

# IMAGINACIÓN POST-MARÍA

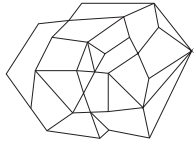
DREAMING, DESIGNING  
AND CREATING  
THE JUST RECOVERY  
WE ENVISION FOR  
OUR ISLAND.



la maraña

urbanismo socialmente consciente

# OUR HISTORY, OUR VISION



la maraña  
urbanismo socialmente consciente

## OUR HISTORY

La Maraña is a woman-led, participatory design and planning non-profit that promotes the inclusion and empowerment of Puerto Rican voices in the design and creation of our cities and communities. Inspired by the number of placemaking initiatives mushrooming across the island, La Maraña was founded in 2014 as a way to support and offer visibility to citizens hoping to activate abandoned spaces and reclaim participation in the urban realm. For years we have engaged communities in the creative processes inherent in visionary planning and city making, thus planting seeds for long-term civic empowerment through physical, tangible projects.

In the aftermath of hurricanes Irma and María in 2017, we launched a community participatory recovery project, titled Imaginación Post-María, thus further positioning ourselves as advocates and catalysts of a just recovery for our island.

## OUR VISION

We dream of a Puerto Rico where every community has the opportunity to take charge of their own future. Our vision is to strengthen and promote the transition of our cities and communities into more livable, participatory, and sustainable environments. We work to decentralize the management of resources by developing new participatory governance models that give citizens direct power to imagine, plan and build the changes they desire for their communities.



# OUR EXECUTIVE CO-DIRECTOR TEAM AND BOARD OF DIRECTORS



## SOFÍA UNANUE

BA from Brown University in International Development with a regional focus on the Arab World and Latin America. Experience in community organizing, participatory design, business development, and partnership building. Co-founded La Maraña in hopes of creating new bottom-up approaches to urban and community-led development on the island.

**2019** Co-Founder and Co-Director, La Maraña  
San Juan, Puerto Rico

Member of Board of Directors, Slow Food USA  
New York, USA

**2016** Social-Impact Program Coordinator  
Fundación Segarra Boerman e Hijos  
San Juan, Puerto Rico

**2013** Youth Entrepreneurship Consultant, Ashoka  
Buenos Aires, Argentina

International Relations Coordinator, Viva Rio  
Rio de Janeiro, Brazil

**2011** Oral-History Based Research Thesis on 2011 Egyptian Revolution  
Cairo, Egypt

**2010** Creative Arts Workshop Leader, SPACE in Prisons  
Providence, Rhode Island



## ALEXANDRA LLEGUS

BA from University of Puerto Rico in Environmental Design and Sociocultural Anthropology. Experience in graphic and architectural design, environmental sustainability, and community-driven research. Passionate about collaborating, listening and exchanging knowledge with communities in order to propose alternatives that address our collective well-being.

**2019** Co-Director, La Maraña  
San Juan, Puerto Rico

**2017** Emergency Housing Construction Quadrille Leader, TECHO  
Canóvanas, Puerto Rico

Bio-Construction Workshop  
Aguada, Puerto Rico

Collectives Architecture Charrette, Brigada PDT  
San Juan, Puerto Rico

**2016** Project Coordinator for Emergency Housing Construction  
and Survey Report, TECHO-Argentina  
Neuquén, Argentina

**2015** Urban Ethnography Study, University of Puerto Rico  
San Juan, Puerto Rico

**2013** Public Space Activation Study, Urban Pioneers  
Berlin, Germany

## GUIFRE TORT

Environmental Sustainability and Design Thinking  
Board President

## CAROLYN GUZMÁN

Human Rights Advocacy and Law  
Board Member

## CYNTHIA BURGOS

Landscape Architecture and Agronomy  
Board Member

## EDWIN QUILES

Community Planning and Architecture  
Board Member

## SOFÍA GALLISÁ

Contemporary Art and Non-Profit Management  
Board Vice-President and Secretary

## EMIL MEDINA

Multi Media and Social Marketing  
Board Treasurer

## RAISA AZIZ

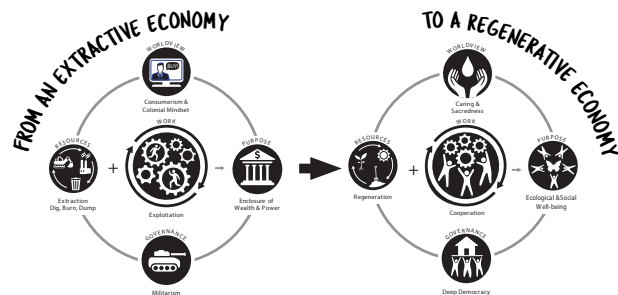
Social Entrepreneurship and Storytelling  
Board Member

# IMAGINACIÓN POST-MARÍA

When hurricanes Irma and María made landfall, self-organized community-led response efforts quickly evolved into urgently needed life-saving relief across the island as a failed governmental response became evermore evident. Liberated, community-led enclaves became a direct reflection of how self-sustainability, daring creativity and unshakable solidarity can counter the daunting reality of having been left in the dark.

It is amidst and in reaction to the bleak aftermath of hurricanes Irma and María that we dared to imagine a community-driven alternative to our future. Inspired by the communities we serve and motivated by our island's deep need for locally-embedded, long-term recovery efforts, our team at La Maraña designed Imaginación Post-María. This community participatory recovery model offers citizens direct power to imagine, plan and build the changes that they desire in their communities. Combining participatory planning and design with the power of micro-finance and capacity building, Imaginación Post-María's 6-step model enables neighbors to collaboratively design a community-driven master plan and implement a commonly elected social impact project in their community, acquiring the skills and tools necessary to believe in and manifest their innate capacity to recover in a just manner.

As part of our large-scale vision, we are currently collaborating with three diverse communities across the island, specifically in northern, central, and eastern landscapes, establishing distinct case studies and measuring the replicability of our community participatory recovery model. Working hand-in-hand with these three community partners, we hope to transform our current implementation phase into educational, open-source deliverables that can further spark community-led recovery efforts across the island and beyond.



© Strategy Framework for Just Transition by Movement Generation with Our Power Campaign



© AFP / Héctor Retamal y Edgardo Rodríguez. Cataño, Septiembre 2017.

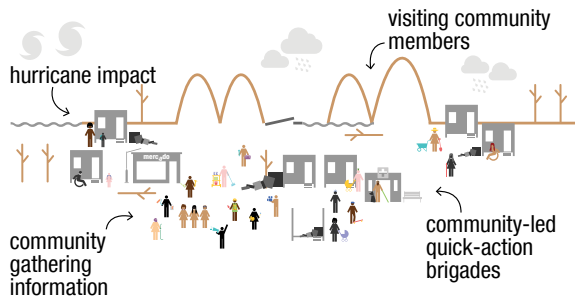


© Reuters / Carlos García Rawlins. Guayama, Septiembre 2017.

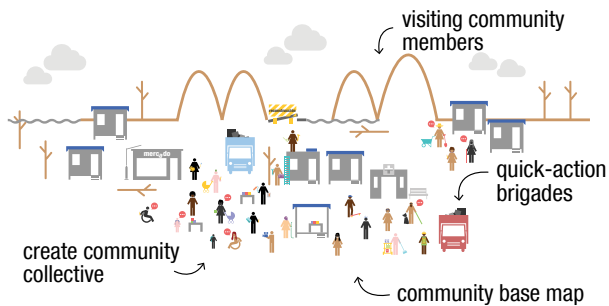
# OUR METHODOLOGY

## SHORT-TERM RECOVERY ENGAGE + CONNECT

### STEP 01 | COMMUNITY RELIEF

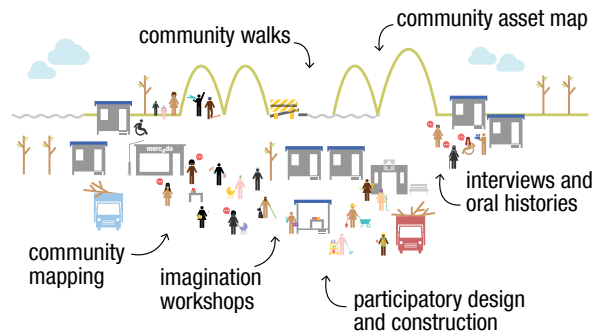


### STEP 02 | COMMUNITY ENGAGEMENT

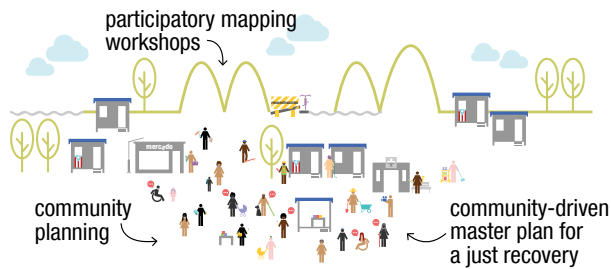


## MID-TERM RECOVERY PLAN + DESIGN

### STEP 03 | PARTICIPATORY FIELD-WORK

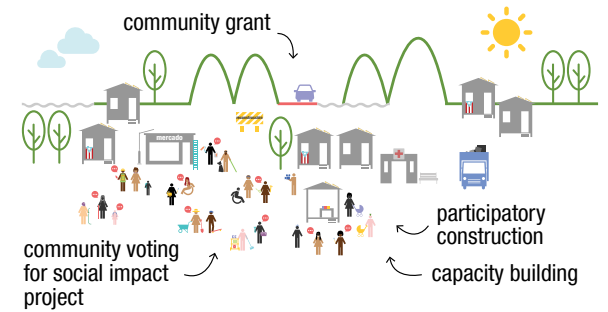


### STEP 04 | COMMUNITY PLANNING

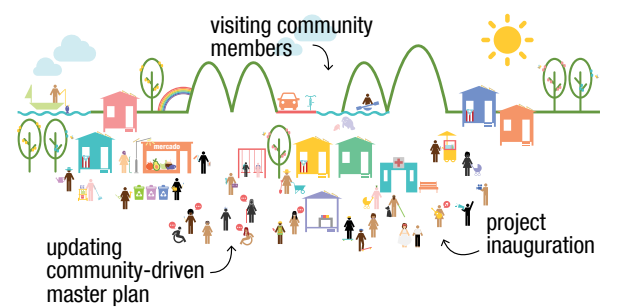


## LONG-TERM RECOVERY FINANCE + EXECUTE

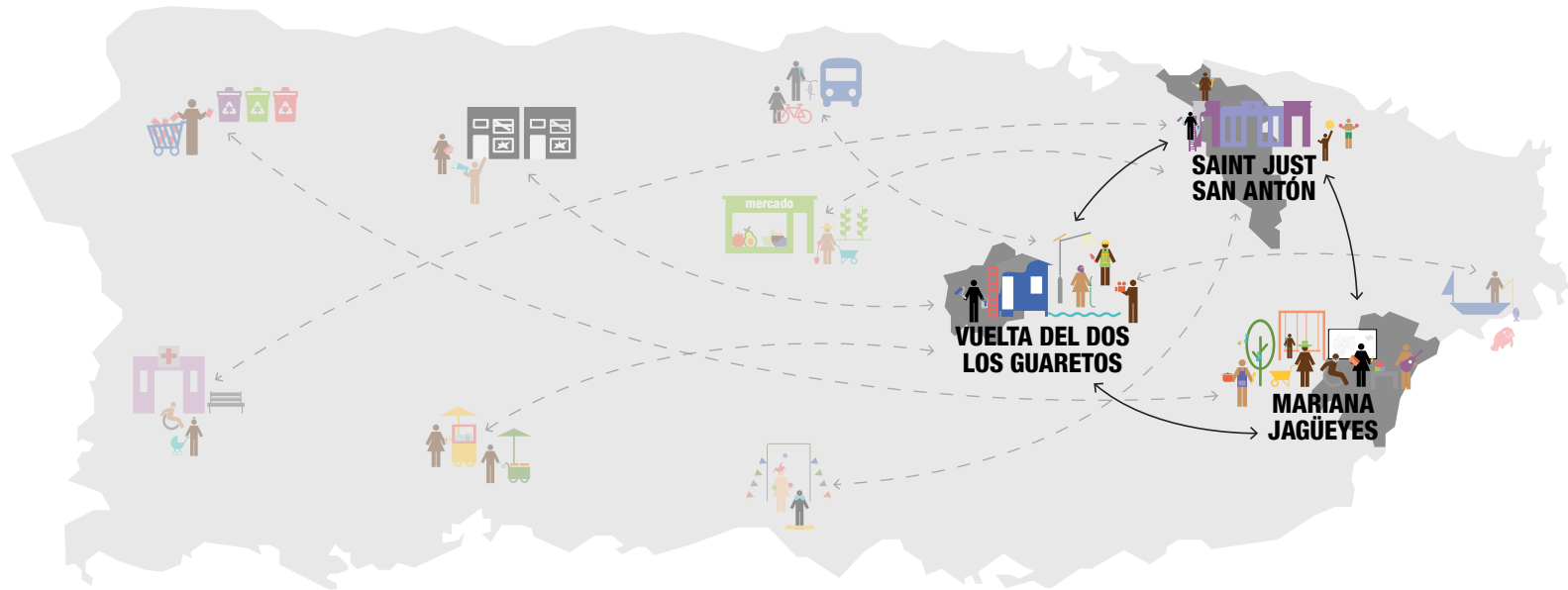
### STEP 05 | PROJECT IMPLEMENTATION



### STEP 06 | ENVISIONING FUTURE



# WHERE ARE WE CREATING IMPACT



## 3 REGIONS, 1 MODEL

To demonstrate the power of Imaginación Post-María, we partnered with 3 diverse and unique communities within the island, specifically in northern, central, and eastern landscapes. This community diversity allows us to contrast successes and learnings, support cross-community exchanges, and develop a strong methodological foundation in order to transform Imaginación Post-María into a replicable and sustainable solution for long-term just recovery.

## SELECTION CRITERIA

Our selection criteria is based on the need to focus just recovery efforts in historically neglected, oppressed, and racially marginalized communities. These communities often face environmental injustices, such as high exposure to pollution and climate change. They are also excluded from the centralized and inequitable decision-making processes that ultimately impact their lives. Moreover, we collaborate with engaged community leaders that solicit our partnership and hope to lead their community to commit to long-term project execution and sustainable impacts.

# LA VUELTA DEL DOS AND LOS GUARETOS

Nestled in the lush, mountainous region of Comerío, the colorful and quaint neighborhoods of La Vuelta del Dos and Los Guaretos in the Palomas region of Comerío is home to around 150 families that suffered severe losses during the hurricanes. A strong artistic and youth-led organizing movement - titled Brigada Palomas - has sprung in the past year and is harnessing strategic partnerships with art-based grassroots organizations, such as La Maraña and Defend Puerto Rico, in hopes of bringing forth tangible and creative solutions to the environmental and infrastructure challenges their communities face.

## REGION

Central-Rural

## MUNICIPALITY

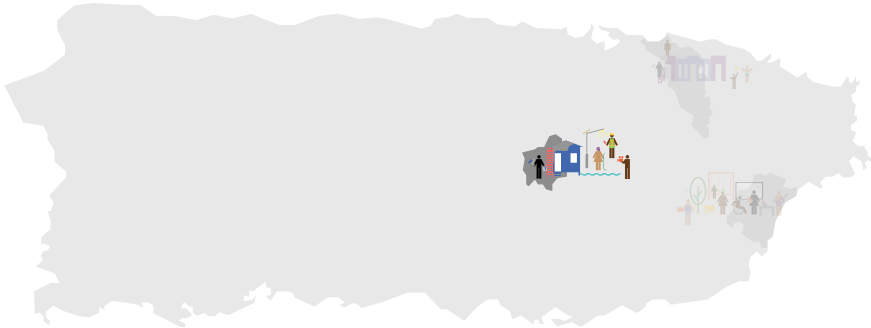
Comerío

## COMMUNITY

Palomas

## POPULATION

250 estimated



# SAN ANTÓN AND SAINT JUST

The historically black and industrial communities of San Antón and Saint Just are currently led by a fierce group of intergenerational women advocating to ensure justice in their community as the government shut down the community's sole public school. By dovetailing artistic resistance, sustainable agriculture and alternative schooling with their rich local talents, this community is channeling all of its efforts to transforming this abandoned structure into a hub that can propel community organizing and development.

## REGION

Northern-Urban

## MUNICIPALITY

Carolina

## COMMUNITY

San Antón

## POPULATION

13,000 estimated





# MARIANA AND JAGÜEYES

The rural communities of Mariana and Jagüeyes are one of the living examples of what Puerto Rican communities can achieve amidst our failed governmental response. With over 30-years of on-the-ground community organizing efforts, a group of intergenerational community leaders swiftly came together after the hurricanes to establish a communal kitchen which served 350 meals daily. They also transformed their community center into an off-grid wifi and solar energy hub as darkness reigned for the months to come. Being located in the municipality to be first struck by María, disaster preparedness has become a unifying objective for their broad coalition of community leaders. They have now come together to ideate a community emergency plan for disaster recovery.

## REGION

Eastern-Rural

## MUNICIPALITY

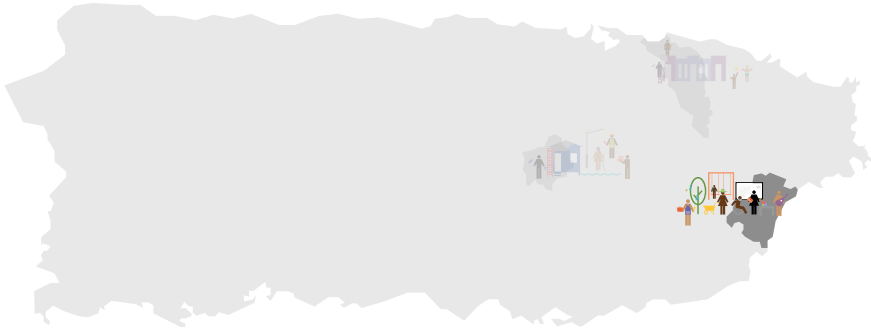
Humacao

## COMMUNITY

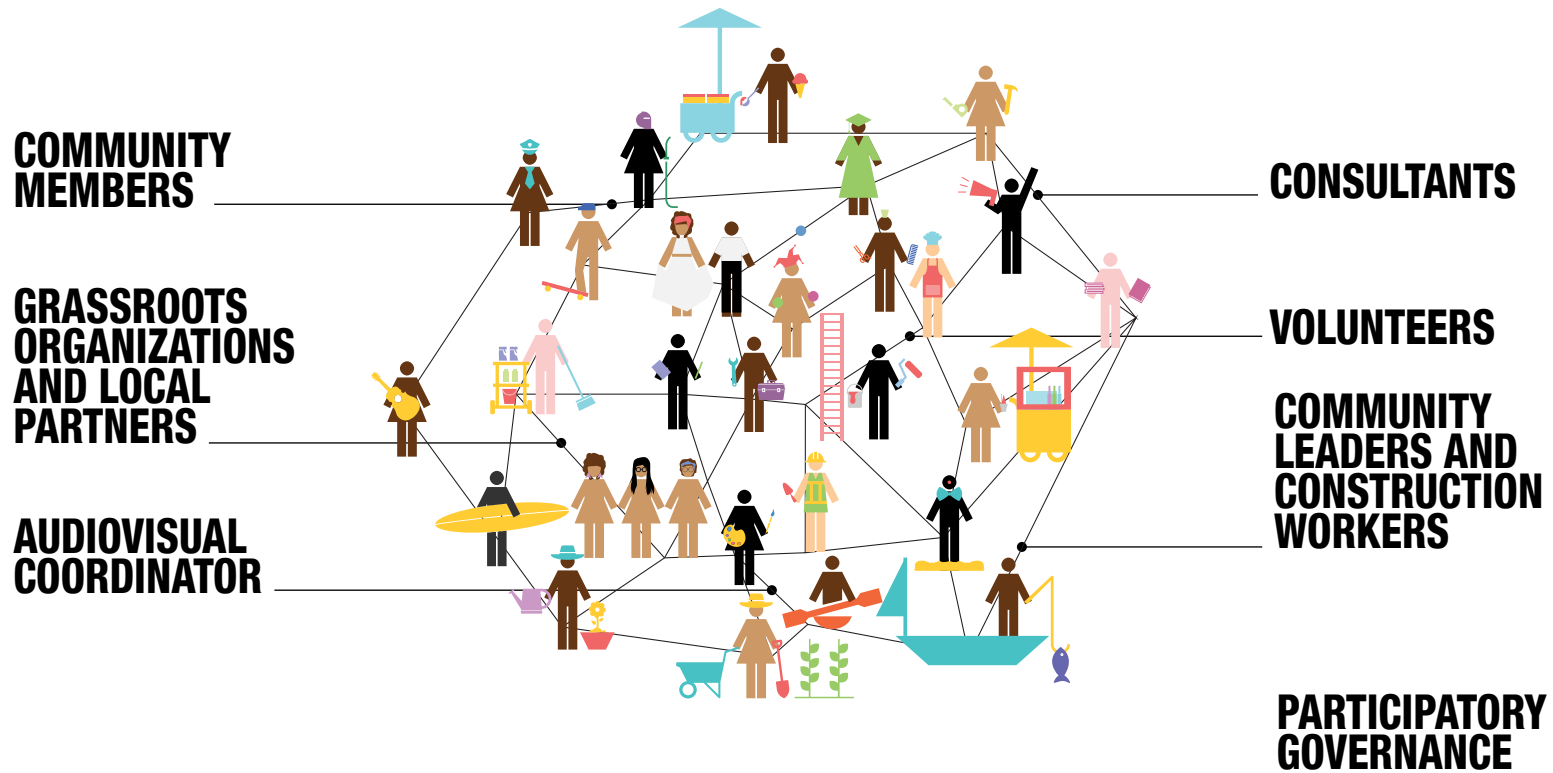
Mariana

## POPULATION

3,000 estimated



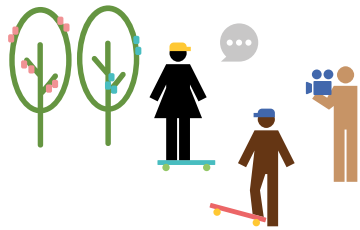
# WHO'S CREATING IMPACT



**PARTICIPATORY GOVERNANCE**

Embodying our organization's name (Afro Puerto Rican word for entangled web), La Marañá uses participatory governance and horizontal leadership strategies informed by deep collaboration with community-based organizations and leaders. Our co-executive leadership and base team of interdisciplinary collaborators work hand-in-hand with community outreach coordinators and construction workers as they become the principle liaisons and leaders of Imaginación Post-María on the ground. It is through these community-led processes that we ensure the community power-building necessary for the long-term sustainability of our impact.

# HOW WE ARE MEASURING IMPACT



## CHANGE STORIES

Storytelling is a powerful window into an individual's journey. Placed within the context of community-driven projects, stories bring us much closer to comprehending the complexities and perspectives of the communities we collaborate with. Envisioning Imaginación Post-María as a pathway to long-term empowerment, we promote storytelling as a vehicle for communities to capture, protect, and share on their terms the history, assets, challenges and aspirations of their community. Working hand-in-hand with our team's AudioVisual Coordinator, we are analyzing our oral history and interview archive against the backdrop of how community members questioned their surroundings, imagined and proposed new avenues for change, and turned those ideas into action.



## COMMUNITY-DRIVEN DEVELOPMENT

Community-driven development is a local development approach that ensures communities are at the forefront of design, planning and implementation processes. Feedback sessions during community meetings, surveys and outreach coordinator observations will shed light on the degree to which community members express a strong voice and actively take charge throughout Imaginación Post-María's implementation.

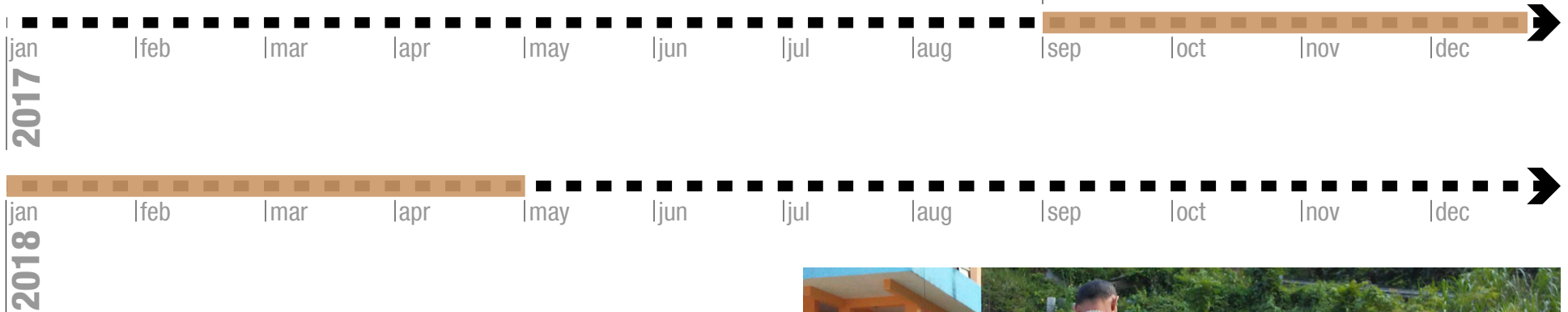


## LONG-TERM EMPOWERMENT

La Maraña's ultimate goal is not only to engage citizens in design and planning processes, but to ensure the capacity-building necessary for long-term empowerment and sustainability after our work has concluded. To this end, we will measure our impact based on the extent to which community members continue to drive change and sustain organizing efforts after project completion.

# SHORT-TERM RECOVERY | ENGAGE + CONNECT

steps 1 and 2



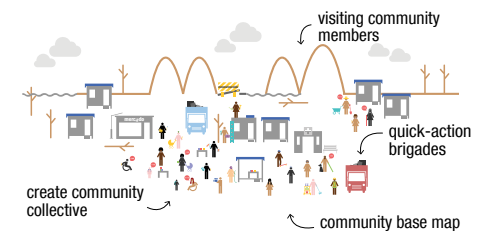
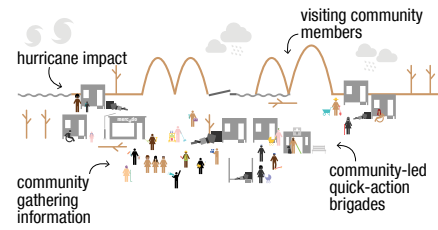
## IMPACT

- QUICK-ACTION BRIGADES**  
Deliver relief items (solar lamps, water filters, food, clothing and roof canopies) and organize project specific brigades (water stations, solar energy, permaculture, roof and home rebuilding) to meet community needs.
- PARTICIPATORY COLLABORATION AGREEMENTS**  
Jointly establish guidelines for our collaboration with community partners, including roles, common objectives and adaptation of model to community needs.
- COMMUNITY BASE MAP**  
Identify key community stakeholders and spaces so as to develop a visual platform for future needs assessments and participatory planning processes.
- AUDIO-VISUAL STORYTELLING**  
Gather raw audio-visual footage of recovery processes and initial collection of community members' oral histories and interviews.



# ABOUT

Community members self-organize to meet immediate disaster relief needs in their community and invite La Maraña to help bring together a group of community collaborators to design and execute their vision.



# MID-TERM RECOVERY | PLAN + DESIGN

steps 3 and 4

2018

jan

feb

mar

apr

may

jun

jul

aug

sep

oct

nov

dec

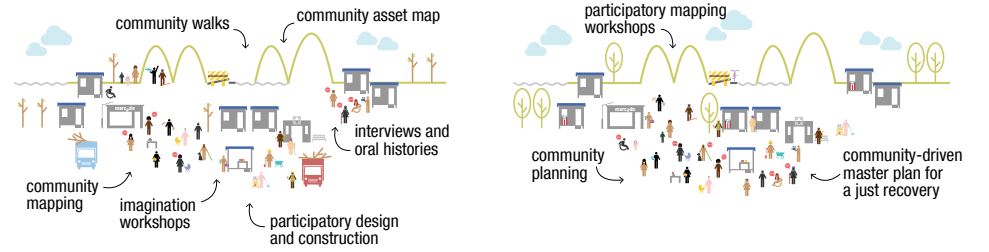
## IMPACT

- COMMUNITY ASSET MAP**  
Identify collective needs, assets, talents and dreams for change through imagination workshops and participatory mapping tools.
- COMMUNITY-DRIVEN MASTER PLAN**  
Create a shared vision that will guide and ignite each community's just recovery.
- PARTICIPATORY CONSTRUCTION PROJECTS**  
Ensure humane and sustainable housing for families affected by the hurricanes (4 homes in La Vuelta del Dos & Los Guaretos and 1 home in Saint Just & San Antón) and a much needed gathering space for community engagement processes (1 community park in Mariana & Jagüeyes).
- WORKFORCE DEVELOPMENT IN COMMUNITY ORGANIZING**  
Ensure community partners capture as much economic benefit and community organizing practice by hiring and working hand-in hand with community leaders and construction workers.
- CROSS-COMMUNITY EXCHANGE**  
Enable opportunities for cross-community collaboration by organizing site visits and leading the first Imaginación Post-María Retreat.
- AUDIO-VISUAL STORYTELLING**  
Continue collection of community members' oral histories and interviews and produce 10+ video clips of project implementation.



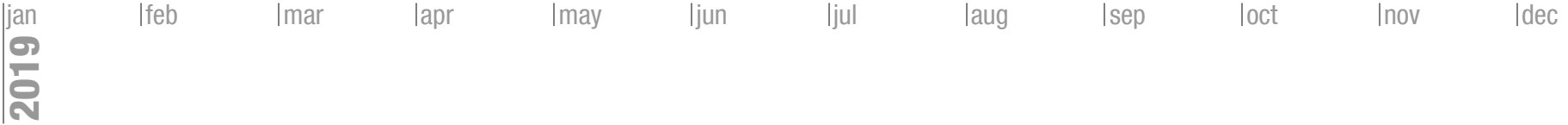
# ABOUT

Guide community planning and mapping efforts in order to create a community-driven master plan that embodies the community's collective vision for a just recovery. Simultaneously, lead participatory construction projects as a way to establish tangible projects that can foster trust and ignite hope within the community.



# LONG-TERM RECOVERY | FINANCE + EXECUTE

## steps 5 and 6



### IMPACT

- COMMUNITY VOTING GATHERINGS**  
Develop community election processes for the selection of each community's social impact project/s.
- OPERATIONAL PLAN AND BUDGET**  
Work hand-in-hand with external consultants to create an operational plan and budget breakdown for the community implementation of the elected social-impact project/s.
- SOCIAL IMPACT PROJECT IMPLEMENTATION**  
Finance and support the execution of elected project/s through participatory construction and capacity-building workshops that ensure knowledge exchange and talent sharing between community members.
- WORKFORCE DEVELOPMENT IN COMMUNITY ORGANIZING**  
Pair operational plan and budget with the map of community talents and resources, so as to spur the local economy and offer roles to diverse community members throughout the implementation of project/s.
- CROSS-COMMUNITY EXCHANGE**  
Enable opportunities for cross-community collaboration by organizing site visits and leading yearly Imaginación Post-María Retreat.
- AUDIO-VISUAL STORYTELLING**  
Continue collection of community members' oral histories and interviews and develop conceptual plan for Imaginación Post-María Web-Series.

### CLEAN WATER AND ENERGY

Surrounded by an acute water crisis - river contamination, privatization of community water wells, informal structures that exacerbate flooding and poor sanitary systems - and poor public lighting infrastructure, the youth-led leadership of La Vuelta del Dos and Los Guaretos has decided to take on the creation, advocacy and execution of a clean water & energy plan for their community. La Maraña will be aiding this process by offering planning and design, coalition building and environmental management expertise to the community.

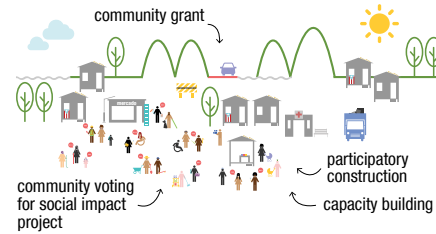


LA VUELTA DEL DOS AND LOS GUARETOS' COMMUNITY BASE MAP



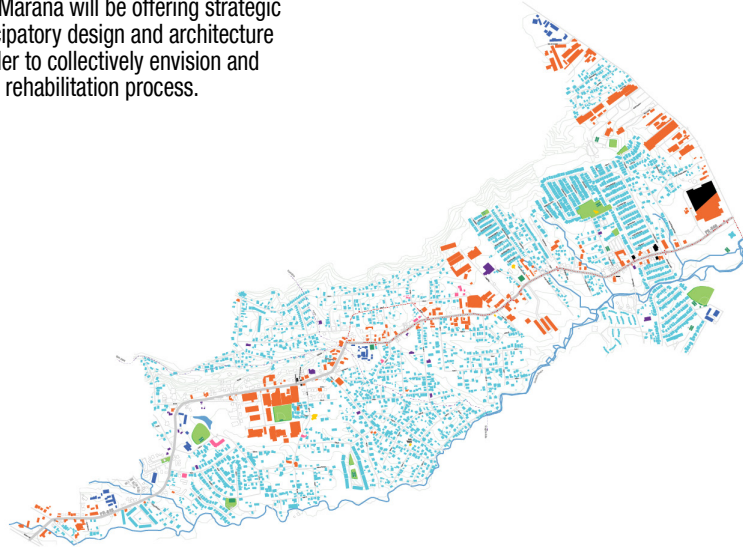
## ABOUT

Bring community-driven master plans to life as community members collectively vote for and receive a grant to launch their very own social impact projects.



## ABANDONED SCHOOL RE-APPROPRIATION

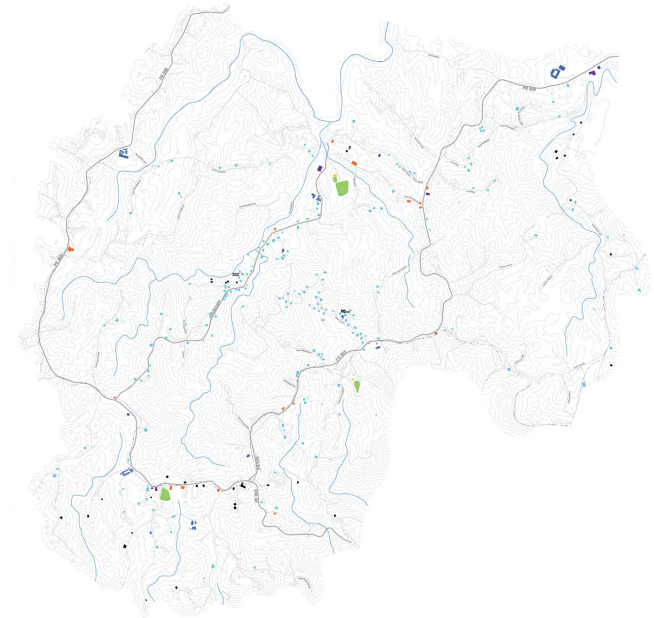
As part of community organizing and planning efforts, the San Antón and Saint Just community of Carolina have taken on the exciting task of transforming their abandoned school into a community hub that offers alternative schooling, small-business development and sustainable agriculture. La Maraña will be offering strategic planning, participatory design and architecture expertise in order to collectively envision and materialize this rehabilitation process.



SAN ANTÓN AND SAINT JUST'S COMMUNITY BASE MAP

## COMMUNITY-DRIVEN EMERGENCY PLAN

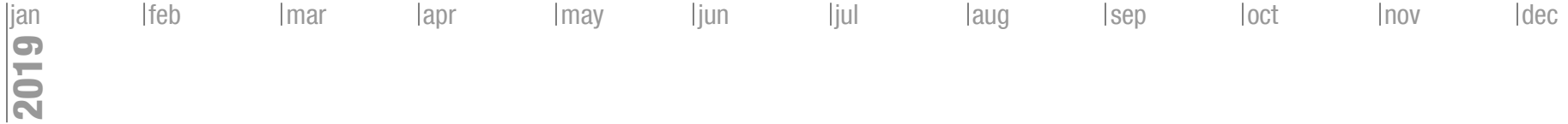
Due to the dire need to find local-based solutions to disaster recovery, La Maraña has partnered with the Mariana & Jagüeyes community in Humacao to help plan, map and design a Community-Driven Emergency Plan that will position them as a unique enclave of community-based disaster recovery experts on the island.



MARIANA AND JAGÜEYES' COMMUNITY BASE MAP

# POST-PROJECT PHASE | COLLABORATIVE EVALUATION

post-project step



## IMPACT

- PROJECT SUSTAINABILITY**  
Track sustainability of social impact projects and Imaginación Post-María impact through periodic surveys and community visits to our three current community partners.
- IMAGINACIÓN POST-MARÍA OPEN-SOURCE TOOLKIT**  
Offer communities across Puerto Rico and beyond a tangible methodological approach to community planning and design in order to adapt these practices in their communities.
- IMAGINACIÓN POST-MARÍA WEB SERIES**  
Support holistic, equitable storytelling for Imaginación Post-Maria's current community partners by offering them the opportunity to jointly ideate and steward their own just recovery stories. In collaboration with Defend Puerto Rico, create an audiovisual portrait that will leverage the story of equitable rebuilding and recovery to wider audiences.
- COMMUNITY PLANNING ADVOCACY**  
In collaboration with Ayuda Legal Puerto Rico, take on a stronger voice in community planning advocacy as an integral part of our equitable development and just recovery.
- SCALABILITY PLAN**  
Partnering with Hester Street Collaborative, develop a strategy for scaling and partnering with communities of color and low-income communities in order to build greater power among them and strengthen the web of community-led enclaves across Puerto Rico and beyond.

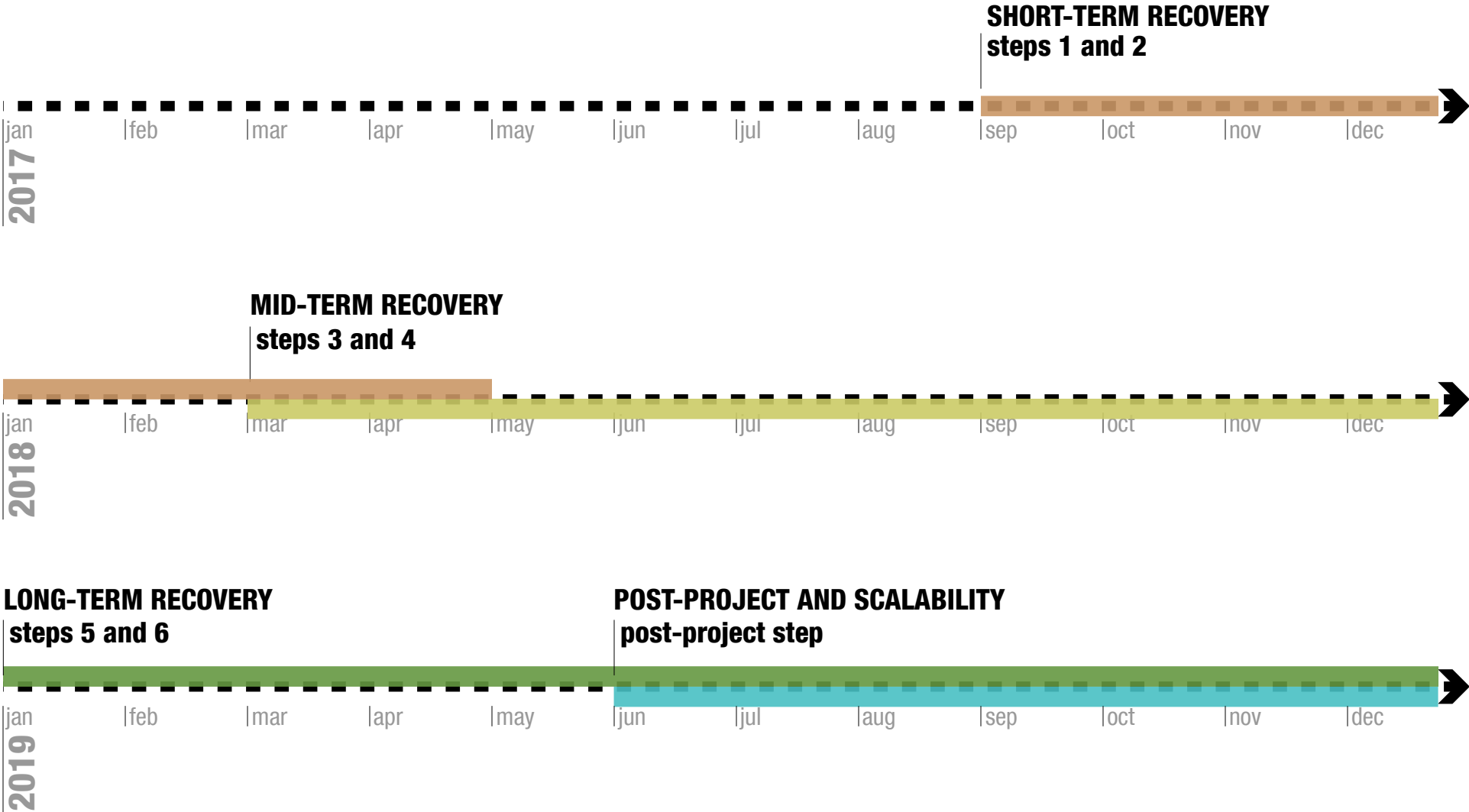
## ABOUT

In 2019 and 2020, Imaginación Post-María will evolve into two areas. Once concluding the implementation of the community-designed social impact project/s, we will continue engagement with our current community partners in order to monitor the sustainability of our impact, as well as provide support where needed. Finally, we will transform Imaginación Post-María's experiences and learnings into educational, open-source deliverables that can catapult a scalability plan and spur future bottom-up recovery efforts in other communities across the island and beyond.





# OVERALL PROJECT TIMELINE



# 2019 IMAGINACIÓN POST-MARÍA BUDGET

## PROJECT IMPLEMENTATION / implementation costs per community

Theme	Expense	Price per unit	Months/Quantity	Total	Total budget
Community Outreach Coordinators	Community Outreach Coordinator Stipends (distributed according to community leadership composition)	\$4,200	12	\$50,400	
					\$50,400.00
Phase 5: Launch Elected Project (Jan - Jul)	Community Grant for Social Impact Project	\$50,000	1	\$50,000	
	External Consultants for Project Analysis and Budget Review	\$3,000	1	\$3,000	
	Stipend for Community Construction Leaders	\$5,000	1	\$5,000	
	Monthly Community Meetings (Venue, Snacks, Materials)	\$50	7	\$350	\$58,350.00
Phase 6: Envision Future (Aug)	Inauguration Festival (Entertainment, Food, Outreach, Decoration)	\$2,000	1	\$2,000	
	Community Coordination Meetings (Venue, Snacks, Materials)	\$50	2	\$100	
	Community Gathering and Debriefing Session (Venue, Snacks, Materials)	\$50	1	\$50	
	Monthly Community Meetings (Venue, Snacks, Materials)	\$50	1	\$50	\$2,200.00
Post-Project Phase: Collaborative Evaluation (Sep-Dec)	Brainstorming Sessions (Venue, Snacks, Materials)	\$50	2	\$100	
	Community Visits (Venue, Snacks, Materials)	\$50	4	\$200	\$300.00
				<b>COST PER COMMUNITY</b>	<b>\$111,250</b>
				<b>BUDGET FOR ALL THREE COMMUNITIES</b>	<b>\$333,750</b>

## PROJECT IMPLEMENTATION / shared implementation costs for all three communities

Post-Project Phase: Final Deliverables	Imaginación Post-María Toolkit Publication (300 copies)	\$15,000	1	\$15,000	
	Imaginación Post-María WebSeries (Post-Production: Editing, Sound Design, Color Correction and Grading, Motion Graphics and Design)	\$5,000	1	\$5,000	\$20,000.00
Audio-Visual Team	Audio-Visual Coordinator (Full-Time: \$18/hr)	\$2,880	12	\$34,560	
	Audio-Visual and Social Media Support Team in Communities	\$1,500	12	\$18,000	\$52,560.00
External Consultants	Lawyer (Collaboration Agreements, Land Ownership Evaluations, etc.)	\$8,000	1	\$8,000	
	Budget Administrator (Part Time: \$18/hr)	\$1,444	12	\$17,328	
	Project Manager for Infrastructure Projects (Full-Time: \$18/hr)	\$2,880	12	\$34,560	
	Engineering and Construction (Infrastructure-Related Studies and Evaluations)	\$5,000	1	\$5,000	\$64,888.00
				<b>BUDGET FOR ALL THREE COMMUNITIES</b>	<b>\$137,448</b>

**TOTAL PROJECT IMPLEMENTATION COSTS \$471,198**

## OVERHEAD

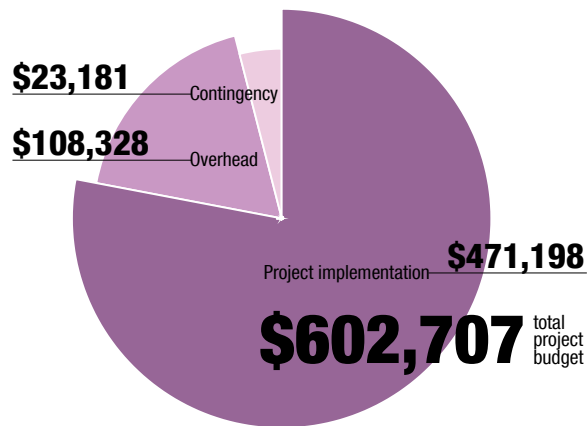
Theme	Expense	Price per unit	Months/Quantity	Total	Total budget
La Maraña Core Team	Executive Co-Director Sofia Unanue (Full Time: \$20/hr)	\$3,200	12	\$38,400	
	Executive Co-Director Alexandra Llegus (Full Time: \$20/hr)	\$3,200	12	\$38,400	\$76,800.00
Administrative Costs	Accounting Related Fees (Annual Auditing, Tax Filing, Accounting Software, Bank Charges, etc.)	\$7,000	1	\$7,000	
	Rent, Utilities and Office Supplies	\$600	12	\$7,200	
	Grant-Writer & Development Officer for Long-Term Sustainability (Part-Time: \$18/hr)	\$1,444	12	\$17,328	\$31,528.00

**TOTAL OVERHEAD COSTS \$108,328**

## CONTINGENCY

Contingency Fees (4% of Total Budget) \$23,181.04

**TOTAL CONTINGENCY COSTS \$23,181.04**



**TOTAL PROJECT BUDGET  
\$602,707.04**

# OUR 2018 ALLIES AND FUNDERS



MENSAJEROS  
DE PALOMAS



PATIO TALLER



EMERGE  
PUERTO RICO



The Boston  
Foundation tBf

THE  
SOLUTIONS  
PROJECT



kbzu2.



THANK YOU FOR JOINING US  
IN THE PATH TOWARDS CREATING  
A MORE JUST, PARTICIPATORY  
AND SUSTAINABLE ISLAND.

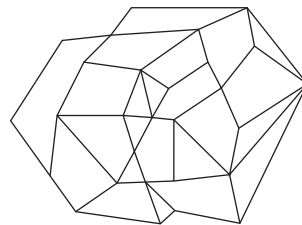
[lamarana.pr@gmail.com](mailto:lamarana.pr@gmail.com)

[www.lamarana.org](http://www.lamarana.org)

[www.facebook.com/lamarana.pr](https://www.facebook.com/lamarana.pr)

[www.instagram.com/la\\_marana\\_pr/](https://www.instagram.com/la_marana_pr/)

+1 787 690 8666  
+1 787 688 2030



**la maraña**  
urbanismo socialmente consciente