



6 de mayo de 2025

VIA EMAIL: [secretaria@senado.pr.gov](mailto:secretaria@senado.pr.gov)

**Jenniffer Martínez Heyer**

Secretaria  
Secretaría del Senado  
El Capitolio, San Juan

**RE: Petición de Información 2025-0044**

Estimada Secretaria:

Reciba un cordial saludo de todos los que laboramos en la Oficina Central de Recuperación, Reconstrucción y Resiliencia de Puerto Rico (COR3). Hacemos referencia a la Solicitud de Información cursada el 10 de abril de 2025, en la que se nos requiere la presentación de cierta información y documentación de parte de COR3. En atención a su comunicación, procedemos a proveer la información solicitada:

**1. Provea un narrativo donde informe cómo se prepara COR3 para trabajar con las nuevas políticas administrativas del Gobierno Federal que exigen una revisión de toda solicitud de fondos y para cuyo periodo la agenda federal tiene treinta (30) días.**

Ante los procesos de revisión manual implementados por la Agencia Federal para el Manejo de Emergencias ("FEMA", por sus siglas en inglés), COR3 ha propuesto el uso de los Fondos de Recuperación (FOR) de \$750 millones como cuenta rotativa y así solventar las solicitudes de reembolso de los subrecipientes (Municipios, Agencias, Entidades no Gubernamentales).

Al momento estos fondos tienen una vigencia hasta el 30 de junio de 2025, y se ha presentado una medida de administración ante la Asamblea Legislativa solicitando la extensión de dicho programa (A-062) en aras de viabilizar el uso de los mismos para adelantar las obras de construcción y reconstrucción de infraestructura crítica. Los términos, condiciones y requisitos respecto a la otorgación de estos fondos se estarían trabajando conjuntamente entre COR3, el Secretario del Departamento de Hacienda y la Autoridad de Asesoría Financiera y Agencia Fiscal de Puerto Rico (AAFAF). Ahora bien, es importante puntualizar que la utilización de estos fondos es jurisdicción exclusiva de AAFAF y hasta el momento, no se nos ha confirmado o garantizado que estos fondos se puedan usar para este propósito, ya que su uso depende de la autorización de la Junta de Supervisión y Administración Financiera para Puerto Rico.



De otra parte, se han identificado \$55 millones en custodia de la Oficina de Gerencia y Presupuesto (OGP), los cuales fueron presupuestados para pareo de fondos federales de FEMA bajo el Programa de Asistencia Pública ("PA" por sus siglas en inglés). Con relación a esta partida, estaríamos solicitando un cambio en el uso de estos fondos de carácter temporero con el fin de utilizarlos para acelerar la expedición de los reembolsos de los subrecipientes, toda vez COR3 valide el cumplimiento de estos con los requerimientos legales estatales y federales aplicables al Programa de Asistencia Pública. En cuanto se reciban los fondos de FEMA, COR3 repondría el monto recibido al Fondo Rotatorio establecido.

**2. Informe y provea cualquier análisis que haya realizado el COR3 en relación al impacto fiscal en los proyectos gubernamentales y municipales que tienen estas nuevas políticas.**

La implementación de este nuevo proceso manual de revisión no necesariamente representa un impacto fiscal directo en cuanto a los proyectos gubernamentales y municipales. Ello, ya que los fondos para la realización de los proyectos deben haber sido incurridos por el subrecipiente y es su reembolso lo que pudiese confrontar retrasos. Es preciso señalar que de acuerdo con la información provista por FEMA, los fondos estarían disponibles en un periodo aproximado de 30 días, sujeto al tamaño y alcance de la documentación relacionada a las solicitudes presentadas. Si FEMA necesitara información adicional para completar su evaluación, emitiría una solicitud de información y ese plazo podría extenderse. Ante este proceso se estaría afectando el flujo de efectivo de los aplicantes por el periodo adicional de espera por la aprobación del reembolso solicitado. Ante ello, COR3 continuará evaluando y validando las solicitudes de reembolsos cautelosamente.

**3. Informe de toda gestión -si alguna- que haya realizado el COR3 para informar a las agencias gubernamentales, municipios, o recipientes de los fondos que el COR3 administra, sobre las nuevas políticas administrativas impuestas por la Administración Federal. De no haber realizado ninguna gestión, emita una Certificación que acredite lo anterior.**

Durante el 17 y 18 de marzo del corriente se llevó a cabo una sesión de trabajo y orientación denominada "*Reconstrucción en Acción: Orientación a Municipios*" en la cual participó personal de FEMA, COR3 y del Departamento de la Vivienda. A dicho evento fueron convocados los alcaldes de los 78 municipios con sus respectivos equipos de trabajo (específicamente el personal de finanzas, asesores legales y manejadores de proyectos de reconstrucción). En estas sesiones de trabajo, además de clarificar dudas y atender aspectos particulares de sus respectivos proyectos, se les proveyó orientación a los municipios sobre la implementación de estos procesos manuales de revisión por parte de FEMA y sus implicaciones, a base de la información disponible hasta ese momento. De igual modo, se le dio conocimiento de ello a las agencias gubernamentales, a través de la Secretaría de la Gobernación. Asimismo, como método de mitigación, se está proveyendo asistencia técnica directa a los subrecipientes para apoyarlos en la priorización de la preparación y presentación de documentación completa, con el fin de evitar retrasos adicionales en el desembolso de fondos.

**4. Provea copia de cualquier documento, carta normativa, memorando y orden que se le haya dirigido a las agencias gubernamentales, municipios, o recipientes de los fondos que el COR3 administra, donde se les informe sobre las nuevas políticas**



**del gobierno federal y los pasos que se tienen que seguir para ser beneficiarios del desembolso de los fondos.**

Es importante destacar que los pasos a seguir por los subrecipientes para ser beneficiarios del desembolso de los fondos federales de FEMA no han cambiado. De hecho, FEMA no ha emitido comunicaciones detalladas en cuanto a la implementación del proceso de revisión manual de la documentación requerida para el desembolso de fondos que se le pueda proveer como guía a los subrecipientes, debido a que las nuevas políticas del Gobierno Federal no le imponen responsabilidades adicionales ni diferentes a los subrecipientes de fondos de FEMA. Al contrario, todo subrecipiente tiene que continuar cumpliendo con los procesos establecidos al momento de realizar sus solicitudes de adelanto, *working Capital* y/o reembolso al COR3.

Ahora bien, COR3 como el receptor de los fondos federales de FEMA, tras completar su proceso de validación sí tiene que llevar a cabo gestiones ulteriores relacionadas con la solicitud de fondos. En síntesis, como parte de su narrativa deberá incluir la siguiente información al presentar nuevas solicitudes de pago: (1) ¿este desembolso se destinará a algún subrecipiente? Si es así, ¿a cuáles?; (2) ¿Cuál es el monto total de fondos que se asignará a cada subrecipiente?; (3) ¿Qué actividades serán financiadas con este desembolso?; y (4) ¿Qué período de tiempo cubre esta solicitud de pago?

Al presente, se ha estado cumpliendo con este paso adicional de parte de COR3 habiéndose recibido la cantidad de \$231 millones. Sin embargo, el 22 de abril de 2025, FEMA cursó a COR3 una notificación en la que informa que, con efecto inmediato, se reanuda el procesamiento de solicitudes de pago de subvenciones y obligaciones utilizando los procedimientos que estaban en vigor antes de la implementación del proceso de revisión manual.

A tales efectos, la comunicación añadió que FEMA no requerirá revisiones adicionales para la mayoría de los pagos y obligaciones de subvenciones y que las únicas excepciones al respecto serían: (1) las subvenciones que estaban sujetas a revisión manual antes del 14 de febrero de 2025, y (2) las subvenciones en las que FEMA está investigando las solicitudes de pago por posible incumplimiento de la ley federal, regulaciones o los términos y condiciones del otorgamiento de la subvención. Véase Anejo 1. Es importante considerar que esa determinación de FEMA fue emitida en consideración a lo dispuesto en el caso *State of New York et al., v. Trump, et al.*, Case No. 25-cv-39-JJM\_PAS.

**5. Provea un desglose de los fondos actualmente asignados al Gobierno de Puerto Rico, incluyendo la cantidad de dinero que se ha desembolsado y cuánto dinero hay sin utilizar. Que dicho desglose incluya el dinero que ya se ha obligado y el que aun aguarda por ello.**

Véase Anejo 2.

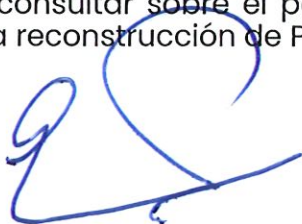
**6. Provea copia del Plan de Acción que el Gobierno de Puerto Rico se ha trazado para el uso ágil de los fondos que han sido asignados.**

Véase Anejo 3.

Esperamos que la información presentada en el presente escrito le sea de utilidad en el descargo de sus funciones legislativas. Asimismo, muy respetuosamente, solicitamos se dé por cumplido el requerimiento de información de epígrafe.

A tales efectos y como de costumbre, nos reiteramos a su disposición para cuanto tengan a bien consultar sobre el particular, o en cuanto a cualquier otro aspecto relacionado a la reconstrucción de Puerto Rico.

Cordialmente,



Lcdo. Eduardo Soria Rivera, CPA  
Director Ejecutivo





## FEMA Grants News



FEMA



### **FEMA Stops Manual Review Process for Certain Grants Effective Immediately**

Effective immediately, FEMA and the Department of Homeland Security will resume processing grant payment requests and obligations using the procedures in place before the implementation of the manual review process.<sup>[1]</sup> At this time, FEMA will not require additional reviews on most grant payments and obligations. The only exceptions are for grants that were subject to manual review before February 14, 2025, and grants where FEMA is investigating payment requests for potential non-compliance with federal law, regulations, or the terms and conditions of the grant award.

FEMA staff should resume the standard procedures for processing most grant payment requests and obligations.

#### **Non-Disaster Grant Programs**

Non-disaster grant programs utilize FEMA Grants Outcomes (FEMA GO) and the Non-Disaster Grants (ND Grants) legacy system; each system requires different processes.

More recent grant awards are managed (including payments) through the FEMA GO system. Older/legacy awards are managed in the ND Grants System; ND Grants payments are facilitated through the Payment and Reporting System (PARS).

#### **FEMA GO Instructions to Process Payment Requests**

The [FEMA GO Risk Controls and Risk Based Payment Request Review Guide](#) provides instructions for FEMA GO Assistance Officers/Senior Assistance Officers to process pending payment requests. This will be a two-step process: first, removing the risk-based toggle that was set; second, processing the payment request in the risk-based payment task (if there are any).

In FEMA GO, payment requests are approved/denied/returned to the grant recipient. Approved comments will be provided when the payment request is accepted, and the payment is pushed forward. Denied comments will be made based on the specific circumstances of the request. If the payment is returned, technical assistance comments will be included along with a resubmission date. All comments will be based on the actual issue identified with the payment request.

For assistance, please contact the FEMA GO Help Desk, Monday-Friday, 9 a.m. – 6 p.m. ET at 1-877-585-3242 or by email at [FEMAGO@fema.dhs.gov](mailto:FEMAGO@fema.dhs.gov)

### **ND Grants/PARS Instructions to Process Payment Requests**

FEMA staff should resume standard procedures for processing payment requests. Grant recipients no longer need to submit narrative amendments in ND Grants.

FEMA had requested additional project amendments as part of its manual review process and must now release the amendments to revert to the payment method it used before the manual review. The [ND Grants Quick Reference Guide](#) provides step-by-step instructions to assist FEMA staff in returning amendment requests in the system. FEMA staff should include the following language in the ND Grants System when returning amendment(s) to the grant recipient:

“Effective immediately and pursuant to the Court’s Orders dated March 6, 2025, April 4, 2025, and April 14, 2025 in the matter of State of New York, et al v. Trump, et al., Case No. 25-cv-39-JJM\_PAS (D.R.I), the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security will resume processing grant payment requests and obligations using the same processes and procedures it was using prior to the implementation of the manual review process.

At this time, FEMA will not require additional reviews on grant payments and obligations other than for grants that were subject to manual review prior to February 14, 2025, or for grants where FEMA is investigating payment requests for potential non-compliance with federal law, regulations or the terms and conditions of the grant award. Your amendment has been returned to be deleted from the system. In order to request nonpayment amendments in the future, please follow the link for instructions [https://www.fema.gov/sites/default/files/documents/fema\\_nd-grants-grantee-tutorials-deleting-amendment-requests.pdf](https://www.fema.gov/sites/default/files/documents/fema_nd-grants-grantee-tutorials-deleting-amendment-requests.pdf).”

Following the return of the amendment(s), grant recipients should delete the amendment(s) in ND Grants.

For system assistance, please contact the ND Grants Service Desk, Monday – Friday, 9 a.m. – 6 p.m. ET at 1-800-865-4076 or by email at [NDGrants@fema.dhs.gov](mailto:NDGrants@fema.dhs.gov).

### **Payment Systems for Disaster and Resilience Grant Programs**

For disaster grants, new awards and obligations will continue to require additional review for disasters declared on or after April 14, 2025.

These programs utilize the Payment Management System (PMS):

- Hazard Mitigation Grant Program
- HMGP Post Fire

The following grant programs utilize FEMA GO and/or PARS:

- Hazard Mitigation Grant Program (Specific Disaster Relief Operations)
  - Oklahoma Disaster Relief Operation 4791
  - Pennsylvania Disaster Relief Operation 4815
- HMGP Post Fire (Specific Disaster Relief Operations)
  - Oklahoma Disaster Relief Operation 5489
- Building Resilient Infrastructure and Communities (BRIC)
- Flood Mitigation Assistance (FMA)
- Flood Mitigation Assistance Swift Current
- Safeguarding Tomorrow Revolving Loan Fund (STRLF)
- Rehabilitation of the High Hazard Potential Dams (HHPD)
- National Dam Safety Program (NDSP)
- Community Assistance Program – State Support Services Element (CAP-SSSE)

These grant programs utilize the ND Grants System:

- Pre-Disaster Mitigation (Congressional Directed Spending)
- Legacy Pre-Disaster Mitigation

#### **PMS Instructions to Process Payment Requests**

Grant recipients use PMS to request reimbursement for grants in NEMIS. Grant recipients no longer need to enter a payment request justification in PMS and submit supporting documentation to regional staff for review.

#### **FEMA GO Instructions to Process Payment Requests**

Please refer to the FEMA GO Instructions to Process Payment Requests above.

#### **PARS Instructions to Process Payment Requests**

Grant recipients with awards in eGrants use PARS to request reimbursement. Grant recipients no longer need to submit a no-cost, narrative amendment in eGrants before using PARS to request reimbursement.

For any questions or clarifications, grant recipients were instructed to contact their respective system or program staff if they need assistance.

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[1] Pursuant to the Court's Orders dated March 6, 2025, April 4, 2025, and April 14, 2025 in the matter of State of New York et al., Case No. 25-cv-39-JJM\_PAS (D.R.I.).

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Approved funds, disbursed and amount remaining to disburse - Public Assistance Program  
As of 04/21/2025

Program	PA				
Name	Federal Share Obligated		Disbursed Amount		Balance
911 System Government Board	\$474,058.98	\$	462,825.27	\$	11,233.71
A.M.I.G.O.S., INC.	\$38,046.75	\$	36,235.00	\$	1,811.75
ABC Infantil, Inc.	\$62,415.78	\$	59,130.73	\$	3,285.05
Academia "Discípulos de Cristo"	\$106,520.82	\$	105,857.63	\$	663.19
Academia Claret, Inc.	\$180,421.48	\$	176,523.64	\$	3,897.84
Academia Cristiana Casa Corazón, Inc.	\$8,905.96	\$	8,905.96	\$	-
Academia Cristo de los Milagros, Inc.	\$4,874,062.92	\$	2,116,673.42	\$	2,757,389.50
Academia de Directores Médicos de Puerto Rico, Inc.	\$111,812.89	\$	105,811.09	\$	6,001.80
Academia del Perpetuo Socorro, Inc. Santurce	\$352,695.59	\$	352,695.59	\$	-
ACADEMIA LA MILAGROSA	\$668,740.02	\$	633,565.81	\$	35,174.21
Academia María Reina, Inc.	\$9,219,167.03	\$	2,330,076.99	\$	6,889,090.04
ACADEMIA MENONITA BETANIA	\$65,360.65	\$	62,092.02	\$	3,268.63
Academia Nuestra Señora de Fátima, Inc.	\$966,882.80	\$	954,788.61	\$	12,094.19
Academia Presbiteriana en Carolina, Inc.	\$886,876.00	\$	243,305.36	\$	643,570.64
Academia San Antonio de Guayama, Inc.	\$6,206.41			\$	6,206.41
Academia San Ignacio de Loyola, Inc.	\$120,751.00	\$	120,751.00	\$	-
Academia Santa Teresita de Naranjito, Inc.	\$3,374,482.52	\$	880,383.63	\$	2,494,098.89
Acueducto Comunal Barrancas Centro, Inc.	\$31,429.24	\$	31,429.24	\$	-
Acueducto Comunal Comunidad Cañabón Abajo, Corp.	\$47,305.85	\$	47,305.85	\$	-
Acueducto Comunal del Barrio Quebradillas de Barranquitas, Inc.	\$236,035.07	\$	236,035.07	\$	-
Acueducto Comunal Eladio Andreu, Inc.	\$34,232.31	\$	34,232.31	\$	-
Acueducto Comunal La Montaña, Inc.	\$32,000.76	\$	32,000.76	\$	-
Acueducto Comunal Los Oquendos, Inc.	\$0.00	\$	-	\$	-
Acueducto Comunal Mogote, Inc.	\$68,134.13	\$	68,134.13	\$	-
Acueducto Comunal Quebrada Fría, Inc.	\$18,381.47	\$	17,414.02	\$	967.45
Acueducto Comunal Río Chiquito, Inc.	\$8,786.21	\$	8,786.21	\$	-
Acueducto Comunal San José, Inc.	\$12,794.18	\$	12,794.18	\$	-
Acueducto Comunal Santa Rosa, Inc.	\$27,851.53	\$	27,851.53	\$	-



Acueducto Comunal Sector Hogares, Inc.	\$0.00	\$	-
Acueducto Comunal Sector La Sierra Barrio Cañaboncito, Inc.	\$8,055.00	\$	-
Acueducto Comunal Sector Santa Pascuas, Inc.	\$23,673.88	\$	23,673.88
Acueducto Comunidad Barrio Rubias, Inc.	\$133,692.23	\$	-
Acueducto Comunidad Cañabón Sector El Parque, Inc.	\$16,079.34	\$	-
Acueducto Comunidad de Buenos Aires, Inc.	\$42,761.75	\$	-
Acueducto Comunidad Feijoo, Inc.	\$39,038.75	\$	-
Acueducto Comunidad Guaraguao, Inc.	\$530,810.50	\$	472,549.85
Acueducto Comunidad Quebrada Arriba, Inc.	\$7,129.81	\$	-
Acueducto Comunidad Sonador, Inc.	\$10,896.40	\$	-
Acueducto Comunidad Tortuguero, Inc.	\$77,384.68	\$	-
Acueducto Comunitario Algarrobo, Inc.	\$24,229.69	\$	-
Acueducto Comunitario Arrozal los Muertos, Inc.	\$0.00	\$	-
Acueducto Garzas Juncos, Inc.	\$11,800.80	\$	-
Acueducto Machuchal, Corp.	\$25,119.36	\$	-
Acueducto Madriguera, Inc.	\$56,970.00	\$	-
Acueducto Pellejas, Inc.	\$49,559.88	\$	-
Acueducto Rural Casa de Piedra, Inc.	\$59,552.78	\$	-
Acueducto Rural Comunidad Cañabón Sectores Lozada y Pozo Dulce, Inc.	\$65,792.58	\$	-
Acueducto Rural Comunidad Limani, Inc.	\$27,737.09	\$	-
Acueducto Rural Comunidad Los Velázquez, Inc.	\$10,317.96	\$	-
Acueducto Rural de Calabazas Arriba, Inc.	\$100,833.85	\$	-
Acueducto Rural de Comunidades Especiales, Inc.	\$65,769.30	\$	-
Acueducto Rural de Tejas de Yabucoa, Inc.	\$70,449.44	\$	-
Acueducto Rural del Sector El Veinte, Inc.	\$0.00	\$	-
Acueducto Rural Doña Elena, Inc.	\$69,645.28	\$	-
Acueducto Rural El Manantial, Inc.	\$6,622.03	\$	-
Acueducto Rural Guacio, Inc.	\$182,105.52	\$	9,480.42
Acueducto Rural Jacanas Piedra Blanca Sector Saturnino Sepúlveda, Inc.	\$53,817.86	\$	-
Acueducto Rural Jacanas Piedra Blanca, Inc.	\$62,330.54	\$	-
Acueducto Rural Palmarito Centro, Inc.	\$22,920.07	\$	-
Acueducto Rural Pedro Calixto, Inc.	\$20,875.45	\$	-
Acueducto Rural Sec La Riviera Bo Palos Blancos	\$5,870.60	\$	-
Acueducto Rural Tabor, Inc.	\$21,386.14	\$	-
Acueducto Rural Turabo Arriba, Inc.	\$315,980.41	\$	-
Acueducto Saltos Pellejas, Inc.	\$46,822.60	\$	-
Acueducto Sodoma, Inc.	\$63,697.15	\$	-
Acueductos Barrio Guayabota, Yabucoa, Inc.	\$7,718.40	\$	-
Adjuntas	\$84,632,481.50	\$	59,781,279.97
Adjuntas Las Cruces, Inc.	\$83,827.92	\$	-
Administration for the Socioeconomic Development of the Family	\$168,786.74	\$	8,430.49
Administration of Corrections and Rehabilitation	\$62,980,717.89	\$	39,246,625.37

Administration of General Services	\$3,377,877.40	\$	161,630.44	\$	3,216,246.96
Agricultural Insurance Corporation	\$25,812.28	\$	25,812.28	\$	-
Aguada	\$41,727,594.67	\$	15,917,657.54	\$	25,809,937.13
Aguadilla	\$33,414,676.81	\$	11,300,124.05	\$	22,114,552.76
Aguas Buenas	\$40,393,742.85	\$	14,450,514.76	\$	25,943,228.09
Aibonito	\$54,085,213.60	\$	15,316,057.45	\$	38,769,156.15
Almirante Jaguas, Corp.	\$36,794.05	\$	36,794.05	\$	-
Altergarten Las Teresas II, Inc.	\$35,639.15	\$	35,639.15	\$	-
Altergarten Las Teresas, Inc.	\$32,468.20	\$	32,468.20	\$	-
Alturas de Montones 4, Inc.	\$36,255.98	\$	36,255.98	\$	-
Alturas de Quebradillas, Inc.	\$38,309.53	\$	38,309.53	\$	-
Alturas de San Juan	\$35,612.72	\$	35,612.72	\$	-
American College of PR DBA American Univ of PR Inc	\$30,894,521.00	\$	3,385,591.10	\$	27,508,929.90
Añasco	\$312,150,547.53	\$	27,936,624.33	\$	284,213,923.20
Antilles Military Academy, Inc.	\$5,831,139.21	\$	1,437,657.41	\$	4,393,481.80
Aposento Cristiano para las Naciones, Inc.	\$0.00	\$	-	\$	-
Arecibo	\$38,793,128.04	\$	14,064,433.71	\$	24,728,694.33
Arecibo Baseball Academy, Inc.	\$3,500,321.09	\$	1,389,726.56	\$	2,110,594.53
Arroyo	\$34,345,016.23	\$	17,123,949.21	\$	17,221,067.02
ASAMBLEA DE IGLESIAS CRISTIANAS, INC	\$10,587,050.97	\$	1,708,949.84	\$	8,878,101.13
Ashford Presbyterian Community Hospital, Inc.	\$5,108,580.32	\$	878,220.72	\$	4,230,359.60
Asoc de Res Sector La Cuesta Bo San Diego, Inc.	\$18,133.00	\$	18,133.00	\$	-
Asoc Hijas de la Caridad San Vicente de Paul de PR	\$3,256,025.37	\$	771,163.90	\$	2,484,861.47
Asociación Acueducto Mulas-Jaugal, Inc.	\$85,700.94	\$	85,700.94	\$	-
Asociación Acueducto Sector El Llano, Inc.	\$74,425.72	\$	74,425.72	\$	-
Asociación Cívica y Recreativa Comunidad Pastillo de Tibes, Inc.	\$64,801.13	\$	64,801.13	\$	-
Asociación Comunidad Montería, Inc.	\$49,384.22	\$	49,384.22	\$	-
Asociación de Acueducto Juan Asencio, Inc.	\$19,323.81	\$	19,323.81	\$	-
Asociación de Agua Sector Pelegrín Santos, Inc.	\$57,454.20	\$	57,454.20	\$	-
Asociación de Espina Bífida e Hidrocefalia de PR, Inc.	\$34,995.14	\$	34,995.14	\$	-
Asociación de Intercambio Cultural, Inc.	\$410,757.06	\$	131,387.16	\$	279,369.90
Asociación de Residentes Barrio Barreal Peñuelas, Inc.	\$0.00	\$	-	\$	-
Asociación de Residentes Barrio San Diego, Inc.	\$45,096.30	\$	45,096.30	\$	-
Asociación de Residentes Camino Pagán, Inc.	\$6,609.41	\$	6,609.41	\$	-
Asociación de Residentes Comunidad Ceiba Carrasquillo, Inc.	\$75,675.20	\$	75,675.20	\$	-
Asociación de Residentes de la Comunidad Gregorio, Inc.	\$37,543.43	\$	37,543.43	\$	-
Asociación de Residentes del Sector Cerrote, Inc.	\$39,513.36	\$	23,805.23	\$	15,708.13
Asociación de Residentes Haciendas del Rey, Caguas, PR, Corp.	\$42,460.22	\$	42,460.22	\$	-
Asociación de Residentes Villas de Oro Caguas PR, Inc.	\$53,962.12	\$	54,339.16	\$	(377.04)
Asociación de Residentes y Acueductos del Barrio Real, Inc.	\$2,366,774.15	\$	21,125.43	\$	2,345,648.72
Asociación de Vecinos Comunidad Helechales de Adjuntas, Inc.	\$6,207.77	\$	6,207.77	\$	-
Asociacion Frailes Capuchinos, Inc.	\$6,221,048.50	\$	591,028.84	\$	5,630,019.66



Asociación Hospital del Maestro, Inc.	\$160,092,934.11	\$	914,477.63	\$	159,178,456.48
Asociacion Marista	\$9,070,709.17	\$	1,593,359.72	\$	7,477,349.45
Asociación Pro Acueducto Hato Cuchilla, Inc.	\$36,754.99	\$	36,754.99	\$	-
Asociación Pro Bienestar de la Familia Comerieña, Inc.	\$4,745,778.80	\$	1,412,605.05	\$	3,333,173.75
Asociacion Pro Construccion Casa Cursillos de Cristianidad	\$705,167.53	\$	182,868.47	\$	522,299.06
Asociación Pro-Bienestar Comunidad Magüeyes, Inc.	\$0.00	\$	-	\$	-
Asociación Puertorriqueña de Parkinson, Inc.	\$7,117.17	\$	7,117.17	\$	-
Asociación Quebrada Arenas, Inc.	\$0.00	\$		\$	-
Asociación Unity de Caguas, Inc.	\$68,986.19	\$	68,986.19	\$	-
Aspira, Inc. of PR	\$3,354,822.33	\$	1,067,623.21	\$	2,287,199.12
Atenas Community Health Center (ACHC), Inc	\$209,187.11	\$	199,644.78	\$	9,542.33
Automobile Accident Compensation Administration	\$1,187,078.42	\$	293,510.40	\$	893,568.02
Ballet Concierto de Puerto Rico, Inc.	\$9,532.44	\$	9,121.95	\$	410.49
Banco de Alimentos PR, Inc.	\$290,695.33	\$	276,852.69	\$	13,842.64
Barceloneta	\$37,865,833.55	\$	8,669,905.38	\$	29,195,928.17
Barranquitas	\$167,350,823.97	\$	18,968,259.57	\$	148,382,564.40
Barrio Lijas, Inc.	\$0.00	\$	-	\$	-
Barrio Mulas Sector Sofía, Inc.	\$19,602.02	\$	19,602.02	\$	-
Bauta Abajo, Inc.	\$21,626.55	\$	21,626.55	\$	-
Bayamón	\$96,579,842.72	\$	47,301,749.14	\$	49,278,093.58
Bayamón Military Academy, Inc.	\$4,511,512.92	\$	1,172,990.61	\$	3,338,522.31
Bella Vista Hospital, Inc.	\$8,294,000.17	\$	1,055,220.81	\$	7,238,779.36
Bellas Artes de Caguas, Corp.	\$292,374.00	\$	292,374.00	\$	-
Bill's Kitchen, Inc.	\$501,785.35	\$	5,878.03	\$	495,907.32
Board of Parole	\$3,639.60	\$	3,639.60	\$	-
Boys and Girls Clubs of Puerto Rico, Inc.	\$437,170.95	\$	417,043.85	\$	20,127.10
Brisas de Ceiba, Corp.	\$38,026.74	\$	38,026.74	\$	-
Brisas del Torito I, Inc.	\$13,415.49	\$	13,415.49	\$	-
Cabo Rojo	\$31,931,920.77	\$	16,882,929.36	\$	15,048,991.41
Caguas	\$161,523,994.24	\$	32,277,536.86	\$	129,246,457.38
Camuy	\$16,737,243.99	\$	10,352,189.40	\$	6,385,054.59
Camuy Health Services, Inc.	\$106,849.78	\$	105,845.50	\$	1,004.28
Caño Martín Peña ENLACE Project Corporation	\$60,565.57	\$	60,565.57	\$	-
Canóvanas	\$69,343,977.04	\$	29,946,761.06	\$	39,397,215.98
CAPITOL DISTRICT	\$364,901.06	\$	348,710.11	\$	16,190.95
Cardiovascular Center of Puerto Rico and the Caribbean	\$45,019,908.55	\$	13,458,473.79	\$	31,561,434.76
Caribbean Consolidated Schools, Inc.	\$297,426.69	\$	297,426.69	\$	-
Caribbean School, Inc.	\$1,251,609.51	\$	432,141.60	\$	819,467.91
Caribbean University, Inc.	\$31,579,264.67	\$	8,208,013.49	\$	23,371,251.18
Carolina	\$107,613,925.67	\$	43,955,818.00	\$	63,658,107.67
Casa Amor Fe Esperanza, Corp	\$206,389.76	\$	-	\$	206,389.76
Casa Apostólica Misericordia, Inc.	\$217,506.55	\$	4,448.90	\$	213,057.65

Casa Barranquitas, Inc.	\$20,450.31	\$	20,450.31	\$	-
Casa Dorada	\$33,288.62	\$	33,288.62	\$	-
Casa Joven del Caribe, Inc.	\$237,951.99	\$	227,449.79	\$	10,502.20
Casa Luz y Vida, Inc.	\$31,192.94	\$	29,849.70	\$	1,343.24
Casa Matilde Nielson	\$34,591.00	\$	34,591.00	\$	-
Casa Protegida Julia de Burgos, Inc.	\$279,408.27	\$	38,519.09	\$	240,889.18
Cataño	\$35,349,457.15	\$	15,077,568.92	\$	20,271,888.23
Cayey	\$63,503,595.70	\$	11,856,339.41	\$	51,647,256.29
CCRVA, INC	\$108,247.78	\$	102,550.52	\$	5,697.26
Ceiba	\$23,455,491.00	\$	12,674,595.05	\$	10,780,895.95
Centro Ambulatorio de Desintoxicación y Enlace de PR	\$3,193,383.53	\$	337,113.10	\$	2,856,270.43
CENTRO AYUDA SOCIAL	\$1,140,471.82	\$	110,728.65	\$	1,029,743.17
CENTRO CAPUCHINOS INC	\$1,091,877.45	\$	8,164.00	\$	1,083,713.45
CENTRO CRISTIANO CIUDAD DE REFUGIO LA MINA, INC	\$367,129.44	\$	299,569.00	\$	67,560.44
Centro Cristiano de Adoración Familiar DBA San Juan Christian Academy	\$0.00			\$	-
CENTRO CRISTIANO DE RESTAURACION CABO ROJO INC	\$1,394,617.13	\$	23,912.50	\$	1,370,704.63
Centro de Adoración Familiar Hosanna, Corp.	\$10,481.75	\$	10,481.75	\$	-
Centro de Adultos y Niños con Impedimentos, Inc.	\$17,835.74	\$	17,835.74	\$	-
Centro de Aprendizaje Individualizado, Inc.	\$664,773.18	\$	205,388.39	\$	459,384.79
Centro de Ayuda Social Emanuel, Inc.	\$3,173.69	\$	3,173.69	\$	-
Centro de Cuidado Diurno Arrullo Maternal, Inc.	\$19,428.69	\$	18,424.75	\$	1,003.94
Centro de Cuidado Diurno Habacuc, Inc.	\$550,785.23	\$	64,377.52	\$	486,407.71
Centro de Desarrollo Educativo y Deportivo, Inc.	\$36,666.00	\$	34,920.00	\$	1,746.00
Centro de Salud de Lares, Inc.	\$1,842,506.76	\$	134,975.21	\$	1,707,531.55
Centro de Salud Familiar Dr. Julio Palmieri Ferri, Inc.	\$416,314.63	\$	144,588.80	\$	271,725.83
Centro de Servicios Primarios de Salud de Patillas, Inc.	\$222,587.35	\$	215,837.33	\$	6,750.02
Centro Deambulantes Cristo Pobre, Inc.	\$92,817.35	\$	91,488.32	\$	1,329.03
CENTRO EDUCATIVO PASITOS DEL SABER INC	\$4,880.75	\$	4,880.75	\$	-
Centro Geriátrico San Rafael, Inc.	\$1,424,569.55	\$	252,431.28	\$	1,172,138.27
Centro Margarita, Inc.	\$5,049,183.37	\$	1,270,337.65	\$	3,778,845.72
Centro María Mazzarello Alespi, Inc. / Colegio San Juan Bautista	\$67,431.06	\$	63,960.86	\$	3,470.20
Centros Sor Isolina Ferré, Inc.	\$1,388,600.03	\$	452,851.41	\$	935,748.62
Child Support Administration	\$24,065.50	\$	24,065.50	\$	-
Children Zone, Inc.	\$8,002.42	\$	8,002.42	\$	-
Christian House of Prayer, Inc.	\$50,980.69	\$	50,980.69	\$	-
Christian Military Academy, Inc.	\$16,050,532.48	\$	7,516,823.25	\$	8,533,709.23
Church of God Mission Board	\$3,524,821.57	\$	41,475.42	\$	3,483,346.15
Ciales	\$38,917,788.35	\$	10,479,750.26	\$	28,438,038.09
Cidra	\$52,663,502.73	\$	18,599,883.37	\$	34,063,619.36
Ciudad Mística, Inc.	\$0.00			\$	-
Ciudadanos del Karso, Inc.	\$0.00	\$	-	\$	-
Ciudadanos en Acción Cubuy Marine, Inc.	\$0.00	\$	-	\$	-



Cntr Crist Evang Casa Pacto/Covenant Priv School	\$2,189,806.32	\$	100,049.65	\$	2,089,756.67
Coamo	\$129,380,681.39	\$	47,875,580.61	\$	81,505,100.78
CODRETEDE Inc	\$96,520.96	\$	46,553.40	\$	49,967.56
COL MERCEDARIO SAN JUDAS TADEO	\$2,427,679.96	\$	79,428.43	\$	2,348,251.53
Colegio Beato Carlos Manuel Rodríguez, Inc.	\$4,615.85	\$	4,615.85	\$	-
Colegio Buenas Nuevas, Inc.	\$3,272.65	\$	3,272.65	\$	-
Colegio Católico Notre Dame, Corp.	\$10,945,898.18	\$	2,520,719.24	\$	8,425,178.94
Colegio Congregación Mita, Inc.	\$1,024,063.37	\$	104,819.73	\$	919,243.64
Colegio de Educación Especial y Rehabilitación Integral, Inc.	\$31,013.01	\$	29,497.95	\$	1,515.06
Colegio de la Inmaculada Concepción, Inc.	\$1,455,082.98	\$	702,617.60	\$	752,465.38
Colegio de la Inmaculada de Santurce, Inc.	\$1,546,585.16	\$	396,226.43	\$	1,150,358.73
Colegio de la Vega, Inc.	\$33,816.77	\$	33,816.77	\$	-
Colegio de Nuestra Señora de Valvanera, Inc.	\$3,592,877.56	\$	867,509.78	\$	2,725,367.78
Colegio Discípulos de Cristo de Hato Tejas, Inc.	\$9,244.74	\$	9,244.74	\$	-
Colegio Evangélico Capitán Correa, Inc.	\$7,458,823.22	\$	1,949,950.37	\$	5,508,872.85
Colegio María Auxiliadora de Carolina, PR, Inc.	\$20,832.20	\$	20,832.20	\$	-
Colegio Marista de Guaynabo, Inc.	\$7,651,594.89	\$	4,316,160.04	\$	3,335,434.85
Colegio Marista El Salvador, Inc.	\$88,041.14	\$	83,848.70	\$	4,192.44
Colegio Mercedes Morales, Inc.	\$5,659.05	\$	5,659.05	\$	-
Colegio Mir Mar, Inc.	\$19,907.75	\$	19,907.75	\$	-
Colegio Nuestra Señora de la Merced, Inc.	\$91,848.74	\$	91,848.74	\$	-
Colegio Nuestra Señora del Carmen de Hatillo, Inc.	\$3,722,501.90	\$	33,242.23	\$	3,689,259.67
Colegio Nuestra Señora del Rosario, Vega Baja, Inc.	\$6,275.00	\$	6,275.00	\$	-
Colegio Pentecostal de Arecibo, Inc.	\$1,544,584.80	\$	370,784.16	\$	1,173,800.64
Colegio Ponceño, Inc.	\$8,171,972.56	\$	887,661.81	\$	7,284,310.75
Colegio Puertorriqueño de Niñas	\$2,631,027.40	\$	850,191.11	\$	1,780,836.29
COLEGIO PUERTORRIQUENO MARINEL, INC.	\$994,544.95	\$	332,866.46	\$	661,678.49
Colegio Sagrada Familia, Inc.	\$83,653.64	\$	79,670.13	\$	3,983.51
Colegio Sagrado Corazón de Jesús de Ponce, Inc.	\$17,305.05	\$	16,481.00	\$	824.05
Colegio Sagrados Corazones, Inc.	\$22,262.95	\$	22,262.95	\$	-
Colegio San Antonio de Padua, Inc.	\$10,452,069.10	\$	299,133.47	\$	10,152,935.63
Colegio San Benito, Humacao, PR, Inc.	\$9,909,179.42	\$	2,687,382.45	\$	7,221,796.97
Colegio San Ignacio de Loyola, Inc.	\$8,660,111.73	\$	2,284,852.07	\$	6,375,259.66
Colegio San José Marianist, Corp.	\$5,786,992.24	\$	1,734,854.27	\$	4,052,137.97
Colegio San Juan Bosco de Arecibo, Inc.	\$4,095.00	\$	3,900.00	\$	195.00
Colegio San Vicente de Paúl	\$32,444.33	\$	32,444.33	\$	-
Colegio Santísima Trinidad, Inc.	\$54,965.64	\$	53,823.95	\$	1,141.69
Comerio	\$63,032,090.45	\$	12,291,089.93	\$	50,741,000.52
Comité Comunal de Corcovada, Inc.	\$127,461.30	\$	127,461.30	\$	-
Comité de Vecinos Comunidad Barrio Jagual, Inc.	\$45,243.45	\$	45,243.45	\$	-
Comite Exalumnos Colegio San Carlos Inc.	\$39,708,267.27	\$	7,444,165.35	\$	32,264,101.92
Company for the Integral Development of the Cantera Peninsula	\$1,241,878.89	\$	192,452.07	\$	1,049,426.82

Comunidad Altura de Collores, Inc.	\$15,845.30	\$	15,845.30	\$	-
Comunidad Alturas Piza, Inc.	\$74,794.36	\$	-	\$	74,794.36
Comunidad Anones Centro I, Inc.	\$169,020.02	\$	169,020.02	\$	-
Comunidad Asomante, Inc.	\$132,516.34	\$	132,516.34	\$	-
Comunidad Asomante, Seccion II, Inc.	\$85,423.54	\$	85,423.54	\$	-
Comunidad Cedrito, Inc.	\$4,844.80	\$	4,844.80	\$	-
Comunidad Cerro Gordo Sector El Parque, Inc.	\$70,077.40	\$	70,077.40	\$	-
Comunidad Chorreras, Inc.	\$16,816.98	\$	16,816.98	\$	-
Comunidad Coruja, Inc.	\$79,558.17	\$	79,558.17	\$	-
Comunidad Cristiana de Isabela, Inc.	\$232,915.82	\$	6,993.00	\$	225,922.82
Comunidad Divisoria, Inc.	\$26,666.51	\$	26,666.51	\$	-
Comunidad Doña Mayo, Inc.	\$670,940.01	\$	199,902.96	\$	471,037.05
Comunidad El Cerro, Corp.	\$62,130.21	\$	62,130.21	\$	-
Comunidad Emmanuelli, Inc.	\$42,810.35	\$	42,810.35	\$	-
Comunidad en Acción de los Torres Andino, Inc.	\$4,292.08	\$	4,292.08	\$	-
Comunidad Gabino Negrón del Barrio Cerro Gordo de Aguada, PR, Inc.	\$65,019.00	\$	65,019.00	\$	-
Comunidad Garzas Centro-Aeropuerto, Inc.	\$39,009.38	\$	39,009.38	\$	-
Comunidad Helechal Guayabo, Inc.	\$85,250.98	\$	85,250.98	\$	-
Comunidad Jacanas Sur, Inc.	\$9,181.12	\$	9,181.12	\$	-
Comunidad Jaguey Chiquito, Inc.	\$27,530.00	\$	27,530.00	\$	-
Comunidad Juan Diego, Inc.	\$22,095.55	\$	22,095.55	\$	-
Comunidad Juan González, Inc.	\$37,909.22	\$	37,909.22	\$	-
Comunidad Juan Hernández, Inc.	\$31,805.20	\$	31,805.20	\$	-
Comunidad La Ceiba, Inc.	\$35,203.31	\$	35,203.31	\$	-
Comunidad La Estancita, Inc.	\$9,375.55	\$	9,375.55	\$	-
Comunidad Las Cruces, Inc.	\$9,704.59	\$	9,704.59	\$	-
Comunidad Limones, Inc.	\$262,746.37	\$	69,383.52	\$	193,362.85
Comunidad Los Muchos, Inc.	\$13,172.00	\$	13,172.00	\$	-
Comunidad Mana, Sector Lozada, Inc.	\$23,615.92	\$	23,615.92	\$	-
Comunidad Montes Llanos, Inc.	\$54,804.66	\$	54,804.66	\$	-
Comunidad Nieves Sánchez, Inc.	\$13,581.48	\$	13,581.48	\$	-
Comunidad Palomo y Cruceros, Inc.	\$57,307.45	\$	57,307.45	\$	-
Comunidad Perichi, Inc.	\$18,451.94	\$	18,451.94	\$	-
Comunidad Pozo Los Santana, Inc.	\$20,596.29	\$	-	\$	20,596.29
Comunidad Progreso Cerro Gordo de Aguada, Inc.	\$31,535.58	\$	31,535.58	\$	-
Comunidad Quebrada Larga, Inc.	\$201,874.30	\$	58,376.59	\$	143,497.71
Comunidad Rancho Grande, Inc.	\$41,403.76	\$	41,403.76	\$	-
Comunidad Río Piedras, Inc.	\$0.00	\$	-	\$	-
Comunidad Rivera, Inc.	\$43,386.74	\$	43,386.74	\$	-
Comunidad Sabana, Inc.	\$63,960.02	\$	63,960.02	\$	-
Comunidad San José, Inc.	\$31,328.42	\$	31,328.42	\$	-
Comunidad Sector Betancourt, Inc.	\$63,770.29	\$	63,770.29	\$	-



Comunidad Sector Los Gómez, Inc.	\$299,466.05	\$	299,466.05
Comunidad Taita, Inc.	\$21,357.25	\$	-
CON. IGL DE CRISTO MISIONERA, M INTL.. INC	\$6,414,974.02	\$	6,225,008.42
CONCILIO MISION CRISTIANA FUENTE DE AGUA VIVA	\$4,028,435.67	\$	3,542,218.23
Concilio de Distrito de Puerto Rico de las Asambleas de Dios, Inc.	\$41,206.05	\$	-
CONCILIO IGL APOSTOLICA CRISTIANA DE BETHSAIDA	\$829,924.51	\$	829,924.51
CONCILIO LATINO AMERICANO DE NY EN PR, INC	\$271,994.34	\$	271,994.34
Cong Padres Pasionistas Inc / Colegio La Piedad	\$17,500.00	\$	-
Congregación de Hermanas de la Compañía del Salvador, Inc.	\$755,311.78	\$	723,113.34
Congregación Religiosa de La Merced DBA Colegio La Merced	\$4,399,014.22	\$	2,640,566.86
Congregación Religiosa de la Orden de la Merced DBA Santuario San Judas Tadeo	\$633,369.79	\$	630,273.79
Congregacion de los Sagrados Corazones, Inc	\$64,152.91	\$	-
CONVENCION DE LAS IGLESIAS MENONITAS	\$3,063,002.92	\$	3,063,002.92
Cooperativa de Viviendas Ciudad Universitaria	\$55,813.79	\$	2,657.80
Coro de Niños de San Juan, Inc.	\$341,153.02	\$	331,070.72
Corozal	\$67,719,586.52	\$	53,012,688.01
Corporación Acueducto Andalucía de Cayey, Inc.	\$12,218.00	\$	-
CORPORACIÓN DE CONSERVACIÓN ETNOECOLOGICA CRIOLLA, INC	\$114,430.50	\$	6,022.66
Corporación de Servicios de Acueducto Anones Maya	\$188,873.85	\$	121,613.23
Corporación de Servicios de Salud y Medicina Avanzada	\$7,180,408.58	\$	690,846.09
Corporación de Servicios Educativos de Yabucoa	\$13,506,455.89	\$	10,163,594.10
Corporación Educativa Ramón Barquin (American Military Academy of PR)	\$25,200,086.29	\$	18,416,218.39
Corporación Juvenil para el Desarrollo de Comunidades Sostenibles	\$146,979.97	\$	7,757.93
Corporación para el Desarrollo de la Salud en el Municipio de Bayamón	\$926,958.94	\$	758,026.92
Corporación para el Desarrollo de la Vivienda de Bayamón	\$278,334.61	\$	111,646.27
Corporación para el Desarrollo Económico de Trujillo Alto	\$407,913.11	\$	196,225.68
Corporación Sector Cantera, Inc.	\$0.00	\$	-
Costa Salud Community Health Centers, Inc.	\$1,413,740.39	\$	622,443.09
Council of Education of PR	\$0.00	\$	-
Creative Learning Institute for Children, Inc. DBA Creative Learning School	\$19,732.56	\$	1,010.53
CRISTIANA DE RESTAURACION Y ADORACION, INC	\$761,956.12	\$	501,971.34
CTRO DE INVEST FOLKLORICAS DE PR INC CASA PAOLI	\$248,124.99	\$	243,439.86
Cuerpo Voluntario de Servicios Médicos de Emergencia, Inc.	\$66,390.81	\$	-
Culebra	\$10,407,222.38	\$	5,288,278.09
Cupey María Montessori School, Inc.	\$7,373.39	\$	-
Cuyon Water Services, Inc.	\$66,626.46	\$	13,625.59
Department of Agriculture	\$26,635,496.59	\$	12,325,127.16
Department of Economical Development and Commerce	\$141,340.62	\$	5,843.86
Department of Natural and Environmental Resources	\$215,733,366.80	\$	154,762,635.96
Department of Sports and Recreation	\$123,566,350.70	\$	82,514,577.41
Department of Treasury	\$2,131,905.95	\$	457,666.85
Dewey University, Inc.	\$24,771,227.02	\$	24,110,180.32

Dorado	\$32,204,442.51	\$	13,623,788.10	\$	18,580,654.41
Ebenezer Broadcasting Group, Inc.	\$436,528.22	\$	231,713.09	\$	204,815.13
Economic Development Bank for PR	\$403,239.73	\$	397,519.73	\$	5,720.00
EDP University of Puerto Rico, Inc.	\$2,807,209.38	\$	998,811.98	\$	1,808,397.40
Educational Enterprises of PR, Inc. DBA Colegio Rosa-Bell	\$49,522.06	\$	49,192.17	\$	329.89
Égida Espirita Posada de la Caridad, Inc.	\$35,858.70	\$	35,858.70	\$	-
Egida Padre Jose D. Boyd	\$33,649.20	\$	33,649.20	\$	-
Egida Primera Iglesia Bautista de Ponce, Inc.	\$37,024.70	\$	37,024.70	\$	-
Égida Ryder, Inc.	\$105,013.11	\$	101,518.61	\$	3,494.50
El Edén Paraíso Infantil, Corp.	\$133,858.96	\$	126,925.68	\$	6,933.28
El Hogar Adventista, Inc.	\$34,889.82	\$	34,889.82	\$	-
El Hogar de Mami "Risdo", Inc.	\$31,051.91	\$	30,219.67	\$	832.24
El Mundo de los Muñecos: Puppet World, Inc.	\$57,253.63	\$	54,240.28	\$	3,013.35
Elderly Housing Number 1001, Inc.	\$36,701.25	\$	36,701.25	\$	-
Elite Educational Group, Corp.	\$19,228.91	\$	18,313.24	\$	915.67
Environmental Quality Board of PR	\$959,121.34	\$	192,785.00	\$	766,336.34
Escuela de Artes Plásticas y Diseño de PR	\$1,689,414.26	\$	221,758.52	\$	1,467,655.74
Escuela Evangélica Unida de Fajardo, Inc.	\$14,527.88	\$	14,527.88	\$	-
Escuela Federico Froebel, Inc.	\$101,302.82	\$	98,424.83	\$	2,877.99
Estancias Presbiterianas Del Angel	\$94,174.02	\$	91,283.05	\$	2,890.97
Fajardo	\$21,265,007.02	\$	7,656,331.69	\$	13,608,675.33
FEDERACION DE IGL. PENCOSTALES ALFA Y OMEGA, INC.	\$1,290,457.10	\$	241,516.64	\$	1,048,940.46
Florida	\$5,650,083.30	\$	3,287,555.59	\$	2,362,527.71
Forensic Sciences Institute	\$19,538,762.22	\$	5,607,589.72	\$	13,931,172.50
Fountain Christian Bilingual School, Guayama, Inc.	\$2,287,077.71	\$	2,012,750.48	\$	274,327.23
Fountain Christian Bilingual School, Inc.	\$116,791.25	\$	110,644.34	\$	6,146.91
Fowlers Language Service, Inc.	\$3,348.61	\$	3,348.61	\$	-
FUND. BIBLIOTECA RAFAEL HERNANDEZ COLON	\$666,363.39	\$	102,323.78	\$	564,039.61
Fundación Damas, Inc.	\$9,145,339.35	\$	498,028.09	\$	8,647,311.26
Fundación de Desarrollo Comunal de Puerto Rico, Inc.	\$31,575.16	\$	30,071.58	\$	1,503.58
Fundación Felisa Rincón de Gautier, Inc.	\$26,930.95	\$	25,513.53	\$	1,417.42
Fundación Ismael Rivera, Inc.	\$9,728.87	\$	9,227.95	\$	500.92
Fundación Luis Muñoz Marín, Inc.	\$256,030.26	\$	249,666.29	\$	6,363.97
Fundación para el Desarrollo de Hogar Propio, Inc.	\$72,810.15	\$	69,343.00	\$	3,467.15
Fundación Yo Puedo, Inc	\$461,699.83	\$	237,820.48	\$	223,879.35
GENERAL BOARD CHURCH OF THE NAZARENE, INC	\$368,892.13	\$	72,449.57	\$	296,442.56
Grupo de Apoyo Comunitario Barrio Caonillas, Inc.	\$145,921.91	\$	145,921.91	\$	-
Guánica	\$32,035,138.59	\$	9,909,422.15	\$	22,125,716.44
Guara Bi, Inc.	\$113,165.52	\$	111,113.25	\$	2,052.27
Guayama	\$65,404,226.15	\$	21,106,110.42	\$	44,298,115.73
Guayanilla	\$160,930,292.40	\$	29,747,297.14	\$	131,182,995.26
Guaynabo	\$92,160,810.14	\$	24,983,322.97	\$	67,177,487.17

Guaynabo Christian Academy, Inc.	\$1,307,134.33	\$	377,963.09	\$	929,171.24
Gurabo	\$45,709,292.94	\$	18,908,746.13	\$	26,800,546.81
Hatillo	\$14,108,398.34	\$	4,071,196.85	\$	10,037,201.49
Health Insurance Administration	\$885,250.31	\$	749,041.65	\$	136,208.66
Hermanas de San Jose del Corozal Inc.	\$2,437,360.73	\$	444,695.57	\$	1,992,665.16
Hermanitas de los Ancianos Desamparados Hogar San Jose de Hormigueros, Inc.	\$30,932.64	\$	30,932.64	\$	-
Hermanitas de los Ancianos Desamparados, Hogar Santa Marta, Inc.	\$5,061,427.51	\$	1,371,924.97	\$	3,689,502.54
Hermanitas de los Ancianos Desamparados, Hogar Santa Teresa Jornet de Cupey, Inc.	\$1,361,880.95	\$	293,011.82	\$	1,068,869.13
Hijas de María Auxiliadora Inc.	\$544,567.89	\$	170,637.52	\$	373,930.37
Hogar Crea, Inc.	\$4,308,921.18	\$	1,982,770.16	\$	2,326,151.02
Hogar Escuela Sor María Rafaela, Inc.	\$43,523.15	\$	24,363.50	\$	19,159.65
Hogar Fortaleza del Caído, Inc.	\$372,320.87	\$	238,050.29	\$	134,270.58
Hogar Infantil Divino Niño Jesús, Inc.	\$15,701.01	\$	15,024.89	\$	676.12
Hogar Manuel Mediavilla Negrón, Inc.	\$2,000,302.29	\$	555,124.79	\$	1,445,177.50
Hogar Nuestra Señora de la Providencia, Hermanitas de los Ancianos Desamparados	\$784,514.14	\$	140,071.60	\$	644,442.54
Hogar Nueva Mujer Santa María de la Merced, Inc.	\$88,628.12	\$	84,045.97	\$	4,582.15
Hogar Resurrección, Inc.	\$1,122,453.71	\$	269,336.55	\$	853,117.16
Hogar Ruth para Mujeres Maltratadas, Inc.	\$403,551.43	\$	383,417.59	\$	20,133.84
Hogares Teresa Toda Hermanas Carmelitas Teresa de San José	\$567,351.30	\$	547,407.04	\$	19,944.26
Horizon Military Academy, Inc.	\$5,379,876.96	\$	1,407,590.14	\$	3,972,286.82
Hormigueros	\$12,345,102.47	\$	4,956,227.67	\$	7,388,874.80
Hosanna Christian Academy, Inc.	\$635,508.38	\$	88,481.30	\$	547,027.08
Hospital Comunitario Buen Samaritano, Inc.	\$4,190,839.93	\$	180,831.86	\$	4,010,008.07
Hospital Damas, Inc.	\$560,273.53	\$	614,647.70	\$	(54,374.17)
Hospital General de Castañer, Inc.	\$112,826.81	\$	105,934.24	\$	6,892.57
Hospital San Carlos, Inc.	\$6,484,255.54	\$	1,944,595.42	\$	4,539,660.12
HPM Foundation, Inc. DBA HealthproMed	\$3,843,575.95	\$	1,523,542.04	\$	2,320,033.91
Humacao	\$36,871,243.29	\$	15,955,951.51	\$	20,915,291.78
Humacao Community College, Inc.	\$2,874,703.08	\$	741,024.33	\$	2,133,678.75
Humatas Deep Water, Inc.	\$4,519.40	\$	4,519.40	\$	-
ICAR Arquidiócesis de San Juan	\$207,210,854.45	\$	8,592,789.92	\$	198,618,064.53
ICAR DBA Academia Nuestra Señora de la Providencia, Inc.	\$26,234.92	\$	26,234.91	\$	0.01
ICAR DBA Parroquia San Francisco de Asís	\$2,827,989.42	\$	729,831.85	\$	2,098,157.57
ICAR Diócesis de Arecibo	\$55,487,658.48	\$	3,001,549.49	\$	52,486,108.99
ICAR Diócesis de Caguas	\$32,684,158.34	\$	2,018,149.97	\$	30,666,008.37
ICAR Diócesis de Fajardo/Humacao	\$13,643,834.73	\$	889,572.25	\$	12,754,262.48
ICAR Diócesis de Ponce	\$10,183,527.60	\$	716,428.32	\$	9,467,099.28
ICAR en PR DBA Colegio Nuestra Señora de Belén, Inc.	\$74,030.99	\$	70,230.43	\$	3,800.56
ICAR en PR DBA Colegio San Felipe, Inc.	\$10,500.00	\$	10,000.00	\$	500.00
ICAR en PR DBA Orden de Reverendos Padres Carmelitas	\$85,992.49	\$	85,992.49	\$	-
IGL ASAMBLEAS DE DIOS ANTIOQUIA INC	\$186,913.61	\$	406.03	\$	186,507.58
IGL BAUTISTA BEREÁ, INC	\$57,880.43	\$	54,834.09	\$	3,046.34

IGL BAUTISTA BETHEL DE PR INC.	\$6,394,384.58	\$	365,835.26	\$	6,028,549.32
IGL BAUTISTA DE JERUSALEN	\$449,383.35	\$	124,420.48	\$	324,962.87
IGL BAUTISTA LA CIUDAD DESEADA, INC.	\$119,721.32	\$	113,540.51	\$	6,180.81
IGL BAUTISTA MASAS II EN GURABO	\$994,491.28	\$	946,608.44	\$	47,882.84
IGL CARISMATICA DE COROZAL INC	\$71,498.22	\$	71,498.22	\$	-
IGL CRISTIANA UNIDA, INC	\$496,579.97	\$	158,639.00	\$	337,940.97
Igl de Dios Pentecostal Movimiento Internacional	\$49,070,657.03	\$	7,779,045.62	\$	41,291,611.41
IGL DEFENSORES DE LA NUEVA JERUSALEM ARECIBO, INC	\$511,817.11	\$	13,060.00	\$	498,757.11
IGL EVANGELICA JESUCRISTO EL BUEN PASTOR	\$39,545.40	\$	37,464.06	\$	2,081.34
IGL PENTECOSTAL ALPHA IOTA OMEGA	\$70,315.12	\$	66,709.86	\$	3,605.26
IGL PREPARADOS PARA LA GRAN COSECHA INC	\$14,401.53	\$	-	\$	14,401.53
IGL RENUEVO, INC	\$144,076.65	\$	136,765.99	\$	7,310.66
IGL RESTAURACION EN CRISTO	\$1,585,821.00	\$	339,086.35	\$	1,246,734.65
IGL SANTUARIO DE ADORACION EL GOZO ETERNO	\$30,263.15	\$	28,670.35	\$	1,592.80
IGL. BAUTISTA DE LA NUEVA JERUSALEN, INC	\$2,391,897.76	\$	196,411.70	\$	2,195,486.06
IGL. BAUTISTA DE LOS ANGELES	\$128,124.24	\$	127,825.85	\$	298.39
IGL. BAUTISTA EBENEZER DE LEVITTOWN LAKE INC	\$348,668.93	\$	20,190.72	\$	328,478.21
IGL. BIBLICA DE JUANA DIAZ, INC.	\$50,982.07	\$	48,298.80	\$	2,683.27
IGL. CRISTIANA CASA DEL ALFARERO, INC.	\$6,773.60	\$	6,773.60	\$	-
IGL. CRISTIANA CIUDAD DEL REY, INC.	\$102,859.87	\$	97,446.19	\$	5,413.68
Igl. Cristiana Senda de Vida, Inc	\$347,469.60	\$	223,257.68	\$	124,211.92
IGL. CRISTIANA TORRE FUERTE DE JUNCOS	\$129,959.29	\$	123,119.32	\$	6,839.97
IGL. MANA DEL CIELO	\$217,038.89			\$	217,038.89
IGL. TABERNACULO DE ALABANZA Y ADORACION EKKLESIA	\$1,695,275.71	\$	115,796.45	\$	1,579,479.26
IGL. TABERNACULO DE RESTAURACION	\$3,416.20	\$	3,416.20	\$	-
Iglesia A.M.E.C. - Casa de Alabanza	\$2,907,929.68	\$	21,814.45	\$	2,886,115.23
Iglesia Alianza Cristiana y Misionera Betania II, Inc.	\$99,449.06	\$	99,449.06	\$	-
Iglesia Alianza Cristiana y Misionera de Mónaco, Inc.	\$61,100.00	\$	61,100.00	\$	-
Iglesia Bautista Casa de Oracion, Inc.	\$3,248,182.90	\$	646,677.00	\$	2,601,505.90
Iglesia Bautista de Mamey, Inc.	\$244,899.00	\$	22,128.93	\$	222,770.07
Iglesia Bautista de Quebrada, Inc.	\$468,016.27	\$	130,827.96	\$	337,188.31
Iglesia Bautista Getsemaní de Colinas Verdes, Inc.	\$176,454.93	\$	5,591.00	\$	170,863.93
Iglesia Camino de Santidad, Inc.	\$108,472.80	\$	108,472.80	\$	-
Iglesia Ciudad de Salvación, Inc.	\$1,907,752.48	\$	743,397.18	\$	1,164,355.30
Iglesia Comunidad Cristiana de Amor, Inc	\$246,756.54	\$	153,054.00	\$	93,702.54
Iglesia Cristiana Casa de Refugio Eterno, Inc.	\$38,237.73	\$	36,251.78	\$	1,985.95
Iglesia Cristiana Casa de Restauración Oasis de Amor, Inc.	\$23,136.40	\$	23,136.40	\$	-
Iglesia Cristiana Ciudad de Alabanza, Inc.	\$66,830.17	\$	63,312.79	\$	3,517.38
Iglesia Cristiana Dios Siempre Presente, Inc.	\$853,523.45	\$	502,148.82	\$	351,374.63
Iglesia Cristiana Discípulos de Cristo en PR, Inc.	\$72,150,757.37	\$	6,216,157.78	\$	65,934,599.59
Iglesia Cristiana El Sendero de la Cruz, Inc.	\$107,096.73	\$	107,096.73	\$	-
Iglesia Cristiana La Puerta, Inc.	\$244,114.69	\$	13,770.79	\$	230,343.90



Iglesia Cristo Reina, Inc.	\$1,109,357.55	\$	879,434.11	\$	229,923.44
IGLESIA CRUZADA EVANGELICA MISIONERA	\$635,126.84	\$	150,424.78	\$	484,702.06
Iglesia de Cristo Refugio Eterno	\$86,298.83	\$	86,298.83	\$	-
Iglesia de Jesucristo el Caballero de la Cruz, Inc	\$1,592,841.62	\$	488,928.49	\$	1,103,913.13
Iglesia del Nuevo Testamento Pentecostal de Manatí, Inc.	\$1,051,446.48	\$	9,900.00	\$	1,041,546.48
Iglesia Dios Restaura lo Perdido, Inc.	\$11,512.39	\$	11,512.39	\$	-
Iglesia Evangelica Luterana Santisima Trinidad	\$755,644.10	\$		\$	755,644.10
Iglesia Evangélica Menonita de Summit Hills, Inc.	\$966,280.47	\$	263,499.53	\$	702,780.94
Iglesia Evangélica Unida de Puerto Rico	\$908,272.10	\$	604,099.63	\$	304,172.47
Iglesia Evangélica Wesleyana, Distrito de PR, Inc.	\$0.00	\$	-	\$	-
Iglesia Evangélica Wesleyana, Distrito de Puerto Rico, Inc. dba Wesleyan Academy	\$17,013,063.54	\$	4,334,048.23	\$	12,679,015.31
Iglesia Internacional Jesucristo la Piedra Angular	\$63,798.49	\$	60,440.67	\$	3,357.82
IGLESIA JESUCRISTO FUENTE DE AMOR, INC	\$9,999.57	\$	9,999.57	\$	-
Iglesia Metodista de Puerto Rico, Inc.	\$2,706,607.27	\$	1,574,660.52	\$	1,131,946.75
Iglesia Nuevo Testamento de Doraville, Inc.	\$76,150.45	\$	72,142.53	\$	4,007.92
Iglesia Pentecostal Buscad el Reino y su Justicia	\$269,216.75	\$	125,466.30	\$	143,750.45
Iglesia Pentecostal de Jesucristo	\$574,987.06	\$	299,727.63	\$	275,259.43
Iglesia Vida San Juan, Inc.	\$53,583.27	\$	53,573.86	\$	9.41
Impacto Comunitario, Inc.	\$50,026.40	\$	50,026.40	\$	-
Industrial Commission of Puerto Rico	\$592,513.16	\$	202,165.82	\$	390,347.34
Iniciativa Comunitaria, Inc.	\$11,730.26	\$	11,730.26	\$	-
INMACULADO CORAZON MARIA - MISIONEROS CLARETIANOS	\$600,786.45	\$	176,238.66	\$	424,547.79
Innovated Fund for Agricultural Development	\$13,086.49	\$	13,086.49	\$	-
INST DE EDUCACION Y TECNOLOGIA	\$146,170.15	\$	138,476.98	\$	7,693.17
Instituto para el Desarrollo Humano, Inc.	\$763,166.71	\$	221,541.96	\$	541,624.75
Instituto Pre-Vocacional e Industrial de PR	\$5,741,712.03	\$	1,477,880.44	\$	4,263,831.59
Instituto Psicopedagógico de Puerto Rico	\$13,306,450.69	\$	364,467.01	\$	12,941,983.68
INT SOC FOR KRISHNA CONSCIOUSNESS (ISKCON) PR INC	\$1,056,702.76	\$	293,721.71	\$	762,981.05
Isabela	\$29,170,101.05	\$	13,098,861.59	\$	16,071,239.46
Jayuya	\$396,254,666.57	\$	126,342,432.01	\$	269,912,234.56
Juan Asencio 1, Sector La Tiza, Inc.	\$175,857.49	\$	175,857.49	\$	-
Juana Díaz	\$54,367,322.85	\$	25,000,557.51	\$	29,366,765.34
Juana Diaz Housing for Elderly, Inc.	\$126,644.17	\$	121,811.65	\$	4,832.52
Juncos	\$36,400,188.89	\$	14,865,306.68	\$	21,534,882.21
Junta Consultora Igl del Nazareno, Dist Este de PR	\$85,045.19	\$	80,569.12	\$	4,476.07
LA IGLESIA DE DIOS	\$2,783,735.17	\$	91,068.67	\$	2,692,666.50
La Perla de Gran Precio, Inc.	\$125,799.66	\$	125,596.70	\$	202.96
La Sociedad Padres Agustinos, Inc.	\$6,768,078.09	\$	1,552,074.51	\$	5,216,003.58
La Voz Evangélica de PR, Inc.	\$247,099.90	\$	247,099.90	\$	-
Labor Relations Board of PR	\$128,492.97	\$	128,492.97	\$	-
Lajas	\$18,089,547.13	\$	9,917,648.64	\$	8,171,898.49
Lares	\$138,417,310.08	\$	14,965,285.17	\$	123,452,024.91

Las Marías	\$115,886,635.30	\$	9,888,669.70	\$	105,997,965.60
Las Piedras	\$94,120,345.81	\$	30,659,008.83	\$	63,461,336.98
Liga Puertorriqueña contra el Cáncer, Inc.	\$2,106,109.87	\$	71,314.06	\$	2,034,795.81
Little In Action Day Care and Learning Center, Inc.	\$20,088.40	\$	20,088.40	\$	-
Local Redevelopment Authority for Roosevelt Roads	\$95,794,786.01	\$	9,697,758.47	\$	86,097,027.54
Loíza	\$28,757,452.99	\$	14,464,817.74	\$	14,292,635.25
Los Miranda Pellejas 1, Inc.	\$18,567.78	\$	18,567.78	\$	-
Lucha contra el SIDA, Inc.	\$403,871.63	\$	366,199.36	\$	37,672.27
Luquillo	\$30,933,701.51	\$	5,375,251.17	\$	25,558,450.34
Manatí	\$26,432,444.82	\$	11,122,688.40	\$	15,309,756.42
Maricao	\$164,744,919.14	\$	24,095,877.61	\$	140,649,041.53
Mary's Day Care Bilingual Academy, Inc.	\$63,162.10	\$	60,605.78	\$	2,556.32
MAS Integrated School MASIS, Inc.	\$32,924.08	\$	31,191.23	\$	1,732.85
Maunabo	\$70,584,153.22	\$	27,652,448.58	\$	42,931,704.64
Mauro, Inc.	\$58,296.02	\$	58,284.89	\$	11.13
Mayagüez	\$64,868,169.71	\$	31,082,521.94	\$	33,785,647.77
Med Centro, Inc.	\$1,346,268.12	\$	1,283,192.30	\$	63,075.82
Mennonite General Hospital, Inc.	\$23,950,466.37	\$	7,378,299.49	\$	16,572,166.88
Mental Health and Anti-Addiction Services Adm	\$441,620,218.03	\$	97,167,633.66	\$	344,452,584.37
Metro Emergency Response Team, Inc.	\$56,501.54	\$	54,684.93	\$	1,816.61
Metropolitan Bus Authority	\$983,291.68	\$	983,291.68	\$	-
Min. Buen Samaritano Marc Marcos A. Rivera , Inc.	\$80,670.52	\$	80,670.52	\$	-
Ministerio Codech en Avance, Inc.	\$502,828.94	\$	210,318.99	\$	292,509.95
Ministerio Internacional El Rey Jesús PR, Corp.	\$171,857.50	\$	155,158.19	\$	16,699.31
Ministerio Justicia, Paz y Gozo, Inc.	\$13,040.05	\$	12,353.73	\$	686.32
MINISTERIO SENDAS DE JUSTICIA, INC.	\$68,136.43	\$	68,136.43	\$	-
Misión Cristiana Fuente de Agua Viva, Inc.	\$36,135,999.07	\$	14,963,330.53	\$	21,172,668.54
Moca	\$44,319,722.70	\$	7,228,457.29	\$	37,091,265.41
Morovis	\$46,879,717.72	\$	18,375,819.60	\$	28,503,898.12
Morovis Community Health Center, Inc.	\$158,410.64	\$	158,410.64	\$	-
Movimiento de Iglesias Unión Cristiana Misionera	\$91,193.76	\$	91,193.76	\$	-
Municipal Revenue Collection Center	\$563,389.40	\$	537,816.04	\$	25,573.36
Museo de Arte de Puerto Rico, Inc.	\$725,755.44	\$	-	\$	725,755.44
Museo de las Américas, Inc.	\$659,091.95	\$	31,922.10	\$	627,169.85
Museo La Casa del Libro, Inc.	\$754,593.77	\$	445,748.58	\$	308,845.19
Musical Art Corporation	\$36,115.00	\$	36,115.00	\$	-
Naguabo	\$28,157,409.13	\$	10,720,703.71	\$	17,436,705.42
Naranjito	\$119,656,493.26	\$	47,664,147.01	\$	71,992,346.25
National Health Care for the Homeless Council	\$212,037.59	\$	212,037.59	\$	-
NeoMed Center, Inc.	\$77,023.64	\$	77,023.64	\$	-
Office for Socioeconomic and Community Development	\$1,215,462.94	\$	1,143,878.67	\$	71,584.27
Office of Management and Budget	\$452,164.19	\$	393,067.75	\$	59,096.44

Office of the Administration and Transformation of Human Resources of PR	\$240,218.89	\$	111,608.84	\$	128,610.05
Office of the Commissioner for Financial Institutions	\$0.00	\$	-	\$	-
Office of the Election Comptroller	\$0.00	\$	-	\$	-
Office of the Governor of PR	\$15,723,027.33	\$	4,055,900.73	\$	11,667,126.60
OFICINA PROAYUDA PERSONAS CON IMPEDIMENTOS, INC	\$1,252,983.52	\$	348,057.87	\$	904,925.65
Order of St. Benedict DBA Colegio San Antonio Abad	\$11,196,572.91	\$	3,157,285.25	\$	8,039,287.66
Organización Comunitaria Comunidad Ajíes, Inc.	\$11,905.20	\$	11,905.20	\$	-
Organización de Residentes del Sector La Unión, Inc.	\$46,786.47	\$	32,319.47	\$	14,467.00
Orocovis	\$230,434,654.86	\$	42,003,582.03	\$	188,431,072.83
Ovidio Lamoso Coira	\$41,771.50	\$	41,771.50	\$	-
P.R. OFFICE OF THE OMBUDSMAN FOR THE ELDERLY	\$0.00	\$	-	\$	-
Padres Dominicos de Puerto Rico, Inc.	\$14,586,152.43	\$	1,194,326.39	\$	13,391,826.04
Paraíso Infantil, Inc.	\$2,972,596.87	\$	1,599,199.53	\$	1,373,397.34
Parcelas Nuevas de Cañabocito Acueducto, Inc.	\$15,095.01	\$	15,095.01	\$	-
Patients Procurement Office	\$6,100.00	\$	6,100.00	\$	-
Patillas	\$78,142,146.51	\$	32,282,196.08	\$	45,859,950.43
PDM Utility, Corp.	\$868,809.52	\$	687,682.52	\$	181,127.00
Penuelas	\$83,559,330.97	\$	19,421,503.04	\$	64,137,827.93
Ponce	\$209,034,682.94	\$	50,130,811.67	\$	158,903,871.27
Ponce Elderly Home	\$35,338.96	\$	35,338.96	\$	-
Ponce Medical School Foundation, Inc.	\$2,710,588.44	\$	1,395,638.96	\$	1,314,949.48
Ponce Port Authority	\$13,214,437.62	\$	5,989,698.80	\$	7,224,738.82
Pontifical Catholic Uni of PR Serv Association Inc	\$17,477,680.73	\$	138,577.19	\$	17,339,103.54
Pontifical Catholic University of Puerto Rico	\$69,969,698.77	\$	20,134,221.14	\$	49,835,477.63
Pozo Azul, Corp.	\$124,505.04	\$	120,521.25	\$	3,983.79
Pozo de Agua, Inc.	\$29,707.50	\$	29,707.50	\$	-
Pozos Santo Tomás Aquino, Inc.	\$40,239.83	\$	40,239.83	\$	-
PR Department of Transportation and Public Works	\$665,038,890.34	\$	303,703,211.80	\$	361,335,678.54
PR Horse Racing Sport Industry Administration	\$27,666.34	\$	27,199.72	\$	466.62
PR Office Special Independent Prosecutor's Panel	\$8,175.77	\$	8,175.77	\$	-
PR PLANNING BOARD	\$26,352.35	\$	20,899.20	\$	5,453.15
Primera Igl Batista De Mediania Alta En Loiza	\$77,841.97	\$	73,763.58	\$	4,078.39
PRIMERA IGL BAUTISTA DE GUAYAMA	\$193,872.63	\$	6,334.59	\$	187,538.04
PRIMERA IGL BAUTISTA DE MOROVIS, INC.	\$15,876.13	\$	15,870.54	\$	5.59
PRIMERA IGL BAUTISTA DE TRUJILLO ALTO	\$1,152,842.97	\$	273,041.76	\$	879,801.21
PRIMERA IGL CRISTIANA JUAN 3 16 ASAMBLEAS DE DIOS	\$2,751,438.48	\$	691,609.18	\$	2,059,829.30
Primera Iglesia Bautista de Canovanas	\$623,014.15	\$	334,855.04	\$	288,159.11
Primera Iglesia Bautista de Metrópolis, Inc.	\$532,775.87	\$	18,165.00	\$	514,610.87
Primera Iglesia Bautista de Río Piedras, Inc.	\$1,362,879.24	\$	481,988.09	\$	880,891.15
Primera Iglesia Bautista De Yabucoa	\$35,131.64	\$	33,282.60	\$	1,849.04
Primera Iglesia de Cristo Valles de Bendicion, Inc	\$1,189,557.17	\$	281,737.23	\$	907,819.94
Primera Iglesia Misionera de Jesucristo Nissi	\$99,902.21	\$	94,692.25	\$	5,209.96

Programa de Educación Comunal de Entrega y Servicio, Inc.	\$266,382.07	\$	254,039.36	\$	12,342.71
Programa del Adolescente de Naranjito, Inc.	\$9,407.21	\$	8,959.24	\$	447.97
Proyecto Aguas, Inc.	\$59,803.09	\$	59,803.09	\$	-
PryMed Medical Care, Inc.	\$199,283.50	\$	193,484.09	\$	5,799.41
Public Building Authority	\$118,420,483.85	\$	23,742,794.51	\$	94,677,689.34
Public Corporation for the Supervision and Insurance of Cooperatives of PR	\$23,356.29	\$	22,295.55	\$	1,060.74
Public Difusion Corporacion of PR	\$10,505,192.20	\$	4,690,231.74	\$	5,814,960.46
Public Service Commission	\$91,999.17	\$	91,999.17	\$	-
Puerto Rico Aqueduct and Sewer Authority	\$4,570,591,270.62	\$	766,294,610.07	\$	3,804,296,660.55
Puerto Rico Baseball Academy and High School, Corp.	\$1,550,931.73	\$	63,469.75	\$	1,487,461.98
Puerto Rico Commission for the Cooperative Development	\$21,792.41	\$	21,228.92	\$	563.49
Puerto Rico Conservatory of Music	\$1,844,274.57	\$	607,865.34	\$	1,236,409.23
Puerto Rico Convention Center District Authority	\$25,499,874.76	\$	6,639,599.55	\$	18,860,275.21
Puerto Rico Council of Boy Scouts of America, Inc.	\$0.00	\$	57,039.13	\$	(57,039.13)
Puerto Rico Courts Administration Office	\$16,808,208.32	\$	5,621,444.50	\$	11,186,763.82
Puerto Rico Department of Consumer Affairs/Daco	\$240,388.25	\$	237,886.25	\$	2,502.00
Puerto Rico Department of Education	\$2,860,406,229.22	\$	169,172,190.37	\$	2,691,234,038.85
Puerto Rico Department of Family	\$14,907,264.09	\$	4,696,306.31	\$	10,210,957.78
Puerto Rico Department of Health	\$255,606,701.64	\$	115,884,494.77	\$	139,722,206.87
Puerto Rico Department of Housing	\$1,403,062,189.17	\$	1,323,521,729.38	\$	79,540,459.79
Puerto Rico Department of Justice	\$14,562,974.62	\$	7,989,761.26	\$	6,573,213.36
Puerto Rico Department of Labor	\$27,855,604.71	\$	418,970.18	\$	27,436,634.53
Puerto Rico Educational System, Inc	\$45,618.25	\$	45,618.25	\$	-
Puerto Rico Electric Power Authority	\$13,499,779,271.11	\$	4,531,086,948.98	\$	8,968,692,322.13
Puerto Rico Emergency Medical Corps	\$990,714.10	\$	440,029.11	\$	550,684.99
Puerto Rico Fire Department	\$16,170,577.01	\$	7,008,868.09	\$	9,161,708.92
Puerto Rico Highway and Transportation Authority	\$21,469,778.70	\$	4,732,225.86	\$	16,737,552.84
Puerto Rico Housing Finance Authority	\$60,525.28	\$	60,525.28	\$	-
Puerto Rico Industrial Development Company	\$296,089,657.46	\$	66,743,485.95	\$	229,346,171.51
Puerto Rico Industries for the Blind, Corp.	\$8,939.43	\$	8,513.74	\$	425.69
Puerto Rico Infrastructure Financing Authority	\$857,665.05	\$	851,013.77	\$	6,651.28
Puerto Rico Institute of Culture	\$36,780,215.25	\$	5,359,645.24	\$	31,420,570.01
Puerto Rico Land Administration	\$11,946,272.16	\$	1,707,217.66	\$	10,239,054.50
Puerto Rico Land Authority	\$17,365,524.61	\$	2,723,801.54	\$	14,641,723.07
Puerto Rico Marine Transport Authority	\$91,777.00	\$	91,777.00	\$	-
Puerto Rico Medical Services Administration	\$31,246,485.98	\$	7,871,848.46	\$	23,374,637.52
Puerto Rico National Guard	\$110,520,659.15	\$	87,230,716.10	\$	23,289,943.05
Puerto Rico Office of Government Ethics	\$463,606.31	\$	276,907.52	\$	186,698.79
Puerto Rico Performing Arts Center Corporation	\$7,693,222.54	\$	2,168,308.03	\$	5,524,914.51
Puerto Rico Police Department	\$145,529,407.97	\$	119,887,028.39	\$	25,642,379.58
Puerto Rico Port Authority	\$210,449,661.20	\$	30,394,795.51	\$	180,054,865.69
Puerto Rico Public Housing Administration	\$1,527,651,641.73	\$	199,181,249.40	\$	1,328,470,392.33



Puerto Rico Retirement and Adjudication System	\$7,294,033.36	\$	775,565.65	\$	6,518,467.71
Puerto Rico State Department	\$729,852.66	\$	486,393.71	\$	243,458.95
Puerto Rico State Emergency Management Agency	\$357,024,504.10	\$	313,814,716.01	\$	43,209,788.09
Puerto Rico Tourism Company	\$2,954,029.05	\$	1,389,947.62	\$	1,564,081.43
Quebradillas	\$23,775,448.73	\$	10,080,449.38	\$	13,694,999.35
Quemados I Sector Los Ortiz, Inc.	\$7,562.28	\$	7,562.28	\$	-
Quemados II Sector Vicente, Inc.	\$20,297.67	\$	20,297.67	\$	-
Radio Redentor, Inc.	\$299,074.48	\$	187,439.33	\$	111,635.15
REDEMPITORISTS FATHERS AND RELATED PROPERTIES	\$4,021,897.81	\$	19,026.90	\$	4,002,870.91
Regulatory Board of Telecommunications	\$1,251,232.71	\$	973,411.50	\$	277,821.21
Religiosas del Sagrado Corazon	\$3,100,426.18	\$	42,326.55	\$	3,058,099.63
Rescate Civil de Las Piedras, Inc.	\$78,547.85	\$	78,547.85	\$	-
Rincón	\$51,256,084.80	\$	10,046,439.82	\$	41,209,644.98
Río Grande	\$35,724,502.79	\$	16,522,320.04	\$	19,202,182.75
Ryder Assisted Care II, Inc.	\$14,006.40	\$	14,006.40	\$	-
Ryder Assisted Care III, Inc. DBA Alturas de Ryder	\$267,193.95	\$	51,700.15	\$	215,493.80
Ryder Assisted Care, Inc.	\$29,540.97	\$	28,470.24	\$	1,070.73
Ryder Home for the Elderly, Inc.	\$4,264,901.02	\$	355,645.35	\$	3,909,255.67
Ryder Memorial Hospital, Inc.	\$48,927,150.37	\$	14,506,715.74	\$	34,420,434.63
Ryder Village II, Inc. DBA Colinas de Ryder	\$102,695.17	\$	98,332.67	\$	4,362.50
Ryder Village, Inc.	\$142,556.66	\$	135,271.05	\$	7,285.61
Sabana Grande	\$25,586,797.94	\$	12,865,681.27	\$	12,721,116.67
Saint Francis School, Inc.	\$20,183,956.68	\$	5,235,641.69	\$	14,948,314.99
Saint John's School	\$244,144.52	\$	242,622.06	\$	1,522.46
Saint Monica Bilingual School, Inc.	\$97,405.40	\$	92,278.80	\$	5,126.60
Saint Patricks School, Inc.	\$1,779,889.91	\$	609,204.30	\$	1,170,685.61
Salinas	\$73,312,769.55	\$	31,207,565.02	\$	42,105,204.53
Salud Integral en la Montaña, Inc.	\$2,924,537.61	\$	795,423.32	\$	2,129,114.29
SAMARIA IGL EVANGELICA, INC	\$1,195,048.08	\$	372,210.02	\$	822,838.06
San Agustín del Coquí, Inc.	\$605,855.71	\$	419,468.37	\$	186,387.34
San Germán	\$45,070,652.60	\$	7,904,364.12	\$	37,166,288.48
San Juan	\$174,569,810.53	\$	43,161,551.84	\$	131,408,258.69
San Lorenzo	\$76,745,623.98	\$	35,329,526.57	\$	41,416,097.41
San Sebastián	\$28,427,737.29	\$	13,669,610.57	\$	14,758,126.72
Santa Isabel	\$31,237,699.06	\$	16,215,401.46	\$	15,022,297.60
Santuario de Schoenstatt en Juana Díaz	\$47,005.95	\$	47,005.95	\$	-
Sector Los Berrios, Inc.	\$27,633.49	\$	27,633.49	\$	-
Sector Los Díaz, Inc.	\$455,348.19	\$	87,147.19	\$	368,201.00
SEGUNDA IGL BAUTISTA DE GUAYAMA, INC BO. CORAZON	\$345,366.76	\$	95,611.39	\$	249,755.37
Seminario Evangélico de Puerto Rico, Inc.	\$3,200,865.27	\$	526,387.26	\$	2,674,478.01
Senda de Renovación y Restauración, Inc.	\$0.00	\$		\$	-
Servicio de Agua Comunidad Reventon, Inc.	\$27,267.50	\$	27,267.50	\$	-

Servicios de Salud Episcopales, Inc.	\$4,700,367.36	\$	1,171,239.09	\$	3,529,128.27
Silo Misión Cristiana, Inc.	\$168,554.63	\$	160,608.39	\$	7,946.24
Sistema Agua Potable Barrio Hatillo, Corp.	\$33,985.76	\$	33,985.76	\$	-
Sistema de Agua Comunitario Anón Carmelita, Inc.	\$118,853.86	\$	116,507.65	\$	2,346.21
Sistema de Agua Potable Barrio Jacaboa Sector Higuero, Inc.	\$57,960.20	\$	57,960.20	\$	-
Sistema Piñas II, Inc.	\$56,968.54	\$	23,384.00	\$	33,584.54
Soc Española Auxilio Mutuo y Beneficiencia de PR	\$51,755,096.24	\$	2,734,638.79	\$	49,020,457.45
Sociedad de Educación y Rehabilitación de PR, Inc.	\$1,271,009.06	\$	412,946.61	\$	858,062.45
Sociedad Pro Hospital del Niño, Inc.	\$222,299.15	\$	210,084.75	\$	12,214.40
Solid Waste Authority	\$29,712,147.67	\$	5,477,833.66	\$	24,234,314.01
South Western Education Society, Inc. DBA	\$2,182,453.63	\$	569,010.57	\$	1,613,443.06
Special Investigations Bureau	\$28,009.70	\$	28,009.70	\$	-
State Elections Commission	\$94,152.96	\$	91,327.15	\$	2,825.81
State Historic Preservation Office	\$25,873,413.49	\$	10,964,788.88	\$	14,908,624.61
State Insurance Corporacion Funds	\$11,515,955.79	\$	2,883,542.34	\$	8,632,413.45
Super Héroes 5K, Inc.	\$33,139.60	\$	31,423.93	\$	1,715.67
Tasis Dorado Educational Foundation, Inc.	\$777,616.58	\$	248,647.17	\$	528,969.41
Teachers Retirement System	\$261,823.63	\$	249,200.43	\$	12,623.20
The Baldwin School of PR, Inc.	\$966,443.49	\$	943,393.59	\$	23,049.90
The Conservation Trust of Puerto Rico	\$11,726,607.92	\$	2,003,972.46	\$	9,722,635.46
The Correctional Health Program	\$1,054,229.62	\$	1,052,518.92	\$	1,710.70
The Luis A. Ferré Foundation, Inc.	\$3,912,628.34	\$	1,774,388.68	\$	2,138,239.66
The Palmas Academy, Inc.	\$1,294,248.27	\$	222,947.44	\$	1,071,300.83
Toa Alta	\$33,117,675.09	\$	14,652,401.11	\$	18,465,273.98
Toa Baja	\$49,454,206.26	\$	8,519,260.66	\$	40,934,945.60
Trade and Exports Company	\$7,466,632.53	\$	258,876.90	\$	7,207,755.63
Transit Security Commission	\$0.00			\$	-
Trujillo Alto	\$35,955,660.36	\$	11,700,525.39	\$	24,255,134.97
Universidad Adventista de las Antillas, Inc.	\$13,283,416.64	\$	3,536,829.90	\$	9,746,586.74
Universidad Central de Bayamón, Inc.	\$11,799,865.66	\$	3,643,708.59	\$	8,156,157.07
Universidad Central del Caribe, Inc.	\$6,912,463.39	\$	787,952.17	\$	6,124,511.22
Universidad del Sagrado Corazón, Inc.	\$10,684,336.62	\$	1,289,211.64	\$	9,395,124.98
Universidad Interamericana de Puerto Rico, Inc.	\$13,098,210.06	\$	7,358,145.53	\$	5,740,064.53
Universidad Pentecostal Mizpa, Inc.	\$2,318,494.12	\$	781,295.94	\$	1,537,198.18
Universidad Politécnica de PR, Inc.	\$9,703,487.34	\$	1,669,474.99	\$	8,034,012.35
University of Puerto Rico	\$1,104,173,536.61	\$	105,588,937.81	\$	998,584,598.80
University of Puerto Rico Cancer Comprehensive Center	\$5,540,545.55	\$	3,487,598.49	\$	2,052,947.06
Usuarios Pozos Profundo, Inc.	\$22,489.71	\$	22,489.71	\$	-
Utado	\$325,033,389.79	\$	56,514,887.44	\$	268,518,502.35
Vacas III, Inc.	\$3,620.70	\$	3,620.70	\$	-
Vega Alta	\$9,592,819.45	\$	6,911,213.32	\$	2,681,606.13
Vega Baja	\$48,298,645.29	\$	17,929,003.53	\$	30,369,641.76

Veterans Advocate Office	\$905,761.28	\$	119,545.77	\$	786,215.51
Vieques	\$66,907,925.30	\$	51,699,749.40	\$	15,208,175.90
Villalba	\$53,327,165.92	\$	27,262,229.27	\$	26,064,936.65
Villalba Housing For The Elderly	\$42,923.88	\$	42,923.88	\$	-
Vocational Rehabilitation Administration	\$248,784.37	\$	235,903.12	\$	12,881.25
VOCES: Coalición de Vacunación de PR, Inc.	\$62,594.25	\$	62,594.25	\$	-
Washburn School, Inc.	\$2,006,803.90	\$	151,548.84	\$	1,855,255.06
Waves Ahead Corp	\$35,782.58	\$	35,782.58	\$	-
Yabucoa	\$319,760,178.79	\$	72,962,512.78	\$	246,797,666.01
Yauco	\$221,736,143.56	\$	31,065,935.82	\$	190,670,207.74
YMCA de San Juan, Inc.	\$2,861,644.58	\$	977,887.38	\$	1,883,757.20
YWCA OF PUERTO RICO	\$2,018,027.41	\$	645,687.56	\$	1,372,339.85
<b>Grand Total</b>	<b>\$36,352,895,989.36</b>	<b>\$</b>	<b>10,556,337,048.22</b>	<b>\$</b>	<b>25,796,558,941.14</b>



Approved funds, disbursed and balance - Hazard Mitigation Program  
As of 04/21/2025

Program		HMGP		
Row Labels	Sum of Federal Obligated Amount	Sum of Total Disbursed Amount	Sum of Amount Remaining to Disburse	
ABC Infantil, Inc.	\$12,012.00		\$12,012.00	
Adjuntas	\$428,400.00		\$428,400.00	
Aguada	\$770,775.96		\$770,775.96	
Aguadilla	\$832,125.00	\$ 62,500.00	\$769,625.00	
Aguas Buenas	\$797,743.08		\$854,885.77	
Aibonito	\$991,084.50	\$ 99,600.00	\$891,484.50	
Añasco	\$1,017,450.00		\$1,017,450.00	
Arecibo	\$2,921,322.50	\$ 703,935.63	\$2,217,386.87	
Arroyo	\$1,309,448.21	\$ 307,904.68	\$1,001,543.53	
Ashford Presbyterian Community Hospital, Inc.	\$2,010,951.90		\$2,010,951.90	
Asociación Católica de Scouters de la Tropa 55, Inc.	\$70,678.08		\$70,678.08	
Barceloneta	\$1,431,766.22	\$ 21,650.00	\$1,410,116.22	
Barranquitas	\$503,513.75	\$ 9,930.31	\$493,583.44	
Bayamón	\$2,283,689.49		\$2,283,689.49	
Bella Vista Hospital, Inc.	\$5,084,086.09		\$5,084,086.09	
Cabo Rojo	\$1,053,196.50		\$1,053,196.50	
Caguas	\$1,176,185.00		\$1,176,185.00	
Camuy	\$621,732.58		\$621,732.58	
Caño Martín Peña ENLACE Project Corporation	\$3,799,413.45	\$ 454,050.00	\$3,345,363.45	
Canóvanas	\$749,248.02	\$ 101,875.00	\$647,373.02	
Carolina	\$23,682,276.87	\$ 6,485,627.54	\$17,196,649.33	
Casa Barranquitas, Inc.	\$686,509.00		\$686,509.00	
Cataño	\$602,607.60		\$602,607.60	
Ceiba	\$117,818.34		\$117,818.34	
Centro Margarita, Inc.	\$505,341.15		\$505,341.15	
Centro para Puerto Rico (CPPR) and/or Fundación Sila María Calderón	\$866,811.59	\$ 220,812.47	\$645,999.12	
Centros Sor Isolina Ferré, Inc.	\$846,643.52	\$ 559,502.53	\$287,140.99	



Ciales	\$167,134.80		\$167,134.80
Cidra	\$1,422,561.00		\$1,422,561.00
Coamo	\$709,046.00	\$ 85,092.50	\$623,953.50
Colegio Católico Notre Dame, Corp.	\$947,866.50		\$947,866.50
Colegio de Ingenieros y Agrimensores de Puerto Rico	\$123,005.00	\$ 117,165.00	\$5,840.00
Comerio	\$398,405.70		\$398,405.70
Commonwealth of Puerto Rico	\$5,496,068.56		\$5,496,068.56
Consejo Renal De Puerto Rico, Inc.	\$872,361.50		\$872,361.50
Corporación de Servicios de Salud Primaria y Desarrollo Socioeconómico El Otoao	\$99,114.75		\$99,114.75
Corporación para el Desarrollo Económico de Trujillo Alto	\$2,469,652.17	\$ 590,059.55	\$1,879,592.62
Corporation for the Conservation of the San Juan Bay Estuary	\$834,750.00		\$834,750.00
Culebra	\$134,723.92		\$134,723.92
Department of Natural and Environmental Resources	\$9,403,731.96	\$ 2,265,671.81	\$7,138,060.15
Department of Public Safety	\$30,875,705.00	\$ 4,718,926.25	\$26,156,778.75
Dorado	\$1,060,684.70		\$1,060,684.70
ECOEXPLORATORIO, INC	\$4,341,063.60	\$ 2,139,828.53	\$2,201,235.07
Égida Ryder, Inc.	\$63,099.85		\$63,099.85
Fajardo	\$1,119,381.00		\$1,119,381.00
Florida	\$350,700.00		\$350,700.00
Forensic Sciences Institute	\$283,500.00		\$283,500.00
Fundación Comunitaria de Puerto Rico	\$21,597,012.00	\$ 1,919,970.59	\$19,677,041.41
Fundación Damas, Inc.	\$445,001.50		\$445,001.50
Guayama	\$1,665,702.00		\$1,665,702.00
Guayanilla	\$699,905.23	\$ 123,622.82	\$576,282.41
Guaynabo	\$356,211.92		\$356,211.92
Gurabo	\$1,731,900.13		\$1,731,900.13
Hatillo	\$1,250.00		\$1,250.00
Hermanitas de los Ancianos Desamparados Hogar San Jose de Hormigueros, Inc.	\$293,685.35		\$293,685.35
Hogar Aurora, Inc.- MGH	\$314,513.85		\$314,513.85
Hormigueros	\$301,923.00		\$301,923.00
Hospital General de Castañer, Inc.	\$1,909,450.00		\$1,909,450.00
Hospital Menonita Caguas, Inc.	\$124,845.00	\$ 75,827.15	\$49,017.85
ICAR Arquidiócesis de San Juan	\$500,000.00		\$500,000.00
ICAR DBA Academia Nuestra Señora de la Providencia, Inc.	\$25,000.00		\$25,000.00
ICAR Diócesis de Arecibo	\$8,175,946.86		\$8,175,946.86
ICAR Diócesis de Caguas	\$1,514,039.35		\$1,514,039.35
Isabela	\$471,804.90		\$471,804.90
Isla Nena Composta Inc.	\$173,460.00	\$ 127,861.01	\$45,598.99
Jayuya	\$279,625.84		\$279,625.84
Juana Díaz	\$226,695.00		\$226,695.00
Juncos	\$172,200.00		\$172,200.00
La Perla de Gran Precio, Inc.	\$75,000.00		\$75,000.00

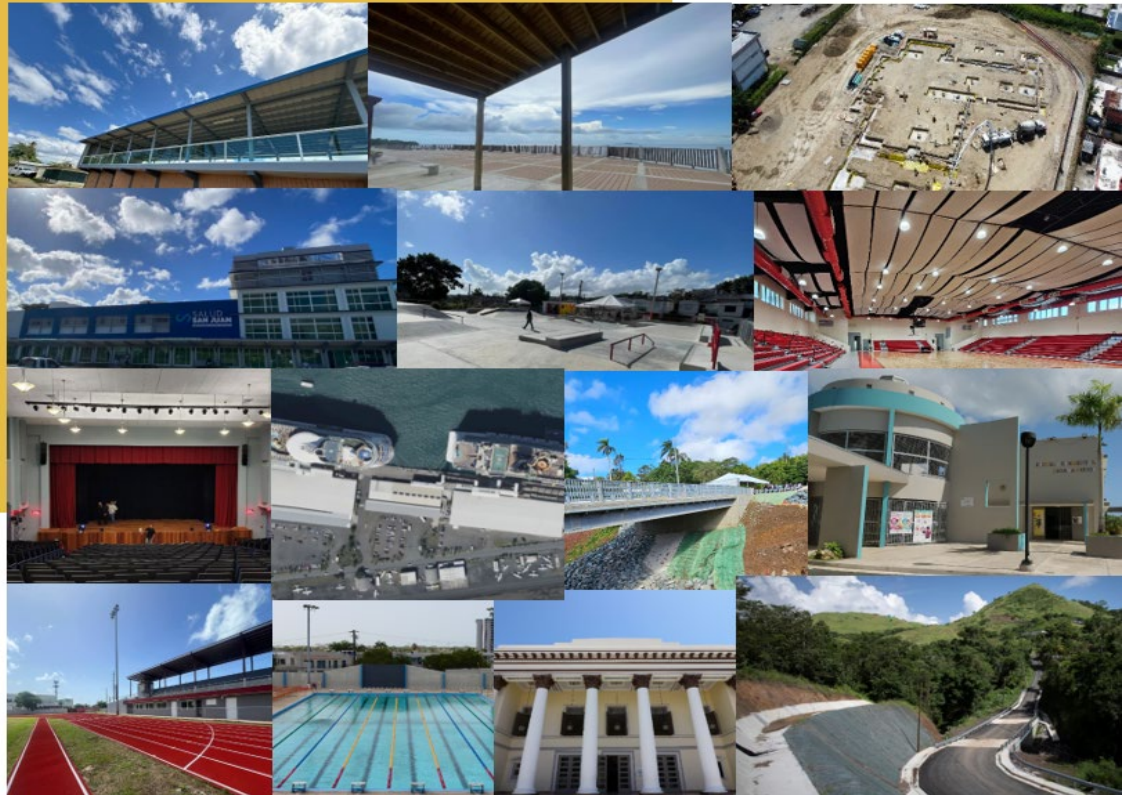
Lajas	\$309,065.29		\$309,065.29
Las Marías	\$496,702.32		\$496,702.32
Loíza	\$1,208,235.00		\$1,208,235.00
Luquillo	\$201,535.00		\$201,535.00
Manatí	\$2,577,750.00	\$ 613,750.00	\$1,964,000.00
Maricao	\$538,487.25		\$538,487.25
Maunabo	\$348,915.00		\$348,915.00
Mayagüez	\$2,156,026.76		\$2,709,184.48
Med Centro, Inc.	\$1,215,815.74		\$1,621,087.65
Mennonite General Hospital, Inc.	\$3,548,620.80	\$ 272,786.70	\$3,275,834.10
Mental Health and Anti-Addiction Services Adm	\$491,665.42		\$491,665.42
Moca	\$677,079.38	\$ 127,020.93	\$550,058.45
Naguabo	\$714,110.11		\$714,110.11
Naranjito	\$315,000.00		\$315,000.00
Office of the Governor of PR	\$546,256.49		\$546,256.49
One Stop Career Center of PR, Inc.	\$837,223.80		\$837,223.80
Orocovis	\$2,262,344.89		\$2,262,344.89
Patillas	\$737,035.53	\$ 175,484.65	\$561,550.88
Penuelas	\$287,000.00		\$287,000.00
Permits Management Office	\$5,500,000.00		\$5,500,000.00
Ponce	\$78,981.40		\$78,981.40
Ponce Port Authority	\$1,251,458.25		\$1,251,458.25
Ponce YMCA	\$309,428.00	\$ 75,000.00	\$234,428.00
PR PLANNING BOARD	\$85,013,346.00	\$ 31,817,550.29	\$118,174,214.71
Programa de Educación Comunal de Entrega y Servicio, Inc.	\$344,174.25		\$344,174.25
Public Building Authority	\$38,796,847.65	\$ 7,485,715.59	\$31,311,132.06
Puerto Rico Aqueduct and Sewer Authority	\$43,474,911.89	\$ 10,793,320.97	\$32,681,590.92
Puerto Rico Convention Center District Authority	\$545,181.00		\$545,181.00
Puerto Rico Department of Education	\$52,993,151.40		\$52,993,151.40
Puerto Rico Department of Family	\$364,062.50		\$364,062.50
Puerto Rico Electric Power Authority	\$132,549,252.09	\$ 37,550,694.50	\$94,998,557.59
Puerto Rico Industrial Development Company	\$265,421.24		\$348,365.38
Puerto Rico National Guard	\$2,352,687.50		\$2,352,687.50
Puerto Rico Port Authority	\$6,678,884.28	\$ 1,887,993.33	\$4,790,890.95
Puerto Rico State Emergency Management Agency	\$3,418,785.25		\$3,418,785.25
Ryder Assisted Care II, Inc.	\$15,281.00	\$ 14,554.00	\$6,586.98
Ryder Home for the Elderly, Inc.	\$337,750.00	\$ 179,448.00	\$158,302.00
Ryder Memorial Hospital, Inc.	\$3,752,515.45	\$ 16,950.00	\$3,735,565.45
Ryder Village II, Inc. DBA Colinas de Ryder	\$33,945.00	\$ 29,404.82	\$4,540.18
Sabana Grande	\$223,599.42		\$223,599.42
Salinas	\$1,356,300.00	\$ 263,250.00	\$1,093,050.00
San Germán	\$666,567.80		\$666,567.80

San Juan	\$3,308,657.80		\$3,308,657.80
San Lorenzo	\$219,822.75	\$ 54,803.00	\$165,019.75
San Sebastián	\$326,224.72		\$326,224.72
Santa Isabel	\$266,700.00		\$266,700.00
Sistema de Salud Episcopal San Lucas	\$66,150.00		\$66,150.00
Soc Española Auxilio Mutuo y Beneficiencia de PR	\$1,044,297.61	\$ 756,915.28	\$287,382.33
Sociedad de Educación y Rehabilitación de PR, Inc.	\$714,732.15	\$ 115,986.75	\$598,745.40
Toa Alta	\$410,280.63		\$410,280.63
Trujillo Alto	\$395,374.61		\$395,374.61
Universidad Central de Bayamón, Inc.	\$1,418,362.27	\$ 337,761.74	\$1,080,600.53
Universidad Central del Caribe, Inc.	\$0.00		\$0.00
Universidad del Sagrado Corazón, Inc.	\$253,441.35	\$ 198,654.40	\$54,786.95
Universidad Politécnica de PR, Inc.	\$1,181,556.69		\$1,181,556.69
University of Puerto Rico	\$4,647,663.30	\$ 1,270,878.14	\$3,376,785.16
Utado	\$104,378.39		\$104,378.39
Vega Alta	\$626,626.49		\$626,626.49
Vega Baja	\$527,434.95		\$527,434.95
Villalba	\$223,650.00		\$223,650.00
Yabucoa	\$379,349.86	\$ 192,123.10	\$187,226.76
Yauco	\$766,317.30		\$766,317.30
<b>Grand Total</b>	<b>\$574,072,979.36</b>	<b>\$ 115,421,459.56</b>	<b>\$524,734,315.24</b>

Approved funds, disbursed and balance - Both Programs by Grant  
As of 04/21/2025

Grant		Federal Share		Disbursed		Balance
4339	\$	34,315,466,472.36	\$	9,524,769,201.27	\$	24,855,675,690.09
4473	\$	988,096,920.60	\$	450,930,024.12	\$	537,172,756.46
4493	\$	183,177,977.12	\$	144,135,071.24	\$	39,100,048.57
4560	\$	42,000.00			\$	42,000.00
4671	\$	1,402,456,269.92	\$	542,219,523.57	\$	861,278,120.12
4805	\$	37,729,328.72	\$	9,704,687.58	\$	28,024,641.14
<b>Grand Total</b>	<b>\$</b>	<b>36,926,968,968.72</b>	<b>\$</b>	<b>10,671,758,507.78</b>	<b>\$</b>	<b>26,321,293,256.38</b>





# Central Office for Recovery, Reconstruction and Resiliency

## STRATEGIC PLAN 2025–2028

PUERTO RICO FISCAL AGENCY  
AND FINANCIAL ADVISORY AUTHORITY

**AAFAF**

GOVERNMENT OF PUERTO RICO



PUERTO RICO  
PUBLIC-PRIVATE  
PARTNERSHIPS  
AUTHORITY

GOVERNMENT OF PUERTO RICO



CENTRAL OFFICE FOR RECOVERY,  
RECONSTRUCTION AND RESILIENCY

**COR3**

GOVERNMENT OF PUERTO RICO



# LETTER FROM THE EXECUTIVE DIRECTOR AND GOVERNOR'S AUTHORIZED REPRESENTATIVE

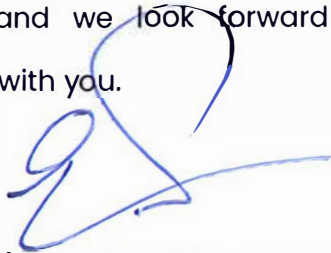
As the Executive Director of the Government of Puerto Rico's Central Office for Recovery, Reconstruction, and Resiliency (COR3) and the Governor's Authorized Representative (GAR), I am proud to present COR3's Strategic Plan for 2025–2028. This document affirms our commitment to the effective reconstruction and long-term resiliency of Puerto Rico and reflects the public policy priorities of Governor Jenniffer González, which focus on strengthening and modernizing our infrastructure in a way that maximizes the use of Federal funds and prioritizes resilience.

COR3 plays the central role in leading and coordinating disaster recovery and mitigation efforts following significant events like the 2017 and 2022 hurricanes, the 2020 earthquakes, the COVID-19 pandemic, and other Federally declared disasters. As part of Puerto Rico's Public-Private Partnership Authority, we are responsible for ensuring technical assistance to Subrecipients, including State Entities, Municipalities, and private non-profits, while maintaining compliance with applicable laws and regulations.

To guide our work, the Strategic Plan is built around eight key goals which serve as a practical framework for moving forward with the transformation of our infrastructure and communities. They reflect the urgency with which we must address the needs of our citizens while ensuring that all stakeholders, both public and private, remain aligned with our vision for Puerto Rico's recovery. Each goal is designed to build a foundation for long-term resiliency and development in a rapidly changing world.

COR3 remains committed to the responsible and effective management of the funds and resources entrusted to us. Through collaboration, accountability, and innovation, we will continue strengthening our recovery efforts to rebuild Puerto Rico stronger, safer, and more resilient than before.

We are deeply grateful for the continued partnership and support of all our stakeholders as we work together to meet these critical challenges. Puerto Rico's recovery is a collective responsibility, and we look forward to continuing this journey of rebuilding and transformation with you.



**Eduardo Soria Rivera, Esq. CPA**

Executive Director

Governor's Authorized Representative

# ABOUT COR3

The Central Office for Recovery, Reconstruction, and Resiliency (COR3 or "the Office") was established on October 3, 2017, as part of the Puerto Rico Public-Private Partnerships Authority (AAPP) under Executive Order OE-2017-65, later amended by Executive Orders OE-2017-69 (November 10, 2017) and OE-2020-14 (January 31, 2020). Its mission is to lead and coordinate Puerto Rico's disaster recovery and reconstruction efforts.

## Mission and Vision

COR3's mission aims to effectively manage Puerto Rico's disaster recovery and reconstruction projects by ensuring optimal management of resources, promoting community resilience, and empowering Subrecipients in achieving their recovery goals. This can be achieved by formulating, implementing, and promoting transformative initiatives and results-oriented programs, mainly through FEMA's Public Assistance and Hazard Mitigation Grant Programs, while ensuring compliance with Federal, State, and local laws, regulations, policies, procedures, and guidelines.



# INTRODUCTION

COR3's Strategic Plan outlines a comprehensive framework for driving the recovery and reconstruction efforts in Puerto Rico, with a focus on ensuring that resources are effectively managed, projects are efficiently executed, and communities are empowered throughout the process. This plan is centered around eight key strategic goals that directly align with Federal and local priorities and address both the immediate and long-term needs of disaster recovery. By streamlining operations, enhancing financial oversight, and fostering strong collaboration, COR3 aims to create a transparent, and accountable recovery process that maximizes the impact of every dollar spent.

The first set of goals emphasize strengthening financial oversight and optimizing the grant management process to ensure that recovery funding is both reliable and responsive. By improving efficiency, reducing errors, and implementing a risk-based financial oversight system, COR3 will be able to address potential funding challenges proactively. Similarly, goals focused on project formulation and execution aim to accelerate timelines, streamline procedures, and enhance coordination between key agencies like FEMA, ensuring that recovery projects are launched and executed smoothly.

Further, this plan prioritizes building capacity and providing holistic support to Subrecipients, empowering them to succeed in project execution through continuous learning and mentoring, as well as the deployment of regional teams to offer real-time support. Goals focused on data-driven project management, leveraging additional funding sources, and fostering public-private partnerships for job creation are designed to enhance both recovery efforts and local economic growth. The plan also strengthens COR3's internal processes through leadership development, succession planning, and customer service training to improve service delivery.

Lastly, the goal of promoting transparency and trust through open data ensures that recovery efforts remain accessible, and community-driven. Together, these strategic goals outline a robust approach to achieving a resilient and effective recovery for Puerto Rico.



# GOALS AND OBJECTIVES

## Goal 1: Ensure Consistent and Reliable Recovery Funding

- 1.1** Streamline and Automate Grant Management Processes to Improve Efficiency, Reduce Delays and Minimize Errors
- 1.2** Implement Risk-Based Financial Oversight to Proactively Address Potential Funding Issues



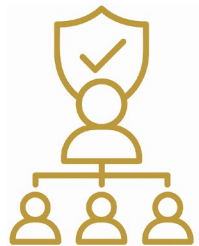
## Goal 2: Optimize Project Formulation and Execution

- 2.1** Revise Internal Procedures to Accelerate Project Execution, Scoping, and Obligation Timelines
- 2.2** Strengthen Interagency Coordination with FEMA and Other Partners Through Formalized Communication Protocols



## Goal 3: Empower Subrecipients Through Holistic Support

- 3.1** Instill a Performance-Driven Project Management Culture Through Continuous Learning and Mentoring
- 3.2** Deploy Regional Liaison Teams to Provide Real-Time Support and Feedback Loops



## Goal 4: Expedite Project Completion and Closeout

- 4.1** Embed Closeout Planning into Project Initiation and Throughout Each Execution Phase
- 4.2** Utilize Data Analytics to Track Closeout Performance and Flag Potential Risks



## **Goal 5: Leverage Complementary Sources of Funding**

- 5.1** Develop a Comprehensive Funding Map to Identify Additional Funding for Recovery Efforts
- 5.2** Establish a Multi-Agency Governance Model to Streamline Fund Management and Reporting Across Stakeholders



## **Goal 6: Invest in Workforce Readiness and Local Capacity for Long-Term Recovery**

- 6.1** Expand Technical Training to Ensure Staff and Subrecipients Meet Federal Expectations for Performance and Accountability
- 6.2** Foster Public-Private Partnerships to Boost Job Creations and Strengthen Local Implementation Capacity



## **Goal 7: Ensure Organizational Excellence**

- 7.1** Strengthen Internal Controls and Launch Leadership and Succession Planning Initiatives to Retain Institutional Knowledge and Continuity
- 7.2** Reinforce Customer Service Training and Develop an Improvement Program with Feedback from Staff, Partners and Stakeholders



## **Goal 8: Promote Transparency and Trust Through Open Data**

- 8.1** Enhance Digital Platforms to Visualize Project Data, Timelines and Outcomes for Public Engagement
- 8.2** Incorporate Metrics and Community Input into Project Prioritization and Evaluation





# STRATEGIC GOAL 1

## Ensure Consistent and Reliable Recovery Funding

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Ensuring project liquidity is a core goal of COR3, focused on maintaining a consistent and uninterrupted flow of funds. This objective aims to provide a steady stream of financial resources at critical stages to provide continuous support for active projects. By securing a reliable disbursement process, we aim to enhance project liquidity, facilitate smooth execution and make sure that resources are always available. This approach not only protects against financial challenges but also increases the efficiency and momentum of reconstruction efforts, preventing delays due to funding shortfalls. Through this method, COR3 seeks to establish a stable financial and compliance framework that provides Subrecipients with the liquidity they need to operate efficiently and successfully complete their projects.



## **Objective 1.1**

# **Streamline and Automate Grant Management Processes to Improve Efficiency, Reduce Delays and Minimize Errors**

To accelerate the recovery process and maximize the impact of grant funds, COR3 is committed to transforming its grant management process into a more integrated, automated, and transparent framework. By adopting cutting-edge digital tools and streamlining workflows, COR3 aims to eliminate operational bottlenecks, minimize errors, and improve data accuracy, ultimately ensuring that recovery funds are delivered quickly, tracked consistently, and used effectively. A primary step in streamlining grant management is the integration of key systems involved in financial management, reporting, procurement, and compliance monitoring. COR3 will aims to have an integrated platform where all related data (e.g., applications, payments, reports, audit results) flow seamlessly from one system to the next. This means that once data is entered into one part of the system, it automatically updates other systems without the need for manual entry. Integration will help eliminate errors caused by duplicate data entry, improve real-time decision-making, and make it easier for both internal staff and Subrecipients to track and manage grants.

## **Strategies**

- **Modernize the grant management lifecycle**

To effectively streamline and automate COR3's grant operations, the first step is to undertake a comprehensive process mapping and gap analysis. This involves reviewing the entire grant lifecycle, from initial application through to project closeout, to pinpoint inefficiencies, pain points, manual tasks, and compliance vulnerabilities that currently hinder performance. By engaging both internal staff and Subrecipients in this review, we

can uncover the root causes of funding delays, approval backlogs, data inconsistencies, and missed regulatory deadlines that affect effective disbursement.

- **Standardize operations and building user capacity**

Comprehensive Subrecipient training is key to achieving the primary goal of maintaining a continuous and steady flow of funds to secure recovery project liquidity. By providing in-depth knowledge of regulatory requirements, this training ensures Subrecipients are equipped to effectively navigate the disbursement process. A well-informed Subrecipient is better able to comply with regulatory guidelines, streamline administrative tasks, and adhere to financial protocols. This ultimately supports the creation of a reliable fund disbursement framework, promoting sustained recovery project operations. COR3 will prioritize the development and institutionalization of Standard Operating Procedures (SOPs) that will serve as the foundational blueprint for grant administration—detailing clear, step-by-step instructions for each phase of the process. By standardizing procedures across divisions and user roles, COR3 will reduce operational inconsistencies, improve compliance with Federal and State guidelines, and increase transparency for both internal and external stakeholders. To promote accessibility, the finalized SOPs will be hosted in the Transparency Portal. In parallel with SOP deployment, COR3 will implement a robust training and support program to equip Subrecipients with the knowledge necessary to effectively submit payment requests.

**Objective 1.2**

**Implement Risk-Based Financial Oversight to Proactively Address Potential Funding Issues**

In the complex environment of disaster recovery, effective financial oversight is not just a regulatory obligation, it is a strategic imperative. The scale and urgency of recovery funding often place tremendous pressure on both the Pass-Through Entity and its Subrecipients, increasing the potential for errors, mismanagement, and noncompliance. This objective

seeks to transition the agency toward a risk-based oversight model, a proactive, data-informed approach that allocates monitoring and compliance resources in proportion to the level of financial and operational risk presented by each Subrecipient or project. Instead of applying uniform oversight across the board, this model allows COR3 to concentrate its attention, expertise, and support where it is most needed, namely, on high-risk projects or entities that have a greater likelihood of compliance challenges or funding misuse.

## Strategies

- **Establish a risk-based oversight framework**

To strengthen financial oversight and minimize the risk of funding misuse, COR3 will implement a structured, data-driven framework for assessing and managing financial risk among Subrecipients. By enhancing our risk assessment matrix that evaluates factors such as grant size, compliance history, audit findings, and internal capacity, Subrecipients categorized into High, Medium, or Low risk tiers will be subject to oversight activities that will be tailored accordingly, ranging from frequent reviews and site visits for high-risk entities to lighter touch audits for low-risk partners. Risk ratings will be reviewed and updated annually to reflect performance changes, ensuring a dynamic and responsive system. This approach enables the agency to focus resources where they're most needed, reduce unnecessary burdens, and proactively safeguard the integrity of disaster recovery funds.

- **Operationalize oversight and subrecipient support**

To bring risk-based financial oversight into daily practice, COR3 will implement a set of tools, dedicated teams, and structured support systems designed to enhance monitoring and provide direct assistance to Subrecipients, especially those identified as high risk. This includes tracking key indicators such as report submissions, audit flags, and budget discrepancies, while issuing automated alerts for anomalies or missed deadlines. In tandem, the Compliance Division will conduct site visits, manage compliance cases, and escalate unresolved issues. High-risk subrecipients will also benefit from personalized

support through Corrective Action Plans (CAPs), developed in partnership with COR3 specialists.



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## STRATEGIC GOAL 2

### Optimize Project Formulation and Execution

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Timely project formulation and execution are critical to advancing recovery efforts and ensuring that infrastructure and community resilience initiatives are implemented without unnecessary delays. COR3 is committed to accelerating the pace of project scoping, development, and obligation to maximize the effectiveness of Federal disaster recovery programs. By refining internal processes and enhancing coordination with key partners such as FEMA, COR3 aims to eliminate bottlenecks, align priorities, and maintain forward momentum across all phases of project delivery. This goal reflects COR3's focus on results-driven recovery, moving from planning to execution efficiently, while maintaining high standards for compliance and accountability. Through this initiative, COR3 will ensure that projects are not only launched faster but are also more likely to succeed in delivering long-term benefits to communities.

## Objective 2.1

# Revise Internal Procedures to Accelerate Project Execution, Scoping and Obligation Timelines

To accelerate recovery efforts and ensure the timely disbursement of funds, COR3 will conduct a comprehensive review of its internal workflows, identifying and eliminating inefficiencies that currently slow down project formulation, review, and obligation processes. This review will focus on speeding up the project cycle without sacrificing quality, compliance, or due diligence. The goal is to create a streamlined, transparent, and flexible process that allows for the rapid initiation of recovery projects and the efficient allocation of funds to meet urgent needs while maintaining rigorous oversight.

## Strategies

- **Streamlining project scoping and review processes**

To enhance the efficiency and speed of project initiation, COR3 will streamline the project scoping and review processes, focusing on reducing delays and minimizing unnecessary back-and-forth communication between Subrecipients and internal teams. These key procedures, such as environmental reviews, cost estimating, and eligibility verification, are traditionally time-consuming and prone to bottlenecks. COR3 will overhaul these processes by introducing standardized templates, clear guidance documents, and integrated review procedures to accelerate project initiation while ensuring compliance with Federal, State, and local requirements.

- **Strengthening internal review capacity**

To accelerate the pace of project development, COR3 will provide specialized training and support to staff in high-impact areas such as technical review, policy analysis, and project management. COR3 will also adopt workflow automation tools that reduce manual intervention and support real-time tracking of project milestones and required



documentation. By removing procedural bottlenecks, COR3 can reduce time-to-obligation and move recovery funding into communities faster.

## **Objective 2.2**

### **Strengthen Inter-Agency Coordination with FEMA and Other Partners Through Formalized Communication Protocols**

Effective disaster recovery requires close collaboration among multiple agencies and stakeholders, each with its own responsibilities, priorities, and timelines. COR3, as the key coordinating agency for Puerto Rico's recovery efforts, must ensure that its communication and coordination with FEMA, other Federal agencies, State and Municipal partners, and private non-profit organizations (PNPs) is seamless and effective. To facilitate this, COR3 will implement a structured set of communication protocols that define roles, streamline information flow, and reduce potential delays in the recovery process. By standardizing communication practices and implementing clearly defined escalation procedures, COR3 aims to minimize miscommunication and enhance operational efficiencies; ensure accountability and clear responsibility assignments; and create faster decision-making pathways and ensure timely response.

## **Strategies**

- **Establish regular coordination frameworks and develop joint operating procedures and escalation channels**

COR3 will institutionalize recurring coordination meetings with FEMA counterparts, aligned to project lifecycle stages (formulation, review, and obligation). These meetings will facilitate early issue resolution, promote shared understanding of evolving Federal requirements, and align project priorities. Likewise, to prevent miscommunication and duplicative efforts, COR3 will work with stakeholders to develop joint operating procedures

(JOPs) that document roles, responsibilities, and decision-making authority. Additionally, formal escalation channels will be established to ensure that issues blocking project advancement are addressed promptly and at the appropriate level.

- **Use technology to enhance transparency and tracking**

To support accountability, COR3 will enhance its project tracking systems to include coordination updates and decision logs that are accessible to relevant agency partners. This will help minimize information silos, reduce duplication of efforts, and build mutual trust between collaborating agencies.



## **STRATEGIC GOAL 3**

### **Empower Subrecipients Through Holistic Support**

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A successful and efficient disaster recovery effort depends on the strength and capability of its Subrecipients. Recognizing the critical role they play in the execution of Federally funded recovery programs, COR3 is committed to empowering Subrecipients through proactive, hands-on support. This strategic goal focuses on building a culture of accountability, resilience, and continuous learning, enabling Subrecipients to navigate complex program requirements while successfully delivering high-impact recovery projects. Through tailored technical assistance, field-based coaching, and performance management tools, COR3 aims to foster long-term capacity that extends beyond compliance to excellence in delivery. This comprehensive support model will ensure that all Subrecipients, regardless of their size or experience, are equipped to meet expectations and contribute meaningfully to Puerto Rico's recovery.

### Objective 3.1

## Instill a Performance-Driven Project Management Culture Through Continuous Learning and Training

To strengthen project execution and ensure long-term recovery capacity, COR3 recognizes the importance of cultivating a performance-driven culture across its Subrecipient base. A high-performance culture isn't just about completing projects on time and within budget, it's about fostering a mindset of accountability, collaboration, and continuous improvement. By empowering Subrecipients with the right skills, tools, and knowledge, COR3 aims to enhance their project management capabilities, ensuring that projects are executed effectively and deliver meaningful results for communities. This investment in learning and training will also help Subrecipients manage challenges, mitigate risks, and respond to changing circumstances with agility.

### Strategies

- **Deliver customized training and learning modules**

COR3 will roll out a series of capacity-building programs tailored to the needs of different Subrecipient profiles—from Municipalities with limited resources to larger agencies managing multiple projects. These modules will cover key project management competencies, including scope control, budget tracking, milestone planning, and performance reporting. Additionally, COR3 will deploy experienced project managers with newer or struggling Subrecipients. These peer learning forums will encourage the sharing of best practices, tools, and lessons learned from successful project implementation across the island.

- **Integrate performance metrics and recognition programs**

To reinforce accountability, COR3 will establish performance dashboards for Subrecipients to track progress against key indicators. High-performing entities will be recognized through incentive programs, helping to reinforce a culture that values results, innovation, and accountability.

## Objective 3.2

# Deploy Regional Liaison Teams to Provide Support and Feedback Loops

To ensure the efficient and timely completion of recovery projects across Puerto Rico, COR3 will establish Regional Liaison Teams strategically placed in key locations across the island. These teams will serve as dedicated points of contact between COR3 and Subrecipients, ensuring that each project receives personalized, real-time support and that potential issues are flagged and addressed quickly. By embedding these teams in regional hubs, COR3 will ensure that Subrecipients have direct access to the guidance, resources, and expertise they need to keep projects on track. These liaison teams will be composed of professionals with deep knowledge of both the recovery process and the specific needs of the local communities they serve. They will provide localized support tailored to the unique challenges and opportunities of each region, thereby improving the overall effectiveness of the recovery effort.

## Strategies

- **Establish local points of contact for every region**

These Liaison Teams will act as frontline support, helping Subrecipients navigate administrative processes, clarify compliance requirements, and troubleshoot issues that arise during implementation. By being physically accessible, these teams will reduce response times and eliminate communication barriers. Liaisons will also serve as critical conduits for feedback from the field, identifying recurring challenges, policy gaps, and training needs. This information will be shared with COR3 leadership and program staff to inform ongoing improvements to processes, resources, and system design.

- **Facilitate on-site support and capacity-building workshops**

Regional teams will host regular workshops, project review meetings, and on-site coaching sessions that allow for real-time problem-solving and peer-to-peer learning. These

localized efforts will strengthen relationships, reduce compliance risks, and help ensure the smooth execution of recovery projects at the community level.







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## **STRATEGIC GOAL 4**

### **Expedite Project Completion and Closeout**

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Timely project completion and closeout are essential to demonstrating progress, ensuring regulatory compliance, and unlocking the final disbursement of recovery funds. Delays in project closeout can lead to administrative bottlenecks, jeopardize funding retention, and strain local implementation capacity. COR3 is committed to transforming closeout from a reactive, end-of-project activity into a proactive, integrated process embedded at every stage of project development. By instilling a culture of early planning, leveraging data to monitor progress, and identifying potential risks before they escalate, COR3 aims to accelerate project closeout while maintaining high standards of accountability and documentation. This goal is essential not only for financial and compliance integrity but also for freeing up resources and attention for future recovery efforts.

## Objective 4.1

# Embed Closeout Planning into Project Initiation and Throughout Each Execution Phase

Project closeout is often treated as an afterthought—initiated only at the end of the execution process. COR3 aims to reverse this dynamic by embedding closeout considerations into every phase of the project lifecycle, beginning at formulation. This proactive approach ensures that Subrecipients are prepared from day one to fulfill documentation, financial, and regulatory requirements, thereby minimizing delays and reducing compliance risks. This can be achieved by revising project formulation templates to include predefined closeout milestones and deliverables, such as as-built documentation, final site photos, financial reconciliations, and proof of completion. These efforts could result in reduced delays in closing completed projects, fewer compliance issues or rejected documentation, greater transparency and readiness among Subrecipients, and fewer de-obligations.

## Strategies

- **Develop and disseminate Closeout Planning Guidelines**

To promote consistency, COR3 will create a Closeout Planning Guide for Subrecipients and project managers. This guide will include checklists, document templates, and milestone trackers to be used throughout the project lifecycle, not just at the end. Additionally, COR3 will ensure that all recovery projects include a “closeout readiness” component as part of their initial formulation. This includes identifying required documentation, environmental compliance steps, procurement closeouts, and scope validation from the beginning.

- **Host periodic closeout readiness reviews**

To ensure that closeout is not a reactive process triggered only at the end of a project, COR3 will institutionalize Closeout Readiness Reviews as a recurring activity during project execution. These structured reviews will help verify that key documentation, regulatory requirements, and

administrative processes are being addressed incrementally as a project advances, thereby reducing the risk of delays, noncompliance, or financial disallowances at final closeout. Additionally, they'll serve as critical checkpoints where COR3 staff and Subrecipients collaboratively assess progress toward closeout preparedness.

## **Objective 4.2**

### **Utilize Data Analytics to Track Closeout Performance and Flag Potential Risks**

Effective closeout relies on strong data visibility and timely intervention, which is crucial for managing closeout performance with hundreds of projects at different stages of execution. COR3 will implement data analytics tools to monitor project completion trends, identify early warning signs, assess compliance indicators, and proactively manage risks that could delay or derail closeout. Leveraging all this information could result in earlier identification of potential closeout obstacles, increased accountability through data transparency, timely corrective action for lagging projects, and stronger compliance with Federal regulatory deadlines.

## **Strategies**

- **Develop closeout performance dashboards**

COR3 will design interactive dashboards that display the status of closeout requirements for each project, including financial reconciliation, documentation submission, and regulatory approvals. Among the metrics that COR3 plans on leveraging are the percentage of documentation submitted, pending reconciliations, open compliance issues, and time elapsed since project completion. These dashboards will be available to both COR3 staff and Subrecipients.

- **Provide regular status reports to stakeholders**

Closeout progress will be communicated regularly through transparent reports shared with FEMA, Subrecipients, and COR3 leadership. These updates, which will improve coordination, reduce surprises, and reinforce shared responsibility for meeting regulatory deadlines, will

include project-specific action items and guidance to keep closeout preparation aligned with program timelines.



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## **STRATEGIC GOAL 5**

### **Leverage Complementary Sources of Funding**

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Maximizing the impact of disaster recovery efforts requires a strategic approach to funding, one that goes beyond core disaster programs to include other Federal, State, local, philanthropic, and private-sector resources. COR3 is committed to creating a coordinated funding strategy that aligns with broader recovery and development goals, eliminates duplication, and enhances long-term resilience. By mapping funding opportunities and aligning agencies under a shared governance structure, COR3 will help Subrecipients access additional resources while simplifying compliance and oversight across complex funding streams. This goal is central to creating a more sustainable and adaptable recovery framework that multiplies every dollar invested and accelerates project outcomes.

## Objective 5.1

# Develop a Comprehensive Funding Map to Identify Additional Funding for Recovery Efforts

The ability to identify and access diverse funding sources is critical to fully realizing project goals and building long-term community capacity. Many recovery projects require funding that goes beyond what traditional FEMA programs can cover, particularly for activities such as economic revitalization, housing development, and infrastructure upgrades. To bridge these gaps, COR3 will serve as a centralized hub for funding intelligence by developing a Comprehensive Funding Map that guides Subrecipients through the vast network of available financial resources. This tool will be designed to catalog and align funding opportunities across Federal, State, Municipal, philanthropic, and private-sector sources and include detailed information about eligibility criteria, funding timelines, allowable uses, cost-sharing requirements, and application procedures.

## Strategies

- **Conduct a landscape analysis of available funding sources**

To support a more resilient and well-financed recovery ecosystem, COR3 will initiate a comprehensive landscape analysis to identify, document, and maintain an inventory of available and emerging funding opportunities beyond FEMA's disaster recovery programs. This initiative will serve as the foundation for a broader effort to diversify and expand the financial resources available to Subrecipients, enabling them to pursue complex, multi-faceted projects that address both immediate recovery and long-term resilience.

- **Offer technical assistance and application support**

COR3 will work with Subrecipients to analyze their active projects and identify where additional funds could be braided or layered to support unmet needs, reduce cost-share burdens, or cover ineligible costs not supported by FEMA programs. This will allow COR3 to provide guidance on preparing competitive applications for external grants, including



letters of intent, compliance documentation, and budget narratives. Subrecipients will be supported through workshops and coaching to increase success rates.

## **Objective 5.2**

### **Establish a Multi-Agency Governance Model to Streamline Fund Management and Reporting Across Stakeholders**

To effectively manage the increasing complexity of disaster recovery funding, particularly when projects are financed through a mix of Federal, State, and philanthropic sources, COR3 will implement a Multi-Agency Governance Model. This structure is designed to improve coordination, reduce administrative burden, and promote shared accountability among all recovery stakeholders, from federal grantors and local government partners to oversight entities and Subrecipients. In the current environment, overlapping reporting timelines, conflicting compliance requirements, and siloed decision-making processes often lead to duplication, inefficiencies, and delays in fund disbursement and project execution. By establishing a unified governance model, COR3 aims to ensure that all funding partners operate from a common playbook, one that supports a collaborative, transparent, and performance-driven funding ecosystem.

## **Strategies**

- **Develop unified compliance and reporting protocols**

A core function of the Multi-Agency Governance Model is to streamline the compliance and reporting landscape for Subrecipients and funding partners. In a multi-source funding environment, where a single project may be financed by FEMA, HUD, local funds, and/or philanthropic sources, the administrative burden on Subrecipients often becomes overwhelming. To address this, COR3 will lead a coordinated effort to develop unified compliance and reporting protocols that harmonize requirements across agencies while preserving each funder's statutory and regulatory mandates. This approach will significantly reduce administrative burden for Subrecipients, foster greater efficiency in program

oversight, and improve the accuracy, consistency, and quality of financial and programmatic data submitted to stakeholders.

- **Establish shared risk and performance management metrics**

Common Key Performance Indicators (KPIs) and risk indicators will be developed to monitor fund use and project impact across agencies. Performance data will be reviewed to inform strategic decisions and adjust funding plans as needed. This will lead to increased coordination and efficiency in fund management, stronger alignment between recovery strategies, reduced compliance risks due to harmonized requirements, and improved transparency and trust among all funding stakeholders.



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## STRATEGIC GOAL 6

### **Invest in Workforce Readiness and Local Capacity for Long-Term Recovery**

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A resilient recovery ecosystem requires more than just funding, it requires a capable, skilled, and empowered workforce to implement projects with speed, precision, and compliance. COR3 recognizes that sustained recovery depends on the ability of both internal staff and Subrecipients to meet rigorous Federal expectations, adapt to evolving policy environments, and deliver results at scale. This goal aims to build institutional and community-level capacity by investing in technical training, knowledge transfer, and collaborative partnerships. By doing so, COR3 will not only improve program execution and compliance, but also generate lasting economic opportunities across Puerto Rico, particularly in sectors critical to recovery, such as construction, infrastructure, and program management.

## Objective 6.1

# Expand Technical Training to Ensure Staff and Subrecipients Meet Federal Expectations for Performance and Accountability

To ensure that recovery funds are used efficiently, compliantly, and effectively, COR3 will invest in the development of a comprehensive, modular training program designed to build the technical capacity of both internal staff and Subrecipients. This initiative will serve as the cornerstone of COR3's workforce development strategy, supporting consistent project execution, strong fiscal stewardship, and accelerated recovery outcomes across Puerto Rico. The program will be designed to reflect the complex and evolving nature of disaster recovery, addressing not only regulatory requirements but also operational best practices and real-world implementation challenges. Through a structured and adaptable curriculum, COR3 will equip its stakeholders with the knowledge and skills they need to successfully navigate all phases of the grant lifecycle.

## Strategies

- **Develop a comprehensive, modular training program**

To ensure consistent performance, program integrity, and successful project execution, COR3 will implement a modular training framework designed to build core competencies across all roles involved in disaster recovery. This strategy targets internal staff and Subrecipients alike, enabling them to confidently meet Federal expectations related to compliance, financial management, and project delivery. This includes delivering modules covering essential grant management topics like grant compliance and Federal guidelines (e.g., FEMA Public Assistance, HUD CDBG-DR, OMB Uniform Guidance); financial management and cost eligibility; procurement rules and best practices; Environmental and Historic Preservation (EHP) requirements; project formulation and scoping; change orders,

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amendments and re-scoping; payment request submissions and documentation standards; closeout readiness and audit preparation; and use of the Disaster Recovery Solution (DRS) platform.

- **Create an onboarding curriculum for new staff**

To ensure all stakeholders are set up for success from day one, COR3 will implement a standardized onboarding curriculum for new employees engaged in disaster recovery projects. This initiative will bridge knowledge gaps early, reduce the learning curve, and foster confidence in navigating complex Federal requirements. Tailored onboarding tracks will be created based on each participant's responsibilities (e.g., grant administration, finance, project management, compliance), to ensure relevance and support quicker integration into recovery operations. Each onboarding package will include a preloaded digital kit featuring step-by-step SOPs, regulatory and policy quick reference guides, sample forms and documentation templates, checklists for common grant activities, and access to past reports for practical learning.

## **Objective 6.2**

### **Foster Public-Private Partnerships to Boost Job Creation and Strengthen Local Implementation Capacity**

To scale implementation capacity and catalyze long-term economic recovery, COR3 will work proactively to foster and promote strategic public-private partnerships (PPPs) that connect recovery projects with workforce development efforts and industry-led training programs. These partnerships are essential to addressing local labor shortages, accelerating project timelines, and ensuring recovery investments create enduring economic value in communities across Puerto Rico. By aligning the recovery agenda with private sector expertise, innovation, and resources, COR3 aims to create a multiplier effect, transforming disaster relief into a platform for sustainable job creation, skills development, and community resilience.

## Strategies

- **Establish and foster sector-specific collaboration networks**

COR3 will initiate and formalize partnerships with industry leaders, trade associations, labor unions, universities, and local business coalitions in priority recovery sectors, including construction and engineering; energy and utilities; infrastructure maintenance; housing and community development; and technology and digital services (e.g., GIS, cybersecurity, digital permitting). These networks will provide a platform for joint planning, knowledge-sharing, and coordinated investment, ensuring that private-sector partners are engaged not only as contractors but also as long-term collaborators in capacity-building and job creation.

- **Promote hiring through procurement incentives**

COR3 will promote hiring and workforce development incentives into its procurement policies and the Transparency Portal to encourage contractors and Subrecipients to prioritize locals in hiring practices, partner with community-based training providers and report on workforce outcomes (e.g., number of jobs created, retention rates, demographics served). This approach will not only accelerate the economic impact of recovery funds but also create a local workforce specialized in disaster recovery.





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## **STRATEGIC GOAL 7**

### **Ensure Organizational Excellence**

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To lead a successful and sustained recovery, COR3 must operate as a high-performing, adaptive organization, one that combines strategic clarity with operational rigor and delivers exceptional service to all its stakeholders. Goal 7 focuses on reinforcing the internal foundations of the agency by enhancing internal controls, preserving institutional knowledge, and cultivating a responsive, service-driven culture. Through strong leadership, consistent training, and stakeholder-centered improvements, COR3 will ensure long-term effectiveness and resilience. This includes implementing customer service initiatives tailored to meet the diverse requirements of Subrecipients and ensuring adherence to compliance standards at every stage.

## Objective 7.1

# Strengthen Internal Controls and Launch Leadership and Succession Planning Initiatives to Retain Institutional Knowledge and Continuity

In a dynamic recovery environment where staff turnover and evolving mandates are common, preserving institutional knowledge and maintaining strong internal governance are critical. COR3 will develop an integrated strategy that strengthens internal controls while also preparing future leaders and reducing the risks associated with knowledge loss. These efforts will result in reduced susceptibility to staff turnover, stronger internal accountability and audit readiness, consistent application of policy and operational knowledge across departments, and a consistent pipeline of skilled internal leaders.

## Strategies

- **Enhance internal controls across all divisions**

To ensure transparency, accountability, and financial integrity, COR3 will undertake a comprehensive review of its internal control mechanisms across all critical operational areas, including finance, program management, procurement, IT systems, and compliance. The goal is to strengthen existing controls, ensure full alignment with Federal regulations, and provide real-time safeguards to mitigate potential risks of fraud, mismanagement, and noncompliance. This review will focus on identifying areas of vulnerability (e.g., manual processes prone to error, gaps in monitoring or reporting), evaluating the effectiveness of current control systems in preventing misuse or inefficiencies, and reviewing clarity around roles, responsibilities, and decision-making authorities. This initiative also includes enhancements to a centralized knowledge base to house all program resources, SOPs, decision logs, and Federal correspondence, ensuring that institutional memory is preserved and accessible to future teams.

- **Launch a leadership and succession planning program**

To ensure the long-term stability, continuity, and growth of COR3, it is essential to prioritize the development of leadership capacity across the organization. A well-designed Leadership and Succession Planning Program will enable the agency to retain critical institutional knowledge, foster professional growth, and ensure the readiness of future leaders. This program will create a pathway for emerging professionals to step into leadership roles as needed, mitigating risks associated with turnover and knowledge loss, particularly during times of high turnover or crisis situations, such as post-disaster recovery operations. In pursuance of this goal, COR3 is developing a succession and talent pipeline that includes identification of critical roles and potential successors; leadership development tracks for emerging professionals; job shadowing and internal promotions; and documentation of key operational knowledge in SOPs.

## **Objective 7.2**

### **Reinforce Customer Service Training and Develop an Improvement Program with Feedback from Staff, Partners and Subrecipients**

As a critical entity supporting disaster recovery, COR3 interacts with a diverse array of stakeholders, including hundreds of Subrecipients, local government partners, Federal agencies, and the general public. Given the high stakes involved in recovery efforts, customer service excellence becomes a fundamental aspect of COR3's mission. A well-executed Customer Service and Continuous Improvement Program will help COR3 build trust, maintain positive relationships, and ensure that recovery processes are as seamless and transparent as possible. It will also create a foundation for stakeholder engagement, fostering ongoing dialogue and collaboration, which is crucial for timely project execution and overall success. The program will be built around the core principles of responsiveness, clarity, respect, and proactive service delivery, making sure that Subrecipients and recovery

partners receive the support they need in a timely and efficient manner.

## Strategies

- **Develop a clear customer service framework**

COR3 will develop and implement standardized communication protocols that ensure clear, concise, and timely responses to Subrecipients and other stakeholders. These protocols will specify response times, preferred communication channels (e.g., email, phone, online portal), and guidelines for interacting with Subrecipients. This ensures that all stakeholders are on the same page regarding expectations for communication. COR3 will also establish a dedicated customer service unit with specialized teams focused on providing rapid support to Subrecipients. These teams will be well-versed in grant management processes and project requirements, ensuring that they can quickly address inquiries, resolve issues, and provide guidance on complex issues.

- **Create a feedback-driven improvement system**

To continuously improve its services, COR3 will solicit regular feedback from Subrecipients and other stakeholders through surveys and interviews. COR3 will specifically seek input on the ease of the application process, the clarity of communications, the quality of training, and the responsiveness of customer support. This feedback will provide insight into pain points, areas for improvement, and successes in customer service, and will be analyzed for common themes or recurring issues. By identifying systemic problems or bottlenecks in the recovery process, COR3 can address root causes, improve workflows, and enhance service delivery.





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## STRATEGIC GOAL 8

### Promote Transparency and Trust Through Open Data

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COR3 recognizes that transparency is a cornerstone of effective disaster recovery and community trust. By prioritizing open data, the agency aims to enhance public understanding of recovery efforts, increase accountability, and foster deeper engagement with Subrecipients, stakeholders, and the broader community. This goal centers on leveraging technology to share recovery data, outcomes, and progress in a manner that is accessible, comprehensible, and actionable for all involved parties. COR3 will actively work to make recovery processes more visible, ensuring that data transparency not only enhances oversight but also empowers communities to actively participate in and influence recovery decisions.

## Objective 8.1

# Enhance Digital Platforms to Visualize Project Data, Timelines, and Outcomes for Public Engagement

COR3 will expand its digital platforms to create visually appealing and user-friendly dashboards that track the progress of recovery projects. These platforms will provide updates on project timelines, funding allocations, and completion statuses, accessible to the public, Subrecipients, and other stakeholders. The goal is to make complex recovery processes and data more digestible and transparent, thereby building public trust and allowing communities to stay informed about how recovery funds are being spent, and the milestones being reached.

## Strategies

- **Develop and enhance interactive dashboards**

COR3 will invest in the development and enhancement of dynamic, interactive dashboards that present essential recovery project data in an intuitive and engaging manner. The purpose of these dashboards is to give stakeholders, ranging from government officials to community members, clear visibility into the progress of recovery efforts in real-time. By leveraging advanced data visualization tools, these dashboards will simplify complex information and make it easily digestible for diverse audiences, including those with little or no technical background in disaster recovery or financial management. The dashboards will display the status of all ongoing recovery projects, showing key milestones such as planning, procurement, construction, and closeout.

- **Optimize the Disaster Recovery Solution (DRS) platform and the Transparency Portal to publicize recovery data**

COR3 will improve its website to provide the public with easy and transparent access to key recovery project data. The goal is to ensure that project details, including financial expenditures, grant distributions, recovery milestones, and project status updates, are



presented in a way that is both accessible and understandable to non-experts. By doing so, COR3 will not only increase transparency but also foster trust, community engagement, and a deeper understanding of how recovery funds are being allocated and utilized.

## **Objective 8.2**

### **Incorporate Metrics and Community Input into Project Prioritization and Evaluation**

To ensure that recovery efforts are aligned with community needs and expectations, COR3 will implement a system that incorporates both quantitative performance metrics and qualitative community input into project prioritization and evaluation. By integrating feedback from Subrecipients, community leaders, and impacted residents, COR3 will create a more complete recovery process that is reflective of the actual needs on the ground. This approach will not only help ensure that recovery projects are impactful but will also demonstrate the agency's commitment to being responsive to public concerns.

## **Strategies**

- **Develop metrics for impact assessment**

In order to ensure that recovery efforts are delivering measurable and meaningful results, COR3 will develop a set of standardized performance metrics that assess the effectiveness of recovery projects. These metrics will not only serve as tools for tracking the progress and impact of projects but also help prioritize projects based on their alignment with broader community recovery goals. By establishing clear, quantifiable criteria, COR3 will ensure that recovery funds are being used efficiently, responsibly, and in a way that maximizes community benefits. Key elements of the performance metrics include timely completion, budget adherence, community benefits, and risk management and compliance.

- **Community feedback mechanisms**

To ensure that recovery efforts are truly reflective of community needs and priorities, COR3 will implement robust community feedback mechanisms. By actively engaging the public and gathering input throughout the recovery process, COR3 will ensure that projects align with the aspirations and concerns of those most affected by disasters. These mechanisms will allow community members to share their experiences, voice their concerns, and help shape recovery priorities. Key components include online surveys, which will be central for reaching a broad audience and collecting quantitative and qualitative data, and town hall meetings for community members to engage in conversations with COR3 leadership.