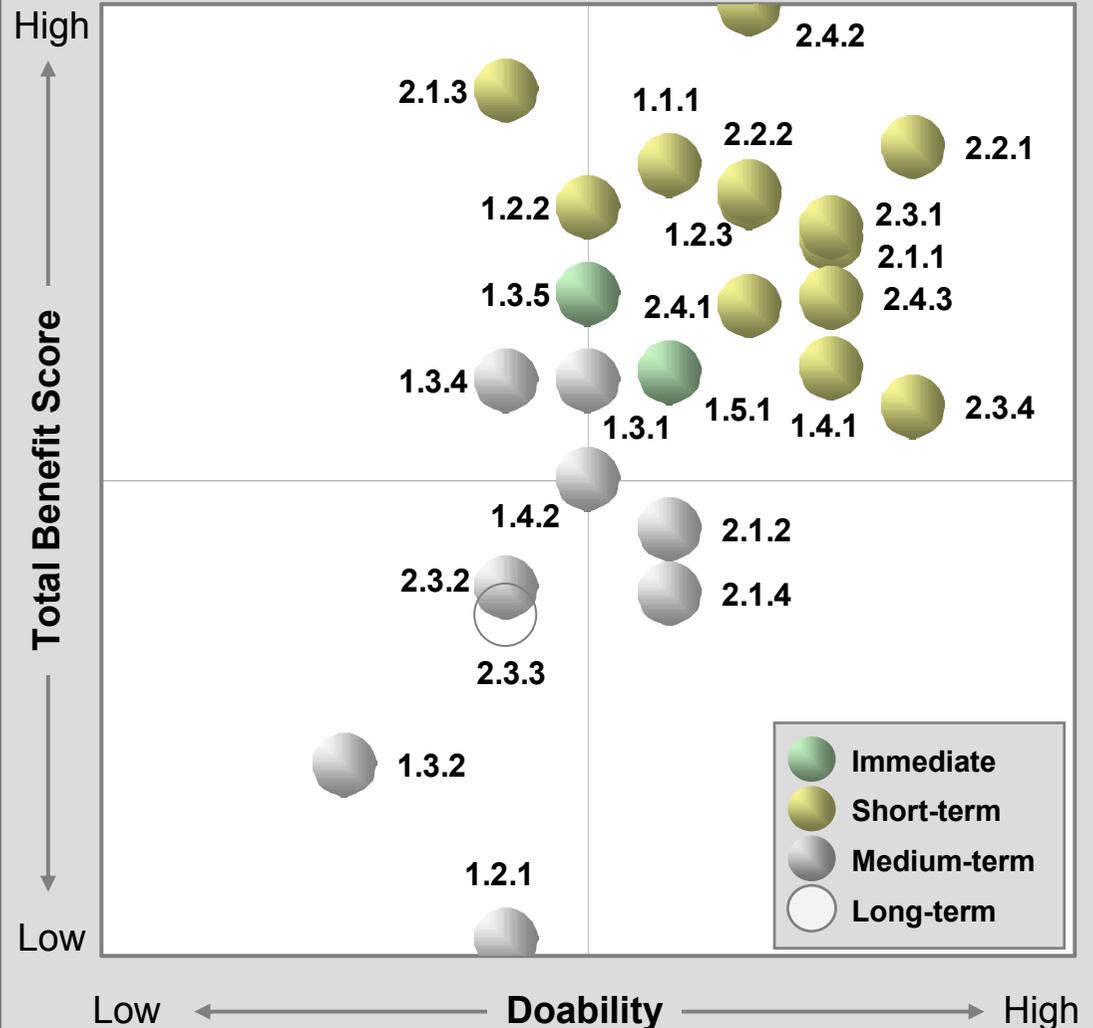


Table of Contents

- Key deliverables for the Strategic Prioritization Phase

- Overview of the Strategic Prioritization Process

- Executive summary of results – Strategic Plan

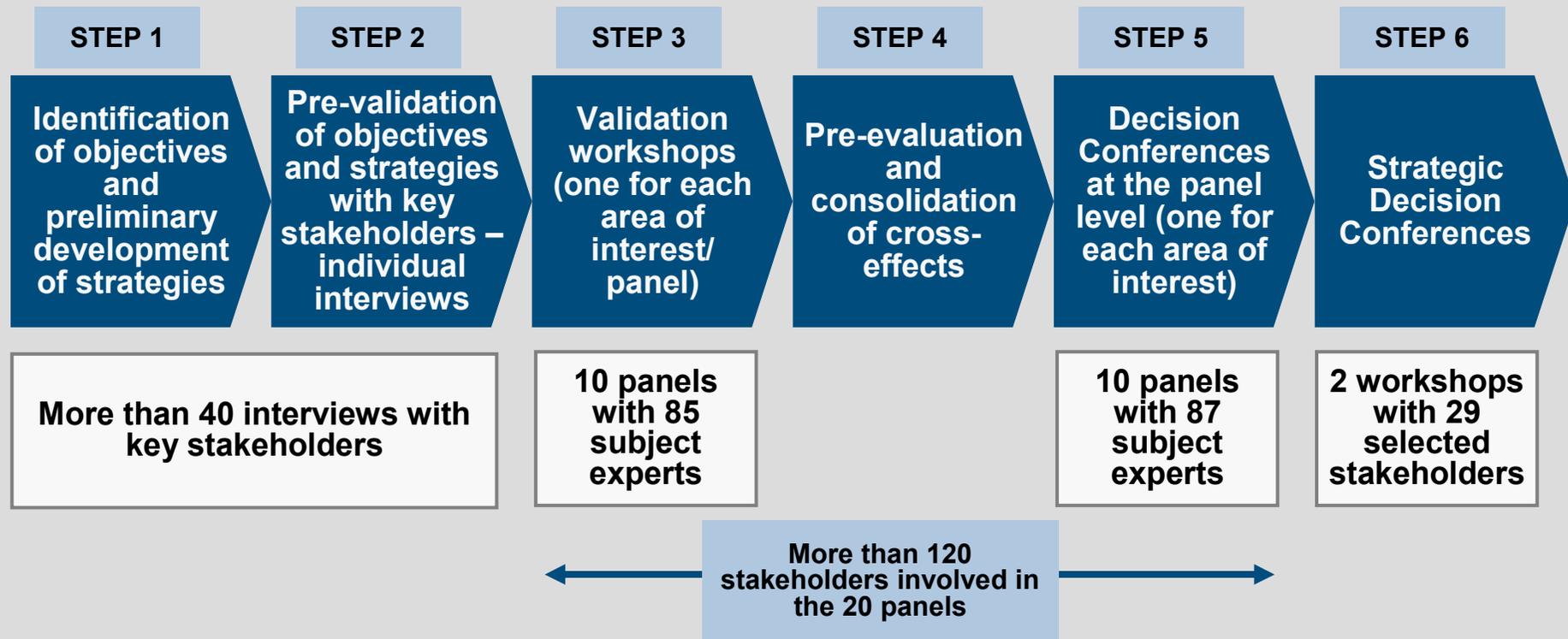
- **APPENDIX:**
 - Key Steps in the Strategic Prioritization Phase

 - Workplan and timeline

 - Detailed results of each Prioritization Panel

 - **List of participants in the Panels and Strategic Decision Conferences**

Stakeholder participation was a key characteristic of the Strategic Prioritization Phase



The Validation Workshops counted on the direct participation of 85 stakeholders

Culture	Education	Health	Public Safety	Competitiveness
<ul style="list-style-type: none"> • Carlos A. Rosario • Efrén Rivera • José Artemio Torres • Juan A. Castañer • Laura A. Vélez • Linda Hernández • Luis E. Agrait • María Eugenia Santori • Marimar Benítez 	<ul style="list-style-type: none"> • Aida L. Díaz • Ana Helvia Quintero • Awilda Palau • Blanca E. Concepción • José A. Santana • José Jaime Rivera • Manuel J. Fernós 	<ul style="list-style-type: none"> • Alfredo Volckers • Dalidia Colón • Enrique A. Vicéns • José G. Rigau • Luis A. Parés • Norman Maldonado • Silvia Arias • Víctor Gutiérrez • Ivette Piovanetti 	<ul style="list-style-type: none"> • Juan R. Torruella • José Orlando López • Angie López • José A. Franqui • Salvador S. Negrón • Osvaldo R. Cianchini • Pablo M. Calero • Aileen Navas-Augur • Miguel Pereira 	<ul style="list-style-type: none"> • Antonio Sosa • José A. Madera • José M. Auger • Rafael Irizarry • Rafael Martínez • William Riefkohl
Innovation	Opportunities	Land Use	Utilities	Transport
<ul style="list-style-type: none"> • Blanca Mera • Carmen Martí • Edgardo Torres • Emma Fernández • Francisco Montalvo • Iván A. Lugo • Laura M. Gorbea • Lucy Crespo • Luis Ramírez • Manoel Morales Jr. • María Calahorranor 	<ul style="list-style-type: none"> • Adelyn López Caraballo • Andrés Espinosa • Rafael Martínez • Roberto Segarra • Socorro Rivera 	<ul style="list-style-type: none"> • Anselmo de Portu • Ariel Lugo • Carlos Maysonet • Eduardo N. Navas • Esteban Mújica • Fred Muhlach • Gabriel Rodríguez • Ivar Pietri • María Juncos • Max Vidal • Nelson Reyes • Rose Marie Bernier 	<ul style="list-style-type: none"> • Abel Vale • Deborah Rivera • Ernesto Córdova • Esteban Mújica • Francisco Martínez • Fred Muhlach • Héctor Arana • Javier A. Quintana • Mike Szendry • Max Trujilo • Pedro Gelabert • Sergio Marxuach 	<ul style="list-style-type: none"> • Anselmo de Portu • Edgardo Torres • Fernando Fagundo • Gabriel Rodríguez • Jack Allison • Martha Bravo • Miguel A. Nazario • Miguel Soto Lacourt • Rose Marie Bernier

The Decision Conferences counted on the direct participation of 87 stakeholders

Culture	Education	Health	Public Safety	Competitiveness
<ul style="list-style-type: none"> • Carlos A. Rosario • José Artemio Torres • José Orlando López • Laura A. Vélez • Linda Hernández • Luis E. Agrait • Manuel M. Maldonado • Marimar Benítez • Nelson Colón • Silvia Álvarez 	<ul style="list-style-type: none"> • Aida L. Díaz • Adamina Almodovar • Awilda Palau • Blanca E. Concepción • José A. Santana • Ivan Lugo • María Colón de Marxuach • Madeline de Melgen 	<ul style="list-style-type: none"> • Alfredo Volckers • Enrique A. Vicéns • José G. Rigau • Luiz Amador • Norman Maldonado • Silvia Arias • Víctor Gutiérrez 	<ul style="list-style-type: none"> • José Orlando López • José A. Franqui • José L. Caldero • Salvador S. Negrón • Osvaldo R. Cianchini • Pablo M. Calero • Aileen Navas-Auger 	<ul style="list-style-type: none"> • Federico González • Hiram Ramírez • Jaime J. Ramírez • Jorge Laboy • José A. Madera • Miguel A. Ferrer • Rafael Martínez
Innovation	Opportunities	Land Use	Utilities	Transport
<ul style="list-style-type: none"> • Abelardo M. Ruiz • Carmen Martí • César Montilla • Cyril Meduña • Edgardo Torres • Emma Fernández • Francisco Montalvo • Iván A. Lugo • Laura M. Gorbea • Lucy Crespo • Luis Ramírez • Manoel Gómez • Stefan Antomattei 	<ul style="list-style-type: none"> • Adelyn López Caraballo • Andrés Espinosa • Carmen Villanueva • Deepak Lamba • Heidis Calero • Ileana Cintrón • Juan Lara • Maria T. Rodríguez • Rafael Martínez • Roberto Segarra • Socorro Rivera 	<ul style="list-style-type: none"> • Anselmo de Portu • Ariel Lugo • Carlos Maysonet • Esteban Mújica • Fred Muhlach • Luis Del Nido • María Juncos • Max Vidal • Pedro Guevara 	<ul style="list-style-type: none"> • Abel Vale • Esteban Mújica • Félix Aponte • Francisco Martínez • Guillermo Riera • Javier A. Quintana • Max Trujilo • Pedro Gelabert • Sergio Marxuach • Yolanda Ramos 	<ul style="list-style-type: none"> • Anselmo de Portu • Benjamín Colucci • David Alvarez • Edgardo Torres • Enrique Cruz • Gabriel Rodríguez • Jack Allison

The Strategic Decision Conferences counted on the direct participation of 29 key stakeholders from all areas under analysis

Participants in the Strategic Decision Conferences

FIRST WORKSHOP

- Abel Vale
- Aida Díaz
- Aileen Navas
- Blanca Mera
- Carmen Martí
- Edgardo Torres
- Enrique Cruz
- Enrique Vicens
- Esteban Mújica
- Fred Muhlach
- Heidie Calero
- Iván Lugo
- Javier Quintana
- José M. Auger
- José Madera
- José Orlando López
- Laura Gorbea
- Manuel Fernós
- Miguel A. Ferrer
- Norman Maldonado
- Roberto Segarra
- Sergio Marxuach
- Silvia Álvarez
- Víctor Gutiérrez

SECOND WORKSHOP

- Aixa Alemán
- Cyril Meduña
- Edgardo Torres
- Enrique Cruz
- Esteban Mújica
- Fred Muhlach
- Gabriel Rodríguez
- Heidie Calero
- Iván Lugo
- Javier Quintana
- José Franqui
- José M. Auger
- José Orlando López
- José Santana
- Marimar Benítez
- Norman Maldonado
- Roberto Segarra
- Sergio Marxuach