



CENTRO DE CONSERVACIÓN Y RESTAURACIÓN DE PUERTO RICO

**IN 5 YEARS: IMPACT AND
ACHIEVEMENTS 2020-2025**



CENCOR
CENTRO DE CONSERVACIÓN Y RESTAURACIÓN
PUERTO RICO

**Centro de Conservación y Restauración de Puerto Rico
In 5 years: Impact and Achievements 2020-2025**

Héctor J. Berdecía Hernández, Author

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Garvin J. Sierra Vega

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Centro de Conservación y Restauración de Puerto Rico
División de Educación y Divulgación
PO BOX 79195
Carolina, Puerto Rico 00984-9195
Email: educacion@cencorpr.org
www.cencorpr.org

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P U E R T O R I C O

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MESSAGE FROM THE DIRECTOR-GENERAL

A Conservation Center for Puerto Rico and the Caribbean.

During the first five years of the Centro de Conservación y Restauración de Puerto Rico (CENCOR), we have worked hard to transform a shared vision into an institution capable of addressing, with the necessary technical, administrative, and programmatic capacity, the real and urgent needs of the cultural heritage of Puerto Rico and the Caribbean region. This effort has resulted in the consolidation of a unique institution that can comprehensively address the challenges of cultural heritage in all its dimensions: from historic buildings and sites, works of art, objects and artifacts, museum collections, archives, libraries, and archaeological heritage, among others.

This founding period has been marked by a profound process of collective learning and by the vision of laying solid foundations that will help us strengthen and project the Center's long-term growth. This process has allowed CENCOR to consolidate itself as a benchmark for conservation, research, training, and the coordination of efforts related to cultural heritage, serving the country and maintaining a clear regional focus.

The achievements presented in this report are the result of a collective effort and reflect the work of a diverse, skilled, and deeply committed team, as well as the trust placed in our work by communities, professionals, partner institutions, and sources of support at the local and international levels. These results demonstrate not only the impact achieved to date, but also the institutional strength from which CENCOR continues to project itself into the future.

To all the individuals, communities, and institutions that have placed their trust in our work during these first five years, I express my sincere gratitude. Your support has been fundamental in making this journey possible.

Looking ahead, we reaffirm our commitment to the mission that guides us: to protect, preserve, educate, and disseminate cultural heritage, recognizing this legacy as an essential resource for the memory, identity, and collective well-being of present and future generations in Puerto Rico, the Caribbean, and beyond.

Héctor J. Berdecía Hernández, PM-AIC
Director-General

THE CENCOR

Sancti Spiritus

NOTAS
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de SACRAM. que
lo demás podrá
conformarse a
Cotas
aproximadas.



MANCHESTER
NEW ENGLAND



THE CENCOR

The Centro de Conservación y Restauración de Puerto Rico (CENCOR) is a private, non-profit institution that promotes the protection, management, and conservation of cultural heritage in Puerto Rico, the Caribbean, and the Americas through educational initiatives, professional training opportunities, services, and specialized technical support. CENCOR promotes knowledge, access, and responsible care of our cultural heritage by integrating research, innovation, and practice.

CENCOR develops projects that address specific problems in cultural heritage conservation, with impacts that extend beyond a particular site, object, or material, and that offer sustainable solutions designed for the Caribbean's social, economic, and environmental context. Our work promotes the development of new knowledge, techniques, and conservation strategies and provides support to communities, professionals, and institutions responsible for managing and preserving our shared cultural legacy.

Established in 2020, the Center has offered technical services and educational opportunities focused on the study, conservation, and restoration of cultural heritage, with an initial focus on historic buildings and sites, as well as cultural resource management, which has been actively expanded to address works of art, objects, and artifacts in museum collections, libraries, and archives. CENCOR's educational offerings impact students, professionals, institutions, and public servants in Puerto Rico and abroad, supporting the planning and sustainable management of buildings, collections, and heritage resources.

The Center is governed by a Governing Board, which is the highest forum of institutional governance, composed of eleven (11) recognized professionals from various academic backgrounds, each representing a discipline related to the study, management, and conservation of cultural heritage. The Governing Board appoints a Director-General, who serves as Chief Executive Officer (CEO) and is responsible for the strategic direction, administration, and supervision of all divisions, programs, services, research, and initiatives, as well as institutional relations and strategic alliances.

CENCOR's initiatives and projects are carried out through five program areas or divisions: Historic Buildings and Sites; Research, Analysis, and Study of Cultural Heritage; Art and Collections; Training–Escuela Taller; and Education and Outreach. These areas receive administrative support from the Office of the Director-General and the Administration and Operations Division.

All services, projects, and initiatives are guided by international principles and the highest standards of practice, promoting respect for the diversity of cultural values and the physical, historical, and social significance, values, and integrity of cultural heritage.

MISSION

CENCOR promotes the protection and preservation of cultural heritage in Puerto Rico, the Caribbean, and the Americas through education, research, services, technical support, community initiatives, and the dissemination of knowledge.

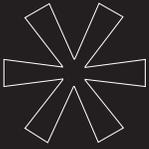
VISION

To be a reference institution for excellence in cultural heritage conservation, a leader in innovation, research, education, and interdisciplinary collaboration to promote sustainable solutions that ensure the preservation of historical memory for future generations.

VALUES

- Outreach
- Excellence
- Professionalism
- Collaboration
- Diversity
- Empowerment
- Commitment
- Transparency
- Flexibility





FOCUS

CENCOR's mission is carried out through five (5) areas of operation/approaches:



Preservation and Conservation – Promote the preservation and conservation of cultural heritage through educational projects, research, and professional services.



Study and Research – Promote the development of scientific and technical research and studies in conservation, as well as interdisciplinary and multidisciplinary study and research on cultural heritage and its management.



Education and Training – Provide and promote educational and training opportunities in preservation and conservation, the study of cultural heritage, and related disciplines for professionals, technicians, and the public.



Dissemination – Disseminate the importance of cultural heritage and its conservation, as well as the services provided by CENCOR, through publications, exhibitions, conferences, events, and educational programs, among other initiatives.



Promotion – Promote the value of cultural heritage and its conservation through community initiatives, services, educational campaigns, competitions, awards, sponsorships, and scholarship grants.





SUMMARY OF ACHIEVEMENTS: THE FIRST 5 YEARS





INITIATIVES



+35

Projects including technical studies, research, consulting, and preservation and conservation projects—for government agencies, corporations, and private clients



Establishment and development of an institutional repository with the largest collection of books, documents, and technical publications specializing in the management and conservation of cultural heritage in Puerto Rico and the region.



Creation of the **Patrimonio Award** to recognize and honor the work and career of outstanding professionals in heritage preservation.



Launching of **two significant initiatives:**

Papel se Conserva: Initiative for the Conservation of Paper, Books, and

Photographic Materials, and Conserving Wooden Architecture Initiative (CAM)



Signing of **+20 collaborative agreements** with local and international institutions for cooperation on educational projects, scholarly research, and initiatives

TRAINING AND EDUCATION

+25

Training workshops, courses, and seminars for local professionals in cultural institutions, emerging professionals, and students

+45

Students and emerging professionals participated in practical internships focused on developing the next generation of cultural heritage professionals.

16

fellowships for students and emerging professionals in preventive conservation of collections, research and documentation of historic buildings, and financial management and administration.



OUTREACH AND DISSEMINATION OF CULTURAL HERITAGE



Two symposiums
with over 400 attendees.



+6,000 people attended over 50 events (webinars, conferences, discussions, tours, and virtual and in-person activities), including professionals and the public.



+15 new publications and technical resources on various topics: documentary collections in archives and libraries, traditional wooden architecture, management and preservation of historic cemeteries, analytical and scientific techniques applied to heritage, and proceedings of the symposiums held, among others.



Extensive **press coverage** of projects in local and international media.



Significant public contribution to our communities - greater knowledge and appreciation of their history and culture today.



BUILDING THE INSTITUTION



Establishment of a robust 11-member Board of Governors with seasoned and well-respected professionals.



Development of a skilled, dynamic, diverse, and exponentially growing administrative team—from 2 members in 2020 to 8 in 2025.



Consolidation of an institutional infrastructure that integrates policies and procedures, project management systems, strategic planning, and short-, medium-, and long-term assessments.



Million in revenue through a solid development and business model



revenue generated through the provision of highly specialized services



Sustained support from various important funding institutions, both locally and internationally.



SPONSORS AND COLLABORATORS

We deeply appreciate the support of our sponsors and collaborators, whose commitment to cultural heritage preservation makes our work possible. Thanks to their generosity, we can continue our mission.



SPONSORS 2020-2025



INSTITUTO de CULTURA
PUERTORRIQUEÑA

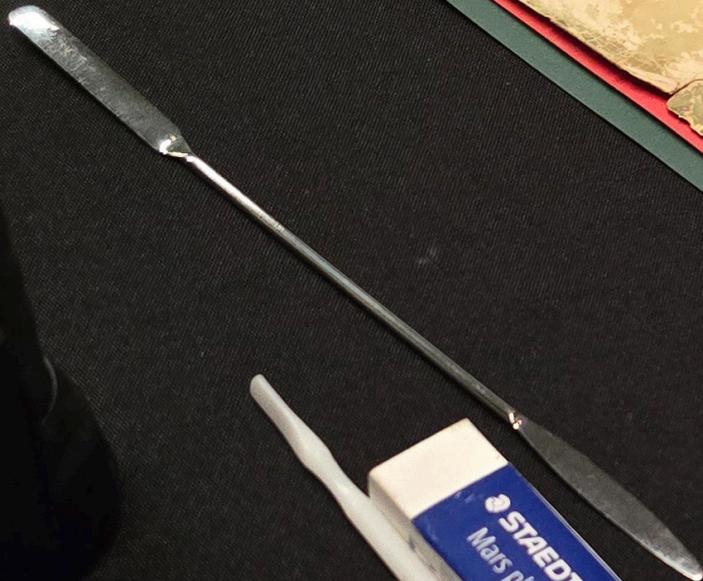


NATIONAL ENDOWMENT
FOR THE HUMANITIES



STRATEGIC PLAN 2025-2030

NITRILE POWDER FREE EXAMINATION GLOVES
GUANTES DE EXAMEN DE NITRILLO LIBRE DE POLVO





PLAN ESTRATÉGICO 2025–2030

Cultural heritage in Puerto Rico and around the world faces increasingly complex challenges linked to socioeconomic crises, natural disasters and climate change, urban development processes, increased tourism, and limited access to human and economic resources. In this context, the Centro de Conservación y Restauración de Puerto Rico (CENCOR) seeks to strengthen its work to respond in a relevant and sustainable manner to the region's needs to protect our cultural heritage.

Between 2024 and 2025, CENCOR carried out a strategic planning process to guide its institutional growth and define its roadmap for the next five years. This process included a critical reflection on the current challenges of cultural heritage conservation, as well as an analysis of opportunities to maximize the impact of our work in collaboration with communities, institutions, and professionals in the sector, both locally and internationally.

As a result, a strategic framework was developed that establishes clear priorities, approaches, and goals to strengthen the institution's capacity and outreach. This Strategic Plan 2025–2030 builds on the work carried out between 2020 and 2025, a period in which CENCOR consolidated the foundations to position itself as a leading institution for heritage conservation in Puerto Rico and the region.

As part of the roadmap, a series of strategic axes has been developed that articulate specific areas of action and guide institutional decision-making. In this context, and in line with institutional approaches and priorities, nine interrelated strategic axes have been established.



DEVELOPING STRONG GOVERNANCE, PARTICIPATION, AND INSTITUTIONAL TRANSPARENCY

The CENCOR will strengthen its governance through clear, participatory, and transparent processes that ensure effective and accountable institutional management.

To achieve this, CENCOR will:

- Clarify internal roles, responsibilities, and processes.
- Consolidate institutional policies, regulations, and procedures.
- Implement mechanisms to monitor the Strategic Plan, the Business Plan, and other institutional instruments.
- Promote internal communication, accountability, and informed decision-making.
- Strengthen the institution's administrative and financial sustainability.



INSTITUTIONAL INFRASTRUCTURE AND ESTABLISHMENT OF HEADQUARTERS

The CENCOR will consolidate its physical and technical infrastructure to support its mission and services on preservation and conservation, research, and education.

To achieve this, CENCOR will:

- Plan and develop its institutional headquarters
- Ensure safe and adequate spaces for the development of conservation laboratories, traditional trades workshops, library, seminar spaces, and offices.
- Prioritize strategic investments aligned with the institutional mission and objectives.



STRENGTHENING HUMAN RESOURCES

The CENCOR will invest in its team as the foundation of its excellence, sustainability, and institutional continuity.

To achieve this, CENCOR will:

- Continue to foster an ethical, collaborative, and inclusive organizational culture.
- Develop policies for staff growth and retention.
- Invest in training and ongoing professional development.
- Implement evaluation, recognition, and feedback processes.
- Promote institutional well-being and leadership.



CAPACITY BUILDING AND ACCESSIBLE TRAINING

The CENCOR will expand access to education and training in cultural heritage management and conservation for professionals, institutions, communities, and the public.

To achieve this, CENCOR will:

- Expand its offerings for in-person, virtual, and hybrid training programming.
- Continue developing open-access educational resources.
- Address topics that are rarely addressed in heritage management and conservation in the region.
- Work with strategic partners to strengthen capacities and avoid duplication of efforts.
- Support the professional development of students and emerging professionals.



RESEARCH AND DEVELOPMENT OF KNOWLEDGE

The CENCOR will promote applied research, production, and the dissemination of knowledge that supports decision-making processes and the responsible management and preservation of cultural heritage.

To achieve this, CENCOR will:

- Conduct research related to projects and real needs in our local and regional context.
- Develop guides, protocols, and practical tools.
- Strengthening documentation, monitoring, and case studies.
- Disseminate relevant research on and for Puerto Rico and the Caribbean.
- Consolidate its institutional Repository – The Archive and Library of the CENCOR.



MANAGEMENT AND PRESERVATION WITH A SOCIAL, COMMUNITY-BASED, AND INCLUSIVE APPROACH

The CENCOR will promote preservation and conservation practices that recognize communities as fundamental stewards of their cultural heritage.

To achieve this, CENCOR will:

- Integrate approaches based on the social, cultural, and historical significance and values of heritage.
- Design and implement participatory projects with communities.
- Prioritize and raise awareness of local knowledge and traditional skills.



SUSTAINABILITY, CLIMATE CHANGE, AND RISK MANAGEMENT

CENCOR will integrate sustainability, climate change adaptation, and risk management as cross-cutting pillars of cultural heritage preservation.

To achieve this, CENCOR will:

- Incorporate risk management into its projects and programs.
- Develop resources and training on climate change mitigation and adaptation.
- Promote sustainable, low-impact preservation strategies.
- Promote applied research on tropical climates and their impact on heritage.
- Advocate for integrating cultural heritage into public policies on climate and resilience.



IMPACT AND COORDINATION WITH PUBLIC POLICIES

CENCOR will work to ensure that cultural heritage is integrated into planning, sustainable development, and public policy.

To achieve this, CENCOR will:

- Participate in technical, professional, and public policy forums.
- Strengthen relationships with government agencies and authorities.
- Generate data and evidence to support informed decision-making.
- Promote research on the social, economic, and environmental benefits of heritage.
- Promote tools and recommendations for integrating cultural heritage resources into land-use planning instruments.



LOCAL, REGIONAL, AND INTERNATIONAL STRATEGIC ALLIANCES

The CENCOR will strengthen collaborative networks that expand the reach and impact of its projects, initiatives, research, and programs.

To achieve this, CENCOR will:

- Expand collaborations with institutions aligned with its mission.
- Actively participate in networks in the Caribbean, Latin America, the United States, and internationally.
- Cultivate intersectoral and interdisciplinary alliances.
- Develop collaborative research and training projects.
- Document and evaluate the results of strategic alliances.





BOARD OF GOVERNORS

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Director-General, Ex-Officio

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Reily J. Calderón Rivera, AIA (2020-2021)
María del Mar Pérez Caro (2021-2024)

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Sofía I. Lugo Alicea
Conservation and Research Technician

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