



# Rural Placemaking

## Toolkit for Puerto Rico

**Methods to implement placemaking in your community**

Foundation for Puerto Rico | USDA Rural Development | Comité Desarrollo Barrio Cubuy, Inc.  
Rural Placemaking Innovation Challenge – Destino 191: El Yunque del Caribe



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USDA Rural Partners Network

# A. Introduction

Foundation for Puerto Rico  
The Comité Desarrollo Barrio Cubuy, Inc.  
Rural Placemaking Innovation Challenge  
Destino 191-El Yunque del Caribe



# Foundation for Puerto Rico

## Visitor economy



## Foundation for Puerto Rico™

Founded in 2011, Foundation for Puerto Rico (FPR) is a non-profit organization committed to unleashing Puerto Rico's potential as an active participant in the global economy. Its goal is to transform the island into a thriving destination for global enjoyment by promoting sustainable economic and social development programs. FPR focuses on visitor economy as its main strategy, as it has the potential to generate a short-term economic impact and provide opportunities for Puerto Ricans. FPR envisions a prosperous Puerto Rico that promotes the talent, creativity and

passion of its people. It wants to make the island a unique and desirable destination, inspiring people from around the world to visit. Puerto Rico has a wide variety of assets and resources, including its natural beauty, history, art, culture and cuisine, all available in a compact and accessible destination.

In 2014, FPR began working to make the visitor economy a priority for local leaders. It established a research unit and published several studies on issues related to the visitor economy. It also organized events and workshops to promote

dialogue among local leaders in the tourism sector in Puerto Rico.

Following Hurricanes Irma and María in 2017, FPR expanded its efforts in social and economic development on the island, focusing on resilience. It introduced programs such as the Bottom Up Destination Recovery Initiative, Emprende 360°, and the Whole Community Resilience Planning (WCPR) program to impact multiple communities in Puerto Rico. Then, it contributed to the business community through the PULSO and ReActiva programs.

# Foundation for Puerto Rico

## Visitor economy

### Direct contribution

The visitor pays directly to:

Theatre	Taxi
Travel agencies	Car rentals
Sales	Cruise
Entertainment	Flights
Gasoline	Bus
Hotel	
Bank	



Raw  
Material



General  
Services



Consumption and  
services (by employees)



Tourism employees  
and supply chain

### Induced contribution

What is subsequently paid for:

Banks	Hospitals
Real estate	Infrastructure
Communications	Others

### Indirect contribution

that pays salaries, taxes, and profits:

Chef	Builder	Trader
Driver	Waiter	Others
Host	Tourist Guide	
Services	Pilot	

The visitor economy differs from tourism in that it encompasses not only the direct consumption of goods and services by visitors but also the indirect and induced economic activity that arises from the interaction between visitors and the destination. This includes the supply chain, construction, and economic activity generated by tourism workers.

The economic activity generated by the visitor economy has a multiplier effect on various economic sectors, not just tourism. It contributes to job creation, community development, infrastructure development,

and increased income in different regions of the island. It also provides a platform for individuals, families, small businesses, and communities that generate income through various economic activities.

In analyzing the visitor economy ecosystem, both public and private organizations are identified, as well as key individuals who drive change and define strategies. It also recognizes those who interact with visitors and those who offer products and services for tourists to enjoy in Puerto Rico.

# Comité Desarrollo de Cubuy, Inc.

## Community-based project



January 25, 2023. The Comité Desarrollo de Cubuy, Inc. incorporates new members in a meeting with the community.

The Comité Desarrollo de Cubuy, Inc. is a non-profit community-based organization active since 2011 whose purpose is to promote the economic, social, and community development of the Cubuy community in the Municipality of Naguabo in all phases. The organization is composed of members of the Cubuy community who also act as community leaders and serve as support to the organization when any need arises. The initial points of contact are committee members and community members Mariny Vázquez and Jimmy Piña.



April 26, 2023. The Committee, the Municipality of Naguabo and the USDA Forest Service (USDA) gathered at the La Mina community center to collaborate.



The Committee envisions a united community committed to the conservation and promotion of its natural and cultural resources. Moreover, its mission is to promote the sustainable development of the neighborhood through community-based tourism. As part of this mission, in 2021, Cubuy became the first community to sign a co-management agreement for the Río Sabana Recreation Area with representatives of the US Forest Service. In this way, they will be in direct collaboration for the south entrance facilities maintenance, and in creating experiences that increase visits to the site.

# Rural Placemaking Innovation Challenge

## United States Department of Agriculture (USDA)



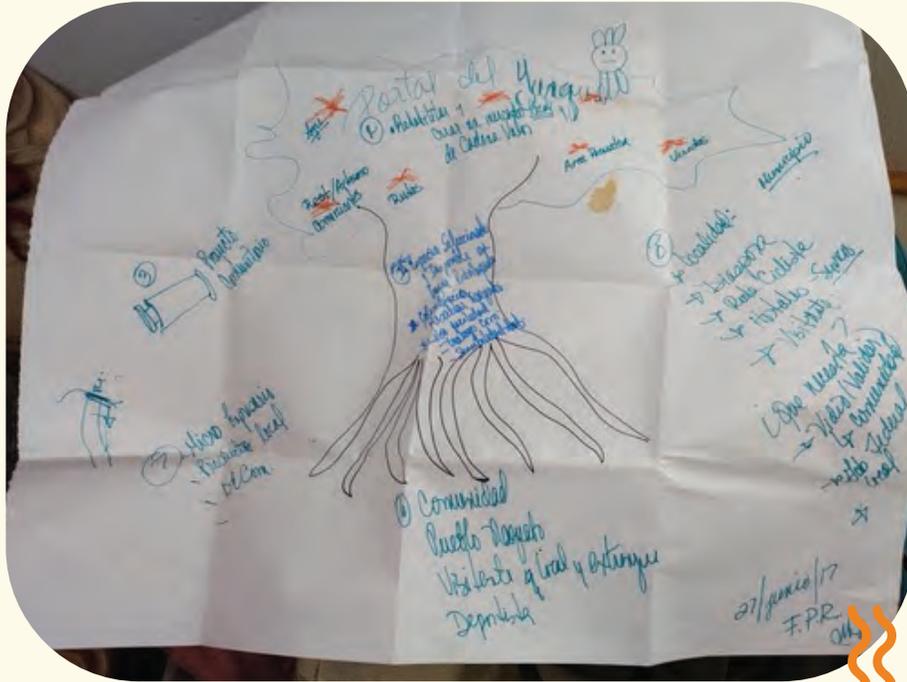
One of the opportunities identified by FPR for the Committee was the "Rural Placemaking Innovation Challenge" (RPIC) from the Rural Development Division of the United States Department of Agriculture (USDA). It was at this moment that, with the endorsement of the community and the creators of Destino 191: "El Yunque del Caribe", FPR applied for the grant, and it was approved. To complete the necessary budget for the execution of this first phase, A Friends' Foundation and the Triple-S Foundation joined the effort, in addition to private funds from FPR allocated to the project.

The RPIC federal program seeks to support communities through planning, technical assistance, and training in placemaking activities in rural areas. RPIC aims to provide funding to eligible applicants that promote public-private and philanthropic partnerships to foster economic and social development in these areas. Projects are aligned with the mission of existing Rural Development programs to improve the quality of life in rural America through support for essential

services such as housing, economic and community development, and needed infrastructure. RPIC is based on the importance of livable communities, the implementation of innovative placemaking practices, and the creation of collaborative partnerships with public, private, and philanthropic organizations. It is acknowledged that placemaking contributes to community resilience, social stability, and collective identity.

# Destino 191

## Project origins



June 27, 2017. First ideation exercise of Destino 191 project, led by Mariny Vázquez in collaboration with FPR.



The Cubuy community, located in Río Blanco, Naguabo, has as part of its main assets the southern entrance to El Yunque, also known as "El Yunque del Caribe", and the Río Sabana Recreational Area. Route 191 runs from the entrance to the community of Río Blanco, Naguabo, and crosses the Cubuy

neighborhood to give access to the southern entrance to El Yunque National Forest. With the intention of fostering the economic development of the community, which still faces a series of obstacles after Hurricanes Irma and María, the earthquakes and the pandemic, the community leaders of the Cubuy

neighborhood, and belonging to the Comité Pro Desarrollo Cubuy, Inc. (currently known as the Comité Desarrollo Barrio Cubuy, Inc.) came up with the potential of the neighborhood based on its assets and decided to call the project "Destino 191", using the road number 191 as a reference for the distinctive offering.

# Destino 191

## Project origins



FPR team through the Bottom Up Destination Recovery Initiative with community leader Mariny Vázquez at Piedra del Indio, also known as Piedra de Salomé by neighborhood residents.

In the aftermath of Hurricanes Irma and María, Foundation for Puerto Rico (FPR) strengthens its community efforts through programs such as the Bottom up Destination Recovery Initiative. FPR is a non-profit organization with a mission to transform Puerto Rico into a destination for the world by creating opportunities for

socioeconomic development. Its strategic focus is on the visitor economy, resilience and strategic innovation.

The collaboration between FPR and the Committee began in 2017, when the Bottom Up Destination Recovery Initiative team spent six months with the community to

identify areas of opportunity in the region as part of the development of the Ceiba and Naguabo Destination Plan. Destino 191: "El Yunque del Caribe" project was born from the community of Cubuy and has the support of the community in the development and implementation of the revitalization plans for the area.

# **B.**

# **Placemaking**

# **principles**

**What is Placemaking?**

**What makes a place great**

**The Power of 10+**

**Impacts and benefits of Placemaking**

**Multi-sectorial and multi-jurisdictional approaches**

**Toolkit purpose**

**Tell your community about Placemaking**

**General steps of a Placemaking project**



# What is Placemaking?

Placemaking is a collaborative engagement process that helps rural and tribal community leaders create quality places where people want to live, work, play, and learn. Bringing together partners from public, private, tribal, and philanthropic communities, as well as the technology sector, placemaking is a comprehensive approach to community and economic development that incorporates creativity, infrastructure initiatives, and vibrant public spaces. Key elements of quality places can include a mix of uses, effective public spaces, broadband capacity, preservation of historic sites, transportation options, diverse housing choices, and respect for community heritage, arts, culture, creativity, recreation, and green spaces.

**For example:** if we adapt Puerto Rico's rural communities to a placemaking model it must reflect the island's cultural identity, be accessible and connected, have inclusive and multifunctional public spaces, be sustainable and resilient, and be created with the active participation of the community.



Río Blanco community taking a workshop with the Forest Service



Community leaders and FPR visiting the Recreation Area



Community leaders and the Forest Service gathered at the Center to discuss important issues.



# What makes a place great

Most outstanding places, whether it is an impressive town center plaza or a community park, share four fundamental attributes:

Obtained from: Project for Public Spaces. Placemaking: What is We Built Our Cities Around



## Sociability

They are sociable environments where people want to meet and come back again and again.



## Uses and activities

They attract people to participate in activities there.



## Accessibility and connections

They are accessible and well-connected to other important places in the area.



## Comfort and image

They offer comfort and portray a positive image.



# The Power of 10+

## How towns can be transformed through "Placemaking" in Puerto Rico



### "Power of 10+" in placemaking:

To be successful, a region or town in Puerto Rico can have at least 10 destinations that give identity and image to the communities and attract residents, businesses, and other stakeholders.



### Elements of a successful destination:

Each destination should have multiple places, such as town squares, main streets, parks, or museums, and within them, at least 10 different places, such as cafeterias, playgrounds, and spaces to relax, among others.



### Diversity of activities:

Within each location, at least 10 different activities or experiences, such as concerts, farmers' markets, and cultural and sporting events, should be offered to attract diverse people.



### Community benefits:

The implementation of the "Power of 10+" creates vibrant and attractive communities, improving the quality of life for residents and fostering sustainable economic growth in the region.



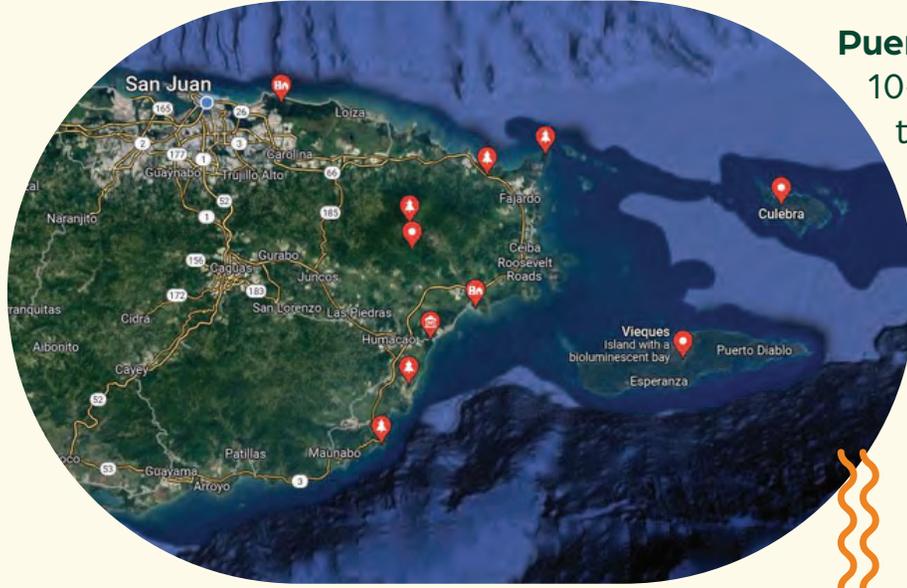
### Positive impact for Puerto Rico:

The creation of strong community destinations and the connection between them generates a large archipelago united by its attractions, creating a dynamic and pleasant place to live, work, visit, and play.



Project for Public Spaces "Placemaking: What if We Built Our Cities Around Places?" Project for Public Spaces. 2022.  
[https://uploads-ssl.webflow.com/5810e16f876cec6bc6bd86e/6335ddc88bf7f29ec537d49\\_2022%20placemaking%20booklet.pdf](https://uploads-ssl.webflow.com/5810e16f876cec6bc6bd86e/6335ddc88bf7f29ec537d49_2022%20placemaking%20booklet.pdf)

# Example:



**Puerto Rico Eastern Region**  
10+ destinations to visit in the region

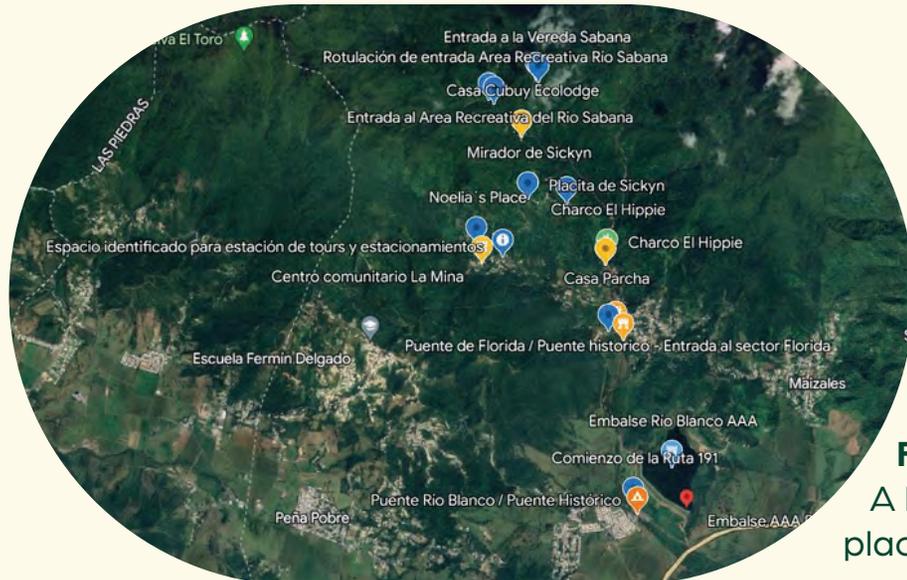


Resource: Google Maps & Google Earth



**Destino 191 – Río Sabana Recreation Area, El Yunque National Forest**

10+ things to do at a destination place



**Destino 191 – Barrio Rio Blanco, sectors Florida and Cubuy**  
A Destination with 10+ places with things to do



## 10 + destinations to visit in the region

Puerto Rico Eastern Region

Río Blanco | Naguabo Boardwalk | Inés María  
Mendoza Nature Reserve | Pterocarpus Forest |  
Humacao Natural Reserve | Cabezas de San Juan  
Nature Reserve | Vieques | Culebra | El Yunque  
National Forest | Piñones | Northeastern Ecological  
Corridor



## A Destination with 10+ Places with Things to Do

Destino 191 - Barrio Río Blanco, sectors Florida and Cubuy

Río Blanco AAA Reservoir | Casa de Piedra |  
Florida Bridge | Charco El Hippié | Casa Parcha | La  
Mina Community Center | Noelia's Place | La Piedra  
del Indio Lookout / Piedra de don Salomé | Casa  
Cubuy Ecolodge | Río Sabana Recreation Area |  
Placita de Sickyn



## 10+ things to do at a destination site

Río Sabana Recreation Area, El Yunque National Forest

Hiking | Bird watching | Picnic | Nature photography |  
Bathing in natural pools | Meditation or yoga |  
Educational field trips | Flora observation |  
Landscape visualization | Swimming | BBQ



# Impacts and benefits of Placemaking

## The creation of places to foster community development

In Puerto Rico, Placemaking, or the creation of spaces, can have positive effects that include strengthening cultural identity, improving the quality of life of residents, boosting tourism and local economic development, promoting community participation, and fostering resilience and sustainability. These benefits are achieved through the creation of attractive, inclusive, and functional public spaces that reflect local culture and provide opportunities for social interaction and economic development. Placemaking also implements the principles of Asset-Based Community Development (ABCD), which we will discuss later.

Shared places contribute to the creation of a community history. When public spaces become part of everyday life, they become permanently associated with important personal and collective moments. Therefore, it is important

to highlight some of the benefits of "Placemaking":

### **Promotes democracy:**

Public spaces are a common goal in which diverse groups can work collaboratively in a democratic process. In the case of Cubuy, the community meets at the La Mina community center, or the Río

Sabana Recreation Area to make decisions about community issues.

### **Encourages youth participation:**

Safe public spaces attract young populations, which helps create vibrant spaces where people want to live, visit and play.

Meeting with the Forest Service



# Impacts and benefits of Placemaking

## The creation of places to foster community development

### Community and economic development opportunity:

Improvements to public spaces can bring visibility to the community's wants and needs, spur investment, and encourage small-scale entrepreneurial activity, such as public markets. More importantly, improvements to public spaces also improve the quality of life for its residents.



Syckin market in front of the lookout point.



Syckin Lookout on Route 191



### Community Identity:

Placemaking strengthens the sense of identity of the communities through the development of the assets available in it. It also values existing history and understands its importance when developing new projects.

# Multi-sectoral and multi-jurisdictional approaches

## The creation of places to foster community development

Placemaking planning and implementation processes should be carried out through multi-sectoral and multi-jurisdictional processes. Multisectoral means an intentional collaboration between two or more sectors (e.g., utilities, health, housing, community services, etc.) to achieve goals and outcomes in communities and regions. Multijurisdictional means more than one jurisdiction,

where jurisdiction refers to a unit of government or other entity with similar powers, such as a city, county, district, special purpose district, municipality, town, ward, parish, village, state, Indian tribe, etc.

Both approaches are intended to obtain all perspectives on the planning process. It is important to have the support of the various

sectors of the community and the jurisdictions that influence changes in it for the purpose of integrating all parties related to the plan to help facilitate the plan. The integration of these parties occurs through meetings and events that foster collaboration and commitment to community development.



March 31, 2023. Photos of the first multi-sector event where community leaders and federal, local, and non-profit organizations gathered at the Colaboratorio by Foundation for Puerto Rico to collaborate in the creation of the Cultural Route and the Placemaking Plan for Destino 191.



# Toolkit Purpose

## The creation of places to foster community development

The purpose of a placemaking toolkit is to provide a collection of resources, guidelines, and practical strategies that can be used by designers, planners, and community leaders to carry out placemaking projects effectively.

These tools offer proven approaches, techniques, and examples for engaging the community, designing inclusive public spaces, promoting citizen participation, fostering economic and cultural vitality, and creating more vibrant and attractive places. The toolkit acts as a practical guide and source of inspiration to help implement successful placemaking projects tailored to the needs and desires of each community.



The USDA Forest Service speaking to the community at La Mina Community Center Open House.



Community leader doing a collaborative exercise of "Placemaking" with the community.



# Toolkit Purpose

## Tell your community about Placemaking

To begin informing the Cubuy community about Placemaking, the Comité Desarrollo de Cubuy and Foundation for Puerto Rico held an open house (casa abierta) at La Mina community center with several informational and collaborative stations to gather input from the community. In this way, the community became familiar with the details of the project and provided valuable information about their desires. From these efforts, the first mural was designed on the exterior of the community center, which is now iconic of Route 191.



You can design an event like this in a public space accessible to you in your community and use Appendix 1 for examples of how you might begin to inform your community about Placemaking.

The FPR team collaborated in the Casa Abierta event where the community was introduced to the benefits of Placemaking and how they can contribute to the project.

**Appendix 1:**  
Tools to inform  
your community  
about  
Placemaking

# General Steps for a Placemaking Project

## Tell your community about Placemaking

The placemaking methodology can be followed in five general steps. Although these steps represent a general way to carry out a placemaking project, it is important to note that each step may occur in a different order, or even simultaneously depending on the needs of your community.

## Space research and evaluation

Begin by understanding the existing space and its context. Conduct research on the environment, history, and social and cultural characteristics of the community. Assess the strengths and weaknesses of the place, and identify the wants and needs of the local community.



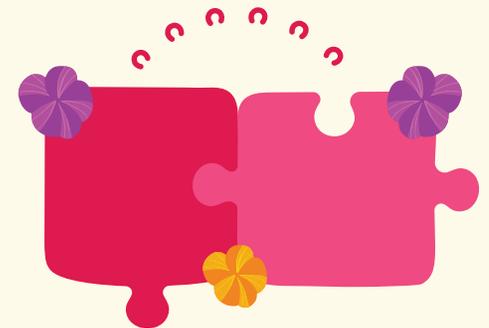
## Community Development

Involve the local community from the beginning. Organize meetings, workshops, and participatory events to gather ideas, opinions, and feedback from residents, government agencies, and other stakeholders. Encourage an inclusive and open process that values a diversity of perspectives and experiences.



## Collaborative design

Use knowledge and input from the community to generate design ideas. Work in collaboration with architects, urban planners, landscape architects, and other professionals to translate ideas into concrete proposals. Consider aspects such as accessibility, sustainability, functionality, and aesthetics.



# General Steps for a Placemaking Project

## Tell your community about Placemaking



### Create a strategic plan

Establish a long-term sustainable maintenance and management plan for the place. Involve the community in the responsibility and care of the site. Collaborate with local authorities and other organizations to secure resources and ongoing support to implement the projects in your plan.



### Implement your Placemaking project

After going through a planning process that involves stakeholders, we can then move on to project implementation. It is important to strengthen the governance of the plan through an active committee to ensure that the elements of the plan are being promoted.



Similarly, creating a plan is not a straitjacket. Although it serves as a general guide for implementation, it is important to adjust as you gather new information about the community's development needs.



# C. Community research and assessment

Data collection and analysis  
Identification of the community's wants and needs  
Space observation strategies  
Identifying community assets  
Community mappings - Local resources  
Rural History Research in Puerto Rico  
Reporting of findings



# Data Collection and Analysis

## Research methods

Data collection and analysis refers to the process of collecting relevant information and processing it to obtain meaningful insights and answers to specific research questions. It is a fundamental part of research and is used in various fields, such as science, health, economics, and social sciences.

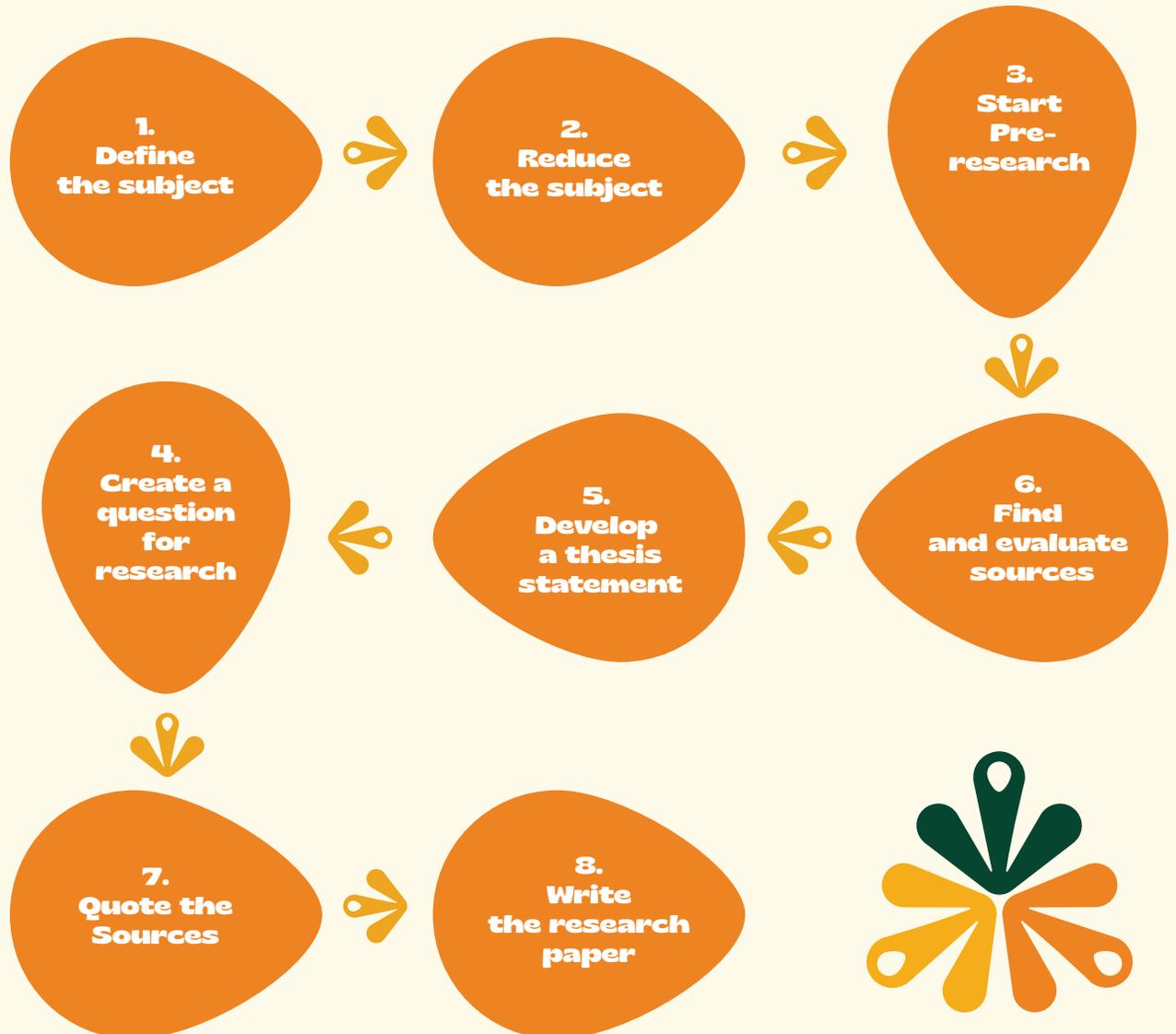
When collecting and analyzing data based on community mapping, it is essential to take into account the following aspects:

### What is research?

Research can be very diverse and varied, but in general terms, it is governed by the requirement of rigor, systematicity, and minimum objectivity.

Requires the application of a method that is explainable, understandable, and transmissible, and that has the endorsement of specialized third parties.

### Research Methodology



# Data Collection and Analysis

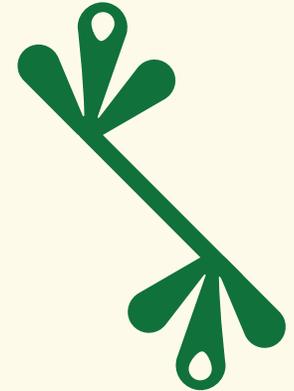
## Research methods

### Qualitative Research

- Collects words, ideas, behaviors, opinions, and experiences.
- Data are collected and produced using observational methods such as interviews, focus groups, questionnaires, and more.
- Subjective and Inductive.
- Provides detailed descriptions of people's experiences, feelings, and perceptions.



The FPR team, the Graduate School of Planning and the Committee using qualitative observational research to identify community assets.



### Quantitative Research

- Methods use numerical data or data that can be converted to numbers (e.g., category variables such as gender, age, etc.).
- Reduces to fact and data; tries to eliminate bias
- Objective and deductive
- Tends to be structured



The FPR team and the Committee using quantitative research to conduct the community survey.

# Data Collection and Analysis

## Information Sources

### Reliable sources

How to know if a source is reliable?

- Authorship
- Reputation
- Use of sources and updates
- Methodology



## Reliable Sources Check-list

- My source is relevant to my research topic.
- My source is recent enough to contain up-to-date information on my subject.
- There are no obvious grammatical or spelling errors.
- The author is an expert in his field.
- The information is supported by evidence and/or is verifiable elsewhere.
- The purpose of my source is to educate or inform.
- My source is unbiased and offers multiple perspectives in a fair manner.
- For academic journals: My source is peer-reviewed and published in an established, accredited journal.
- For web sources: My source design is professional and recently updated.
- Backlinks to other sources are up to date, and not broken.
- For web sources: The URL of my source suggests that the domain is trustworthy, e.g.: .edu, .org, .gov, etc. address.

# Data Collection and Analysis

## What is data analysis?

Data analysis is the process of collecting, modeling, and analyzing data using various statistical and logical methods and techniques. This process allows extracting information to support strategic and operational decision-making.

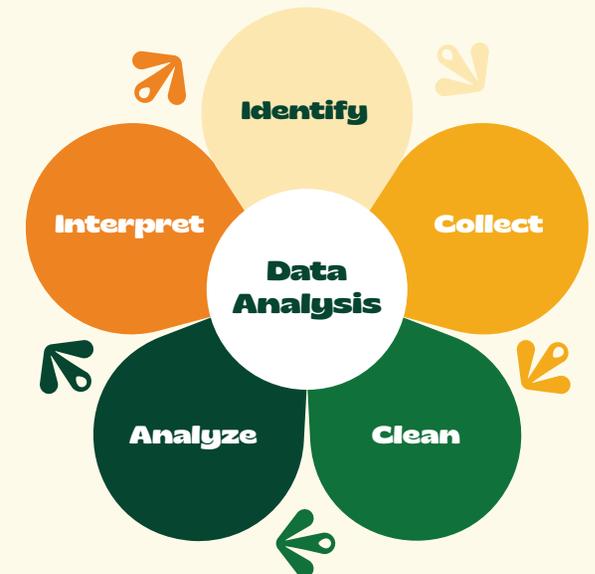
### Data Analysis Importance

- It allows impact measurement.
- Allows information visualization.
- Enables transparency.
- It leads to strategy.
- Leads to innovation.
- Improve internal processes.
- It helps to create a budget.
- Helps with fundraising.

### Data analysis techniques

- Collaborate with your team to identify what you want to research
- Establish a research question
- Collect data that could provide you with one or more answers to your research question.
- Democratize the data with the team to be able to analyze it from different points of view.
- Clean the data, i.e., get rid of everything that does not answer your research question.
- Answer the questions you asked yourself at the beginning
- Visualize the data
- Exercise caution with the Interpretation
- Create the Narrative
- Share

### Data analysis process



# Data Collection and Analysis

## Basic Tools for Data Analysis

Some of the tools you can use for data analysis include:



Power BI

**Microsoft Power BI:** It allows you to import, transform and visualize data from various sources into interactive dashboards and graphs.



**Microsoft Forms:** It is a tool similar to Survey Monkey, integrated into the Microsoft ecosystem, for creating and collecting responses to online forms.



**Microsoft Excel:** It is a versatile tool that allows basic data calculations, manipulations, and analysis, as well as the creation of graphs and pivot tables.



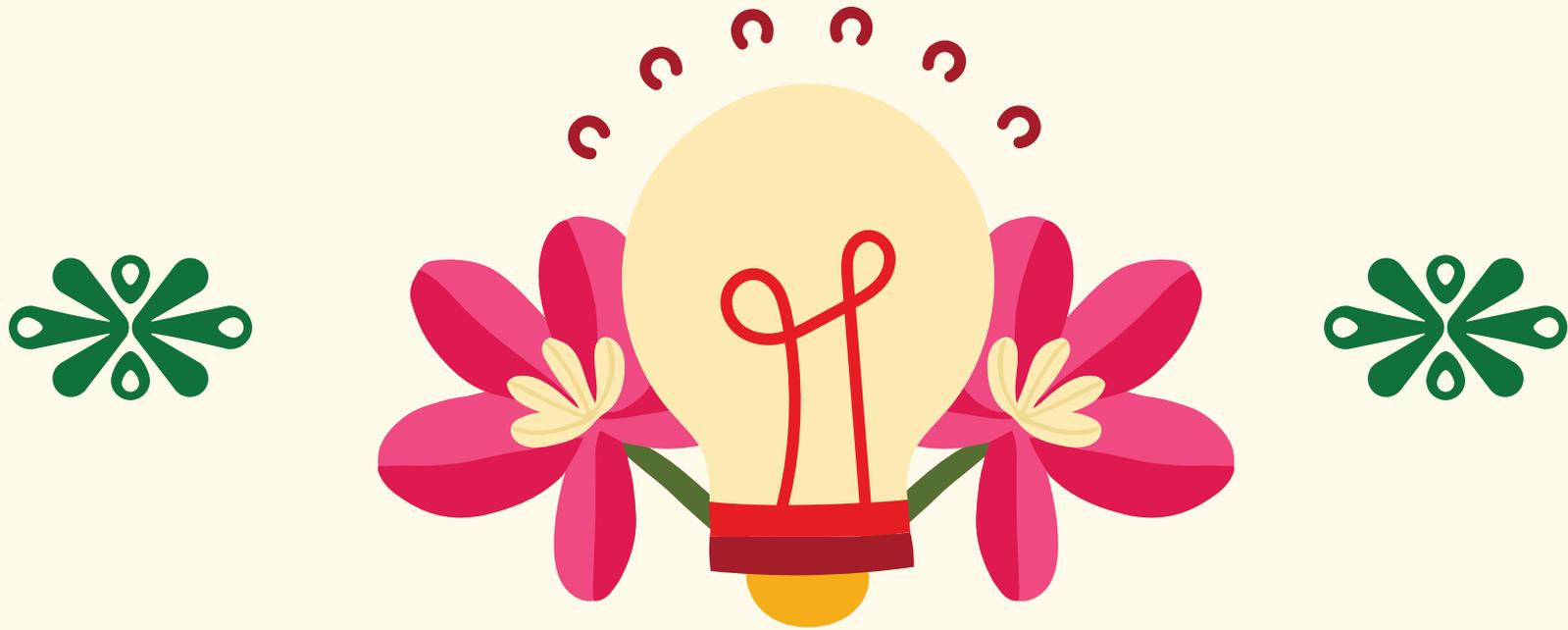
**Google Scholar:** Facilitates the search for academic and scientific studies to support data analysis.



**Survey Monkey:** It allows you to create customized surveys, distribute them, and analyze the results.

These tools are useful for different aspects of data analysis, and the choice depends on individual needs and preferences.

# Identification of the Community Wants and Needs



Community integration is fundamental for placemaking projects. This is why it is important to start listening to the diverse voices of the different sectors of your community to gather information about their wants and needs. Not only is this a vital step, but it makes it easier for you as a placemaker to understand your community and plan smaller-scale projects.

A placemaker is a leader who knows how and why a community's public spaces influence the physical, social, and emotional health of its members. As such, they work hard to help improve the quality of life for residents through space improvements and community development. Smaller-scale projects

are interventions of limited size and specific scope that are developed in local communities, with the objective of generating a positive impact and addressing particular needs within that specific environment. These projects usually involve the active participation of the community and focus on improving the quality of life at the local level.

City Imprints. "Why You Should Become a Placemaker." City Imprints.

<https://www.cityimprints.com/why-you-should-become-a-placemaker#:~:text=%22PlaceMakers%E2%84%A2%20are%20leaders%20who,what%20makes%20their%20city%20s>

# Identification of the Community Wants and Needs

## Collaborative exercise step-by-step

### Collaborative exercise

#### Instructions:

Gather people from your community to carry out the following exercise.

#### Exercise objective:

Obtain information on community wants and needs to guide a placemaking project.

#### Required materials:

- White boards or large paper on the wall.
- Markers of different colors.
- Sticky notes or post-its.
- Ample space for group collaboration



Raise community awareness about the principles of placemaking and the benefits it could bring to the community. Use fact sheets at meetings and events to delve deeper into the topic and begin to understand the wants and needs of your community. You can also take advantage of individual and group conversations and gather qualitative information.



Qualitative information in a placemaking project can be obtained through different methods such as:

- interviews in meetings with members of the community
- observation and description of the spaces and their components
- content analysis available on the community



These allow you to capture their experiences, opinions and needs in order to effectively adapt the project to their characteristics and expectations.

# Identification of the Community Wants and Needs

## Collaborative exercise step-by-step

### **1 Meeting and presentation:**

Organize an open meeting to invite community members to participate in the exercise. Explain the purpose of the exercise and the importance of their contribution to the development of a project that addresses their needs. Identify a space on the wall or whiteboard with the words "wants" and "needs". Encourage everyone to actively participate

### **2 Identifying desires:**

Ask participants to write on sticky notes or post-its their desires and aspirations for the specific project space or place. These can be ideas about physical features, activities, amenities, cultural, environmental elements, or anything else they would like to see in the space. Each idea is written on an individual note

### **3 Grouping wishes:**

As participants share their wishes by sticking them on the board or flipchart, encourage others to identify similarities or common themes among the ideas. Help group-related sticky notes on the board or wall, using different colored identifiers for each group. This will help visualize the community's main areas of interest

### **4 Discussion and feedback:**

Encourage an open discussion among participants about the priorities identified. Ask community members to explain their reasons for considering certain desires as more important. Encourage others to share their opinions and offer constructive feedback

# Identification of the Community Wants and Needs

## Collaborative exercise step-by-step

5

### Prioritizing wishes:

Once the wishes are grouped, ask participants to vote for the wishes they consider most important. They can use different colored markers to mark the sticky notes or rate them according to their importance. This will help identify community priorities.

6

### Results synthesis:

Synthesize the community's desires and priority needs, based on the groupings and votes taken. Document the results clearly and visually, using graphs or visual summaries that reflect the main areas of interest and priorities.

7

### Feedback to the community:

Share the results of the working session with the community. You can organize a follow-up meeting or use appropriate communication channels to ensure that everyone has access to the information and can provide additional comments or corrections.

- To identify needs, repeat the process at another follow-up meeting.
- Use different communication channels to disseminate the results and continue collecting information.
- Continue to keep an eye out throughout the course of the project for new wants and needs that have not come up in these meetings and that should be added to the creation of your placemaking plan.



# Observation strategies

## Observation for data collection

After you have a comprehensive understanding and developed a list of community wants and needs, it is important that you also use observation strategies. Observation strategies will help you obtain additional data to understand how to create your placemaking plan and execute your project.



### Observation:

Conduct observation sessions in the public space you are studying. Record information about how the space is used, what activities take place, how people interact, etc. You can use a notebook or mobile app to record your observations.



### Behavioral mapping

During the observation, use behavioral mapping techniques to record the location and movements of people in space. You can use a printed map or a digital mapping application to plot routes and areas of interaction.



### Counting:

Conduct systematic counts to collect quantitative data on the number of people using the space at different times of the day and days of the week. You can count manually or use automatic devices, such as motion sensors, to collect this data.

# Observation strategies

## Observation for data collection



### Tracking:

Use tracking techniques to record the time people spend in different areas of public space. You can use clocks or timers to measure the duration of people's activities and get information on which areas are most used and for how long.

### Interviews and questions:

Combine the observation with interviews and questions to the users of the space. You can approach people during the observation and ask them questions about their experience, their needs, and their suggestions for improving the space. These interviews can provide valuable information and additional insights.

### Tracking measures:

In addition to observing human behavior, consider using tracking measures, such as foot traffic, noise, or air quality, to collect additional data on the physical environment and user experience.

# Observation strategies

By combining these techniques, you will be able to get a more complete picture of how public space is used in Puerto Rico, identify patterns of behavior and community needs, and use this data to inform your placemaking project decisions. Remember to respect people's privacy and obtain their consent before conducting interviews or using tracking measures.



## Observation for data collection

The Worcester Polytechnic Institute conducted a study through interviews at the south entrance of El Yunque, and other cyber resources, to understand the type of visitors to the Río Sabana Recreation Area. In this study, they were able to make important findings about the desires of the community and presented a series of recommendations such as the installation of signs, and more experiences, among others.

Read the study here : <https://wp.wpi.edu/puertorico/projects/2021-fall/eynf/>

**Appendix 2:  
Exploring the  
perspectives and  
expectations of  
visitors to the  
Yunque National  
Forest**

# Observation strategies

## SWOT Analysis in Your Community

You can conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with your community to gather input from residents, as well as from other organizations interested in supporting your Placemaking project.

# SWOT Analysis

### Strengths

- What are the virtues of the community?
- What does the community stand out for?
- What does the community do differently?
- What offers differentiate the community?

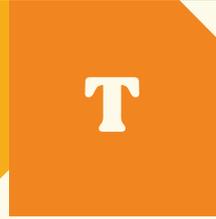


### Weaknesses

- What disadvantages, deficiencies, or limitations are there in the community?
- What factors reduce visits to the region?
- What things could be avoided so that they don't continue to weaken the community?

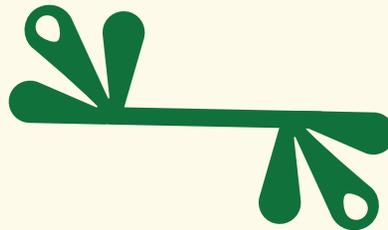
### Opportunities

- What circumstances could improve the community's situation?
- What market tendencies could favor it?
- What support could or should the community receive for its development?



### Threats

- What obstacles does the community face?
- What threats can the increase in tourism bring to the community?
- What resources are scarce in the community to promote its economic development?
- What factors are beyond the control of the community?



SWOT exercise at the community; the second multisectorial meeting in the Cubuy sector.



# Identifying community assets

## Asset-Based Community Development



Communities can use the Asset-Based Community Development (ABCD) methodology to understand their resources and strengths. This methodology considers local assets as fundamental building blocks for sustainable community development. ABCD helps to identify skills, capacities and resources already present in the community to leverage them for the benefit of its residents.

The steps to implement this methodology may vary according to the context of each place, but in general, they include the following:



The FPR team and the Committee at the multi-sectoral meeting explaining the community's assets.



**Asset Mapping:** First, community members should identify and inventory tangible and intangible assets. These assets may include, among others, products, services, places, and people, such as natural resources, cultural heritage, historical assets, local businesses, infrastructure, and human capital. Based on the identified assets, the placemaking development strategy can be built. It is essential to document the status of each asset, as some may be in optimal condition and in use, while others may be in need of revitalization or development.

ABCD Institute. "Asset-Based Community Development Institute." DePaul. <https://resources.depaul.edu/abcd-institute/Pages/default.aspx>  
 LISC. "Asset Mapping: Putting Community Strengths on the Map." LISC. <https://www.lisc.org/our-initiatives/creative-placemaking/main/creative-placemaking-toolkit/asset-mapping/>

# Identifying community assets

## Asset-Based Community Development

The following are some examples of assets to be identified:

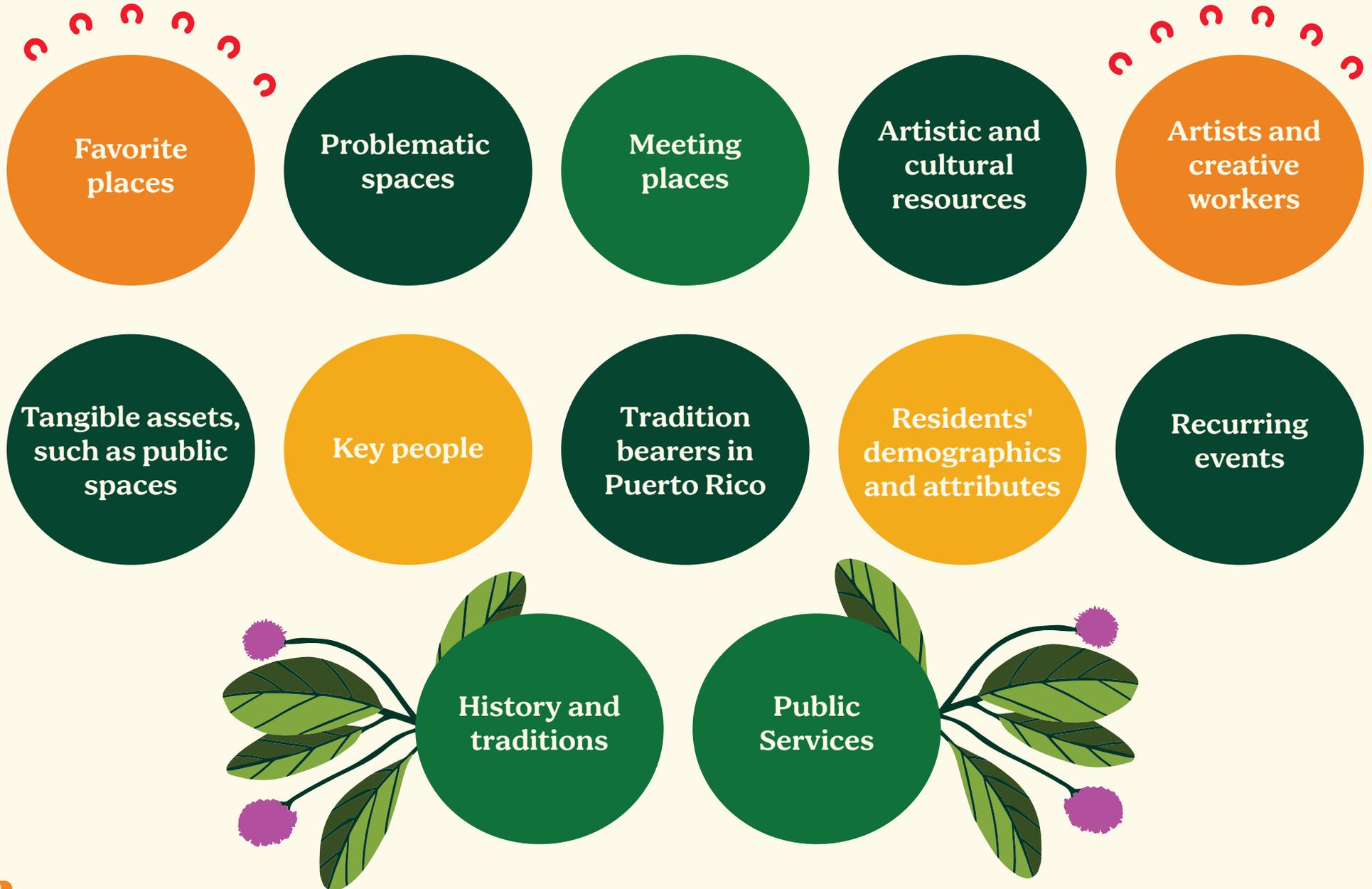
- **Physical Assets:** Historical sites, cultural sites or landmarks.
- **Social Capital:** Local traditions, local organizations (churches, clubs, associations, etc.), community events, gastronomy, artists, and artisans.
- **Economic Assets:** Existing infrastructure (utilities, roads, bridges, broadband, etc.), businesses (employers).
- **Public services:** Hospitals, schools, banks, government agencies.
- **Natural beauty:** Rivers, lakes, mountains, beaches, forests, trails, gardens, parks, open spaces, viewpoints, etc.)

**Community engagement:** Through participatory community initiatives, such as meetings, workshops, and discussions, community members can provide additional information about the assets and point out their aspirations.



# Identifying community assets

Identify assets and resources in your community:



# Identifying community assets

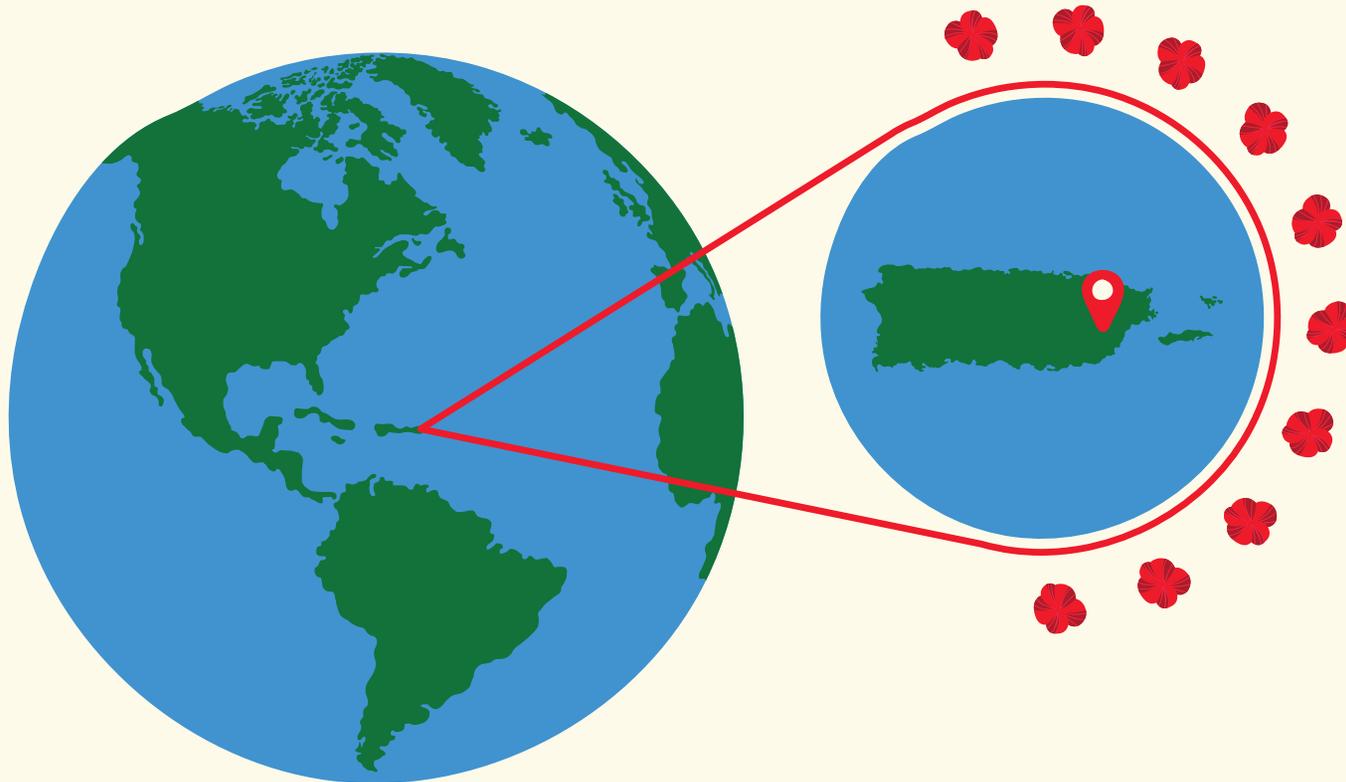
## Create your Google Earth project

Google Earth offers a powerful and accessible tool for identifying assets in your community, making it easy to view, explore, search, and organize relevant geospatial information. You can create a project in Google Earth to identify assets in your community.

Here you can find a step-by-step video for you to create your virtual project to identify assets near you: <https://youtu.be/Z5tweSnNAUA>

Access the Google Earth project created to identify Route 191 assets:

<https://earth.google.com/earth/d/1yr4KAu8FK0S8OWJIRjVwOqQBDkHC7Xur?usp=sharing>



# Rural historical research

## The importance of history in rural community projects

Before beginning to think about projects to create spaces in rural areas, it is important to understand the historical, social, and ecological context of the community, to ensure that the development is a sustainable one and that its focus is the preservation of

important historical assets. Although researching the history of rural areas can be a challenge, it is important to highlight the historical processes that have occurred in the development of the cultures located in rural areas of Puerto Rico. History helps the community to:



**Learn about local identity and culture:** The history of a community is intrinsically linked to its identity and culture. By researching and understanding the community's history, a deeper insight into its past, traditions, values, and heritage is gained. This allows the placemaking process to be enriched by reflecting and preserving the authenticity of the community, avoiding the imposition of foreign ideas, and respecting its cultural identity.

**Support historic preservation:** By researching the history of the community, elements, and places of historic value can be identified. These historic sites and buildings can be preserved and restored as part of the placemaking process, adding a sense of historical continuity and preserving the collective memory of the community.

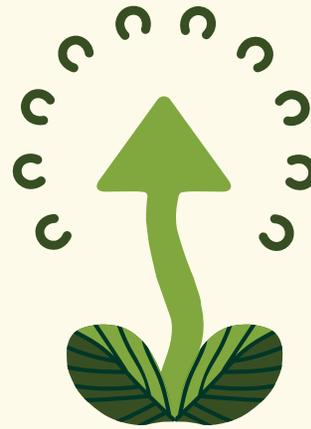
**Build a connection to the past:** A community's history provides a connection to the past and offers the opportunity to learn lessons from previous generations. Researching history, past successes, challenges, and struggles can inform and guide the placemaking process. This helps to avoid past mistakes and make more informed and sustainable decisions for the community's future.

# Rural historical research

## The importance of history in rural community projects



**Generate a sense of ownership and pride:** By involving the community in historical research, a sense of ownership and pride in their history and heritage is fostered. Knowledge of local history can inspire residents to actively participate in the placemaking process, generating greater community engagement and empowerment.



**Improve the authenticity and quality of placemaking:** Effective placemaking is based on understanding and responding to the unique needs and characteristics of a community. Historical research provides a solid foundation for designing and implementing placemaking projects that are authentic, relevant, and meaningful to the community. By understanding the community's history, public spaces can be created that respect its legacy and promote its social, cultural, and economic well-being.



In summary, researching the history of a community in the placemaking process is essential to understand its identity, preserve its heritage, build connections with the past, generate a sense of belonging and improve the quality and authenticity of the public spaces.

# Rural historical research

## Historical perspective

A historical perspective is a way of approaching and analyzing past events and phenomena from a particular theoretical, conceptual or thematic framework. It involves adopting a specific approach to understanding and explaining history, focusing on certain aspects, themes or research questions. Historical perspectives provide different lenses through which to examine past events and understand their meaning and relevance. These perspectives are the result of the application of specific theories, concepts and methodological approaches to the study of history.

Some common historical perspectives include:



**Chronological perspective:** This perspective focuses on the sequence of events over time. It examines how the community has evolved from its founding to the present, identifying key periods, demographic changes, economic transformations, important historical events, and social and cultural trends.



**Socioeconomic perspective:** This perspective focuses on the socioeconomic dynamics of the community. It examines factors such as economic structure, production systems, urban development, land use changes, population growth, social mobility, economic inequalities, and the influence of government policies on the community over time.

# Rural historical research

## Historical perspective



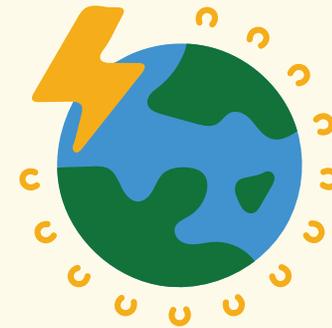
**Political perspective:** Examines power, governance, and political systems over time. Analyzes the institutions, leaders, policies, and power struggles that have shaped historical events.



**Cultural perspective:** Examines culture and cultural expressions in history. Analyzes ideas, beliefs, values, art, literature, music, and other cultural manifestations that have influenced historical development.



**Social perspective:** Focuses on social relations, social structures, and changes in society over time. It examines issues such as social hierarchies, social movements, changes in gender roles, ethnic relations, and demographic dynamics.



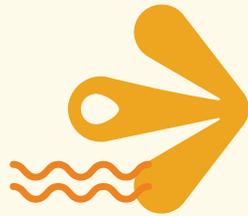
**Environmental perspective:** Analyzes the interactions between human societies and their natural environment over time. Examines how environmental factors, resource exploitation, natural disasters, and ideas about the environment have influenced history.

# Rural historical research

## Researching the community's history step by step

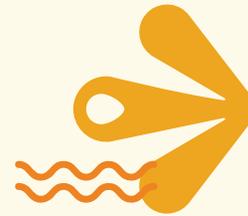
### Define the purpose of the research:

It is important to be clear about what you want to research and what aspects of the community's history interest you. This will help you focus your efforts effectively. Also, you should choose your focus, depending on the problems you are pursuing that most affect your community at present.



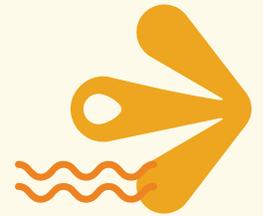
### Collect primary sources:

Primary sources are documents, records, or direct testimonies from people who lived in the community in the past. You can search historical archives, local libraries, government records, interviews with older residents, old photographs, newspapers, and magazines of the time, among others. These sources will provide you with authentic and detailed information about the history of the community.



### Research secondary sources:

Secondary sources are books, articles, academic research or other documents that analyze and contextualize the history of the community. Consulting secondary sources will allow you to gain a broader and more comprehensive view of historical events and their relevance to the community in question. Look for relevant books, essays or academic studies on local history.



In summary, primary sources are the original and direct materials created in the time period under investigation, while secondary sources are the interpretations and analyses of primary sources by other researchers. Both types of sources are valuable for historical research and their use together provides a more complete picture of past events. Their differences are further explained on the next page.

# Rural historical research

## Researching the community's history step by step

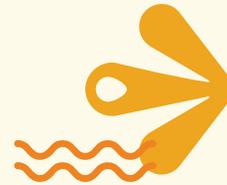
### Organize and analyze information:

As you collect information, it is important to organize it in a systematic way. You can use a filing system or spreadsheet to sort and catalog the information you find. As you analyze the data, you will be able to identify patterns, important events, and trends that will help you better understand the community's history.



### Conduct interviews:

In addition to written sources, interviews with community members are an excellent way to obtain personal perspectives and first-hand accounts. You can interview older residents, community leaders, or people who have been involved in relevant historical events. Be prepared with specific questions and record or take notes during the interviews so you can refer to them later.



### Visit historical sites:

If possible, visit relevant historical places and sites in the community. This will allow you to connect with the physical history of the place and gain a more complete understanding of past events. Observe buildings, monuments, or structures that may have historical value and try to understand their significance in the context of the community.



### Resources to locate historical sites in Puerto Rico:

- Historical sites: Visit the Discover Puerto Rico page and investigate the historical sites and museums that exist near your community.
- Ask members of your community, professors from nearby universities and/or your municipality to locate other sites that are not available in the databases.

# Rural historical research

## Researching the community's history step by step

Puerto Rico has several academic databases available online that are valuable tools for conducting historical research. These databases offer access to primary and secondary sources that allow you to explore the rich history and culture of the island. Also, do not be afraid to search for sources of information through the Internet.



The following are some links to databases that are useful for searching historical information in Puerto Rico:

- **Archivo Digital Nacional de Puerto Rico:**  
<https://archivonacional.com/?t=13W1h9T5v>
- **Sistema de bibliotecas de la Universidad de Puerto Rico:**  
[https://www.upr.edu/red-ici/?page\\_id=639](https://www.upr.edu/red-ici/?page_id=639)
- **Biblioteca de la Universidad de Puerto Rico, Recinto de Río Piedras:**  
<https://www.upr.edu/biblioteca-rrp/>
- **Instituto de Cultura Puertorriqueña (ICP):** <https://www.icp.pr.gov/bnpr/>
- **Archivo virtual: Instituto de Cultura Puertorriqueña:**  
<https://www.archivoicp.com/revista-icp>
- **Enciclopedia PR:** <https://enciclopediapr.org/>
- **Centro de estudios avanzados de Puerto Rico y el Caribe:**  
<https://ceaprc.edu/>
- **La Oficina Estatal de Conservación Histórica (OECH):**  
<https://oech.pr.gov/Pages/default.aspx>

You can get historical sources through local, regional and digital newspapers, where you can deepen in the search of important ancient and recent events. Access the following page where you can get the newspapers available in Puerto Rico:

- <https://www.upr.edu/biblioteca-uprc/periodicos-puertorriquenos/>

# Rural historical research

## Researching the community's history step by step

Additionally, for the research of the Rural History of Puerto Rico, the illustrious historian Fernando Picó, left several resources at our disposal through his important legacy:

In his document Sources for the History of Rural Communities in Puerto Rico during the 19th and 20th Centuries, Picó provides a broad list of resources for the search of rural historical information, including printed sources, manuscript sources, and non-documentary sources, such as oral history, among others.

Access the document here:

<https://revistas.upr.edu/index.php/opcit/article/download/16284/13853/16375>



Remember to document and share: Once you have collected and analyzed all the information, it is important to document your findings. You can write a report, create a visual presentation or use other forms of communication to share the results of your research with the community and other stakeholders. Be sure to properly cite your sources and provide credit to those who have contributed to your research.



Fernando Picó at the University of Puerto Rico, Río Piedras Campus. Source: PR Encyclopedia



# Rural historical research

## Oral history exercise

As Picó wrote, the resources for rural history in Puerto Rico are limited. For this reason, it is important to keep in mind the oral history of the communities that has been transferred from generation to generation, and thus reaches us in the present. Conducting an oral history project in a placemaking project is important because it helps preserve the history and culture of the community, promotes community participation, strengthens the intergenerational connection, broadens perspectives, and empowers the community, thus contributing to a more inclusive, informed, and sustainable approach to these types of projects.

An oral history placemaking project for Puerto Rico can follow the following 8 steps:

### Step 1:

Identify key people in the community with relevant historical experience.



### Step 2:

Research them and their stories before conducting interviews.



### Step 3:

Communicate and meet people in a suitable space to record.



### Step 4:

Make sure you have the necessary technical equipment for the interviews.



Equipment selection is vital to the oral history process. Video and audio recording can be used to document oral history.

It is important to record the interview; however, you should take notes of the interview for any technical problems that may arise.

Practice microphone placement and learn how to work with your recorder. Make sure you have enough batteries for your equipment. If you can, use both video and audio recorder to ensure that information is not lost.



# Rural historical research

## Oral history exercise



### Step 5:

Create an atmosphere of trust and comfort during interviews.

Here are some ideas for oral history interviewing in a placemaking project for Puerto Rico:



- What is your name? Do you belong to a community-based organization? How many years have you lived in the community and where were you born?
- Tell us about the history of this community, do you know its origins and/or when it was founded?
- What makes this community special or unique?
- How has the community evolved over the years?
- Can you share any memories, memorable anecdotes or stories passed down to you, or your ancestors about life in this community?
- What cultural activities, traditions, or festivities are important to this community?
- What changes has the environment in the community undergone over time?
- What are the landmarks or historical places in the community and what significance do they have for its residents?
- What is the story behind the name of the community or some of its streets and monuments?
- How have different cultural or ethnic groups contributed to the history and development of the community?
- What has been the impact of important historical events on the community?
- What are the main economic activities that have sustained the community at different times?
- What has made the community a welcoming place for its residents?
- What challenges has the community faced in the past and how have they overcome them?
- What is your vision for the future of the community? What would you like to keep and what would you like to change?
- How have Placemaking projects contributed to improving life in the community?
- Are there any interesting local stories or legends talked about by the community?
- What is the role of young people in the preservation of the community's history and culture?
- What community projects or initiatives would you like to see in the future to improve the place where you live?
- Is there a message you wish to convey to future generations about the importance of preserving the community's history?

# Rural historical research

## Oral history exercise

Remember, these are just some suggestions. You can adapt the questions according to the specific nature of the community and the circumstances of the Placemaking project. It is important to show respect and empathy during the interviews and be willing to listen carefully to the stories and experiences of the interviewees.



Committee Chairman Jimmy Piña being interviewed in Cubuy, Naguabo as part of the Rural Placemaking Innovation Challenge oral history exercise.



# Rural historical research

## Oral history exercise



### Step 6:

Evaluate and organize the collected material for the final project.



### Step 7:

Ensure the long-term availability and preservation of the collected stories.

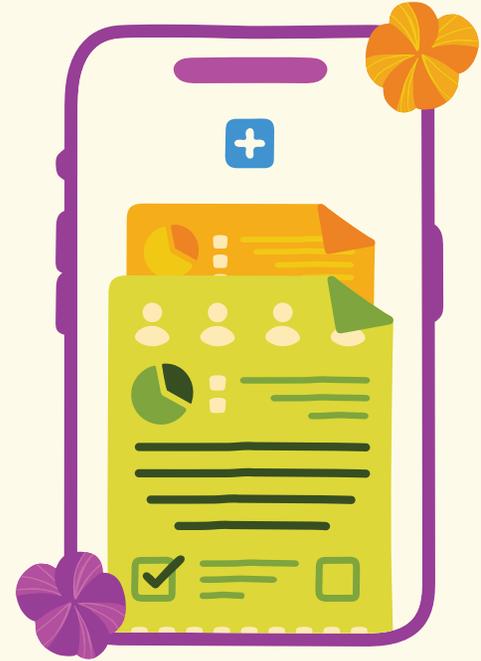


The Culebra Foundation created the community digital archive to store historical resources of the island, as well as its oral histories.

You can access this great archive through the following link:  
<https://fundacionculebra.omeka.net/exhibits/show/historiaoral-test/historiaoral-test>.

Through the University of Puerto Rico (or another institution that works on these issues) you can collaborate with professors and students to create a digital archive. The Caribe Digital program works hand in hand with communities to preserve resources such as oral history.

Access the following link to learn more about the program and contact the department to see how you can establish such a collaboration:  
<https://cdscollective.org/es/upr/>



# Community Mapping

Building a collaborative space together with partners



School of Planning in dialogue with the community leader, Jimmy Piña, for the mapping process.

Community mapping is a way of recording, in a graphic and participatory manner, the different components of a community in order to locate and describe them in a given geographical area. It allows to identify the main stakeholders, to know the services currently available, to identify structures, to point out gaps in services and to facilitate collaboration.

Following the initiative of the Comité Desarrollo Barrio Cubuy and the collaborative effort of the GSP and FPR, a community mapping has been promoted in order to make known the physical-spatial space that makes up the community of Cubuy.

A placemaker must seek the collaboration of multiple organizations to carry out a placemaking project. This is why the Comité Desarrollo Barrio Cubuy (the Committee) and Foundation for Puerto Rico (FPR) entered into

collaboration with the Graduate School of Planning (GSP) to carry out the community mapping process together with the Comité Desarrollo Barrio Cubuy.



# Community Mapping

## Building a collaborative space together with partners

In addition, the collaboration of efforts between the Committee, the GSP and FPR demonstrates the ongoing commitment to the community as an initiative for the development of Cubuy's tourism and economic attractions. By virtue of contributing to the future of this community, these collaborators set out to collect data and supply valuable information so that the desired impact can be achieved. The GSP can also help your community to do community mapping and create tools to contribute to the research of your community.

### What are the steps to carry out community mapping?



#### Step 1- Identification of preliminary data with the community

Meetings were held with representatives of the Cubuy community, and the sections of interest were discussed based on their knowledge of the territory, resources, potential and local limitations. In this meeting, several community residents, GSP students and socio-collaborators participated in an analysis of past experiences, a sketch of the community, and the division of work sections.



Initial meeting where the community pre-mapping process began using participatory cartography.

# Community Mapping

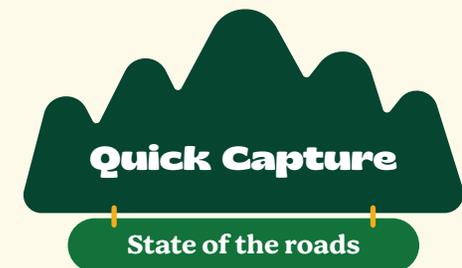
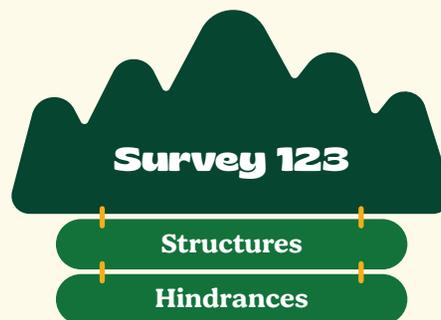
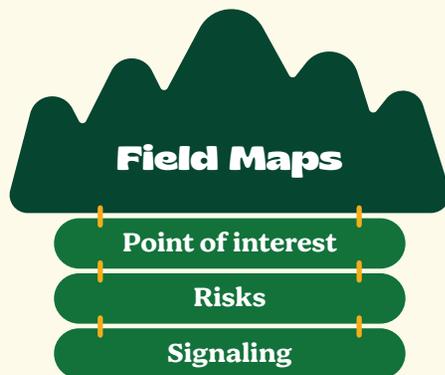
## What are the steps to carry out community mapping?

### Step 2 - Collection of preliminary inventory of structures through mapping applications:

After having identified the work sections, the logistics of data collection and field visits were based on effort

coordination between students and the teacher. In this step, ArcGIS Open Streets Maps, Survey 123, and Quick Capture applications were used to capture and edit data, record and note information in the six study sections.

ArcGIS applications used and information collected with each one.



### Step 3 - Field data validation

After the data collection process and field visits, a series of maps were developed characterizing the following areas of interest to the community:

- Highlights and risks
- Structures and potential public nuisances
- Road conditions



# Community Mapping

## What is a community survey and how to do it?



Workshop for volunteers to carry out community surveys.



Following the community mapping, GSP created, in collaboration with the community, a survey tool to identify the most important thematic areas. A community survey is a research instrument used to gather information and opinions from members of a particular community. It is conducted with the goal of obtaining relevant and representative data on the community's needs, preferences, concerns, and perceptions regarding various issues.



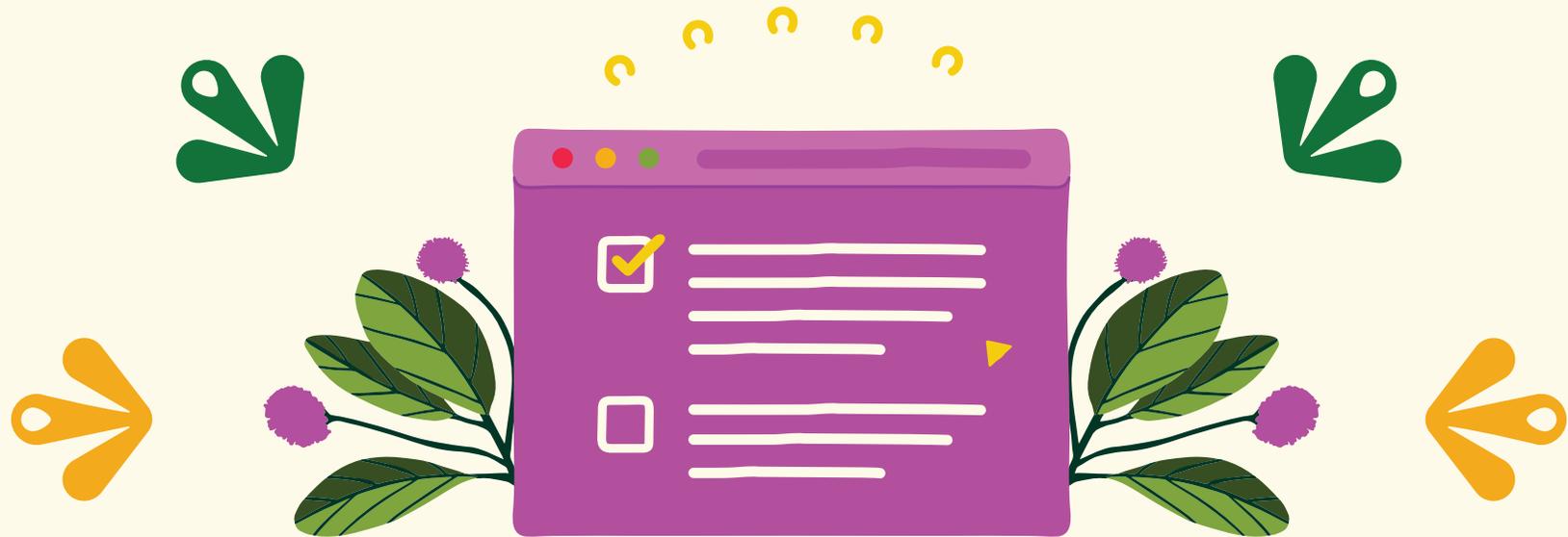
Validation process with volunteers to verify the surveys.



The survey is carried out through the application of a structured questionnaire, which contains a series of questions designed to obtain specific information of interest. They can address issues related to quality of life, public services, infrastructure, health, education, and the environment, among others.

# Community Mapping

## What is a community survey and how to do it?



The purpose of a community survey is to collect data to better understand community needs and aspirations, identify areas for improvement, make informed decisions, and design development strategies that effectively respond to residents' demands. Survey results are often used to inform planning and decision making in public policy, community intervention programs and local development projects.

In Cubuy, Naguabo, a community survey process was implemented in order to collect relevant data from the community and subsequently analyze the data. As part of this process, volunteers were provided with a series of informative documents prior to initiating fieldwork. These documents included volunteer guides, release forms, agendas, maps, and hard-copy surveys.

In addition, the Jotform platform was used, which was especially useful because it allowed data collection both online and offline, thus avoiding possible inconveniences during fieldwork in rural areas.

# Community Mapping

## Community survey process

### Prepare an initial community discussion document.

Use as a basis a questionnaire previously used in another community. From this document, describe each thematic area according to the general issues it addresses.



### Prepare topic areas with the community.

Set aside a time to meet with the community and partners and determine the topic areas to be addressed in the survey. Thematic areas can be topics related to health, education, and other community wants and needs. From the input and discussion at the meeting, new approaches and questions will be developed, eliminating anything that is not relevant to the context. This is a key time to gather ideas and perspectives that will enrich the questionnaire.

**Example of community surveys in Cubuy:** The community identified 11 thematic areas, among them:

- Identification and control of interview
- Data on housing structure
- Services at home
- Household characteristics and composition
- Childcare for children five years old and under
- Health
- Workforce
- Food safety
- Tenure and financing of the dwelling occupied by the household
- Environmental conditions and home experiences
- Various opinions

**Appendix 3- Find the survey we used for the interviews in Cubuy**

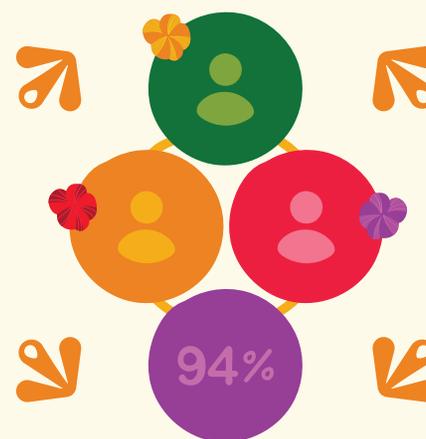
# Community Mapping

## Recommendations for data collection methods and questionnaire administration



### **Total population (census).**

This option consists of 100% of the structures identified as dwellings in the community completing the questionnaire. According to the Inventory of Structures phase of the Community Mapping, a population of structured units is detected to which the questionnaire can be administered.



### **Representative sampling.**

This option consists of having a representative percentage of the structures identified as dwellings in the community to complete the questionnaire. For the administration of the questionnaire, there are different techniques of which we recommend mainly two forms (this recommendation is based on the protocols of the Census office) that serve both for the community census (the totality of the population) or the community profile (by means of a representative sample).

# Community Mapping

## Ways to conduct community surveys

### Face-to-face survey

This option consists of an interviewer visiting each household to complete the questionnaire. Specifically, you should:

- Recruit a volunteer work team and train them to go around the community taking into consideration the number of questionnaires and the time each interview will take.
- Start with a presentation to inform about that a community profile is, who is doing it, why it is being done, and what it is for.

- Provide guidance and documentation on the confidentiality of the process.
- Proceed to interview.

Upon completion, contact information should be provided where the individual can clarify any doubts.

**Appendix 4:  
Find the  
guidelines we  
use to train  
volunteers in the  
interviewing  
process.**



Some aspects to consider about this option are that it requires a larger team of people and more time in the field. It should also be considered that the data will be obtained on the spot.



# Community Mapping

## Ways to conduct community surveys

### Distribution of questionnaires at the household

The second option consists of distributing questionnaires for people to fill out on their own. Under this option, the following should be done:

- Design a questionnaire package that includes information on what a community profile is, who is doing it, why it is being done, and what it is for. It should include contact information for clarification of doubts.
- Include instructions for completing and returning the questionnaire.
- Include the informed consent document where signature space is provided. This document should make it clear that completion is completely voluntary, so you must check/select whether you wish to participate or not.
- Stipulate a distribution date and a pick-up date (approximately one week).
- Leave the questionnaires at each house.



Some aspects to consider about this option are that it requires fewer staff, is faster in terms of field work time, provides a greater sense of privacy for answering the field. However, people who need assistance due to some functional diversity or circumstance that prevents them from reading or writing, must be attended face-to-face.

This is why the face-to-face option is preferred as it allows you to connect the community with the project. Also, you should consider that it requires materials for distribution and that sufficient time should be allowed for each household to complete it.



# Community Mapping

## Ways to conduct community surveys

At the time of pick-up, it should be specified how and where each family should place the questionnaire (it is recommended to use an envelope, folders or bags that can be sealed so that people can place the completed questionnaire in the same place where it was given to them; either at the door, gate or in person).

**Mixed administration:** A third way would be to opt for a mixed method of administration in which, for example, the questionnaire is distributed in the household and, if no response is obtained within a given time, the questionnaire is administered face-to-face with an interviewer.

### Read this Community Leaders Training Manual for conducting community surveys in Honduras:

<https://www.jica.go.jp/Resource/project/honduras/0603085/materials/pdf/guideline03.pdf>

As you can see, each model is adapted to the needs of its particular community.

**COMMUNITY SURVEYS IN CUBUY**

February 10, 2023 9:30 AM - 3:00PM

**Matters to discuss:**

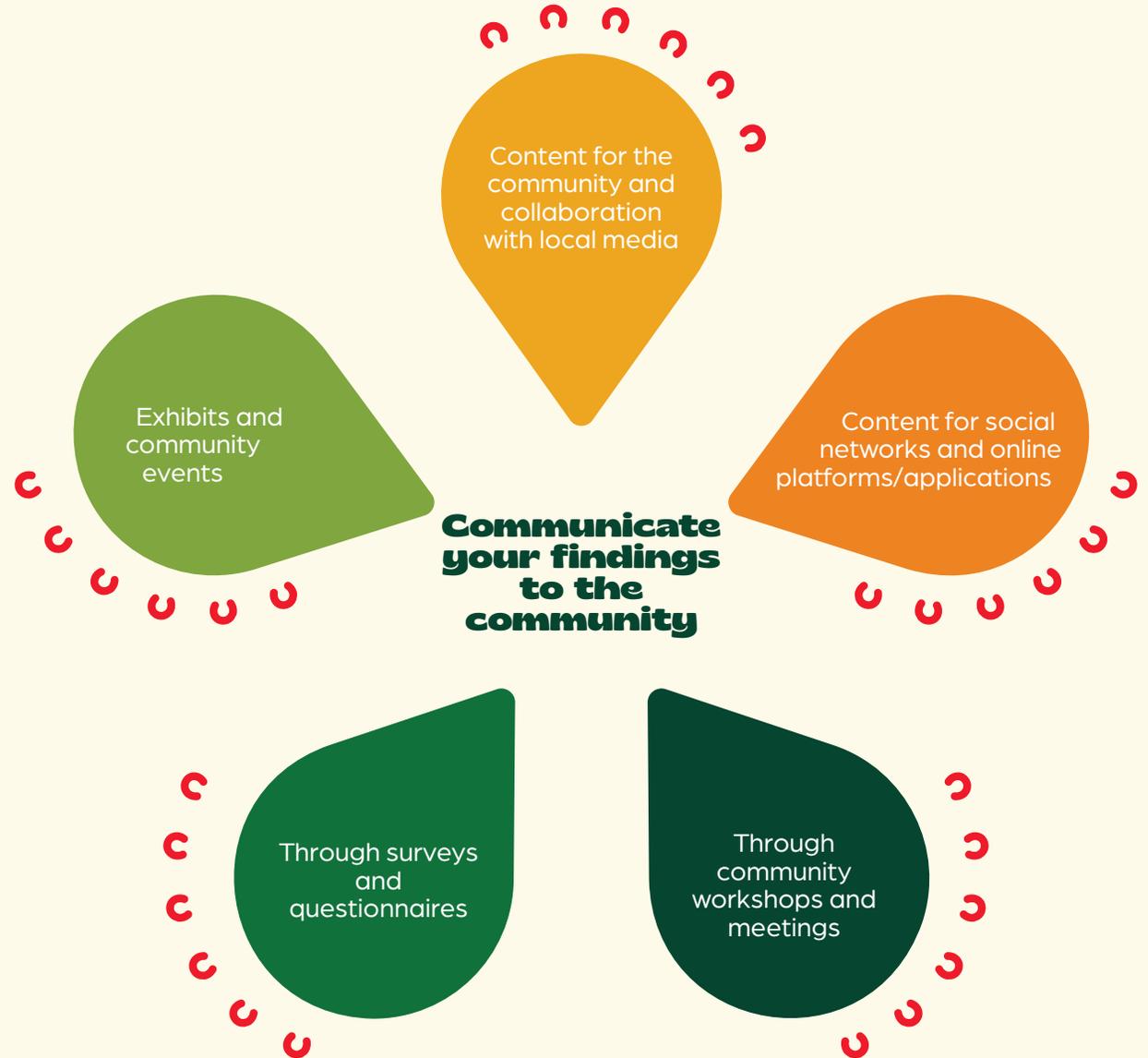
- 9:30am- 10:00am Instructions and light breakfast
- 10:00am- 1:45pm Fill out surveys
- 1:45pm- 2:00pm Meeting at the Center
- 2:00pm- 3:00pm Lunch and closing discussion

**Remember: Have your phone or tablet loaded with the Jotform platform**

# Reporting of findings

## Report your findings to the community

Communicating particular placemaking findings to a community is critical to ensure their participation and involvement in the project.



Martínez Urbina, Emanuel, Paola L. Marrero Santana, Génesis A. Cordovés, Alexis Bonilla Rosa, Marcos A. López Cruz, Denisha Ramos, Pablo Cuevas, Miguel Santiago and Eduardo Zavala. Comunidad de Cubuy: Informe del Diagnóstico y Mapeo Comunitario. Comité Pro-Desarrollo de Cubuy, Inc. and Foundation for Puerto Rico, 2022.

# D.

# Community development

**What is community development?**

**Stakeholders' identification and management**

**Community outreach and engagement strategies**

**Community business development**

**Digital presence and marketing**

**Community asset co-management**

**Natural resource conservation**

**Community-based tourism**

**Project management**



# What is community development?



Community development refers to a process in which the people who make up a community work together to improve their quality of life, strengthen social ties, and promote overall well-being. In Puerto Rico's context and a placemaking project, community development focuses on involving local residents, organizations, and stakeholders in transforming and revitalizing a specific public place or space.

In addition, community development in Puerto Rico can include aspects such as economic revitalization, promotion of local culture and traditions, social inclusion, and strengthening of infrastructure and community services. Ultimately, the goal is to empower the community and create a sense of belonging and pride in the place that is being transformed through placemaking.

Key points for effective community development:

- Community active participation
- Collaboration and networking
- Evaluation and strategic planning
- Comprehensive approach
- Training and empowerment
- Respect for diversity
- Continuous evaluation and adaptation
- Long-term sustainability

Andreu, Cristina. "Desarrollo Comunitario: Estrategias de Intervención y Rol de la Educadora Social." *Revista de Educación Social* 7, (Novembre).

<https://eduso.net/res/revista/7/marco-teorico/desarrollo-comunitario-estrategias-de-intervencion-y-rol-de-la-educadora-social#:~:text=Es%20una%20metodolog%C3%ADa%20de%20trabajo,mejorar%20sus%20condiciones%20de%20existencia.>

# Stakeholder identification and management

Stakeholders are individuals, groups or organizations that have an interest or participation in a project or initiative. In the case of identifying stakeholders in a placemaking project in Puerto Rico, the following should be considered:

- Understand the project's purpose
- Establish the reason for formalizing with stakeholders either for learning or short, medium, and long-term relationships. In other words, specify and ask yourself the question: what do I want this relationship for?
- Identify key stakeholders, such as residents, local businesses, community organizations, environmental conservation groups, and local authorities.

## Prioritize stakeholders according to their level of influence and their level of interest in the project

- **High:** Has high control over key project decisions. May have a direct impact on the actions taken by other participants.
- **Medium:** It is usually part of the decision-making process.
- **Low:** Can give his/her opinions on decisions and express his/her concerns, but his/her ideas are not always considered.



Second multisectoral meeting where community leaders and federal, local, and nonprofit organizations gathered at the La Mina Community Center facilities.



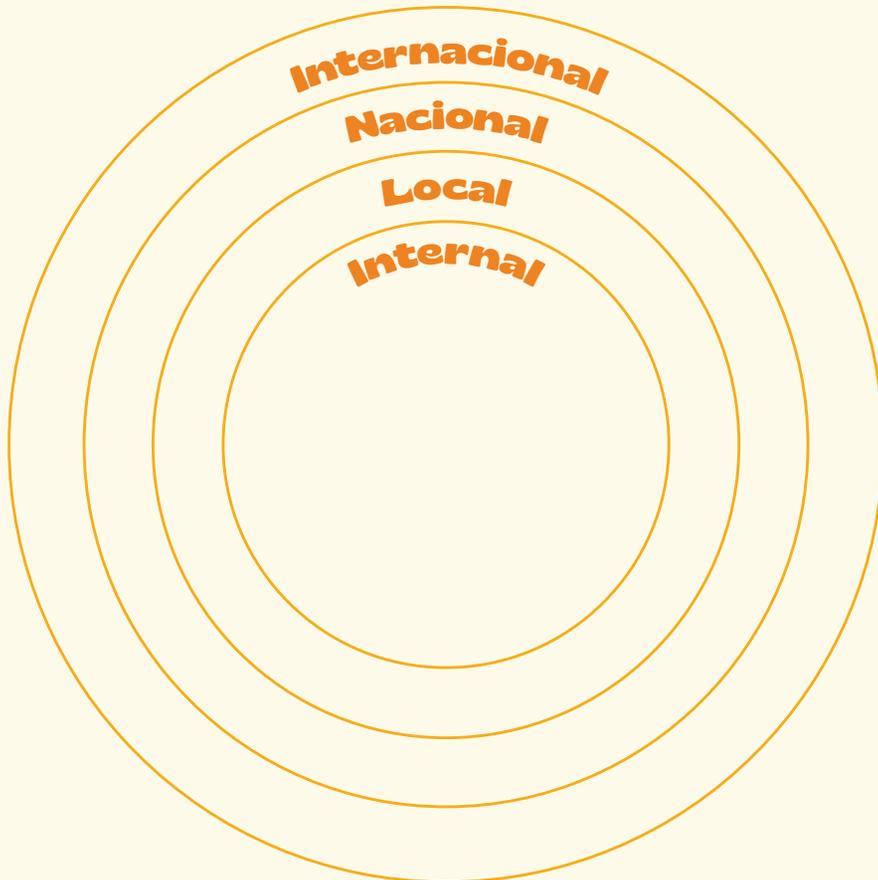
# Stakeholder identification and management

## Activity #1:

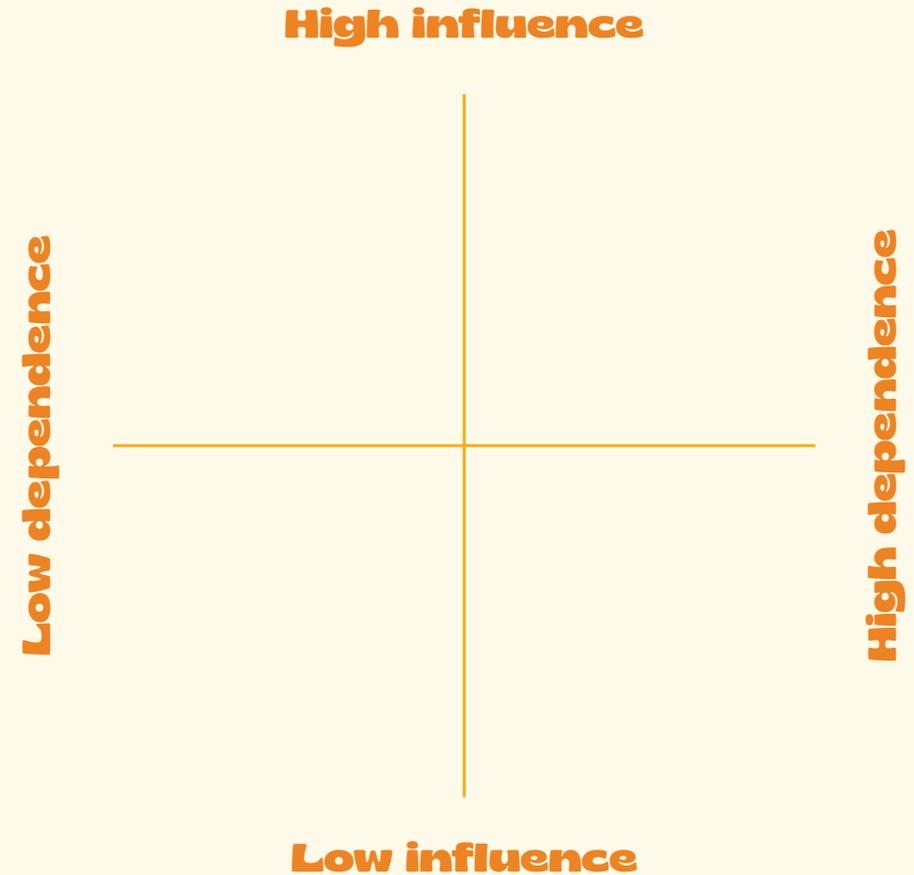
Identify relevant stakeholders in a concentric circle diagram, then prioritize their levels of influence and dependence using a matrix to focus your efforts more effectively

Project Name: \_\_\_\_\_

### Step 1: Identify



### Step 2: Prioritize



# Stakeholder identification and management



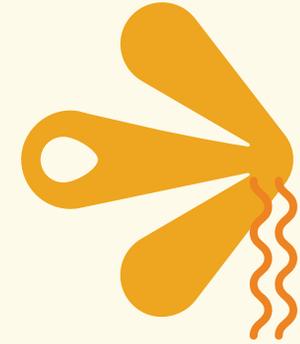
The classification of stakeholders serves as a guide to communicate with them according to their level of influence and interest. This way, you can decide whether to communicate more or less frequently. Use the points in this matrix to create a customized communications plan.

## How to create a two-step communications plan:

Identify the different communication channels. What communication channels does your team usually use?

- E-mail address
- Instant messaging: Microsoft Teams or WhatsApp
- Videoconferencing: Platforms such as Zoom, Google Meet or Microsoft Teams
- Enterprise social networks: LinkedIn
- Project management platforms: Trello, Asana or Jira
- Monthly newsletters

Choose the applications according to the needs of the stakeholders and the nature of the desired communication. Below is an example of how a stakeholder table could be organized:



# Stakeholder identification and management

A very important way to engage stakeholders is to create events to inform and collaborate on different parts of your project. In case of using or holding a stakeholder event keep in mind:

- Define the event objectives.
- Identify the key audience and choose the day/time for the selected stakeholder.
- Decide on the appropriate format for the event.
- Promote the event using various communication channels.
- Manage the logistical aspects and event materials.
- Make a detailed agenda and keep an attendance sheet handy.
- Encourage active participation of attendees.
- Establish whether there will be a gift for participation.
- Gather feedback during and after the event with evaluation methods.
- Online surveys: Use platforms such as SurveyMonkey or Google Forms to create customized questionnaires and collect feedback from participants.
- Real-time feedback: Use tools such as Mentimeter, Slido, or Jamboard to get live feedback from attendees during the event.
- One-on-one interviews: Conduct personalized interviews after the event to obtain detailed and qualitative feedback.

A graphic featuring a central orange cloud-like shape with a white border, surrounded by green leaves and branches. The text "Appendix 5: Template for organizing an event" is written in white inside the orange shape.

**Appendix 5:  
Template for  
organizing an  
event**

**Maintain ongoing communication with stakeholders after the event.**

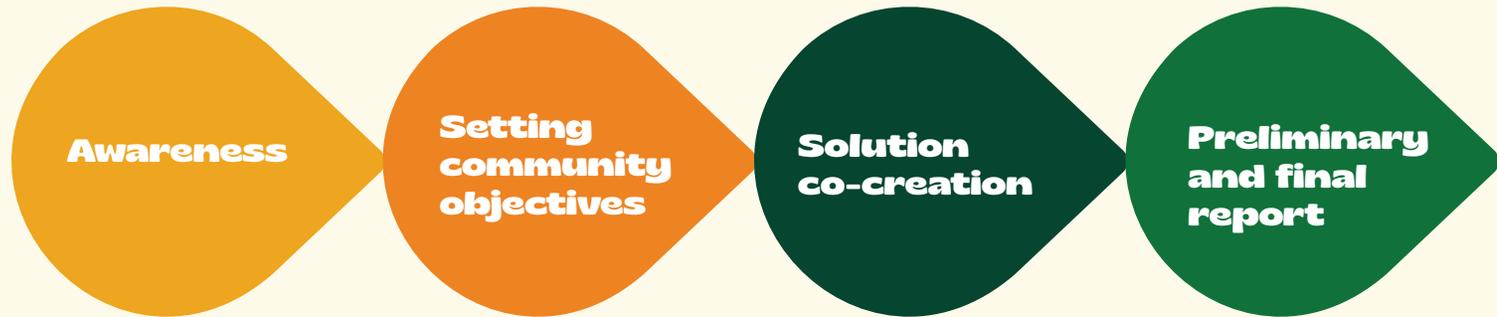
# Outreach and participation strategies

## Disclosure schedule

Timeline



Scope phases



Phase focus

- Project introduction to the community.
- Project ambassador recruitment.
- Compilation of achievements from previous planning efforts.
- Specific objectives refinement.
- Establishment of existing and future conditions.
- Development and refinement of strategies to address all project objectives.
- Action prioritization
- Implementation strategy development.
- Final presentation

### Project deliverables:



- Public participation plan
- Existing conditions and needs assessment
- Alternatives design and strategic recommendations
- Final vision and implementation plan

Weger, Kim, and Laura Martinez. "1.1. Identifying Stakeholders.Pdf." Google Docs.  
[https://drive.google.com/file/d/1nsiW7j8l0t3oqE5OWvCi38uoRTWduo9t/view?amp%3Bauthuser=vlad%40bgbeactive.org&%3Busp=drive\\_fs](https://drive.google.com/file/d/1nsiW7j8l0t3oqE5OWvCi38uoRTWduo9t/view?amp%3Bauthuser=vlad%40bgbeactive.org&%3Busp=drive_fs)

# Digital presence and marketing

## What is digital presence?

Digital presence drives our efforts to achieve visibility, credibility, communication, market opportunity, and data analytics. It is important to understand that its purpose is to position our efforts in the digital world.

## What is marketing?

Marketing is the system of researching a market, offering value and satisfying the customer with a profit objective. This discipline, also called marketing, is responsible for studying the behavior of markets and the needs of consumers. It analyzes the commercial management of companies with the aim of attracting, capturing, retaining and building customer loyalty by satisfying their desires and solving their problems.



### Marketing plan:

A marketing plan is a detailed plan that explains how a product or service will be sold, to whom it will be sold and what strategies will be used to achieve it. It is like a map that guides a company to succeed in the marketplace.

- Digital Marketing or Online Marketing: Digital marketing or also known as "online marketing" is the marketing discipline that focuses on developing a strategy solely in the digital environment.
- Direct Marketing: Direct marketing is a type of campaign that seeks to trigger a result in front of a specific audience, based on direct and bidirectional communication.
- Email marketing: It bets on one of the most profitable and effective marketing techniques in terms of return. Send emails to your audience and define very well your market segmentation or who you want to talk to.

# Digital presence and marketing

## Strategies and types of marketing

### **Viral Marketing:**

It is when content is quickly shared among many people as if it were a virus that spreads uncontrollably. It is the desire of every brand that its content goes viral and reaches many people.

### **Mobile Marketing:**

This is the type of marketing that focuses on mobile devices, such as smartphones and tablets. They are all strategies and campaigns designed specifically to be viewed on these devices.

### **Performance Marketing:**

This is a form of marketing that emphasizes the results obtained. It is about measuring the success of marketing actions in terms of achievements.

### **Attraction Marketing:**

It is a methodology based on creating valuable content to attract people interested in the topic, with the objective of converting them into potential customers and, ultimately, closing sales.

### **Marketing Tools for Instagram:**

These are free tools that help you improve your marketing strategy on Instagram, the popular social network that is experiencing very rapid growth.



# Digital presence and marketing

## Identify your target

Knowing the profile of the target audience helps us to know what their needs and interests are. This allows us to be strategic in terms of the communication we carry and how we carry it.

In the case of community-based or non-profit organizations, the target can be varied: community, government, municipalities and donors.

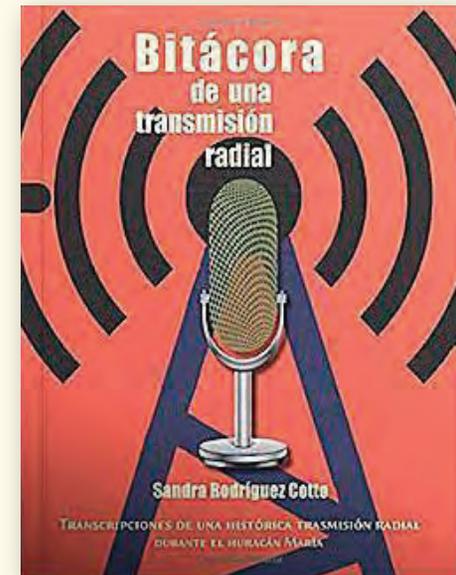


## Puerto Rico media landscape

The media in Puerto Rico has changed significantly in the past few years. One of the factors that most impacted the traditional media in Puerto Rico was Hurricane Maria.

Before Hurricane Maria, there was a greater diversity of media, with a distribution dominated by television.

After Maria, the landscape changed dramatically, and radio and digital media increased their penetration. Thanks to radio, Puerto Rico was able to continue to manage the emergency on a national level.



Reference: Sandra Rodríguez Cotto talks about the historic radio broadcast in Puerto Rico during and after Hurricane Maria.



# Digital presence and marketing

## Public relations background



Public relations work to create, promote and maintain the projection of the image of a company, person, or organization. The value of public relations lies in making it possible, through different strategies, to build a good reputation in each of the target audiences.

- Therefore, the first step in establishing a good public relations plan is to identify the target.
- The second step is to visualize and define the image we wish to project, as well as the values with which we want the public to identify us.

- Most brands today tend to focus their public relations plans on digital media, such as social networks. However, it is important not to neglect the relationship with traditional media.
- In order to work hand in hand with the traditional media, it is necessary to create contact and close ties with journalists, especially those specialized in the sector or industry in which we are involved.

# Digital presence and marketing

## Press releases

One of the ways you can reach the public is through a press release. A press release is the writing of a news text for the purpose of gaining free media exposure for the benefit of the entity. Important facts to consider when writing a press release:

- Must be no more than two pages in length
- Must include the 5 W'S
  - WHO
  - WHAT
  - WHERE
  - WHEN
  - WHY
  - HOW

The first paragraph of a press release should provide answers to all questions. The main message should be stated in the introductory paragraph so that, if a journalist uses only the first paragraph, this message is adequately conveyed.

Press releases should ALWAYS be accompanied by photos (no posed photos, send a caption for each photo, the photo should communicate the essence of our message).

Resource from the University of Puerto Rico, Mayaguez Campus on how to create a press release:  
<https://www.uprm.edu/wp-content/uploads/sites/120/2017/08/Comunicado-de-Prensa.pdf>



Resource: El Nuevo Día.  
 August 16, 2020



# Digital presence and marketing

## Press releases



### Media writing recommendations:

- Use active language to give clear and direct instructions: "Find out more about this initiative by visiting [foundationpr.org](http://foundationpr.org)."
- Avoid using "NO" and opt for positive phrases: "We recommend filling out your application early, as spaces can fill up quickly."
- End with a Call-To-Action to encourage reader interaction: "Share this publication and join our efforts to bring about positive change."
- Decide whether to use informal or formal communication depending on the tone and target audience: "Join our efforts! Find out what we can accomplish together."
- Introduce information with catchy hooks:
  - Quote: "FPR's PULSE program changed my business completely; I even recommended it to my sister and neighbor!"
  - Fact/curiosity: "54% of small businesses in Puerto Rico are led by women, a boost to entrepreneurial diversity!"
- Anecdote: "Our brigade was received by Doña Rosa in Culebra, thanking us as the first visitors in a long time".
- Begin with the conclusion, "The communities of Orocovis have left electric generators behind thanks to our efforts!"
- Question: "Is it possible to revitalize the inner city? Find out how we are achieving it with our initiative."

# Digital presence and marketing

## Press releases



### **Other people's content without giving credit**

If third party content is shared, it is important to ensure that proper credit is given to them.

### **Products or personal interests**

Do not use an organization's channels to promote your own articles or particular interests.

### **Personal information**

Remember that you represent the brand, so sharing personal information should be avoided.

### **Screenshots**

Avoid posting screenshots without a clear purpose.

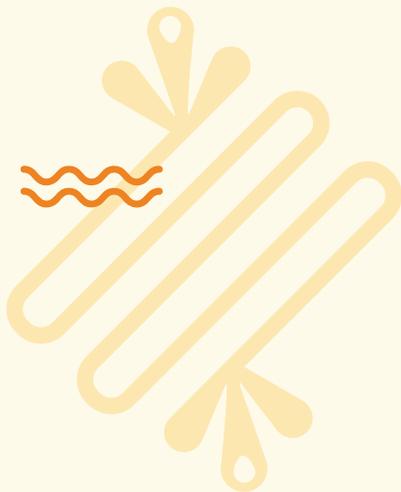
### **Irrelevant content/memes**

Avoid posting content that is not related to the brand and does not provide value to followers.

# Digital presence and marketing

## How to make a page for your organization on Meta?

If your organization or work team does not yet have a page on Meta, also known as Facebook and Instagram, it is advisable that you start inserting yourself in these digital media to publicize your project. In this way, you can attract more stakeholders, collaborators, and even donors, so that they can support your project. You can create a Facebook and Instagram page using the following steps:



### Step by step – Facebook:

- Log in to Facebook or register if you don't have an account.
- Go to your account and select the "Create" button and choose "Page".
- Select "Business or brand" as page type.
- Enter the name, category, and description of your organization..
- Add a profile picture and a cover picture.
- Configure the page and complete the basic information.
- Publish content relevant to your organization.
- Invite followers and promote the page.
- Interact and respond to comments and messages.



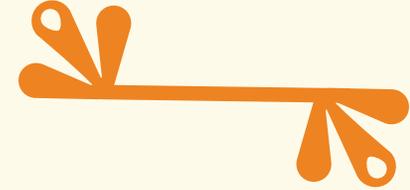
### Step by step – Instagram:

- Download the application and create an account with the name of your organization or business.
- Complete your profile with a profile picture (logo) and a brief description.
- Convert your account to a business account and add your contact information.
- Publish relevant content about your products or services.
- Use hashtags to increase visibility.
- Interact with your audience and respond to their comments.
- Promote your account on other channels to attract more followers.

# Digital presence and marketing

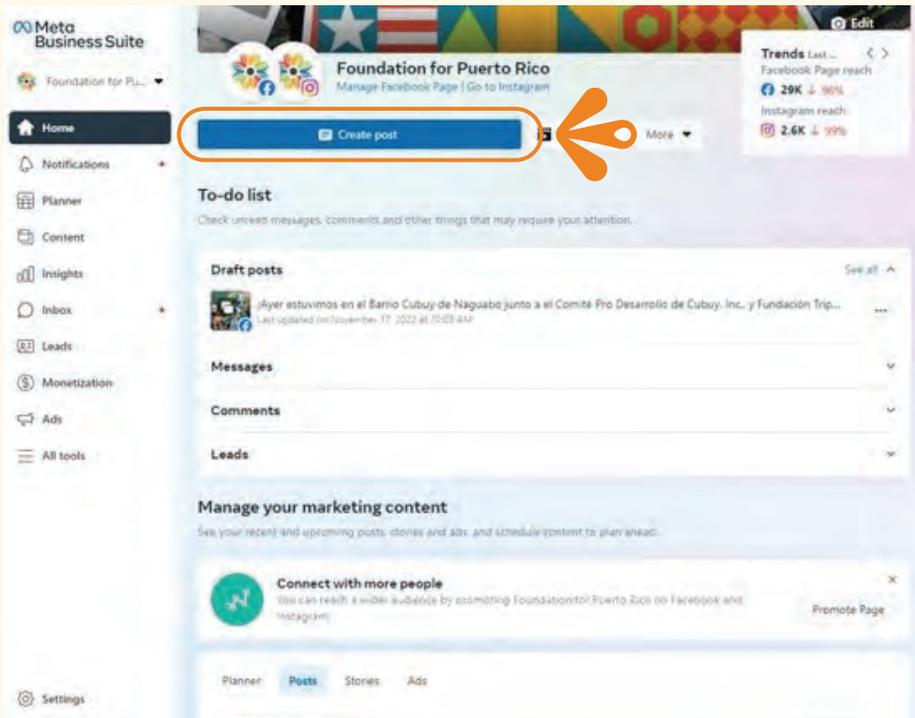
## How to publish on Meta (Facebook and Instagram)?

Community-based or non-profit organizations could benefit from posting on digital media about their activities and events. To post on the Meta platform, also known as Facebook and Instagram, follow these steps:



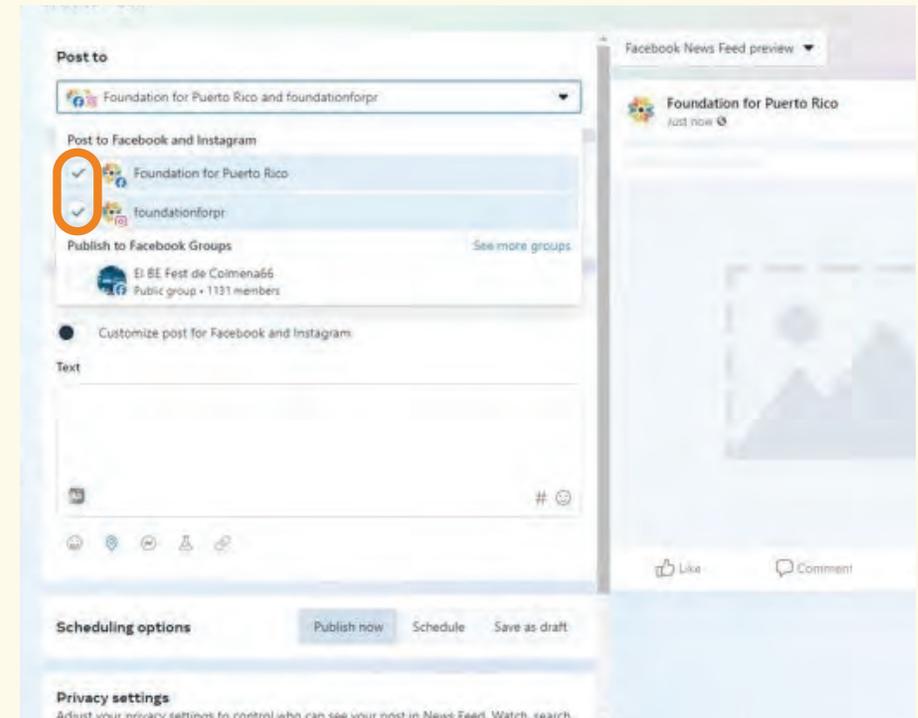
### Step 1

Go to the home page and select "Create post".



### Step 2

Select the social network where you want to share the post.

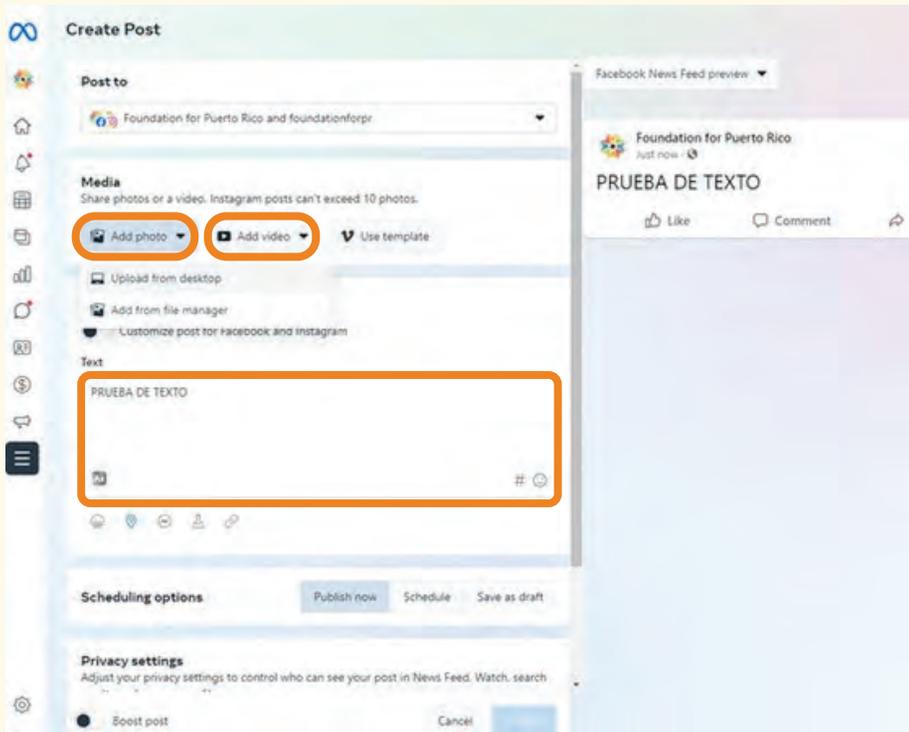


# Digital presence and marketing

## How to publish on Meta (Facebook and Instagram)?

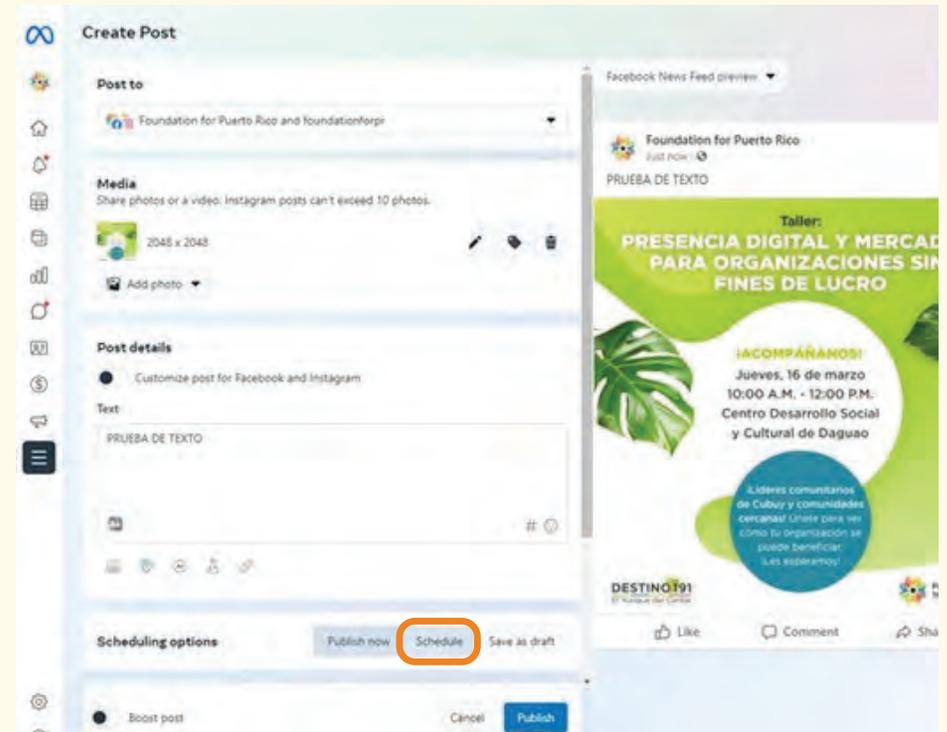
### Step 3

Write the content to be shared. You can add text, images, videos, links, or any other type of multimedia content.



### Step 4

Select the calendar button.

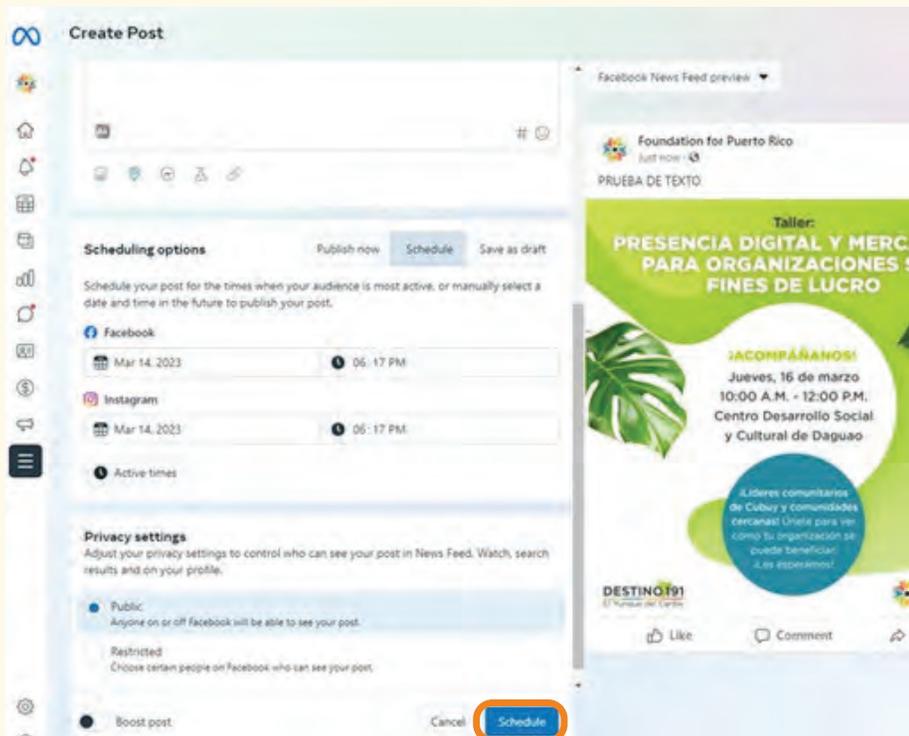


# Digital presence and marketing

## How to publish on Meta (Facebook and Instagram)?

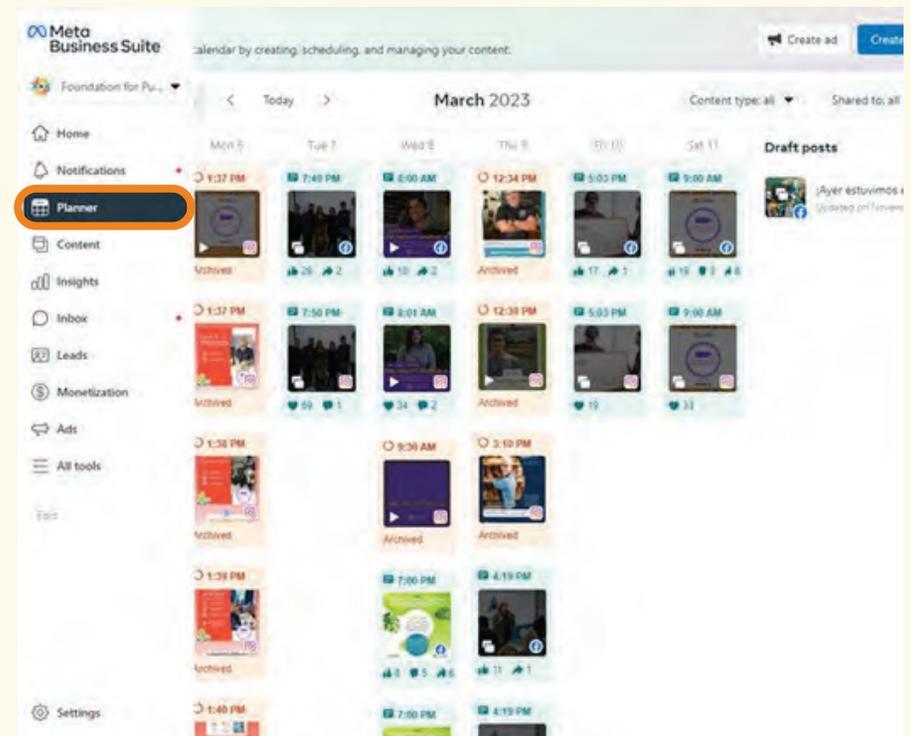
### Step 5

Schedule the date and time when you want to publish. Then press the calendar button.



### Step 6

Display of the programmed content.



# Digital presence and marketing

## What is a brand?

A community-based or non-profit organization can benefit from creating a brand for its project. A brand is a set of elements that represent the personality of an entity.

## Brand importance

The brand is the main identifier of the entity and makes consumers or audiences connect with it. It is important to create a brand that catches the attention of your audience or "target" for it to be successful.

## Brand elements

### Tangibles

- Logo
- Color palette
- Typographic combination
- Visual identity

### Intangibles

- Purpose
- Communication tone
- Mission
- Vision



As part of the community-based project in Cubuy, community leaders decided to call the project Destino 191. Also, through the Rural project, FPR was able to hire the services of Mampostea'o: A Creative Mix for the brand design. The branding experts

conducted an analysis of the type of public that visits the south entrance of El Yunque in order to develop a brand that appeals to the diverse groups of people that visit the area.



# Digital presence and marketing

In order to have a solid digital presence, it is essential to have a good brand in the community due to the following reasons:



## Identity and recognition

A strong community brand helps establish a clear and distinctive identity for the organization, project or initiative.



## Credibility and trust

Having a solid brand demonstrates professionalism and seriousness in the activities.



## Differentiation

A well-established brand helps to differentiate the community from other players or competitors, and having a distinctive brand helps to stand out and capture the attention of the community.



## Effective communication

A strong brand facilitates effective communication. When the community is already familiar with the brand, it becomes more receptive to messages and content.

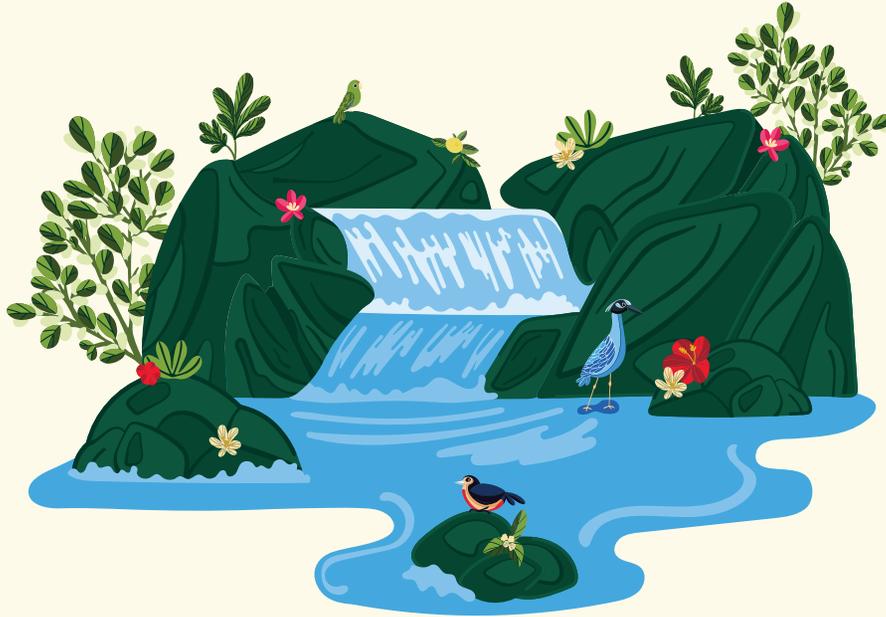


## Participation encouragement

Encouraging active participation generates a sense of belonging and motivates the community to get involved and collaborate in Placemaking projects.

# Natural resources conservation

## How can I conserve natural resources in my community?



Communities play a vital role in protecting and maintaining the environment. It is important to note that these considerations are not exhaustive and may vary according to the specific characteristics and needs of each community. The local context, availability of resources and community participation are crucial factors in developing effective conservation strategies.

**Water Conservation** – Water is an essential resource and efficient water management is crucial for both human well-being and the maintenance of ecological processes.

### **Water conservation tips :**

- Turn off the faucet when not in use and take shorter showers.
- Repair leaks in faucets, toilets, and pipes.
- Collects rainwater or air conditioning water for tasks such as watering plants or washing floors.
- Use efficient dishwashers and washing machines.
- Water plants early or late in the day.

### **Avoid water contamination:**

- Do not pour chemicals, fats, oils, grease, medicines, paints, or other non-biodegradable materials into drains or sewers.
- Garbage dumped on the street can be carried by rainwater into rivers and seas, contributing to plastic pollution.

# Natural resources conservation

## How can I conserve natural resources in my community?



### Septic tank care:

- Septic tanks can contaminate rivers and coastlines, affecting water quality.
- Proper design and regular maintenance are important to prevent leaks and seepage.
- Avoid using non-biodegradable chemicals and do not overload the system with excess water..



### Gray water management:

- Graywater is the water generated by domestic activities such as washing dishes and taking showers.
- Graywater management involves treating and reusing graywater instead of disposing of it directly.
- It is important to comply with local regulations and ensure safe use.



### Importance of riparian vegetation:

- Establishing and maintaining vegetation along water bodies helps filter pollutants, stabilize soils, control erosion, and provide habitats for wildlife.



### Sustainable agriculture techniques:

- Practices such as efficient water use, soil and biodiversity protection, and responsible management of agricultural chemicals must be implemented.

# Natural resources conservation

## Forest and Wildlife Conservation:

Forest conservation helps to fight climate change, maintain biodiversity and provide essential ecosystem services. Implementing sustainable forestry practices, preventing deforestation, and protecting habitats are critical to long-term environmental well-being.

- Forest and wildlife conservation involves protecting areas of high ecological and cultural value, participating in reforestation activities, denouncing illegal tree cutting or pruning, properly managing trees in urban areas, and supporting sustainable tourism. These actions are fundamental to combating climate change, preserving biodiversity, and maintaining ecosystem services. Forest and wildlife conservation requires community commitment and collaboration between different actors to ensure a sustainable and healthy environment.



## Protection of areas of high ecological value:

Areas of high ecological value are places in nature that are considered particularly important and significant from the point of view of biodiversity and conservation.

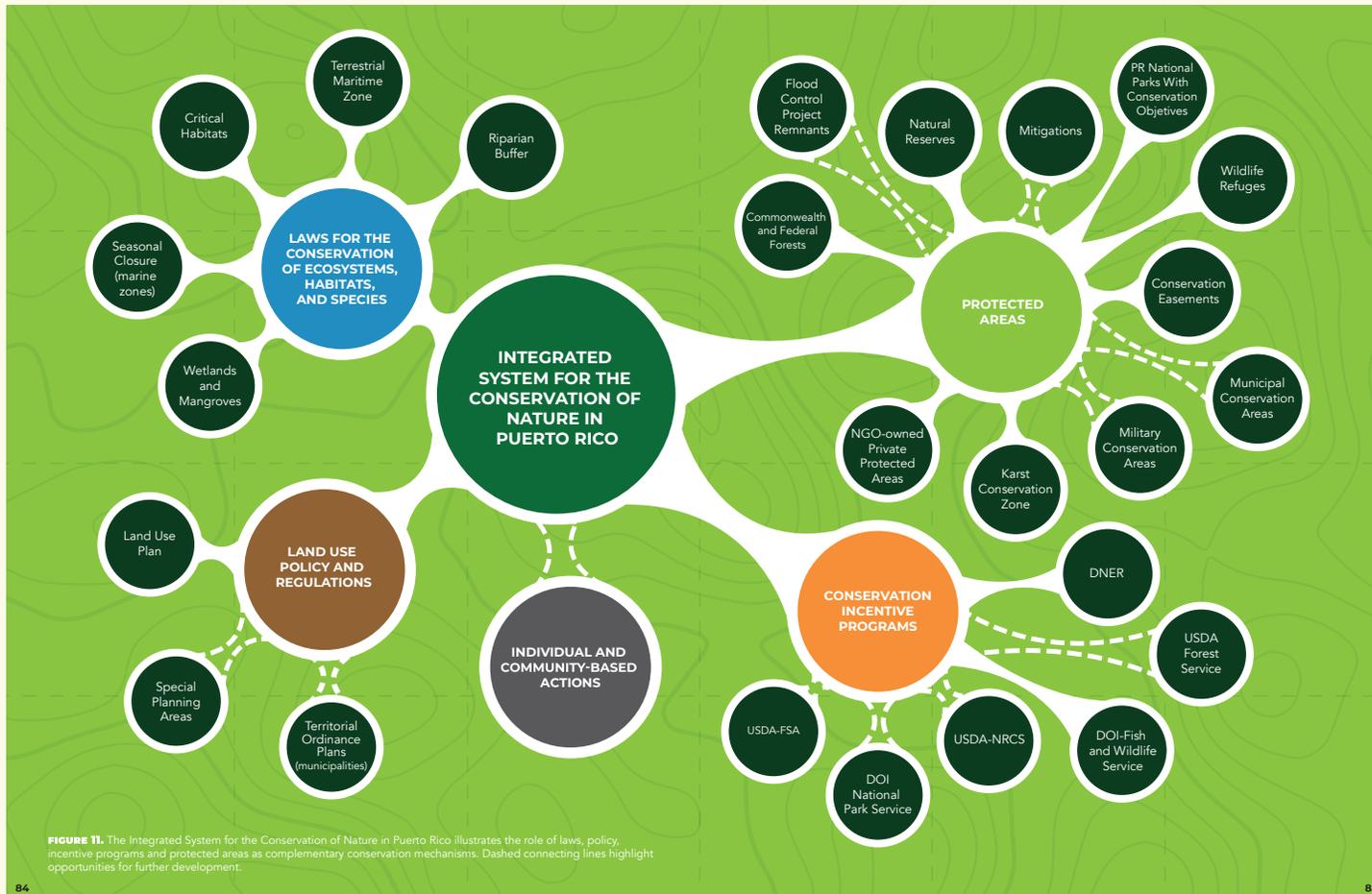
- Protecting areas of high ecological value involves taking measures to preserve fragile and diverse ecosystems that are significant from a biodiversity and conservation standpoint. This is achieved through laws and regulations, land use policies, natural protected areas, and actions at the community and individual levels. Working together with local authorities and environmental organizations is crucial to identify, manage and monitor these areas, ensuring their long-term integrity and functionality.

# Natural resources conservation

## Natural protected areas:

These are geographic areas designated and managed for the long-term conservation of nature, biodiversity, and other cultural values.

- Natural protected areas are spaces designated and managed by governments or other organizations to ensure their conservation and sustainable use. They are important because they provide refuge for endangered species, contribute to air and water quality, provide ecosystem services, and allow people to enjoy nature and participate in outdoor activities.



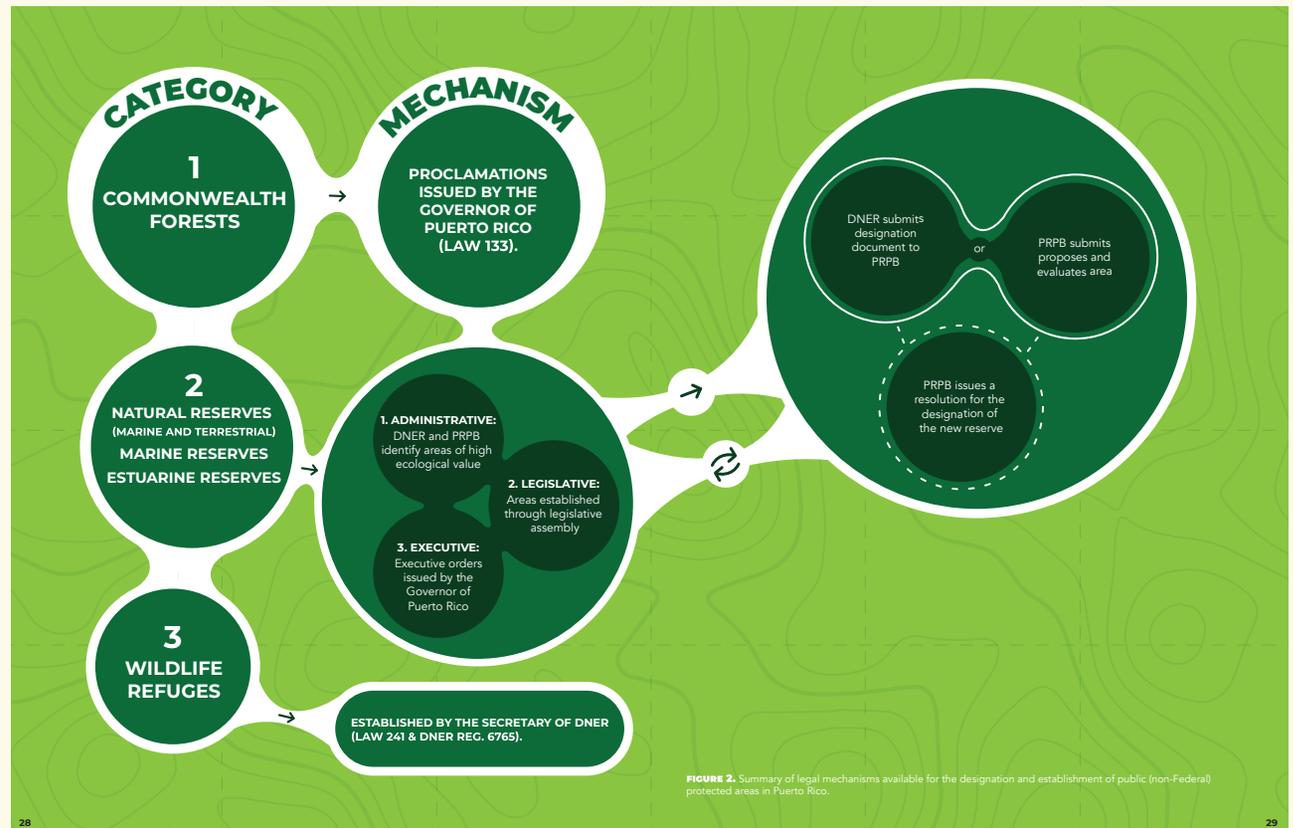
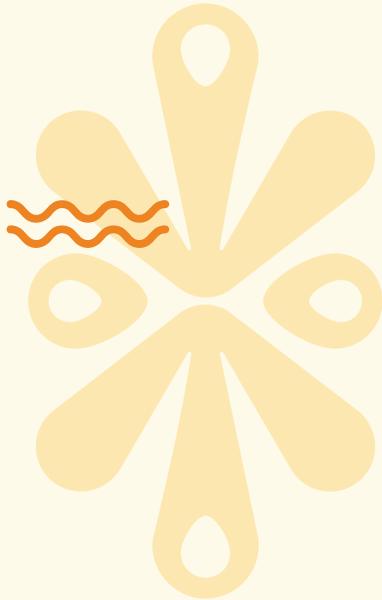
Castro-Prieto, Jessica; Gould, William A.; Ortiz-Maldonado, Coralys; Soto-Bayó, Sandra; Llerandi-Román, Ivan, Gaztambide-Arandes, Soledad; Quiñones, Maya; Cañón, Marcela; Jacobs, Kasey R. 2019. Inventario detallado de áreas protegidas y otros mecanismos de conservación en Puerto Rico. Gen. Tech. Report IITF-GTR-50. San Juan, PR: Departamento de Agricultura de los Estados Unidos, Servicio Forestal, Instituto Internacional de Dasonomía Tropical.159 p.43

# Natural resources conservation

In Puerto Rico, there are state, federal, and private protected areas, created through various mechanisms to conserve areas of high ecological, agricultural, and cultural value. These areas are designated through administrative processes, legislative mandates, or executive orders. However, it is essential that the

responsible agencies carry out implementation processes and develop management plans to meet conservation objectives. This includes official delimitation, the development of special zoning, and the development of management plans.

## Categories and mechanisms of protection at the state level diagram:



Castro-Prieto, Jessica; Gould, William A.; Ortiz-Maldonado, Coralys; Soto-Bayó, Sandra; Llerandi-Román, Ivan, Gaztam-bide-Arandes, Soledad; Quiñones, Maya; Cañón, Marcela; Jacobs, Kasey R. 2019. Inventario detallado de áreas protegidas y otros mecanismos de conservación en Puerto Rico. Gen. Tech. Report IITF-GTR-50. San Juan, PR: Departamento de Agricultura de los Estados Unidos, Servicio Forestal, Instituto Internacional de Dasonomía Tropical.159 p.15

# Natural resources conservation

## Conservation easements

Conservation easements are a conservation mechanism that provides long-term protection for areas of high ecological value on private farms.

- It is a voluntary agreement between a landowner and a non-profit organization or government agency dedicated to conservation.
- Through the agreement, the landowner retains ownership and the right to sell or transfer the property but ensures that future uses are compatible with conservation objectives.
- The landowner "relinquishes" certain land use rights associated with the property—usually the right to subdivide or develop while the land remains in private hands, allowing the holders to retain their rights to private property.
- In Puerto Rico, there is a tax incentive for the donation of land for conservation and for the establishment of conservation easements. For more information, contact the non-profit organization Para la Naturaleza.



# Natural assets co-management in your community

## Co-management importance and how to carry it out



### Natural protected areas co-management :

Refers to a form of participatory management in which multiple stakeholders, such as local communities, non-governmental organizations, governments, and other interested parties, collaborate in decision-making and implementation of actions for the conservation and management of a protected area.

- The collaborative approach to protected area management involves sharing responsibilities, fostering dialogue, and seeking joint solutions to address conservation and sustainable development challenges.
- It allows for a better understanding of the needs and concerns of the people who depend on the protected area, strengthening their capacity to make informed decisions and actively participate in the protection and sustainable use of natural resources.
- It recognizes the traditional knowledge and close relationship of local communities with the protected area.
- It seeks to balance biodiversity conservation, the well-being of local communities, and sustainable development.
- Participatory planning and collaborative management (co-management) are fundamental strategies for the management of public protected areas in Puerto Rico.

# Natural assets co-management in your community

## Energy Efficiency and Renewable Energy:



Promote energy efficiency measures and adopt renewable energy sources. Encouraging the use of efficient appliances and investing in solar or wind energy can reduce dependence on fossil fuels and minimize the ecological footprint.

## Sustainable Agriculture:



Promoting sustainable agricultural practices that minimize soil degradation and promote conservation such as conservation agriculture, organic agriculture, ecological agriculture, agroforestry, and integrated pest management protects health, reduce the use of chemicals, and preserves water resources.

## Education and Awareness:



Improving education and awareness programs within communities is vital. By providing knowledge about the importance of natural resource conservation, communities can empower people to make informed decisions and take collective action to protect human and environmental health.

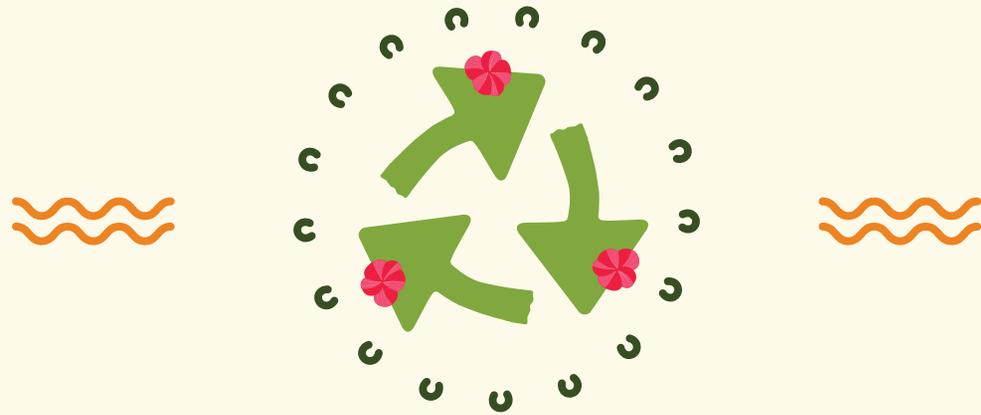
# Natural assets co-management in your community

## Tourism Planning and Management:

Tourism can be a source of income and development for the community. Promoting responsible and environmentally friendly tourism that values and conserves natural areas and local biodiversity can help generate awareness and support for their conservation. It is extremely important to develop adequate planning for sustainable tourism.

This involves defining capacity limits, establishing rules and regulations, and ensuring proper management of natural and cultural resources. In addition, encouraging local community participation in decision-making can help ensure that tourism benefits everyone involved.

## Waste Management:



Proper waste management is essential to prevent pollution and protect the environment. Several practices can be followed to achieve this, such as encouraging recycling, composting organic waste, and establishing proper disposal systems. Some important measures include the use of garbage containers, reuse of objects, waste reduction, proper recycling of materials, composting of organic waste, and promotion of community recycling programs.

It is also important to avoid clandestine landfills and to properly manage hazardous products, such as chemicals and single-use plastics. Participating in community recycling programs and promoting the adoption of sustainable alternatives are key actions for responsible waste management

# Glossary

## C

### Climate Change

Refers to changes in the Earth's climate caused mainly by human activities. The main factor is the release of greenhouse gases by burning fossil fuels (oil, gas and coal) and deforesting forested areas. This causes an increase in the heat retained by the Earth, leading to global warming. Climate change has global effects, such as melting glaciers, rising sea levels and changes in weather patterns, such as intense or prolonged droughts, heavy rainfall and more frequent or powerful storms.

## E

### Ecosystem Services

These are the benefits we get from nature, such as clean air, fresh water, food and ecological balance. Every natural element, such as trees, rivers, soils and animals, plays an important role in providing these gifts of nature.



### Ecological Footprint

It is a measure that helps us understand how our actions affect the environment. It represents the number of natural resources we use and the amount of waste we generate, considering factors such as the type of food consumed, household energy use, transportation and waste generation. A large footprint indicates a greater environmental impact, which can lead to natural resource depletion, air and water pollution, and climate change. We can reduce our footprint by making sustainable choices in our daily lives, such as saving energy, recycling, using public transportation or bicycles, consuming local foods, and being conscious about our purchases.

## L

### Load Capacity

The maximum number of visitors or human activity that a natural area can support without compromising its ecological integrity, visitor experience, and cultural values. It seeks to balance preservation and sustainable enjoyment of the site, considering factors such as ecosystem fragility, resource regeneration, waste absorption capacity, and social and cultural aspects. It is managed through access control measures, regulation of activities, appropriate infrastructure planning, and education to encourage responsible behavior.

# Glossary

## N

### Natural Protected Area Management Plan

It is a document that establishes guidelines and strategies to conserve and properly manage a protected area, ensuring the preservation of the diversity of plants, animals and ecosystems, with a focus on sustainability. It promotes responsible use by providing guidance for decision-making and specific actions to protect ecosystems, minimize negative impacts, and promote conservation. Includes delimitation and zoning of the area, descriptions of ecological and cultural values, conservation objectives and goals, management and monitoring strategies, and measures to involve local communities, educate visitors, and promote scientific research. It requires regular updates to adapt to changes in the environment, conservation needs, and visitor demands.



## T

### Territorial Ordering and Zoning/Land Classification

It involves assigning specific uses to different areas according to their characteristics and capacity, seeking a balance between different purposes. Planning makes it possible to identify areas suitable for agriculture, biodiversity protection, forest conservation, recreation and urban uses such as industrial areas and landfill systems. This helps to avoid conflicts of use and guarantees land occupation and use in accordance with sustainability principles.



Castro-Prieto, Jessica; Gould, William A.; Ortiz-Maldonado, Coralys; Soto-Bayó, Sandra; Llerandi-Román, Ivan, Gaztam-bide-Arandes, Soledad; Quiñones, Maya; Cañón, Marcela; Jacobs, Kasey R. 2019. Inventario detallado de áreas protegidas y otros mecanismos de conservación en Puerto Rico. Gen. Tech. Report IITF-GTR-50. San Juan, PR: Departamento de Agricultura de los Estados Unidos, Servicio Forestal, Instituto Internacional de Dasonomía Tropical.159

# Community-based tourism

## Cultural and ecological experiences in rural areas

Community-based tourism – Community-based tourism is an approach to the tourism industry that actively involves local communities in the planning, development, and management of tourism experiences in their areas. In contrast to conventional tourism, where outside companies dominate, community-based tourism seeks to empower local communities to benefit more equitably and directly from tourism activity. This implies local participation in all stages of the tourism process, the conservation of culture and environment, as well as the equitable distribution of economic benefits. In addition to enriching the tourism experience by allowing cultural exchange with local residents, this approach also promotes sustainable development and offers authenticity through activities such as lodging in local



Drone photo of Río Sabana

homes, tours guided by community members, and participation in local events. In conclusion, community-based tourism seeks to provide mutual benefits while preserving the identity and well-being of host communities.

After identifying the community's assets, and knowing their historical, cultural, and/or ecological background, it is important to identify those that could function as tourist attractions.

Developing a long-term strategy that details how to utilize and interconnect these assets to enhance tourism experiences is vital for community-based tourism. The goal is to develop unique products or services based on the inventory of community assets and create partnerships between people who own different assets to manage them effectively and sustainably.

# Community-based tourism

## Cultural and ecological experiences in rural areas

### Community vision definition:

Once the community's assets have been identified, it is time to engage residents to develop a long-term vision for what kind of tourism experience they want to offer and how it will benefit them.

### Tourism goals definition:

The community should define specific and measurable goals for tourism development based on the vision and assets. These goals may include job creation, securing sufficient funding to preserve natural areas, and revitalizing infrastructure.



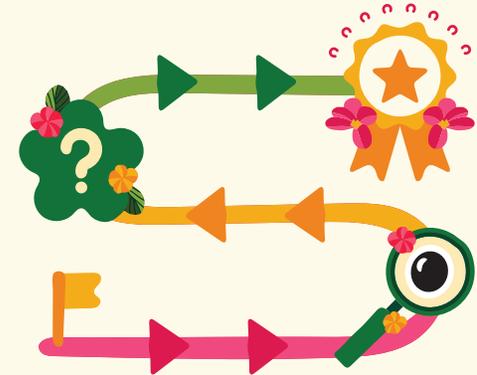
The community doing cleanup work in the Río Sabana Recreational Area.

### Sustainable tourism development planning:

The community should develop a destination plan for its tourism development. This involves considering the infrastructure, attractions, experiences, and marketing necessary to meet the needs of visitors.

# Community-based tourism

## Cultural and ecological experiences in rural areas



### Destination promotion and marketing:

Once the infrastructure is in place, it is important to promote the destination and build awareness of what the community has to offer. This can include using social media, digital marketing, establishing partnerships with tourism agencies, and developing an engaging online presence.

### Human capital development and capacity building:

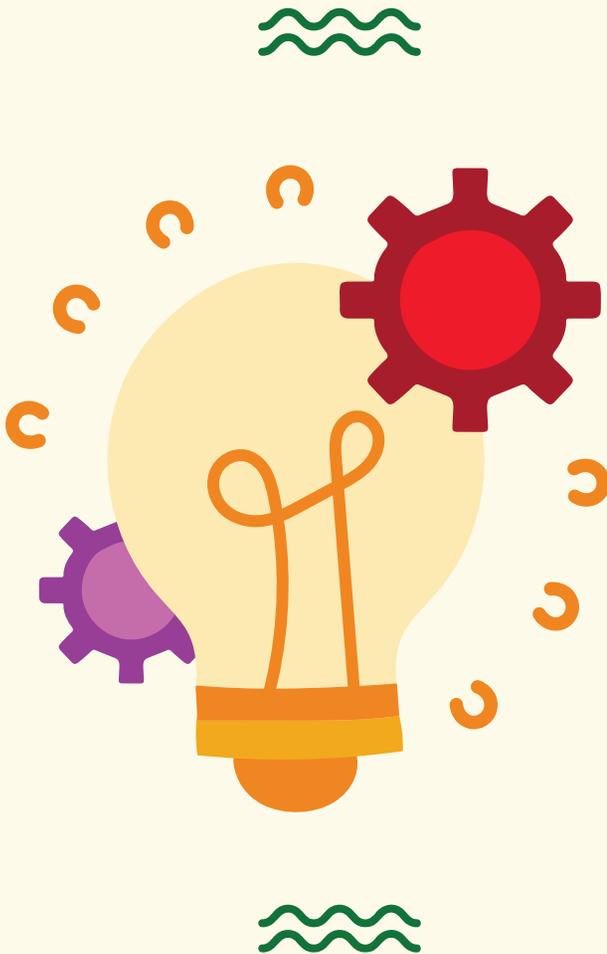
Human capital is the most important asset in community-based tourism. Facilitating access to educational resources and training to develop entrepreneurial skills and opportunities is critical.

### Continuous monitoring and evaluation:

Finally, it is important to carry out constant monitoring to evaluate the progress and success of the projects and initiatives developed. This allows for continuous adjustments and improvements to be made based on the data and feedback obtained.

# Project Management

## How to organize your work plan



A community development project aims to address concrete needs and goals, defining detailed and clear outcomes. A unique characteristic of these projects is their involvement of multiple stakeholders, such as individuals, groups and agencies, who have a stake in their success and contribute resources for their execution. These projects are a series of interrelated activities undertaken to achieve a specific objective within a given time frame and budget.

### What is a project?

Projects consist of a series of activities that must be performed by different individuals. A project

manager is responsible for overseeing and controlling the project, ensuring that everyone involved takes responsibility and that tasks are completed.

Project management involves the manager planning, organizing, directing and supervising these activities, as well as the team, to ensure the success of the project. Project management is crucial because in reality things do not always go according to plan. A manager must anticipate potential risks and develop contingency plans, implementing them as necessary to meet any challenges that may arise.

# Project Management

## How to organize your work plan



### Project Manager's Role

- Plan the project in a strategic and detailed manner, considering the needs and objectives.
- Establish continuous and effective communication with all project stakeholders, including community members, external collaborators, and other involved entities.
- Closely monitor project progress, ensuring that deadlines are met, and taking action.
- Resolve any difficulties or challenges that arise during the execution of the project, being a facilitator to find effective solutions.
- Prepare regular and relevant reports to keep stakeholders informed of project results.
- Foster a collaborative and productive work environment among team members, promoting cooperation and synergy to achieve community objectives.
- Make strategic and timely decisions when necessary, or facilitate a participatory process that involves multiple people in making important decisions for the project and the community at large.

# Project Management

## How to organize your work plan



### Project Manager's Skills

- Effectively plan, execute, and supervise community projects.
- Communicate clearly with various stakeholders.
- Understand and respect the cultural needs of the community.
- Inspire and guide the team and volunteers with leadership skills.
- Solve emerging challenges with creative solutions.
- Establish strong relationships with community leaders and other organizations.
- Develop a long-term vision for the community program.
- Negotiate beneficial agreements and resolve conflicts.
- Manage resources and budget efficiently.
- Evaluate progress and adapt strategies as needed.
- Actively listen to community needs.
- Address social problems with a focus on sustainable solutions.

# Project Management

## How to organize your work plan

<b>Activity #2</b>		How can you use project management
		skills and tools in your personal and
Brainstorm how you could use project management skills and tools both in your daily life and in the context of your work:		work life?
<b>For instance, in my daily life, I used project management techniques to plan my vacation, including researching destinations, booking flights and accommodations, and coordinating activities during the trip. In the work context I used the techniques to prioritize tasks and set realistic deadlines.</b>		
		

# Project Management

## Project Plan Template

There are several approaches to project management, and below are some basic concepts and suggestions for a template with key sections that you could include in any project plan.



## How to organize your work plan

These sections can be adapted according to the specific needs of the project:

- Project Title.
- Project Justification: Explain the need and importance of the project, provide background on the problem, and how the project will address it.
- Research and evaluation of related work and key strategic alliances: Analyze other similar projects and possible collaborations.
- Project Goals, Objectives, and Outcomes: Clearly define what the project seeks to achieve.
- Monitoring and Evaluation Strategy: Include a comprehensive project monitoring and evaluation plan.
- Program Approach and Key Stages: Detail the focus of the project and its action plan.
- Program Benefits: Highlight the positive impact of the project on the community and other entities involved.
- Critical Success Factors: Address elements necessary for success and contingency plans.
- Key Assumptions and Risks: Record identified assumptions and risks.
- Budget: Present a coherent and well-supported budget.

# Project Management

## How to organize your work plan



There are several platforms and tools that can be used for placemaking project management. Some popular options include:

- **Asana:** It is a project management platform that allows you to organize and assign tasks, set deadlines, collaborate with your team, and track project progress.
- **Trello:** It is a visual project management tool that uses boards, lists, and cards to organize and monitor project tasks and activities.
- **Basecamp:** It is a complete project management platform that provides tools for communication, task tracking, scheduling, and team collaboration.
- **Slack:** Although not specifically a project management platform, Slack is a team communication tool that facilitates collaboration and coordination between project members
- **Google Drive:** It is a cloud storage platform that allows you to store, share and collaborate on documents, spreadsheets, presentations, and other project-related files.

These platforms are popular and widely used options in project management. Each offers different features and functionality, so it is important to evaluate which one best suits the needs and preferences of the project team..

# Business Development

Community enterprise development is an approach that aims to foster the economic and social growth of a community by encouraging and supporting local entrepreneurial initiatives. It focuses on empowering local residents, promoting their active participation and fostering collaboration among the various stakeholders in the community. Its main goal is to stimulate and support the creation and growth of local businesses within the community.

## What should we consider when promoting business development within a community context?

When addressing business development in a community context, it is essential to understand the characteristics and needs of the community, encourage the participation and empowerment of its members, establish strategic alliances, identify local opportunities and strengths, provide training and technical assistance, facilitate access to adequate financing, promote sustainability and corporate social responsibility, and establish evaluation and monitoring mechanisms. These aspects contribute to inclusive, sustainable and beneficial economic growth for the community as a whole.



## Case Study:

### Research: How entrepreneurship can revitalize local communities by Suntae Kim and Anna Kim

The article proposes alternative approaches to revitalizing local communities through entrepreneurship. It highlights that traditional methods of business acceleration, focused on rapid growth on a large scale, are often unsuccessful in challenged communities. Instead, it suggests adopting a "growth in depth" approach that focuses on leveraging local resources and addressing pressing community issues.

Access the article here:  
<https://hbr.org/2022/01/research-how-entrepreneurship-can-revitalize-local-communities>

# Business Development

Some resources available for business development in Puerto Rico:



Colmena66 has an extensive network of more than 250 organizations that offer business support throughout Puerto Rico, including the public, non-profit and academic sectors.



The Centro para Puerto Rico provides a variety of programs that develop skills needed to start or strengthen entrepreneurial initiatives, with the objective of reducing poverty and promoting job creation.



The Fundación Comunitaria de Puerto Rico (FCPR) seeks to strengthen the sustainable development of communities. Its goal is to connect donors, organizations, and committed citizens to address social, economic, and environmental challenges on the island.



Vitrina Solidaria is a social enterprise focused on sustainable development and a solidary economy. It accelerates micro-businesses and social ventures to achieve success in the market, thereby contributing to the prosperity of Puerto Rico.



Centro para Emprendedores arises in response to a need for programs that support the development of entrepreneurs, by entrepreneurs, with a focus on the individual. Creating a business is not just about a good idea, but about attitudes and abilities that, as an individual, enable one to develop that business idea successfully.

# **E.**

# **Collaborative Design**

**What is a collaborative design process?**  
**Ideation of projects for shared spaces**  
**Visualization exercises**  
**Space design - local resources**  
**Development of a strategic vision**  
**Brand creation - Destino 191**



# What is a collaborative design process?

## Collaborative design process

A collaborative design process involves different stakeholders and encourages their active participation in the creation and transformation of a public space. Here is the description of each stage of the process:

# 1

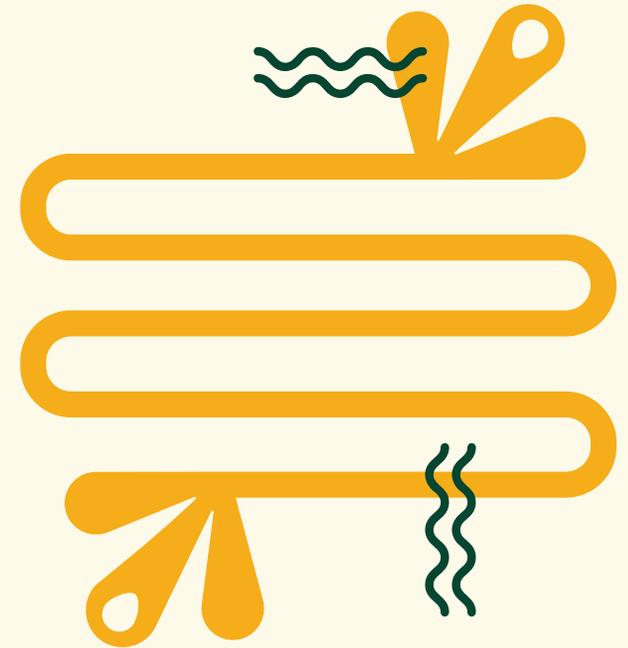
### Listening

In this stage, a process of research and consultation is undertaken to understand the needs, desires, and concerns of the local community. Interviews, surveys, participatory workshops, and meetings with residents, merchants, community organizations, and other relevant stakeholders may be conducted. The goal is to obtain a comprehensive view of the community's aspirations and how the public space can meet them.

# 2

### Transform

Once the information and feedback from the community have been gathered, we move on to the transformation stage. Here, we work collaboratively with architects, urban planners, designers, and other professionals to translate the ideas and needs identified into design solutions. This involves creating proposals and concepts that reflect the community's shared vision for the public space in question. During this stage, iterations and revisions should be made based on ongoing feedback from the community and stakeholders. It is important to ensure that the proposed transformation is inclusive, sustainable, and respects the cultural identity and local context.



# What is a collaborative design process?

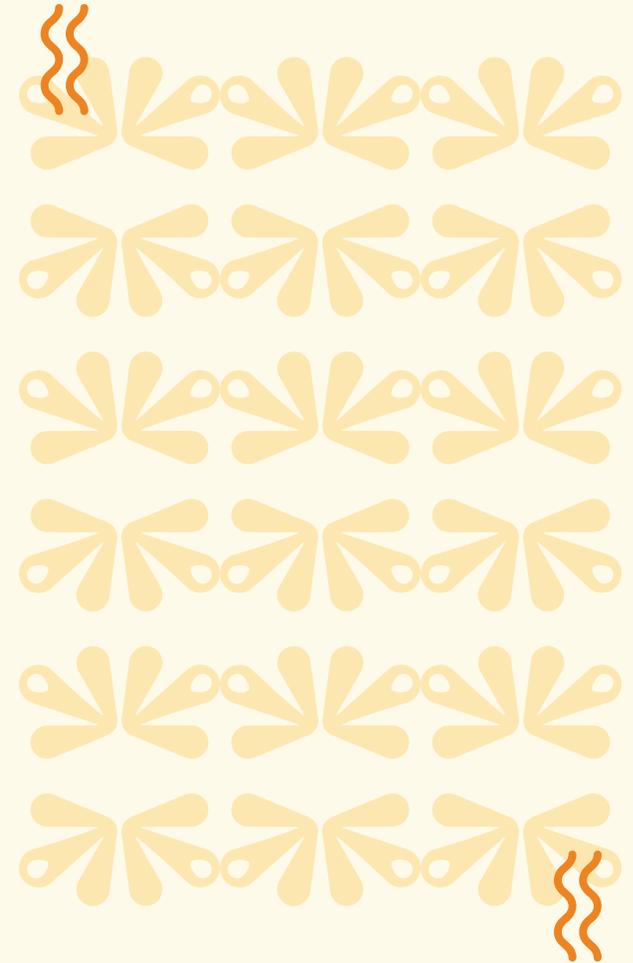
## Collaborative design process

### 3 Execute

Once the design process is completed and the proposals are approved, it moves to the execution stage. Here the physical and functional changes in the public space are implemented. This may involve the construction or renovation of infrastructure, installation of urban furniture, incorporation of public art elements, and improvement of accessibility, among other aspects.

During implementation, it is essential to maintain open communication with the community and stakeholders, informing them of progress and responding to their concerns. This time can also be used to engage the community in participatory activities, such as volunteer days or launch events.

In summary, a collaborative design process in a Placemaking project in Puerto Rico, based on the "Listen, Transform, Execute" methodology, involves the active participation of the community and diverse stakeholders in the creation and transformation of public spaces. This approach seeks to ensure that the design reflects the needs and aspirations of the community while promoting inclusion, sustainability, and respect for local cultural identity.



# What is a collaborative design process?

## Collaborative design worksheets



Worksheet used at the Casa Abierta event in Cubuy to collect the community's wishes about the mural.

The Casa Abierta event in Cubuy, Naguabo, exemplifies a collaborative design process in which the active participation and collective contribution of diverse stakeholders is encouraged. This initiative represents an inclusive and open space where interaction, the exchange of ideas, and the joint creation of creative and functional solutions are promoted.

The co-design process for the Cubuy community was a collaborative exercise and an enriching experience. During this activity, residents with diverse skills and perspectives came together to explore ideas and visions that could be captured in the mural. Using interactive worksheets, everyone contributed their ideas, fostering a dynamic exchange of knowledge and creativity.

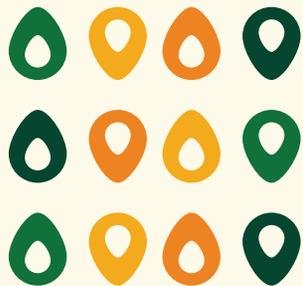
Furthermore, a variety of materials were used to reflect local needs. Within this context, examples of materials used in the community will be attached in an appendix. These examples reflect the diversity of resources and techniques used in the materialization of projects in Cubuy, Naguabo.

# What is a collaborative design process?

## Collaborative exercise in Cubuy: Mural Creation



Community Center before it was painted and designed by the community.



Community Center after the collaborative exercise with the community, painted by artist Skee



# Ideation of projects for shared spaces

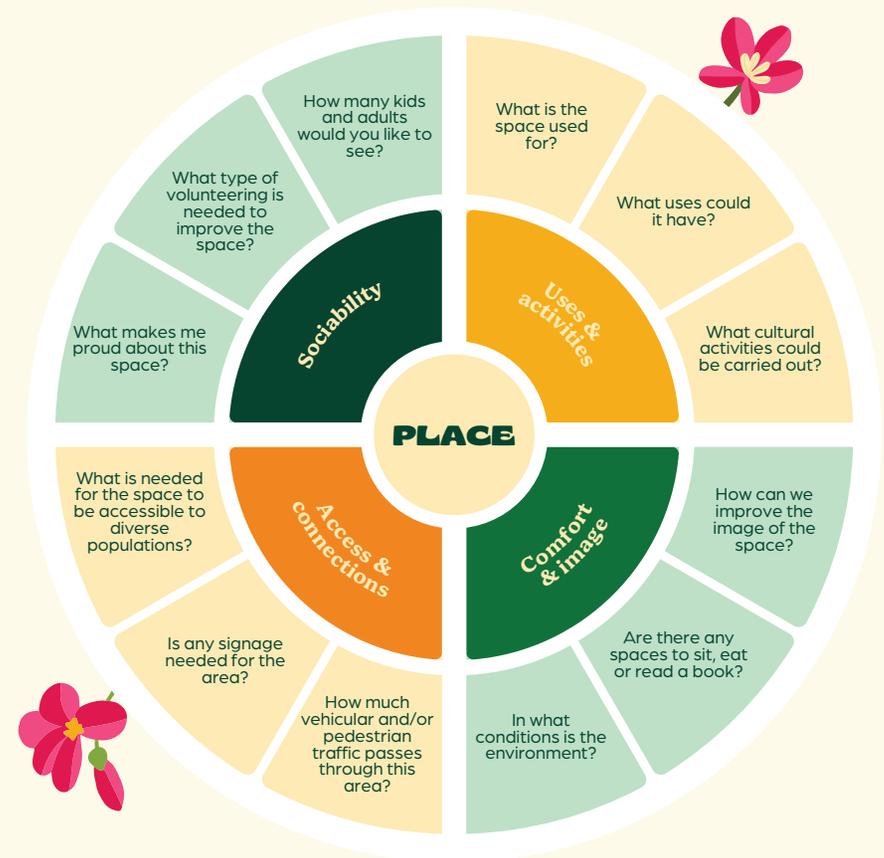
Project ideation for shared spaces involves generating creative and viable ideas that respond to the needs and desires of the community. Here are some steps you can follow to carry out project ideation:

- Preliminary research: Comprises the area and the community.
- Involve the community: Organize participatory meetings and workshops.
- Identify needs and opportunities: Listen and gather information on improvements and activities.
- Generate ideas: Use divergent thinking techniques to generate a wide variety of ideas.
- Filter and evaluate ideas: Consider feasibility factors and Placemaking objectives.
- Concept development: Translate selected ideas into concrete proposals.
- Presentation and feedback: Communicate concepts to the community and adjust according to their feedback.
- Remember to maintain constant and collaborative communication with the community throughout the process.

## Exercise: Ideation and Visualization for the Improvement of Shared Spaces

Source: Project for Public Space –PPS

Visit a key space. Use this template to brainstorm how to enhance the space in the four areas: sociability, uses and activities, access and connections, and comfort and image.



# Visualization exercise

In Cubuy, as a visualization exercise we embarked on an adventure to explore and rediscover the diverse spaces that make up the community. The objective was to reimagine the different public spaces of the community, allowing them to flourish with new ideas and creative proposals. At the beginning of the project, FPR and The Committee visited the community's public spaces to identify the best possibilities for use. That is why the following exercise was completed:



## Instructions

1. The walker seeks to encourage the re-visualization of spaces through the following lenses: cultural/artistic, commercial and tourism.
2. At each stop, observe your surroundings and answer the following questions:
  - A. What is missing in this space?
  - B. How would I help him?
3. Remember, all observations must be based on the lens you were given.

## Rules

- Keep up with the group
- If you separate, let us know!
- Cross the road with caution
- Listen to your partner

# Space design: local resources

In the Destino 191 project, a valuable collaboration was achieved with the Architecture School of the University of Puerto Rico, Rio Piedras Campus (UPRRP) for the possible future design of the community center. The alliance with the UPRRP Architecture School was fundamental, as their students contributed fresh and creative ideas to the design process.

It is important to note that we can also find a key resource in other architecture departments at different universities. The involvement of these students and faculty in community projects can be an endless source of inspiration and unique perspectives.



ENTRADA AL YUNQUE



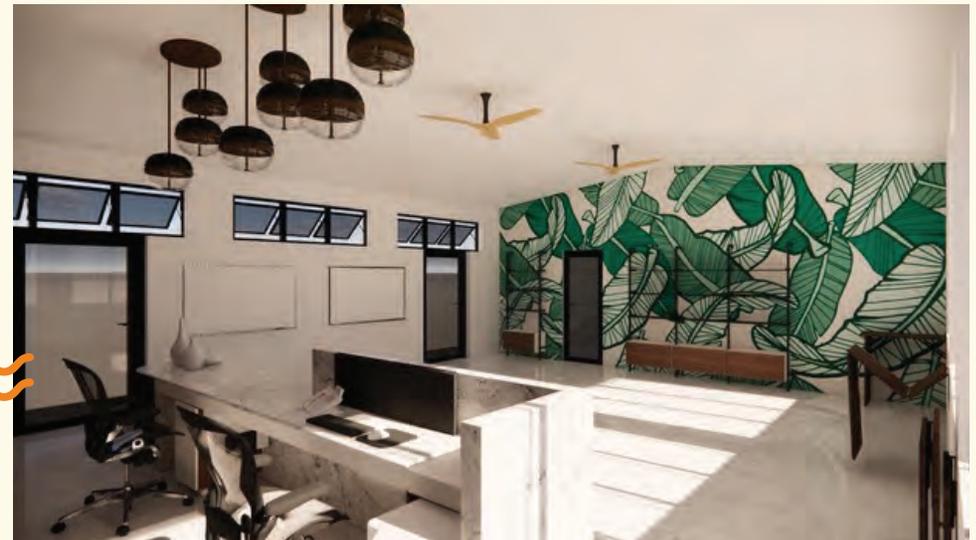
ELEVACION

ENTRADA 

Design sketch of the southern entrance of El Yunque to the Río Sabana Recreation Area.



Interior design sketch of La Mina community center.



# Development of a strategic vision

## What is a collaborative strategic vision?

A process where the community expresses past and present problems, determines positive characteristics and assets, identifies the future and goals, designs a plan for the community and carries out a series of actions and then evaluates the results. The strategic vision helps us create an outline and a map to the future of the project.



### Collaborative strategic vision creation benefits and objectives

- Motivates citizens and various organizations to participate in the project.
- Develops a plan for the future of the community in relation to placemaking
- Provides capacity building to community organizations and establishes partnerships
- Expands the leadership base
- Collectively analyzes and identifies what is important to the community
- Use resources more effectively
- Builds trust, improves communication and motivates teamwork

### When is it necessary to conduct strategic visioning exercises?

- When a community wants to be proactive in planning for the future
- When a community wants to develop areas such as education, safety, lighting, economic development, care for the elderly, and obstacles in the youth population.
- When there are confusion and differences among community members about community goals, strategies, and problems.
- When it is necessary to update previously established visions and action plans that are no longer compatible with the needs of the community.

# Development of a strategic vision

## The strategic visualization process

### Step 1:

#### Where are we now?

- Asset Inventory and Mapping
- Community needs
- Community values



### Step 2:

#### Where are we headed?

Guiding questions (you can choose two or three that will help you to offer input on this topic, the goal is to offer and transfer the imagination that you have as a community to the collaborators so that they can visualize how they can contribute).

- Who are we as a community?
- What makes us unique?
- What do we want to see improved in the community?
- How do we want our community to be recognized?
- What is our story?
- What is our desired future?
- What are our dreams?

- Imagine if....
- What attributes could we improve?
- What do we want the community to look like?
- How do we want others to describe the community?
- What parts of our community do we want future generations to enjoy, remember and appreciate?

The idea is that participants can begin to imagine the development of this area and that we can shape this vision based on the wishes of the community.

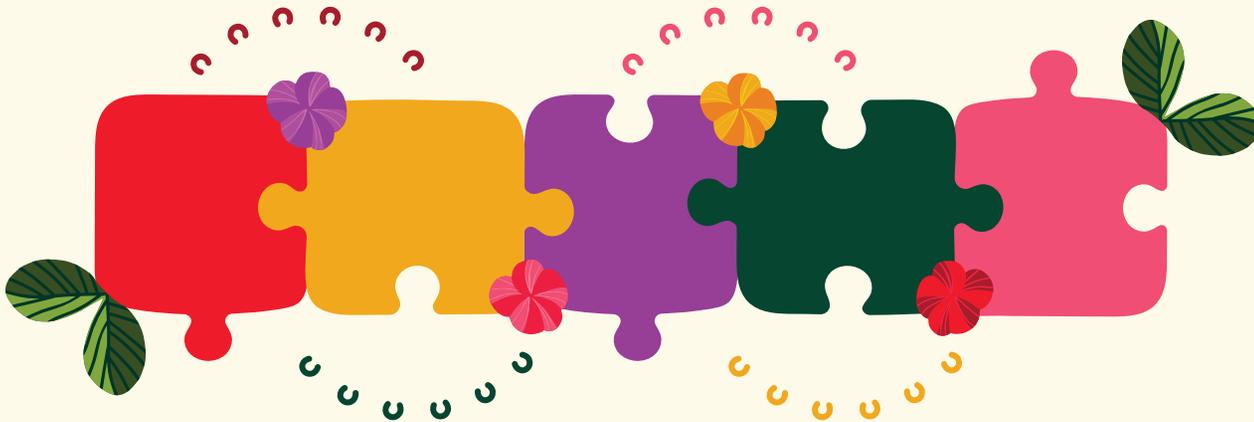
# Development of a strategic vision

## The strategic visualization process

### Step 3:

#### How do we get there?

This section is where we could do the collaborative exercise. Based on all that has been discussed, what vision do the participating organizations have of how we can collaborate to get there? Clarify that this is a "live" exercise meaning that today's results could evolve later as we continue the community analysis.



#### Guiding questions (if you think of others, welcome!):

- Based on the experiences of each organization in the development of similar projects, what short, medium, and long-term results could we see from the project?
- In what presented areas so far do you think your organization could collaborate? Do you have any additional ideas that have not been mentioned in the project?
- What resources has your organization identified (inside or outside your organization) that could support project mobilization?

# F. Developing a placemaking plan

What is a placemaking plan?

Fundraising strategies

Action plan creation

Implement gradually

Evaluate your project



# What is a placemaking plan?

A placemaking plan is a written document that describes the strategic plan for the community to implement the objectives identified through the planning process. For the purposes of this plan, quality of life means a measure of human well-being that can be identified through economic and social indicators.

Modern public services, affordable housing, efficient transportation, and reliable employment are economic indicators that must be integrated with social indicators such as access to medical services, public safety, education, and community resilience to strengthen the development of rural communities.



FPR and The Committee with students from the Architecture School of the University of Puerto Rico, Rio Piedras Campus, visualizing the Piedra del Indio space to come up with designs to be integrated into the plan.

# Fundraising Strategies

## Sources of funding

Fundraising is the process of seeking and securing financial or other valuable contributions from individuals, corporations, and other organizations, including the government. It is critical to obtain the resources needed to carry out an organization's mission and achieve its objectives. Also, the importance of fundraising is:

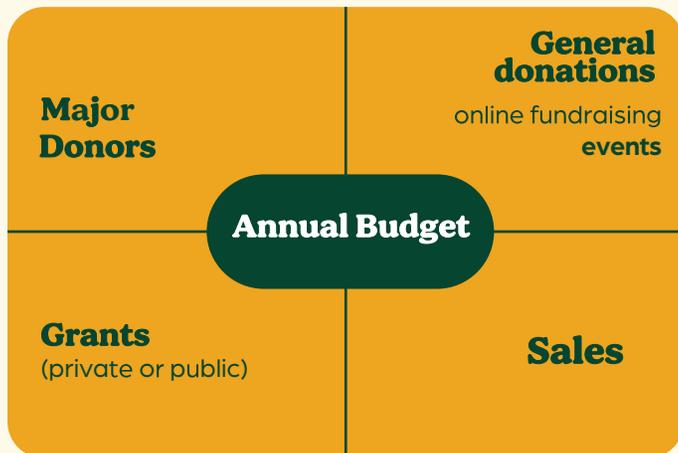
- To Finance programs and services
- To Sustain and grow
- To Create awareness and commitment

### Benefits

- Increases the visibility and reach of your campaign at low costs
- It can have a viral effect on social networks and increase the following from your donors.

### Key Strategy Elements

- Development of clear and measurable objectives
- Knowledge of your ideal audience
- Campaign type setting: Event, donation page, crowdfunding, individual donations
- Creation of a message that will captivate the audience



# Fundraising Strategies

## Sources of funding

The fundraising strategy should be diversified to reduce financial risk, foster long-term stability and sustainability, and broaden a nonprofit's support base.

There are three pillars of fundraising diversification:

- Individuals
- Corporations
- Grants (Foundations and government)

By leveraging information and data intelligently, organizations can improve their fundraising effectiveness and move toward achieving their goals.

Key reasons for data analytics importance in fundraising:

- Identification of potential donors
- Message and strategy personalization
- Resource optimization
- Impact and performance evaluation



# Fundraising Strategies

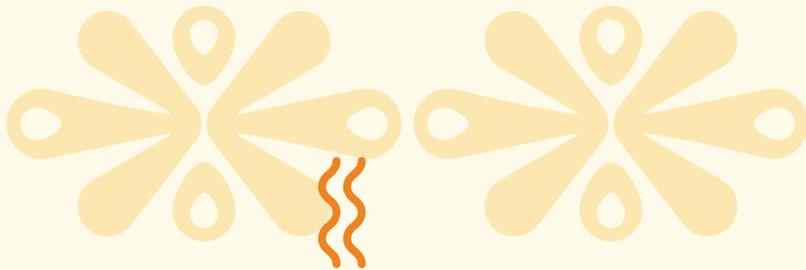
## Sources of funding

### Individuals

The donor relationship is the most important part of an individual donor strategy. Maintaining ongoing communication, establishing long-term relationships, and demonstrating the impact of donations encourage greater participation and support.

Effective strategies to attract individual donors:

- Database segmentation
- Personalized communication
- Use of social networks and digital marketing
- Recognition and appreciation



### Corporations

Engaging corporate donors requires time, effort and a clear understanding of their motivations and business objectives. The CSR (Corporate Social Responsibility) modality and programs have changed the mindset of companies. From corporations to small businesses, companies are increasingly seeking to be recognized as part of their communities.

Effective strategies to attract corporate donors:

- Research of interests and social mission of corporations.
- Relationship or partnership with companies in the community for "in-kind" donations such as Food & Beverage, materials, services, or volunteers.
- Recognition and appreciation as a marketing strategy.
- Impact reports.

# Fundraising Strategies

Create a fund-raising campaign for individual donors.

## Step 1:

- On your computer, log in to Facebook.
- Then on the left, click on Fundraising.

**Tip:** If you do not see the Fundraisers option on the left, click View More.

## Step 3:

Do the following:

- Scroll down to find the nonprofit organization you want to raise money for.
- Select the non-profit organization.

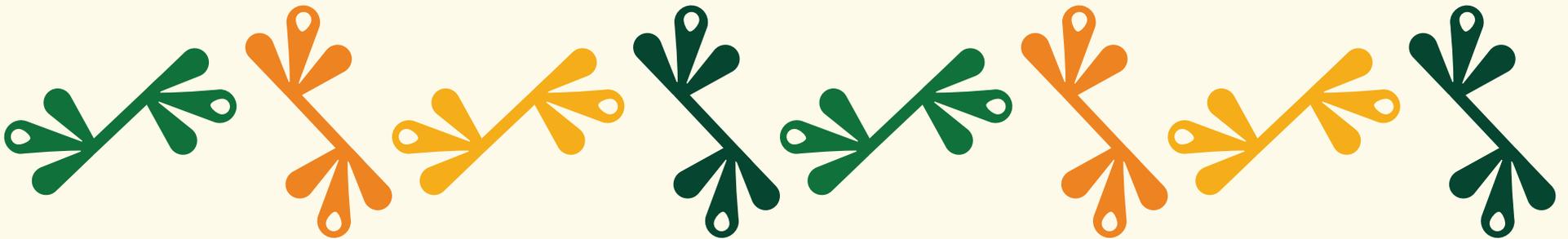
## Step 2:

- On the left, click on Raise Money.
- Click on Non-Profit Organization.

## Step 4:

To the left, enter:

- The amount of money you want to raise
- The currency you want to use for the funds
- Click Create.



# Fundraising Strategies

## What is a grant and what is its purpose?



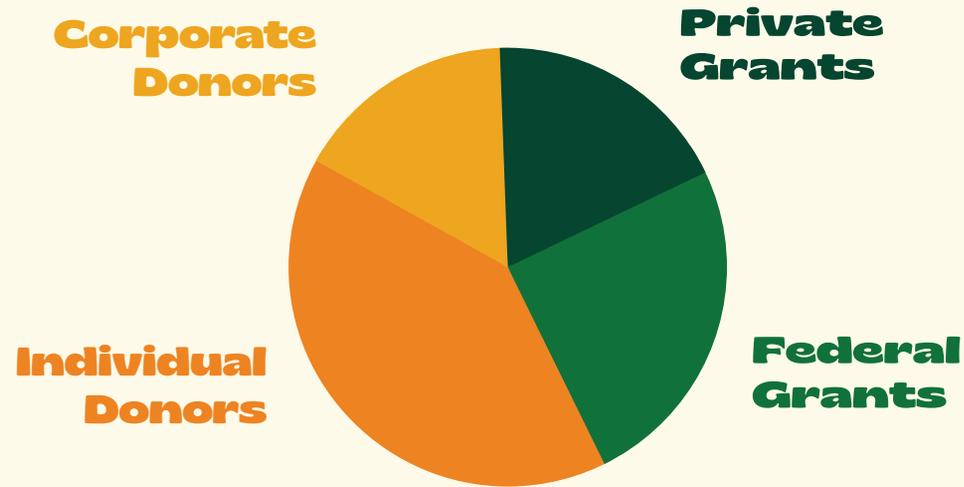
A grant is an economic or financial aid that a government, an organization, or an entity awards to a person, company, or entity to promote or support a certain activity, project, or specific sector. These grants can have different purposes, such as fostering research development, promoting economic growth, protecting the environment, supporting non-profit organizations, and improving infrastructure, among others.

Grants may be awarded through different mechanisms, such as public competitions, calls for proposals, formal applications, or direct allocations. Grant recipients must meet certain requirements and conditions established by the granting entity in order to access the funds.

It is important to note that grants are different from loans in that they are not expected to be repaid unless certain pre-established conditions or requirements are not met. The main purpose of grants is to support initiatives activities that or contribute to the social, cultural, economic, environmental or well-being of a community, region, or country.

# Fundraising Strategies

## How to prepare for grant applications



### Grants at a glance

A donor (sponsor or funder) is very concerned about social problems, injustices, or inequalities. They give money or other support to address the problems they are most concerned about or for those most in need.

Grant seekers should select funders that share their values and focus area and tailor their proposals to them. They must be able to demonstrate how their work aligns with the funders' mission and vision.

### Grant basics

Grants do NOT (or rarely) cover ALL the costs of a project or program.

Grants often do NOT provide funds for general operations or facilities and administration (also called "indirect costs").

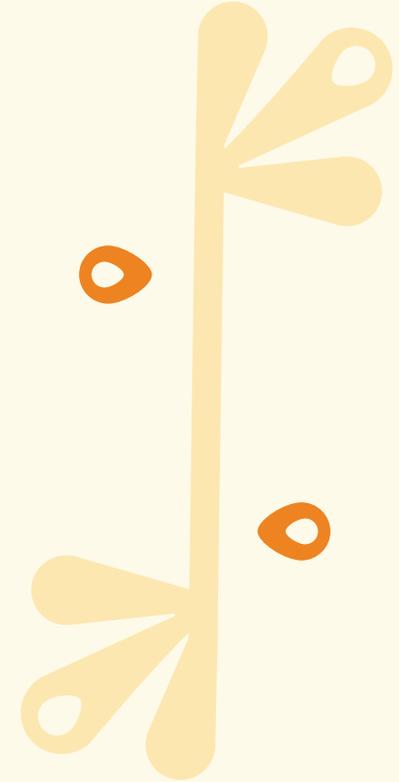
Grants often require contributions (matching) from the applicant, which may be in cash or in kind, depending on the program.

# Fundraising Strategies

## How to prepare for grant applications



- ALL grants have "requirements" and "restrictions" on how the money can be used and how it is reported ("terms and conditions").
- Grants are part of an overall fundraising strategy.
- Complements general fundraising and organizational development
- Generally, for NEW initiatives or needs (services, programs, projects, or organizational training).



**Appendix 7:  
Checklist of  
common  
documents for a  
grant proposal**

# Fundraising Strategies

## How to prepare for grant applications



Grants at a glance and other financial aid



Gather required organizational documents



Search for opportunities aligned with your mission



Plan to select opportunities based on projects, initiatives, or priority needs



Prepare a Letter of Inquiry ("LOI" or "Letters of Interest") or a grant proposal

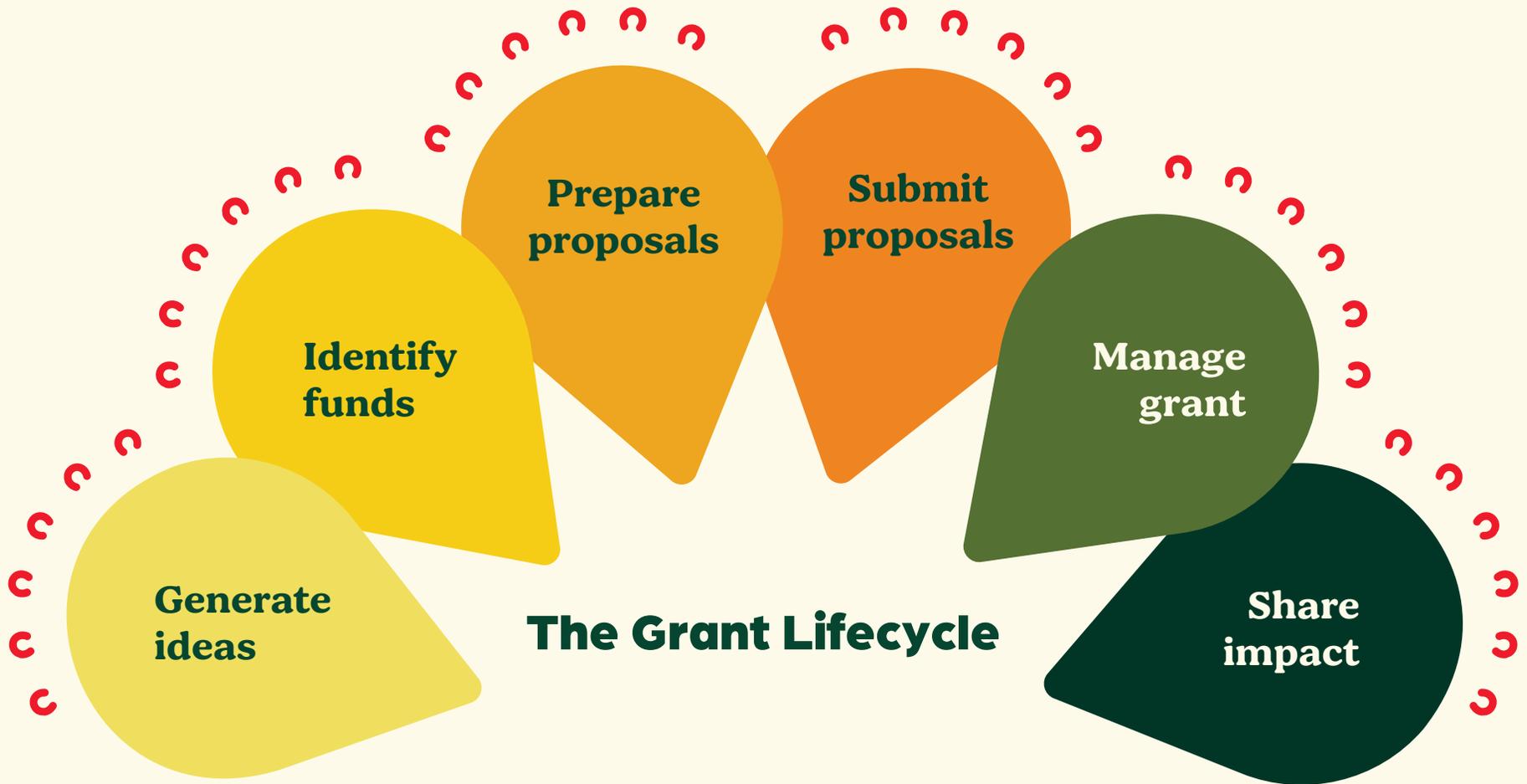


After the grant has been awarded  
The basics of grant management

# Fundraising Strategies

Identify available funds:  
Use the data collected  
from your project.

Know the life cycle of a grant:



# Fundraising Strategies

## Identify available funds:

Data and information must be collected to help identify and match your needs with appropriate funding opportunities.



Ask yourself the following questions to gather information to guide your search:

### What is your purpose?

Project: Program, service, event



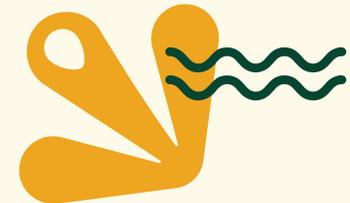
### Who is your target(s)?

Funders, donors, company sponsors



### What are information sources?

Grants databases, foundations, newsletters, websites, networking



### What information can help matching project with grants?

Field or area, type of project, population served, support type (cash grant, donation, training, technical assistance)

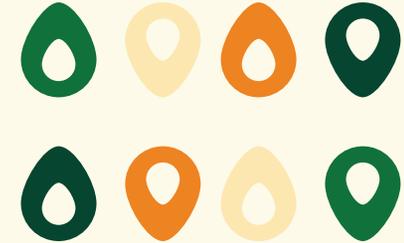
# Fundraising Strategies

## Identify available funds: Prioritize projects in your work plan

Organize your community's priorities when identifying funds to implement projects. It is important to make a realistic timeline for complex projects since applying for grants takes time.



Examples of project ideas from the Destino 191 project and how they can be prioritized according to the community's needs



# Fundraising Strategies

## Identify Available Funds: Grant Resources with Opportunities for Puerto Rico

An example of a local platform you could sign up for to connect with other local nonprofits:

**Create a profile on SinFinesPR.org**



### Completa tu perfil

Sigue los pasos a continuación para completar el perfil de tu organización:



Corporación establecida en Puerto Rico en cumplimiento con el Departamento de Estado.



Tu sede de operaciones debe estar ubicada en Puerto Rico.



Brindar o apoyar, proveer servicios directos a los ciudadanos en Puerto Rico.



Contar con una Determinación exención contributiva vigente (Hacienda o IRS).

# Fundraising Strategies

## Identify Available Funds: Grant Resources with Opportunities for Puerto Rico



### Grants.gov

Complete list of competitive federal grant opportunities (free)



### USC3S Grants

Tracking opportunities for the 3rd Sector of the U.S. Caribbean

### <https://prgrants.info/>

List with more details and categories of competitive federal grant opportunities for Puerto Rico & US Virgin Islands (free)



### Recommendation:

Make a profile and start browsing each week, use the filters to scan for opportunities in agencies aligned with your mission, projects or objectives.

Some examples of agencies: Housing and Urban Development (HUD), US Department of Agriculture (USDA), Economic Development Agency (EDA), Environmental Protection Agency (EPA), Education, Energy, Transportation, etc.



# Fundraising Strategies

## Identify Available Funds: Grant Resources with Opportunities for Puerto Rico

Opportunity search platforms: Private grants (national and international)

### RFPs

[philanthropynewsdigest.org/rfps](http://philanthropynewsdigest.org/rfps)

List of national and regional RFPs ("requests for proposals") for private funds

- free
- register for the newsletter

[grantstation.com/](http://grantstation.com/)

A database that includes grants from private, corporate, federal, state and local foundations (PR).

- \$99/year

[fconline.foundationcenter.org](http://fconline.foundationcenter.org)

A database of private foundation funders with detailed profiles as well as their grantees.

- \$449 / year or \$54.99 / month (Essential)



### Others:

- Thompson GrantScape (\$\$)
- Foundant's GrantHub (\$\$)
- GrantWatch (\$), Instrumentl (\$\$\$)



### Candid.

# Fundraising Strategies

## Identify Available Funds: Grant Resources with Opportunities for Puerto Rico

State and local philanthropic funds (subject to change)



### PR Legislative Funds for Social Impact

<https://cecflpr.org/home>

- –annual (February 15 – April 21)
- Information sessions – February



FUNDACIÓN  
ÁNGEL RAMOS

### Education, arts and culture, Social welfare

<https://fundacionangelramos.org/>

- 2 cycles per year
- Cycle 1: February 1–28
- Cycle 2: June 1–30



### Social investment program

<https://www.fundacionbancopopular.org/>

- 2 cycles per year:
- Cycle 1: March 15–April 15 and
- Cycle 2: July 15–August 15



# Fundraising Strategies

## Identify Available Funds: Grant Resources with Opportunities for Puerto Rico

State and local philanthropic funds (subject to change)



- Annual (August)
- Contact: Mangie Figueroa

(787) 474-7451,  
[programamanoamiga@fundacionesefi.com](mailto:programamanoamiga@fundacionesefi.com)



[fcpr.org/](http://fcpr.org/)

- Calls vary



[filantropiapr.org/resources-el-convener/](http://filantropiapr.org/resources-el-convener/)

- Free monthly newsletter about philanthropy in PR, including local calls for proposals.
- free
- sign up for the newsletter

FUNDACIÓN  
FRANCISCO CARVAJAL

[www.fundacioncarvajal.org/donativos.html](http://www.fundacioncarvajal.org/donativos.html)

- apply online – open



# Fundraising Strategies

## Identify Available Funds: Grant Resources with Opportunities for Puerto Rico

### State funds

Contact the appropriate government departments and/or consult their websites. You may want to consider contacting the Department of Health, Department of Labor and Human Resources, Department of Justice, Department of Family, Department of Economic Development and Trade, Department of Education, etc.

Ask what grants are available.

Many state agencies administer federal funds transferred to local entities, including those for Disaster Recovery through Department of Housing Community Development Block Grants (CDBG), AAFAF (ARPA), COR3 (FEMA) or others.



# Fundraising Strategies

## Identify Available Funds: Grant Resources with Opportunities for Puerto Rico

### State funds – example



#### División de Recursos Externos

La División de Recursos Externos administra una serie de fondos federales y asigna éstos a las entidades o personas que cualifican. Además, provee información relacionada al manejo adecuado de los fondos a las entidades que reciben los mismos.

<https://www.justicia.pr.gov/mdocs-posts/solicitud-de-propuestas-coronavirus-emergency-supplemental-fund-program-2020/>

**New**

25 Downloads

Last Updated: 07-02-2023 15:38

Description Preview Versions

Subvención: 2020-VD-BX-1319

Fondos disponibles: \$725,254.45

Fecha de publicación: 8 de febrero de 2023

Fecha de cierre: Hasta agotar los fondos

Aviso número: APF-2023-CESF20-S-01

El Coronavirus Emergency Supplemental Fund Program (en Adelante CESF, por sus siglas en inglés) del United States Department of Justice (USDOJ) y administrado y administrado la Oficina del Bureau of Justice Assistance (BJA), asignó fondos al Departamento de Justicia de Puerto Rico (en adelante, PRDOJ) para el año fiscal federal 2020. A tales efectos, el PRDOJ informa que continúa abierta la convocatoria que originalmente fue publicada el 31 de julio de 2020, para todas las entidades gubernamentales, municipios y organizaciones sin fines de lucro que estén interesados en competir para recibir dichos fondos. Esta convocatoria estará vigente hasta agotar los fondos.

# Fundraising Strategies

Plan and organize the funding pursuits.

**Make a grant calendar or list**

Organize your list of opportunities with all critical and follow-up information. A simple spreadsheet will allow for greater flexibility. Due dates for proposals, reports, and updates should be kept on a calendar.

The image displays a spreadsheet and a calendar application. The spreadsheet is a table with the following columns:

Nombre de donante	Nombre del programa de subvención	Nombre del proyecto	Descripcion	Estatus	Cantidad solicitada	Cantidad otorgada	Cantidad recibida	Fecha de limite	Fecha de envío	Fecha de decisión	Fecha de la subvención	Restricciones	Enlace	Inicio de sesión	Detalles informacion etc.

The calendar application shows a grid for January 2021. Several events are marked:

- Webinar Example 1 (Jan 1)
- Webinar Example 2 (Jan 2)
- Webinar Example 1 (Jan 22)
- Webinar Example 2 (Jan 23)
- Webinar Example 1 (Jan 29)
- Webinar Example 2 (Jan 30)

# Fundraising Strategies

## Plan and organize the funding pursuits.

Taking the time to answer key questions about your organization's needs and priorities will help create an action plan for seeking grants.

You can use tools such as a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis or create your own decision-making tool to prioritize grant opportunities.



## Evaluate opportunities when applying for public or private funds.

Pursuit of public funds (federal or state) involves a complex proposal, budget, and application process, with challenges in administration and reporting due to greater restrictions on the use of funds and allowable indirect costs. They often require matching funds and are awarded on a reimbursement basis. Projects typically are larger, of longer duration, and are often renewed annually.

Private funding sources, whether corporate or foundations are more accessible as they are easier to apply for and manage. They allow support for smaller projects or needs with amounts ranging from \$500 to \$50,000+, and have fewer reporting requirements. However, some restrictions on the use of funds may include no indirect or administrative costs allowed, and still require simple reporting on results or impacts.

# Fundraising Strategies

## Proposal writing: Write your LOIs (Letters of Interest)

Many private organizations have online forms for submitting letters of interest or pre-proposals (concept notes). Others require a document or email to be sent.

All processes and forms are unique to each proposal, but the following are typical sections of each letter of interest:

- General description of the organization (mission, experience, impact/efforts, and personnel)
- Statement of need or problem (demographics, some specific examples of the problem, and relevant statistical data).
- Project Description.
- Amount of money you are seeking and other sources of financing (if applicable)
- Alignment to the funder's approach or values.
- Strong and clear closing
- Appendices (if requested, may include a budget summary).



# Fundraising Strategies

## Proposal drafting

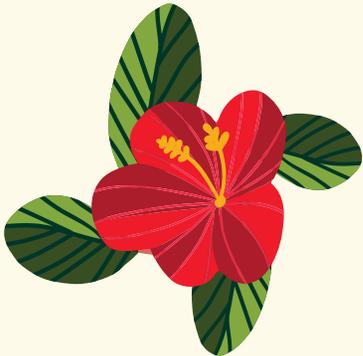
### Common elements of full proposals

#### **Project summary:**

The most important elements of the proposal in brief and compelling language. Large proposals can be one-page, and shorter proposals will be one short paragraph.

#### **Description of the need or problem:**

Details and data about the problem you will address in your project, sometimes called a "need statement," "problem statement," "needs assessment," or "literature review."



#### **Project Description:**

This is the "project narrative" – the details about the whole project. It includes the goals, objectives, methodology, and strategies or activities.

#### **Budget:**

All the resources that need to be funded to complete the project. These include project personnel, equipment, supplies, materials, etc.

#### **Other sections generally required:**

A cover letter or form, organizational qualifications (nonprofit status, articles of incorporation, Good standing certificate), financial documents, resumes of project personnel, letters of support or collaboration, and certifications.



#### **Final recommendations for proposal writing:**

- Read the "request for proposal" carefully to understand what is required in the application and when.
- Follow all instructions and guidelines closely and use the templates provided.
- If you find exemplary proposals, use them only as a way to generate your own ideas.
- Remember to appeal to the funder's mission and vision: show them how your project can help them achieve their goals of improving the world



# Fundraising Strategies

**Proposal drafting: Ask for assistance in writing your proposal.**

**There are many online resources to help you write winning proposals:**

- Search for information from reliable, quality sources (universities, foundations, or top grant databases such as GrantStation).
- If you are seeking federal or state funding, look for proposal development resources, technical assistance, and application instructions on the agency or grant program website. Contact any program officer with questions and clarification - federal grants are complex!
- Federal and state agencies and large foundations often have "information sessions" on how to apply for their program. Many agencies post recordings of these events and/or video tutorials.
- Hire a grant writer who specializes in your type of program or services: GrantStation has links to grant writers for specific programs, and some consulting agencies specialize.

# Fundraising Strategies

## Once you get your grant: How to manage its lifecycle

### Grant management main steps:

- Identify the resources you now have on hand and clearly define roles in the organization.
- Create documentation for grant tracking: Record all actions, expenditures, and any management related to the grant, so you have evidence that you are using the funds appropriately.
- Review all relevant grant requirements (guidelines and instructions) and consult with the program administrator as needed to ensure you are completing all grant terms and conditions.
- Prepare a calendar and timeline for your grant actions. Maintain deadlines for deliverables, reports, requests for reimbursement, etc. on the calendar.
- Report on your progress internally and with the donor on a consistent basis.
- Evaluate your work plan constantly to know if you are completing deliverables on time. Adjust when necessary and possible.

# Fundraising Strategies

## Once you get your grant: How to manage its lifecycle

### Important notes on federal grants:

- Federal grants are much more complex to administer, but the cost of administering them is generally included in the grant.
- Start with smaller private grants to build your capacity to apply for and manage larger funds.
- Grants require a lot of time and effort and often many rejections before a grant is awarded.
- Be persistent and stick with organizations when rejected as much as possible. Apply to many and often.
- The preparation of pre-proposals, letters of interest, concept notes, and full proposals can be a tool for developing your organization's programs, projects, services, and training staff.
- The proposal sections and letters can be reused and updated and can be continually refined as your needs or priorities change, or as new funding sources are identified.

# Creation of an action plan

## How to create an action plan

An action plan is a way to ensure that the organization's vision is realized. It describes how the group will use its strategies to achieve its goals. An action plan consists of a series of action steps or changes that will take place in your community.

### Each action step or change sought should include the following information:

- What actions or changes will occur
- Who will implement these changes
- When will they be carried out and for how long?
- What resources (e.g., money, personnel) are needed to implement these changes
- Communication (who should know what?)



### Reasons to create an action plan:

- Gives your organization credibility. An action plan shows community members (including donors) that your operation is well organized and dedicated to achieving results.
- Makes sure that no detail is overlooked.
- Helps understand what is possible and what is not possible for your organization to do.
- Efficiency: to save time, energy, and resources in the long run.
- Responsibility: increases the likelihood that people will do what needs to be done.



Ideally, an action plan should be developed within the first six months to a year of an organization's inception. It is developed after you have determined your group's vision, mission, objectives, and strategies. If you develop an action plan when you are ready to start doing things, it will give you a blueprint for running your organization or initiative.

# Creation of an action plan

You can use the following template to develop the goals of each smaller-scale project in your community. Although a project may have many parts, it is important to start segmenting each one to ease achieving the overall goals of the project.

Community Toolbox. "Chapter 8: Section 5. Developing an Action Plan." In *Developing a Strategic Plan*. Lawrence, KS: Center for Community Health and Development at the University of Kansas.  
<https://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/develop-action-plans/main>

Categories	Project details
<b>Specific project name</b>	Write the name of your project
<b>Geographic location</b>	Identify the place by name and/or coordinates with hyperlink
<b>General description</b>	Describe what and why it is important to carry out the project
<b>Main activities and execution process</b>	Write the action steps, the specific strategies on how to carry out the project
<b>Estimated implementation time</b>	Determine the estimated implementation time, this can be short, medium or long term
<b>Estimated cost of implementation</b>	Determine the estimated cost of implementation. You can create a list of the resources needed to carry out this component of the project and then research the costs of each resource. You could ask local companies to find estimates.
<b>Potential risks</b>	Think about the potential risks that could arise from doing, or not doing, your project. Consult with your community and other stakeholders to identify risks that you may not have been able to identify on your own.
<b>Key Performance Indicators (KPIs)</b>	Establish your project goals on a smaller scale and how you will measure its success. KPIs are specific, quantifiable metrics used to measure the progress and success of a project in relation to the larger scale project objectives. These indicators provide a clear and objective view of performance, and enable informed decisions to improve performance in key areas. They can be used to measure aspects such as community satisfaction, the influx of visitors, the economic impact, the degree of citizen participation, environmental sustainability, the evident revitalization of a space, among others. These indicators are essential to evaluate the success of the project and ensure that the desired results are being achieved.
<b>Collaborators and resources</b>	Identify the key resources to achieve your project. Depending on the nature of the project, you can identify sources of funds, grants, materials, potential donors, organizations that offer services related to your project, government and private agencies, among others.

# Evaluation of your project

While evaluation may not be your top priority as someone who builds creative spaces, it is an essential part of any project – it can even be enjoyable! Evaluations are meant to recognize accomplishments, provide encouragement to participants and partners, establish a roadmap for program improvement, and establish accountability. In short, it involves visualizing the impact you want to generate and then collecting the stories, images, opinions, and other evidence to show how it's all going.

## Evaluations are good for:

- Recognize success, respect, and encourage participants and partners.
  - Improve programs.
- Provide accountability to funders and partners.
  - It's cause for celebration.

## Aspects to consider:

- What is the change the community wants to see?
- How will we know when or if the change occurs?
- What do we need to measure in order to know?
  - How can we measure it?
- Who will be in charge of measuring?

## Evaluations help you answer:

- Are we doing well?
- What have we achieved?
  - What worked well?
- What could we do better next time?
  - What's next?

At the beginning of any creative placemaking effort, the project team should address how process evaluation will be incorporated. To avoid duplicating efforts or placing too many demands on community members, it is essential to leverage everyone's efforts for multiple purposes

Local Initiatives Support Corporation. "Evaluating and Measuring Impact." Local Initiatives Support Corporation.  
[https://www.lisc.org/our-initiatives/creative-placemaking/main/creative-placemaking-toolkit/evaluating-and-measuring-impact/?utm\\_source=canva&utm\\_medium=iframe](https://www.lisc.org/our-initiatives/creative-placemaking/main/creative-placemaking-toolkit/evaluating-and-measuring-impact/?utm_source=canva&utm_medium=iframe)  
 ly

# F. Conclusion



# Conclusion



The Rural Placemaking Toolkit for Puerto Rico is presented as an essential and strategic tool for the placemaking project, aimed at enhancing the unique assets of each community and creating more attractive, vibrant, and sustainable spaces. Its approach allows for addressing the complexity of the transformation of the environment, recognizing that placemaking involves a holistic process that requires multiple interconnected actions and considerations.

The objectives outlined in this toolkit seek to strengthen and enhance the capacities of local communities in the design and implementation of

projects focused on existing assets. These initial projects are intended to enhance local skills in the management of simple initiatives, which in turn promotes a deeper understanding of the impact of placemaking on the quality of life of residents and the visitor experience.

The Cubuy process in Naguabo took a collaborative and participatory approach involving the local community, experts, and municipal and federal authorities. Through meetings, consultations, and design workshops, unique assets were identified, and goals were established to revitalize the region, improve the quality of life, encourage

responsible tourism, and conserve the natural and cultural heritage.

This toolkit, together with the Rural Placemaking Plan for Cubuy, includes the methodology of creating multifunctional public spaces, restoring historic buildings, and fostering sustainable community and economic development. Its success was based on the active participation of the community and the shared vision for a prosperous and equitable future, making it an inspiring example of the power of placemaking for community development and the preservation of local identity.

Thus, setting concrete and achievable goals builds the confidence and credibility of communities in their ability to carry out more complex and ambitious interventions in the future. The Toolkit recognizes the importance of starting from the level at which communities find themselves, respecting their identity, culture, and aspirations, rather than imposing external objectives that may not reflect local essence and values.

Ultimately, the Rural Placemaking Toolkit for Puerto Rico becomes a valuable guide for other placemaking projects, promoting authenticity and social cohesion in each community. Its comprehensive approach and concrete objectives lay the foundation for a promising future in creating meaningful, inspiring and sustainable places where both residents and visitors can enjoy enriching and memorable experiences.



The Comité Desarrollo Barrio Cubuy, US Forest Service, the Municipality of Naguabo and Foundation for Puerto Rico (FPR) in front of the mural completed at the La Mina community center during the Rural Placemaking Innovation Challenge in Cubuy.



# Appendix





# COMITÉ DE CUBUY

## ORGANIZACIÓN SIN FINES DE LUCRO

### ¿QUÉ ES?

El Comité Pro Desarrollo de Cubuy, Inc. es una organización sin fines de lucro de base comunitaria fundada en el 2011. Tiene como objetivo fomentar el bienestar y el desarrollo socioeconómico del sector Cubuy en el barrio Río Blanco de Naguabo.



### VISIÓN

Convertirnos en la primera comunidad rural de Puerto Rico **líder y modelo del comanejo sustentable de un bosque nacional** para el desarrollo turístico, económico y comunitario.

### MISIÓN

Abogar por la **seguridad, bienestar** y satisfacción de las necesidades básicas de la comunidad y fomentar el **mantenimiento y embellecimiento** de sus áreas.

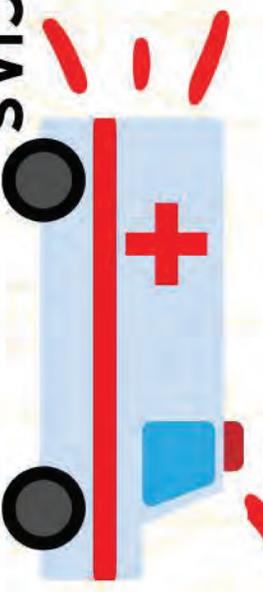


### LOGROS

- Mantenimiento del Área Recreativa del Río Sabana por medio del acuerdo de comanejo con el Servicio Forestal
- Planificación de mejoras y desarrollo de las áreas en la comunidad a través del proyecto Destino 191 con Foundation for Puerto Rico



# LA MINA C.E.R.T. EQUIPO COMUNITARIO DE RESPUESTA ANTE EMERGENCIAS



## ¿QUÉ ES?



El Equipo Comunitario de Respuesta ante Emergencias (C.E.R.T.) apoya a las personas de Cubuy cuando ocurren situaciones imprevistas como desastres naturales e incendios y ayuda a las autoridades en los rescates, asistencia médica y búsqueda de personas desaparecidas.



## INICIATIVAS



- Educación a la comunidad sobre cómo responder ante emergencias
- Colaboración en los preparativos para enfrentar un fenómeno atmosférico
- Asistencia antes, durante y luego de un desastre natural a la comunidad y al Bosque Nacional El Yunque

## ¡PREPÁRATE PARA UNA EMERGENCIA!

- Ten lista una **mochila** con agua, alimentos, linterna, radio y medicamentos.
- Establece un **plan** de emergencias y repásalo con tus familiares.
- **Infórmate** sobre tus posibles riesgos y peligros ante una emergencia.
- Mantén la calma y protégete en un **lugar seguro**.
- **Presta atención** a las instrucciones de las autoridades.



# DESTINO 191

El Yunque del Caribe

## ¡PARTICIPA!

### PROYECTO COMUNITARIO EN CUBUY

**Destino 191, El Yunque del Caribe** es un proyecto coordinado por el Comité Pro Desarrollo de Cubuy, Inc. junto con la organización sin fines de lucro Foundation for Puerto Rico y la agencia federal Desarrollo Rural del Departamento de Agricultura de los Estados Unidos. El proyecto busca apoyar a Cubuy en los esfuerzos de **rehabilitación y planificación de mejoras** a los espacios claves de la comunidad.

#### METAS DEL PROYECTO



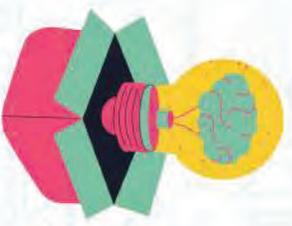
Identificar  
necesidades con  
una encuesta  
comunitaria



Rehabilitar  
espacios públicos  
en la comunidad



Crear un plan de  
desarrollo  
económico  
comunitario



Ofrecer talleres y  
capacitación a la  
comunidad

## ¡ÚNETE AL ESFUERZO!



Foundation  
for Puerto Rico

LUGARES

# PLACEMAKING

CREACIÓN

## CREACIÓN DE LUGARES

Los esfuerzos de placemaking o creación de lugares inspiran a la gente a reimaginar y reinventar colectivamente los espacios públicos de la comunidad.



RELACIÓN ENTRE PERSONAS Y LUGARES

### ACTIVIDADES

- Evaluación de espacios
- Creación de mapas
- Planificación y creatividad
- Limpieza
- Reparación
- Embellecimiento
- Nuevos usos
- Mantenimiento

- Transforma los espacios
- Promueve la creatividad
- Define la identidad del lugar y de la comunidad
- Es colectivo y participativo
- Aprovecha los recursos disponibles
- Fomenta la salud, la felicidad y el bienestar

### REHABILITACIÓN

### DE LUGARES

### ABANDONADOS



### SALUD



### ARTE



### LECTURA



### SIEMBRA



# MAPA DE ACTIVOS DE CUBUY

Los activos son los recursos y capacidades compartidos por la comunidad.

## Categorías de Activos

- Personas
- Grupos
- Instituciones
- Naturaleza
- Infraestructuras
- Lugares construidos
- Cultura + Historia
- Comercios
- Influencia

## Mapa de Activos

El mapa de activos ubica los recursos en un **lugar específico** del barrio.

Conocer los activos de la comunidad es importante para **protegerlos y desarrollarlos**.

Las listas y mapas de activos van **evolucionando** con el tiempo y según los **cambios** en la comunidad.



Cubuy

# MURAL COMUNITARIO

El arte y la comunidad se unen en los espacios públicos para **mostrar la cultura, historia e identidad** de las personas.

**ARTE + COMUNIDAD = IDENTIDAD**

El mural es una pintura de gran tamaño que se crea en una pared.



**CUBBUY  
EN LOS  
MUROS**

## LOS MURALES COMUNITARIOS

- Reflejan la **identidad** de la comunidad
- Comunican los **deseos colectivos**
- **Embellecen** los espacios
- Motivan a **seguir trabajando** en mejoras a la comunidad
- Permiten a las personas trabajar juntas en un **proyecto creativo**
- Atraen **visitantes**
- Podrían **aumentar el valor** de una propiedad

# Arte

# IDENTIDAD

# Cultura

# HISTORIA



# HISTORIA & CULTURA

## DE CUBUY

### COMUNIDAD

Grupo de seres humanos (y otros seres vivos) que tienen elementos en común como idioma, costumbres, ubicación geográfica, gustos, formas de pensar, trasfondos, etc.

### VIDA EN COMUNIDAD

- Respeto a las diferencias
- Inclusión
- Manejo responsable de los recursos
- Consideración por los demás
- Búsqueda del bien común



### HISTORIAS & MEMORIAS

Nos recuerdan de dónde venimos, nos ayudan a entender mejor nuestro presente y forman nuestra **cultura**.

### CULTURA & TRADICIONES

Son las experiencias comunes, las costumbres y los valores compartidos. Crean sentido de **pertenencia e identidad**.

Los cambios positivos en la comunidad se llevan a cabo sobre las bases de los valores colectivos.

### CAMBIOS +



### IDENTIDAD



### IDENTIDAD COLECTIVA



Define quiénes y cómo somos; nos otorga poder, voz y autonomía; guía la toma de decisiones, los cambios y la visión de futuro.

¿QUIÉNES SOMOS?  
¿DE DÓNDE VENIMOS?  
¿QUÉ TENEMOS?  
¿QUÉ SONAMOS?  
¿DE QUÉ SOMOS CAPACES?



# HUERTO-JARDIN DE CUBUY

## ¿QUÉ ES?

Un huerto-jardín es un terreno en donde se cultivan una combinación de: (1) plantas y flores ornamentales para que el lugar sea agradable y (2) verduras, legumbres y árboles frutales para el consumo.



## TRABAJAR EN JARDINES

- Produce cosecha de alimentos que podemos preparar y comer con nuestra familia
- Mejora el bienestar físico: reduce la presión arterial, el estrés y la tensión muscular; nos mantiene activos
- Ayuda al bienestar emocional y psicológico: agiliza nuestra mente, canaliza nuestros pensamientos, nos permite meditar y nos hace sentir en calma
- Fortalece nuestra relación con la naturaleza
- Nos permite compartir e intercambiar conocimientos con otros
- Embellece las áreas de la comunidad
- Es una forma positiva de entretenernos y pasar el tiempo
- Es una oportunidad para compartir con familiares y amigos
- Nos permite respirar aire fresco para oxigenarnos y tomar el sol para obtener vitamina D y energías

## ELEMENTOS DE UN JARDÍN

- |           |              |                              |
|-----------|--------------|------------------------------|
| • SUELO   | • VERJAS     | • CAJONES DE SIEMBRA         |
| • TIERRA  | • SENDEROS   | • MANGUERA                   |
| • ROCAS   | • BANQUITOS  | • HERRAMIENTAS DE JARDINERÍA |
| • LUZ     | • FAROLES    |                              |
| • VIENTO  | • ESCULTURAS | • COMEDERO PARA AVES         |
| • AGUA    | • GAZEBO     |                              |
| • PLANTAS | • FUENTES    | • LETREROS                   |



# ÁREA RECREATIVA DEL RÍO SABANA

Ofrece vistas panorámicas de la cuenca del Río Blanco y las zonas costeras de Naguabo y Humacao, junto con vistas espectaculares de las montañas y la costa, así como acceso a ríos y veredas.

## EL BOSQUE ES DE TODOS ¡PROTÉGEMOLO!

Inaugurado en 2011 en la sección sur del Bosque Nacional El Yunque, incluye 10 casetas para pasadía a lo largo del río, estacionamiento pavimentado para 25 vehículos y baños.



La creación del área recreativa fue una gestión que marcó la primera vez que el Servicio Forestal de los EE. UU., El Municipio de Naguabo, PRASA y la AEE se asociaron para administrar un proyecto público.



En diciembre del 2021 la comunidad de Cubuy firmó un acuerdo de voluntariado con el Servicio Forestal para manejar, custodiar y dar mantenimiento al área recreativa.

**COMUNIDAD + BOSQUE**

# BRIGADA COMUNITARIA

Grupo de personas voluntarias que se organizan para servir a su comunidad en tareas de limpieza, mantenimiento, reparación y embellecimiento de las áreas comunes. También, pueden asistir en el manejo de situaciones de emergencia.

## LA BRIGADA COMUNITARIA DE CUBUY

Provee servicios en el  
Área Recreativa del Río  
Sabana en El Yunque

- Limpieza, recorte y poda de áreas verdes
- Recolección de material vegetativo y basura
- Lavado de pavimentos, cunetas, puentes y gazebos
- Pintura de vallas, bordillos y puentes



Si amas a tu comunidad, tienes destrezas en el uso de herramientas, estás dispuesto/a a aprender tareas nuevas y sabes seguir instrucciones de seguridad, la brigada es para ti. ¡Únete a los esfuerzos!



# Recommendations

## ADDITIONAL SIGNS

Online reviews and visitor interviews revealed that visitors would like more signs that indicate where the Rio Sabana Recreation Area and trails are located. We identified three main locations for signs to be placed (Figure 1). The first spot is in the barrio Florida at the point where PR-191 takes a sharp left. Visitors sometimes miss the turn and would benefit from a sign (see Figure 2 for an example). The second location is the entrance gate for the recreation area. Placing a sign here would encourage visitors to visit the recreation area (see Figure 3 for an example). The third location is in the Rio Sabana Recreation Area itself. The first type of recommended sign is a sign for the Rio Sabana Trail. The next type of recommended signs are signs about the flora, fauna, and history of the area. Several visitors expressed interest in learning more about the area (see Figures 4 and 5 for examples).

## TRAIL MAINTENANCE

There were mixed reviews from visitors about the lack of maintenance of the Rio Sabana Trail and how it affected their experience. Some visitors noted that this negatively affected their experiences while others found hiking on the trail to be a worthwhile challenge. Based on visitor feedback, we believe the best way to appeal to a wide range of visitors is to maintain the trail more regularly but to keep it as natural as possible. We also believe it would be beneficial to add more trails that connect throughout the forest. A larger trail network could better connect the North and the South of the forest, a connection that has been lost since the division of PR-191.

## FOOD AND BEVERAGES

The sale of food and beverages at the Rio Sabana Recreation Area and in the Cubuy area would make those locations more attractive to many visitors. Many visitor groups interviewed mentioned that they would like it if there were restaurants/refreshments at the recreation area or El Hippié, and local business owners said that restaurants in the area would likely appeal to guests.

## SOLICITING PUBLIC ATTITUDES

The gate that blocks PR-191 before the Rio Sabana Recreation Area was an effective place to stop visitors and conduct interviews on their way out. When the gate is closed visitors must park here and it is the only exit point from the recreation area. It would also be beneficial to conduct interviews on a variety of days and at a variety of times in order to get information for a wider range of visitors than our research was able to encompass.

Figure 4:  
Map and Information for Mt. Britton  
Trails



Note. This is a map of Mt. Britton trails with information about the trails. A permanent map like this one can be added to the Rio Sabana Trails to help hikers understand the distance of the trail and where it leads to.

Figure 5:  
Examples of Informational Signs about  
Flora and Fauna



Note. These images were taken of signs in northern El Yunque (upper-left and lower-right) and the bed-and-breakfast Casa Flamboyant (upper-right and lower-left).

Typology Adapted From:

Cochrane, J. (2006). A typology of tourists to protected areas. *Parks*, 16(2), 10-17.

Figure 1 Adapted From:

Google. (n.d.). Sabana River Recreational Area. Google Maps.

# What Makes Cubuy, Naguabo Attractive to Visitors

Cubuy: "Wherever you step, there is water"



Created by: Chloe Byrne, Akhil Chilamkurthi,  
Rachel Flanagan, and Celeste Rehm

## Introduction

The Rio Sabana Recreation Area is located on the southern side of El Yunque National Forest in Puerto Rico. While visitor activity is well-documented on the northern side of El Yunque, much less is known about the experiences and motivations of visitors to the south. We examined online visitor reviews and conducted interviews with visitors, tour guides, and other key parties, and through analysis, developed six typologies of visitors to the area. This pamphlet shows that typology, as well as recommendations regarding increased signage, trail maintenance, sale of food and beverages, and solicitation of public attitudes.

The 6 types of visitors who visit southern El Yunque, based on interviews with visitors, tour operators, and social media analysis.

**SOCIAL**

"Social" visitors are visitors who usually arrive in larger groups or multigenerational families. These visitors are not usually adventurous and want easily accessible places. They typically spend time enjoying each other's company, the river, and the picnic shelters. Most often the families are from Naguabo and come for day trips. These visitors would appreciate informational signs throughout the area.



**EXCLUSIVE**

This category refers to visitors who are willing to pay high prices for comfort, exclusivity, and access to secluded areas. These tourists would most likely stay at Casa Flamboyant, the most expensive bed-and-breakfast in the area. "Exclusive" visitors are able to utilize "secret" recreation features such as hidden waterfalls, swimming holes, etc. on private property where access is controlled by the bed-and-breakfast.



Figure 2: Example of Directional Road Sign for the Rio Sabana Recreation Area



Note. Figure created for this report.



**HIKER**

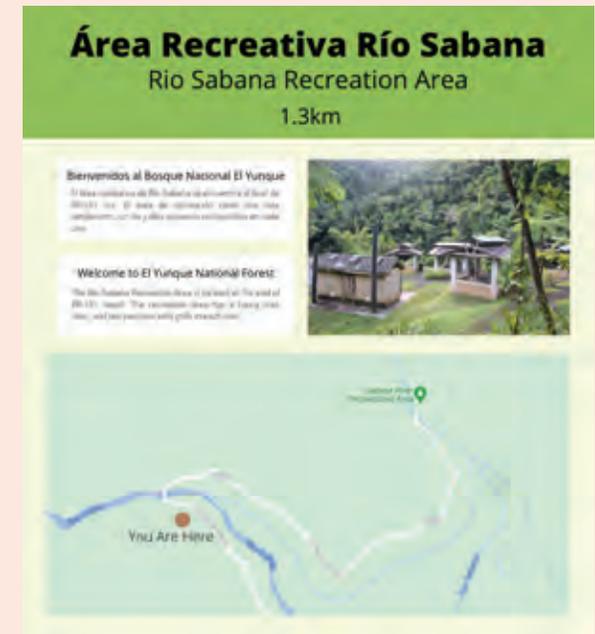
"Hiker" visitors typically come to El Yunque to enjoy short- to medium-distance hikes and tend to walk through the recreation area on their way to an easy trail or go to El Hippiie and explore the waterfall. This group prefers well-marked trails, the possibility of buying food and beverage, nearby accommodations, directional signs, and level ground. "Hiker" refers to people usually between the ages of 20-50.



**SPECIAL INTEREST**

Visitors in the "special interest" category are visitors that are looking for something very specific while traveling. These visitors tend to form groups around this common interest or hobby and travel together. These interests might span from looking for waterfalls to birdwatching. This typology of visitors usually stays in the area that caters to their interest for a few days. They are interested in small tours that feature their interest.

Figure 3: Example of Informative and Directional Road Sign for the Rio Sabana Recreational Area



Note. Figure created for this report.

**HIKER-PLUS**

The "hiker-Plus" category takes the "hiker" typology and stretches its boundaries. These visitors to El Yunque tend to be fit, younger (20-40 years old). They come to the rainforest with the intention of hiking specific trails to more distant destinations. They like more challenging trails that are not necessarily maintained. Many of these visitors go to the Infinity Pool.



Figure 1: Map Showing Potential Locations for Directional and Informational Signs, for the Rio Sabana Recreation Area, Along PR-191



**TRANQUIL**

"Tranquil" visitors prefer to come to El Yunque on their own or in small groups. They want to connect with the forest in a relaxed manner. They tend to stay on the path in the Rio Sabana Recreation Area and go on groomed trails. These visitors tend to be worried about the peace being disrupted by crowds and noise.



## Instrucciones y reglas para completar el formulario

ESTRICTAMENTE CONFIDENCIAL: Los datos suministrados son confidenciales y de uso exclusivo para desarrollo de un diagnóstico y perfil comunitario en el sector Cubuy en Naguabo.

ESTE FORMULARIO NO RECOPILA SU INFORMACION PERSONAL DE CONTACTO: **No** debe escribir en ningún espacio de este formulario su nombre, su teléfono, ni su correo electrónico.

ENTREGAR DE FORMULARIO: Una vez termine el formulario, deberá contactarse con una de las siguientes personas para coordinar entrega:

- Omar Cruz (787)547-6698
- Valeria Diaz (787)218-4106

### Area temática A: Comienzo de la encuesta

**Fecha (Escriba su contestación en cada encasillado)**

Año      Mes      Día

**Dirección de la vivienda (Escriba su contestación)**

### Área temática B: Datos sobre la vivienda

Esta área temática tiene como propósito el recopilar información relacionada al uso, tipo y material predominante de su estructura.

**¿Cuáles son los usos de la estructura? (Escoja una)**

- |  |  |
|--|--|
| <input type="radio"/> Vivienda                       | <input type="radio"/> Comercio             |
| <input type="radio"/> Uso mixto: vivienda y comercio | <input type="radio"/> Iglesia              |
| <input type="radio"/> Institucional                  | <input type="radio"/> Servicio Comunitario |
| <input type="radio"/> <input type="text"/>           |  |

**¿Cuál es el tipo de estructura? (Escoja una)**

- Casa
- Apartamento
- Otro tipo de vivienda (carpa, vagón, estructura improvisada, entre otros) **(Si es otro tipo de vivienda, escriba su contestación)**
-

¿Cuáles son los materiales predominantes de la estructura?

**(Escoja todas las que apliquen)**

- Hormigón
- Zinc
- No sé
- No aplica
- Madera
- Acero
- Prefiero no responder
- Otro

¿La propiedad tiene dos niveles de altura o más? **(Escoja todas las que apliquen)**

- Sí
- No
- No sé
- Prefiero no responder

¿La propiedad descansa sobre columnas en parte o en su totalidad? **(Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

En su opinión, ¿cuál es el estado o condición actual de la estructura en la que vive? **(Escoja una)**

- Buena
- Mala
- Prefiero no responder
- Regular
- No sé

En su opinión, ¿qué tan segura es su vivienda? **(Escoja una)**

- Segura
- Insegura
- Prefiero no responde
- Ni segura, ni insegura
- No sé

## Área temática C: Servicios en el hogar

Esta área temática tiene como propósito recopilar información general sobre los servicios recibidos en el hogar.

**¿Cuáles de los siguientes bienes y servicios posee en el hogar? (Escoja todas las que apliquen)**

- Televisor
- Radio
- Computadora (portátil o de escritorio)
- Cable TV
- Teléfono de línea
- Celular
- Tableta o iPad
- Sistema/ Equipo de streaming (Roku, Apple TV, etc.)
- Servicio/ Suscripciones de streaming (Netflix, Hulu, Disney +, Amazon Prime, etc.)

**¿Con cuáles de los siguientes servicios públicos, privados o comunales cuenta la estructura/ vivienda? (Escoja una por categoría)**

- |                                    | Si                    | No                    | No Sé                 | Prefiero no contestar |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Acueducto de la AAA (agua potable) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Acueducto comunitario              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Energía eléctrica de LUMA          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Servicio de internet               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Equipo de energía solar            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Alcantarillado (agua residual)     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Baño con inodoro y ducha o bañera  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Letrina                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pozo séptico                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**¿Con cuáles otros servicios, que no fueron mencionados antes, cuenta la estructura/ vivienda? (Otros) (Escriba otros servicios no mencionados en la pregunta anterior)**

**Si lo tiene, ¿cuál es su fuente principal de internet en el hogar? (Escoja una)**

- Cable
- Celular
- Prefiero no responder
- Otro (Mencione)
- Antena de satélite
- No sé
- No aplica

**Si lo tiene, ¿qué compañía le provee servicio de internet en el hogar? (Escriba su contestación)**

**Si lo tiene, ¿cuánta velocidad tiene su internet en el hogar regularmente? (Escoja una)**

- Muy rápido
- Regular
- Muy lento
- Prefiero no responder
- Rápido
- Lento
- No sé
- No aplica

**Si no lo tiene, ¿en el futuro le interesaría contar con un sistema de energía solar en su hogar? (Escoja una)**

- Sí
- No sé
- No aplica
- No
- Prefiero no responder

**¿Cuál sería su mayor preocupación ante la instalación de un sistema de energía solar en su hogar? (Escoja una)**

- Costos / Inversión inicial
- Acceso a suficiente luz del sol en la vivienda
- Falta de espacio para instalar las placas solares
- Falta de entendimiento de cómo manejar o dar mantenimiento al sistema
- Otro (Mencione)

¿Utiliza un filtro o agua embotellada (galones) para el consumo de agua en el hogar debido a contaminación del agua potable? **(Escoja una)**

- Sí  No
- No sé  Prefiero no responder

¿Con qué frecuencia a la semana recibe los servicios que se le presentarán a continuación? **(Escoja una por categoría)**

	Una vez	Dos veces	Tres o más veces	No sé	Prefiero no resp
Recogido de basura	<input type="radio"/>				
Recogido de reciclaje	<input type="radio"/>				
Recogido de escombros	<input type="radio"/>				
Mantenimiento de áreas verdes en la carreterafrente a la propiedad	<input type="radio"/>				

¿En su hogar reciclan? **(Escoja una)**

- Sí  No
- No sé  Prefiero no responder

Si en su hogar no reciclan, ¿les interesaría comenzar a reciclar en el futuro? **(Escoja una)**

- Sí  No
- Prefiero no responder
- No sé  Otro **(Mencione)**
- No aplica

¿Manejan composta en su hogar? **(Escoja una)**

- Sí  No
- No sé  Prefiero no responder

Si en su hogar no manejan composta, ¿les interesaría comenzar a manejar composta en el futuro?  
**(Escoja una)**

Sí  
 No sé  
 No aplica

No  
 Prefiero no responder  
 Otro **(Mencione)**

**Continúe en la siguiente página...**

**Actualmente, ¿qué tipos de servicios reciben o necesitan recibir? (Escoja una por categoría)**

	Actualmente lo recibe en la comunidad	Actualmente lo recibe afuera	Necesita recibirlo	No lo necesita	No sé	Prefiero no resp
Servicio de enfermería	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Servicio para personas con diversidad funcional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prevención y tratamiento contra la adicción	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programa de jóvenes embarazadas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programa de madres solteras	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programa de niños y jóvenes maltratados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programa contra el maltrato de mujeres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Centro de cuidado de envejecientes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Centro contra maltrato de envejecientes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comedor social en la comunidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tutoría para niños (after school) [Si hay menores]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Centro de cuidado (diurno y/o nocturno) [Si hay menores]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programa educativo o vocacional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programa de desempleo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programa de Asistencia Nutricional (PAN)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programa de Ayuda Temporal  
para Familias Necesitadas       
(TANF)

**Actualmente, ¿qué otros tipos de servicios, que no fueron mencionados antes, reciben o necesitan recibir? (Mencione otros servicios no mencionados en la parte anterior)**

## Área temática D1: Composición del hogar

Esta área temática tiene como propósito recopilar información específica sobre la composición familiar del hogar, tiempo de residencia en la comunidad, nivel educativo, estatus laboral y aspectos económicos del hogar.

**¿Cuántas personas viven en este hogar? (Mencione)**

**¿Viven personas menores de 5 años en este hogar? (Escoja una)**

- Sí  No
- No sé  Prefiero no responder

**¿Cuántas personas menores de 5 años viven en este hogar? (Escriba su contestación)**

**¿Cuántas familias viven en este hogar? (Escriba su contestación)**

**¿Es usted la persona encargada del hogar? (Escoja una)**

- Sí  No
- No sé  Prefiero no responder

**¿Cuales su parentesco con la persona encargada del hogar? (Escoja todas las que apliquen)**

- Pareja, esposo/a, cónyuge, compañero/a
- Hijo/a
- Hijastro/a
- Nieto/a
- Padre/madre
- Hermano/a, Hermanastro/a
- Yerno, nuera
- Abuelo/a
- Suegro/a
- Tío/a
- Sobrino/a
- Primo/a
- Cuñado/a
- Otro pariente del jefe/a familia
- Otro no pariente del jefe/a familia
- Otro **(Mencione)**

**¿Con qué género se identifica? (Escoja una)**

- Hombre
- Mujer
- Otro **(Mencione)**

**¿Cuántos años cumplidos tiene? (Escriba su contestación)**

**¿Cuál es su lugar de nacimiento? (Escoja una)**

- Naguabo
- Estados Unidos
- Otro municipio de Puerto Rico
- Otro **(Mencione)**

**¿Cuál es su estado civil? (Escoja una)**

- Casado/a
- Viudo/a
- Divorciado/a
- Prefero no responder
- Soltero/a
- Separado/a
- En unión libre
- No sé

## Área temática D2: Tiempo en la comunidad

Esta área temática tiene como propósito recopilar información específica sobre el tiempo de residencia en la comunidad de Cubuy, Naguabo.

**¿Siempre ha vivido en la comunidad de Cubuy? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**Antes de vivir en esta comunidad, ¿dónde vivía? (Escoja una)**

- Otro sector o comunidad de Naguabo
- Otro municipio de Puerto Rico
- Estados Unidos
- No aplica
- Otro (Mencione)

**¿Hace cuantos años continuos vive en esta comunidad? (Escriba su contestación)**

## Área temática D3: Nivel de escolaridad

Esta área temática tiene como propósito recopilar información específica sobre el nivel de escolaridad.

**¿Sabe usted leer y escribir? (Escoja una)**

- Sí
- No
- Otro (Mencione)
- Prefiero no responder

**¿Cuál es el grado académico más alto que ha obtenido? (Seleccione todas las que apliquen)**

- Ninguno
- Escuela intermedia
- Grado asociado
- Universidad (Escuela Graduada)
- Cursos acelerados
- Prefiero no responder
- Escuela elemental
- Escuela superior
- Universidad (Bachillerato)
- Grado técnico/ vocacional
- No sé
-

**Actualmente, ¿asiste a la escuela, universidad u otro centro educativo? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**Indique el grado académico que está cursando actualmente (Seleccione todas las que apliquen)**

- Escuela elemental
- Escuela superior
- Universidad (Bachillerato)
- Grado técnico/ vocacional
- No sé
- No aplica
- Escuela intermedia
- Grado asociado
- Universidad (Escuela Graduada)
- Cursos acelerados
- Prefiero no responder
- Otro (Mencione)

## Área temática D4: Estatus laboral

Esta área temática tiene como propósito recopilar información específica sobre el estatus laboral.

**¿Cuál es su estatus laboral? (Escoja una)**

- No tiene trabajo actualmente (desempleado)
- Está retirado/a permanentemente del trabajo
- Nunca ha trabajado
- Trabaja a tiempo parcial
- Trabaja a tiempo completo
- No sé
- Prefiero no responder
- No aplica

**Si lo está, ¿qué tiempo lleva desempleado? (Escoja una)**

- Hace menos de un año
- Hace 1 año o más, pero menos de 2
- Hace 2 años o más, pero menos de 3
- Hace 3 años o más, pero menos de 4
- Hace 4 años o más, pero menos de 5
- Hace 5 años o más
- No aplica

**¿A qué se dedicaba en el pasado? (Seleccione todas las que apliquen)**

- Sector público
- Empresa privada
- Organización sin fines de lucro (OSFL)
- Autoempleo
- Ama de casa
- No sé
- Prefiero no responder
- No aplica

**¿Qué tipo de trabajo realizaba en el pasado? (Escriba su contestación)**

**¿A qué se dedica en el presente? (Seleccione todas las que apliquen)**

- Sector público
- Empresa privada
- Organización sin fines de lucro
- Autoempleo
- Ama/amo de casa (se queda en la casa y no ejerce ningún oficio)
- No sé
- Prefiero no responder
- 
- Otro **(Mencione)**

**¿Qué tipo de trabajo realiza en el presente? (Escriba su contestación)**

**En la actualidad, ¿tiene dos o más empleos? (Escoja una)**

- Sí
- No
- Prefiero no responder
- No aplica

**Independientemente de las respuestas antes dadas, ¿realiza algún tipo de trabajo de manera informal? (Escoja una)**

Sí

No sé

No

Prefiero no responder

**¿Qué tipo de trabajo realiza de manera informal? (Escriba su contestación)**

**¿A usted o algún miembro del hogar le interesaría emprender o comenzar un nuevo negocio en el futuro? (Escoja una)**

Sí

No sé

No

Prefiero no responder

**¿Qué tipo de negocio le interesaría crear a usted o algún miembro del hogar? (Escriba)**

**Semanalmente, ¿qué tiempo le ocupa el empleo? (Escoja una)**

Menos de 8 horas

Más de 32 horas hasta 40 horas

No sé

No aplica

Más de 8 horas hasta 32 horas

Más de 40 horas

Prefiero no responder

**Si trabaja, ¿qué medio de transporte utiliza para ir al trabajo? (Seleccione todas las opciones que apliquen) (Seleccione todas las que apliquen)**

\_\_\_ Vehículo propio

\_\_\_ Bicicleta

\_\_\_ No aplica

\_\_\_ Motora propia

\_\_\_ A pie

\_\_\_ Otro (Mencione) \_\_\_\_\_

## Área temática D5: Ingresos

Esta área temática tiene como propósito recopilar información específica sobre ingresos y aspectos económicos en el hogar.

**Tomando en cuenta todas las personas que viven en el hogar, ¿cuál es el ingreso total mensual (al mes) de la familia? (Escoja una)**

- |   |   |
|---|---|
| <input type="radio"/> Menos de \$300        | <input type="radio"/> \$300 a \$499     |
| <input type="radio"/> \$500 a \$799         | <input type="radio"/> \$800 a \$999     |
| <input type="radio"/> \$1,000 a \$1,499     | <input type="radio"/> \$1,500 a \$1,999 |
| <input type="radio"/> \$2,000 a \$2,499     | <input type="radio"/> \$2,500 a \$2,999 |
| <input type="radio"/> \$3,000 o más         | <input type="radio"/> No sé             |
| <input type="radio"/> Prefiero no responder | <input type="radio"/> No aplica         |

**Actualmente, y tomando en cuenta todas las personas que viven en el hogar, ¿cuáles son las fuentes principales de ingresos en el hogar? Seleccione todas las que apliquen. (Seleccione todas las que apliquen)**

- |  |  |
|--|--|
| <input type="checkbox"/> Salarios / Sueldos / Honorarios | <input type="checkbox"/> Ganancias de negocio propio |
| <input type="checkbox"/> Seguro social                   | <input type="checkbox"/> Fondo del Seguro del Estado |
| <input type="checkbox"/> Otras pensiones                 | <input type="checkbox"/> Rentas o arrendamientos     |
| <input type="checkbox"/> Programa PAN                    | <input type="checkbox"/> Pensiones alimentarias      |
| <input type="checkbox"/> Ayuda de desempleo              | <input type="checkbox"/> Ayuda de algún familiar     |
| <input type="checkbox"/> Otra ayuda del gobierno         | <input type="checkbox"/> No sé                       |
| <input type="checkbox"/> Prefiero no responder           | <input type="checkbox"/> No aplica                   |
| <input type="checkbox"/> <input type="text"/>            |  |

Otro (Mencione)

**¿Aporta actualmente a algún plan de retiro? (IRA, plan 402K, retiro, etc.) \***

- |                                |  |
|--------------------------------|--|
| <input type="checkbox"/> Sí    | <input type="checkbox"/> No                    |
| <input type="checkbox"/> No sé | <input type="checkbox"/> Prefiero no responder |

**¿Alguna persona del hogar recibe servicios de veteranos? (Escoja una)**

- |                             |   |
|-----------------------------|---|
| <input type="radio"/> Sí    | <input type="radio"/> No                    |
| <input type="radio"/> No sé | <input type="radio"/> Prefiero no responder |

**¿Alguna persona del hogar presta servicio militar? (Escoja una)**

- |                             |   |
|-----------------------------|---|
| <input type="radio"/> Sí    | <input type="radio"/> No                    |
| <input type="radio"/> No sé | <input type="radio"/> Prefiero no responder |

## Área temática E: Cuidado de niños/as de cinco (5) años o menos

Esta área temática tiene como propósito recopilar información sobre el cuidado de niños/as menores de cinco (5) años.

**¿Dónde o con quién permanece/n los/las menores de cinco (5) años durante la mayor parte del tiempo de lunes a viernes? (Seleccione todas las opciones que apliquen)**

- Asiste a un hogar comunitario, cuido o preescolar
- Con su madre en la casa
- Con su padre en la casa
- Con su madre en el trabajo
- Con su padre en el trabajo
- Con su abuelo o abuela
- Al cuidado de un pariente mayor de 18 años
- Al cuidado de un pariente menor de 18 años
- Al cuidado de un empleado/a o niño/a Solo en la casa
- En casa únicamente con menores que él/ella
- Al cuidado de vecinos o amigos
- No sé
- Prefiero no responder
- No aplica

**¿Cuál es la razón principal por la cual los/las menores no asisten a una guardería, hogar comunitario o preescolar? (Seleccione todas las opciones que apliquen)**

- No hay una institución cercana
- Costos
- No encontró cupo
- Prefiere que no asista todavía
- Tiene un familiar en la casa que lo cuida
- Considera que no tiene edad para asistir
- No sé
- Prefiero no responder
- No aplica
- Otro (Mencione)

**¿Cuáles de las siguientes actividades realiza el/la cuidador/a con las/los menores? (Seleccione todas las opciones que apliquen)**

- Realizar juegos, actividades artísticas, cantar o leer en el interior del hogar
- Jugar en el patio de la casa
- Realizar actividades fuera del hogar (ej. en el parque, río, cancha, etc.)
- Uso de equipos electrónicos (televisión, celular, videojuegos)
- No aplica
- Otro (Mencione)

**En la actualidad, ¿qué de lo siguiente es cierto con relación al/la menor de 5 años? (Escoja una por categoría)**

- |  | Sí                    | No                    | No sé                 | Prefiero no responder | No aplica             |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Madre vive con el/la niño/a              | <input type="radio"/> |
| Padre vive con el/la niño/a              | <input type="radio"/> |
| Un abuelo o abuela vive con el/la niño/a | <input type="radio"/> |

## Área temática F: Salud

Esta área temática tiene como propósito recoger información sobre temas de salud que afectan tanto a las personas como a la comunidad.

**¿Todos los miembros del hogar cuentan con plan médico? (Escoja una)**

- |                                 |   |
|---------------------------------|---|
| <input type="radio"/> Sí, todos | <input type="radio"/> No, solo algunos      |
| <input type="radio"/> No sé     | <input type="radio"/> Prefiero no responder |

**Indique el número de personas en el hogar que cuentan con un plan médico, según su rango de edad.**

**Cantidad de miembros del hogar con plan médico (Escriba cantidad de personas que sufran de la condición en el rango de edad que aplique. Si no hay personas de tal edad, deje en blanco)**

5 años o menos

Entre 6 y 64 años

65 años o más

No aplica

**¿Cómo financian el plan médico en el hogar? (Seleccione todas las que apliquen)**

- Gobierno/ reforma
- Patrono
- Paga una parte y otra la empresa o patrono
- Pago total por usted
- Medicare/ Medicaid
- Veterano
- No aplica

**¿Cuáles son las razones para no tener un plan médico en el hogar? (Seleccione todas las que apliquen)**

- Falta de dinero
- No le interesa
- Está en la espera de la tarjeta
- No sé
- No aplica
- Muchos trámites
- No sabe cómo obtenerlo
- Otra razón
- Prefiero no responder

**¿Cuál es el estado de salud general de las personas que habitan en este hogar? (Escoja una)**

- Excelente
- Malo
- Prefiero no responder
- Regular
- No sé

**¿Padece alguna de las personas en este hogar de alguna enfermedad crónica? (Escoja una)**

- Sí, tiene y visita al médico periódicamente
- Sí, tiene, pero no visita al médico periódicamente
- No tiene alguna enfermedad crónica
- No sé
- Prefiero no responder

**Mencione qué enfermedades padecen los miembros de la familia. Para cada condición, indique el número de personas que la padecen en la familia, según su rango de edad. (Escriba cantidad de personas que sufran de la condición en el rango de edad que aplique. Si no hay personas de tal edad, deje en blanco)**

	5 años o menos	Entre 6 a 64 años	65 años o más	No aplica
Problemas de la visión	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Problemas de la audición	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Asma	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Tiroides	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hipoglucemia	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Diabetes	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Cáncer	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Artritis	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hepatitis	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Enfermedades renales	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Enfermedades del pulmón	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Enfermedad de la piel	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Enfermedad del corazón	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Enfermedad de transmisión sexual	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Condición mental	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Déficit de atención	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
No sé	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Prefiero no responder	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**¿Mencione las tres (3) condiciones de salud que, en su opinión, afectan más a la comunidad de Cubuy? (Seleccione todas las queapliquen)**

- |  |  |
|--|--|
| <input type="checkbox"/> Problemas de visión     | <input type="checkbox"/> Problemas de audición           |
| <input type="checkbox"/> Asma                    | <input type="checkbox"/> Tiroides                        |
| <input type="checkbox"/> Hipoglucemia            | <input type="checkbox"/> Diabetes                        |
| <input type="checkbox"/> Cáncer                  | <input type="checkbox"/> Artritis                        |
| <input type="checkbox"/> Hepatitis               | <input type="checkbox"/> Enfermedades renales            |
| <input type="checkbox"/> Enfermedades del pulmón | <input type="checkbox"/> Enfermedad de la piel           |
| <input type="checkbox"/> Enfermedad del corazón  | <input type="checkbox"/> Enfermedad de trasmisión sexual |
| <input type="checkbox"/> Condición mental        | <input type="checkbox"/> Déficit de atención             |
| <input type="checkbox"/> No sé                   | <input type="checkbox"/> Prefiero no responder           |

Otro (Mencione)

**¿Han tenido dificultad en obtener servicio médico en el último año por falta de dinero? (Escoja una)**

- |                             |   |
|-----------------------------|---|
| <input type="radio"/> Sí    | <input type="radio"/> No                    |
| <input type="radio"/> No sé | <input type="radio"/> Prefiero no responder |

**¿Algún miembro del hogar tiene alguna relación con la enfermedad de agente naranja? (Escoja una)**

- |  |   |
|--|---|
| <input type="radio"/> No   | <input type="radio"/> Sí, uno o más miembros del hogar es víctima o padece del agente naranja |
| <input type="radio"/> Sí, uno o más miembros del hogar es descendiente de una víctima de la enfermedad | <input type="radio"/> No sé   |
| <input type="radio"/> Prefiero no responder  |   |

**¿Han tenido dificultad en obtener medicamentos en el último año por falta de dinero? (Escoja una)**

- |                             |   |
|-----------------------------|---|
| <input type="radio"/> Sí    | <input type="radio"/> No                    |
| <input type="radio"/> No sé | <input type="radio"/> Prefiero no responder |

**¿Cuáles son las fuentes para cubrir costos de salud (visita al médico, exámenes y medicamentos) en los últimos 30 días? (Seleccione todas las que apliquen) (Seleccione todas las que apliquen)**

- Plan médico privado
- Programa Medicaid/ Medicare
- Seguro obligatorio de accidentes u otro tipo de seguro
- Programa del departamento de salud o la alcaldía
- Recursos propios y/o familiares
- Ninguna
- No sé
- Prefiero no responder

**¿Qué tipos de servicios médicos ha recibido en la comunidad de Cubuy? (Seleccione todos los que apliquen) (Seleccione todas las que apliquen)**

- Exámenes médicos (atención primaria)
- Clínica de salud
- Ferias de salud
- Servicios de salud mental
- Emergencias
- Ninguno
- No sé
- Prefiero no responder
- 
- Otro (Mencione)

**Si no recibe servicios médicos en la comunidad, ¿cuáles son las razones? (Seleccione todas las que apliquen)**

- No están disponibles
- No aceptan su plan médico
- Prefiere recibir servicios médicos fuera de la comunidad o en áreas adyacentes
- No sé
- Prefiero no responder
- No aplica
- Otro (Mencione)

**(Seleccione todas las que apliquen)**

**¿Qué tipo de servicio médico recibe a domicilio (en el hogar)?**

- Atención médica (doctores, enfermeros, psicólogos, etc.)
- Equipos médicos (camas, bastones, andadores, etc.)
- Ama de llaves (servicios de limpieza, preparación de alimentos, etc.)
- TransCita (transportación a citas médicas)
- Hospicio
- Ninguno
- Otro (Mencione)

**Si no recibe servicios médicos a domicilio (en el hogar), ¿cuáles son las razones? (Seleccione todas las que apliquen)**

- No están disponibles
- No aceptan su plan médico
- Prefiere recibir servicios médicos fuera de la comunidad o en áreas adyacentes
- No sé
- Prefiero no responder
- No aplica
- Otro

**(Mencione)**

## Área temática H: Seguridad alimentaria

En esta área temática se aborda lo relacionado a la seguridad alimentaria de niños, jóvenes y adultos.

**¿Con qué frecuencia consumen los siguientes grupos alimenticios en el hogar? (Escoja una por categoría)**

	Mucho	Poco	Nada	No sé	Prefiero no resp
Golosinas (refrescos, dulces, snacks)	<input type="radio"/>				
Frutas	<input type="radio"/>				
Verduras y vegetales	<input type="radio"/>				
Carnes, leche (o productos lácteos) y huevos	<input type="radio"/>				
Granos y cereales	<input type="radio"/>				
Comida preparada (microondas)	<input type="radio"/>				
Suplementos dietarios o vitaminas	<input type="radio"/>				

**¿Qué factores han afectado la seguridad alimentaria en el hogar en los últimos 30 días? (Seleccione todas las queapliquen)**

- Falta de dinero
- Falta de transportación (movilidad)
- Falta de acceso o cercanía a supermercados y restaurantes (accesibilidad)Falta
- de recursos (ej. estufa, nevera, etc.)
- Limitaciones para la preparación de alimentos (ej. no sabe cocinar, condición de salud, etc.)
- Desastres naturales que causan falta de servicios básicos de energía y agua potable
- Ninguno
- Otro **(Mencione)**

## Área temática I: Tenencia y financiación de la vivienda

Esta área temática tiene como propósito recoger información sobre el tipo de tenencia y financiación de la propiedad en que se vive.

**La vivienda ocupada por esta familia es: (Seleccione todas las que apliquen)**

- Propia (de uno de los miembros del hogar)
- Subalquilada
- Amistad
- Prefiero no responder
- Alquilada
- Sucesión familiar
- No sé

**¿La propiedad debe hipoteca? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**¿Posee título/ escritura de la propiedad? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**En la actualidad, ¿alquila un cuarto o apartamento en la propiedad? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**En el futuro, ¿le interesaría alquilar un cuarto o apartamento en la propiedad? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**¿La propiedad fue adquirida por medio de un proceso de compra? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**¿La vivienda fue construida por usted? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

**¿Qué tipos de recursos se utilizaron para la compra o construcción de la propiedad? (Seleccione todas las que apliquen)**

- Préstamo hipotecario
- Préstamo personal
- Ahorros propios
- Fondo de empleados o cooperativas
- Ayudas municipales o de departamentos gubernamentales
- Préstamos de parientes o amigos
- Cesantías (dinero que recibe una persona al quedarse sin empleo)
- Fondo de proyecto comunitario
- La vivienda fue donada o regalada
- Por acuerdo o arreglo
- No sé
- Prefiero no responder

**¿Usted o un miembro del hogar ha recibido subsidios para la compra, construcción, mejora u obtención de título de propiedad en los últimos 12 meses (en el último año)? (Escoja una)**

- Sí
- No
- No sé
- Prefiero no responder

## Área temática J: Experiencias en el hogar y condiciones del entorno

Esta área temática tiene como propósito recoger información sobre la percepción de las personas sobre seguridad y condición de vida frente a diversos eventos que puedan afectarles.

**¿Cuáles de los siguientes eventos o situaciones usted cataloga que son los de mayor preocupación o estrés en su hogar? (Seleccione todas las que apliquen)**

- Finanzas/ Problemas económicos
- Desempleo
- Problemas de salud física
- Problemas de salud mental (ansiedad, depresión, bipolaridad, pensamiento suicida, suicidio)
- Problemas familiares
- Problemas en el trabajo o estudios
- Emergencias y eventos atmosféricos
- Contaminación medioambiental (sonidos estridentes, olores insoportables, humo, vertederos clandestinos, etc.)
- Seguridad
- Otro (Mencione)

**¿Actualmente algún miembro del hogar se encuentra cuidando a algún pariente por alguna condición resultante de una enfermedad, accidente o condición congénita? (Escoja todas las que apliquen) (Seleccione todas las que apliquen)**

- Ceguera total
  - Sordera total
  - Mudez
  - Dificultad para caminar o moverse por sí mismo
  - Dificultad para bañarse
  - Dificultad para vestirse o alimentarse por sí mismo
  - Dificultad para salir a la calle sin ayuda o compañía
  - Dificultad para aprender o entender
  - Problemas de servicios básicos
  -
- Otro (Mencione)

**¿Hay algún miembro del hogar encamado? (Escoja una)**

- Sí
  - No
  - No sé
- Prefiero no responder

**¿Durante los últimos 12 meses qué tipo de ayudas económicas de emergencias ha recibido usted o algún familiar que reside en su hogar por parte del gobierno, municipio u organización comunitaria? (Seleccione todas las que apliquen)**

- Subsidio de desempleo
  - Ayudas de relocalización
  - Ayuda para educación
  - Ayuda de emergencias
  - Programa para adultos mayores
  -
- Otro (Mencione)

**¿Cómo visualiza su estilo de vida en el próximo año? (Escoja una)**

- Mejor
- Peor
- Prefiero no responder

- Igual
- No sé

## Área temática K: Opiniones diversas y finalización de encuesta

Esta área temática tiene como propósito recoger información acerca de los problemas en la comunidad.

**¿Cuáles son las situaciones o problemas sociales que afectan a Cubuy? (Seleccione todas las que apliquen) (Selecione todas las queapliquen)**

- Abuso de sustancias controladas
- Alcoholismo
- Robo de carros
- Asesinatos Gangas
- o pandillasRobos
- (en general)
- Violación o agresión sexual
- Desempleo
- Escándalos o peleas entre vecinos
- Enfermedades por contaminación
- Maltrato a menores
- Abuso de autoridad por parte de la policía
- Vandalismo
- Escombros

**¿Cómo cataloga usted de forma general la calidad de vida en Cubuy? (Escoja una)**

- Muy mal
- Neutro
- Muy buena
- Prefiero no responder
- Mal
- Buena
- No sé

**¿Algún comentario adicional que quisiera expresar? (Escriba su respuesta)**

## ENCUESTA COMUNITARIA EN CUBUY, MAGUABO

### Guía de Voluntarios/as

i Bienvenido/a! De parte de todos en nuestro equipo de trabajo, te damos la bienvenida al equipo de Voluntariado de Foundation of Puerto Rico (FPR). Tu interés y compromiso como voluntario/a son esenciales para alcanzar nuestra meta común: apoyar las iniciativas de los líderes comunitarios en el sector Cubuy del barrio Río Blanco en Naguabo para revitalizar la carretera PR-191 sur.

Celebramos y reconocemos a nuestros voluntarios en toda su diversidad, al igual que los valores que motivan sus acciones. Por eso tú eres una pieza clave para que nuestros objetivos y metas sean alcanzados con éxito y que podamos crecer hacia nuestra visión y misión. Al participar como voluntario te conectas directamente con el sector de Cubuy y te unes a una comunidad de ciudadanos comprometidos con elevar su potencial.

Estamos conscientes de que realizar labor voluntaria conlleva mucha responsabilidad, esfuerzo y sacrificio, pero sentir la satisfacción de ayudar y de servir con pasión y dedicación al prójimo es recompensado con muchas gratas experiencias y bendiciones. Por tal motivo te presentamos tu Manual del Voluntario(a), el documento te servirá como guía para que conozcas nuestra organización, su estructura y todas las recomendaciones que guían tu labor como voluntario. Te invitamos a leerlo detenidamente.

### Foundation for Puerto Rico

Foundation for Puerto Rico (FPR) es una organización sin fines de lucro que busca liberar el potencial de Puerto Rico en la economía global, para que más personas puedan vivir, visitar, trabajar e invertir en nuestra hermosa isla. Nuestros programas específicos de resiliencia y desarrollo económico trabajan de la mano con nuestros socios comunitarios, brindando recursos, capacitación, financiamiento y redes que mejoran la economía local desde adentro.

### Destino 191, El Yunque del Caribe

Este proyecto comunitario busca apoyar las iniciativas de los líderes comunitarios en el sector Cubuy del barrio Río Blanco en Naguabo para revitalizar la carretera PR-191 sur.

Uno de los objetivos principales del proyecto es que la Ruta 191 se convierta en un destino turístico manejado por la comunidad y reconocido como la segunda entrada oficial al Bosque Nacional El Yunque.

El proceso participativo incluye asistencia técnica y adiestramiento en turismo comunitario, desarrollo comunitario basado en activos, conservación de recursos naturales y marca y mercadeo, entre otros temas.

### Objetivos del proyecto

- Crear el plan comunitario de placemaking rural
- Implementar proyectos de placemaking de pequeña escala (rehabilitación de espacios)
- Gestión de una encuesta comunitaria
- Ofrecer asistencia técnica a líderes locales

\* El término “placemaking” (construir lugares) se entiende como una herramienta para la planificación, diseño y gestión de espacios públicos con un enfoque comunitario.\*

### Propósito de la encuesta comunitaria

Realizaremos una encuesta comunitaria para levantar datos actualizados acerca del perfil socioeconómico y necesidades de la comunidad con el fin de estar mejor preparados para responder a emergencias e identificar recursos para proveer servicios básicos.

### Tus deberes como voluntario

#### Hacia la organización

- Conocer y asumir la misión, valores, normas de comportamiento y métodos de trabajo de la organización.
- Cumplir con la jornada de servicio voluntario establecida.
- Respetar a la organización sin utilizarla para el beneficio propio.
- Hacer un uso responsable de los bienes materiales que la organización ponga a tu disposición.
- No divulgar ni poner a disposición de terceras personas y entidades cualquier información, documentos, datos, análisis, fotografías, vídeos, artes u otros recopilados o generados durante su servicio como voluntario/a sin el consentimiento previo y escrito de la organización.
- Utilizar la camiseta (t-shirt) provista, siempre que esté ofreciendo sus servicios y solamente durante el horario de servicio.

- Solicitar y participar en actividades de capacitación, necesarias para la calidad del servicio prestado.
- Informarte, antes de comprometerte, sobre las tareas y responsabilidades que asumirás; y considerar si dispones de tiempo y energías suficientes para completar el servicio de manera satisfactoria.
- Tener una actitud abierta y cooperadora hacia las necesidades de la organización y la comunidad.
- Estar consciente y comunicar a los organizadores del proyecto acerca de retos o problemas que puedan surgir en el proceso de llenar las encuestas comunitarias en el campo o en las interacciones con los miembros de la comunidad

#### Hacia la comunidad:

- Sé generoso/a y da lo mejor de ti mismo/a. Actúa con profesionalismo, sensibilidad, humanidad y excelencia en las tareas asignadas.
- Al llegar a la residencia, preséntate con cortesía, menciona tu nombre y realiza un breve resumen del propósito de tu visita.
  - Ejemplo de la información que debes compartir para comenzar la encuesta:
    - *Muy buenos días, mi nombre es (nombre y apellido). ¿Cómo se encuentra en el día de hoy?*
    - *Soy un voluntario/ una voluntaria del proyecto comunitario Destino 191 que está manejando Foundation for Puerto Rico aquí en Cubuy junto con la organización sin fines de lucro local, el Comité Pro Desarrollo de Cubuy, Inc.*
    - *Me gustaría hacerle una serie de preguntas para llenar una encuesta comunitaria que servirá para conocer las necesidades de la comunidad e identificar recursos y servicios que ayuden a mejorar el bienestar de Cubuy.*
    - *Su participación es voluntaria. No está obligado/a a contestar todas las preguntas. Si hay una pregunta que no desea contestar, solo déjeme saber para pasar a la próxima.*
    - *Su información será confidencial y no será compartida.*
    - *La encuesta tiene alrededor de 133 preguntas y nos va a tomar aproximadamente 45 minutos.*
    - *¿Desea participar de la encuesta? ¡Muy bien, gracias! Pues voy a empezar a hacerle las preguntas y usted me va contestando según entienda o sepa.*
  - Personaliza tus comunicaciones con mensajes como:
    - *¡Qué gusto escuchar eso!*
    - *¡Cuánto lamento escuchar eso!*
    - *Me solidarizo contigo.*
    - *Te entiendo.*

- Debes mantener confidencialidad y discreción en el uso de los datos relativos a los/as participantes. No proveerá información de los/as participantes a ninguna persona sin autorización.
- Debes crear un clima de respeto mutuo.
- Recuerda ser paciente y prestar atención a la información que proveen los miembros de la comunidad.

#### Aspectos de seguridad

- En caso de que te percares de una situación que pueda afectar la seguridad o salud de los/as compañeros/as de trabajo, demás voluntarios o de los miembros de la comunidad, deberás reportarlo inmediatamente a la persona encargada del proyecto.
- Contactos importantes: **Poner aquí contactos importantes.**
- Eres responsable del uso de la mascarilla en todo momento.
- Debes tener meriendas y botellas de agua para evitar la deshidratación.
- Debes estar consciente y atento/a al caminar por las calles debido a los vehículos y perros que te puedes encontrar en el camino. Puedes llevar una sombrilla para protegerte del sol.
- Debes mantenerte en el exterior de la residencia para completar la encuesta. Si un miembro de la comunidad te invita a entrar a su casa, indícale que por razones de seguridad y, según las instrucciones de la líder del proyecto, debes permanecer fuera de la residencia. De todas formas, agradece la hospitalidad de los miembros de la comunidad.
- Debes procurar las medidas de seguridad durante el trabajo de campo, las encuestas se realizarán de manera individual.

Por este medio certifico que leí cuidadosamente las instrucciones y medidas de seguridad del trabajo de campo descritas en este documento requeridas para participar del esfuerzo de las encuestas comunitarias en Cubuy, Río Blanco, Naguabo bajo el proyecto Destino 191, El Yunque del Caribe de Foundation for Puerto Rico, y me comprometo a seguir las reglas y recomendaciones establecidas.

Nombre del/ de la voluntario/a: \_\_\_\_\_

Teléfono: \_\_\_\_\_ Email: \_\_\_\_\_

Firma: \_\_\_\_\_ Fecha: \_\_\_\_\_

## ENCUESTA COMUNITARIA EN CUBUY, NAGUABO

### Relevo de Responsabilidad

Yo, \_\_\_\_\_ mayor de edad y de \_\_\_\_\_ (municipio), por la presente certifico que:

1. Es mi interés formar parte del equipo de voluntarios que realizarán trabajo de campo para completar las encuestas comunitarias en Cubuy, Río Blanco, Naguabo como parte del proyecto Destino 191, El Yunque del Caribe de Foundation for Puerto Rico.

Nombre de la actividad: \_\_\_\_\_

Lugar: \_\_\_\_\_ Fecha: \_\_\_\_\_

2. Reconozco y he sido informado/a de que las actividades en las cuales deseo participar pueden requerir actividad física. Entiendo los requisitos y condiciones requeridas y ratifico mi deseo de participar en las actividades que implique mi tiempo realizando labor voluntaria en el cumplimiento del Manual de Voluntarios/as.
3. Reconozco además que tengo la capacidad física y la condición emocional necesaria para realizar todas las actividades que requieran: exposición al sol, exposición a humedad, temperaturas altas, caminar distancias en terrenos no uniformes y elevados, exposición a insectos u otros elementos del entorno natural, entre otros factores relacionados a las actividades que se van a realizar.
4. Me comprometo a cumplir con las medidas de seguridad y las normas de conducta que me han sido informadas y a respetar las instrucciones del personal encargado en todo momento.
5. Reconozco y acepto que Foundation for Puerto Rico se reserva el derecho de admisión a sus programas, actividades y facilidades y que de infringir cualquiera de sus normas podré ser excluido de las actividades.
6. Reconozco y acepto que Foundation for Puerto Rico se reserva el derecho de tomar y utilizar fotos, videos y audio de todos los participantes.
7. En consideración a mi participación en esta actividad, renuncio y relevo a la organización Foundation for Puerto Rico, empleados, internos o voluntarios de toda responsabilidad por cualquier reclamación o daño que resulte de mi participación en la misma, en mi nombre y en nombre de mis dependientes y relacionados.
8. Reconozco estar de acuerdo con las políticas y procedimientos aplicables a los Voluntarios de Foundation for Puerto Rico. Entiendo que cualquier falta o incumplimiento a las políticas y procedimientos podría resultar en la terminación de mi servicio voluntario y penalización de ser necesario.

Nombre del/ de la voluntario/a: \_\_\_\_\_

Teléfono: \_\_\_\_\_ Email: \_\_\_\_\_

Firma: \_\_\_\_\_ Fecha: \_\_\_\_\_



## Rundown- Multisectorial #2

**Día:** jueves, 27 de abril de 2023

**Hora:** 1:00 PM - 4:00 PM

**Localización:** Centro comunitario: La Mina

### Organizadoras:

- FPR- Persona #1
- FPR- Persona #2
- Lideres comunitarios

### Equipo técnico:

- FPR-Pantalla y proyector para visuales.
- FPR- Microfonos, bocinas y hdmi.

### Moderadora (MOD):

- Persona #1
- Persona #2

Persona #3 **Staff de Apoyo:** FPR y lideres comunitarios

Nombre	Hora de Llegada	Responsabilidades
Persona #1	9:00 am	<ul style="list-style-type: none"><li>• Montaje de sillas y mesas</li><li>• Montaje de decoración</li></ul>
Persona #2	9:00 am	<ul style="list-style-type: none"><li>• Montaje de sillas y mesas</li><li>• Montaje de Fotos</li><li>• Desmonte de sillas y mesas</li></ul>
Persona #3	9:00 am	<ul style="list-style-type: none"><li>• Montaje de sillas y mesas</li><li>• Pasar lista de asistencia y asegurar las firmas.</li><li>• Desmonte de sillas y mesas</li></ul>

Persona #4	9:00 am	<ul style="list-style-type: none"> <li>• Traer manteles y materiales de [Destino 191].</li> <li>• Encargado/a del almuerzo</li> </ul>
Persona #1	10:00 am	<ul style="list-style-type: none"> <li>• Apoyo en recibir a los participantes y ubicarles.</li> </ul>
Persona #2	10:00 am	<ul style="list-style-type: none"> <li>• Apoyar de manera general en el evento</li> </ul>
Persona #3	10:00 am	<ul style="list-style-type: none"> <li>• Documentar los puntos más relevantes de la reunión (nombres, acuerdos, fechas)</li> </ul>
Persona #4	10:00 am	<ul style="list-style-type: none"> <li>• Fotos y contenido</li> </ul>
Persona #1	10:00 am	<ul style="list-style-type: none"> <li>• Apoyo en recibir a los participantes y ubicarles.</li> </ul>

### Programa del evento:

Acción	Equipo	Tiempo
Montaje de centro Comunitario. Acomodar espacio y repasar la distribución roles.	<ul style="list-style-type: none"> <li>• Persona #1</li> <li>• Persona #2</li> <li>• Persona #3</li> </ul>	8:30 AM – 12:00 PM
Llegada de los invitados. Distribución de almuerzo. Sentar a los invitados.	<ul style="list-style-type: none"> <li>• Persona #1</li> <li>• Persona #2</li> <li>• Persona #3</li> </ul>	12:00 PM – 1:00 PM
Introducción y agradecimientos. <b>Slide 1 (Slide de intro - Nombre de la reunion).</b>	<ul style="list-style-type: none"> <li>• Persona #1</li> <li>• Persona #2</li> <li>• Persona #3</li> </ul>	1:00 PM – 1:15 PM
Lanzamiento de la nueva imagen y marca de la experiencia Destino 191 ( <b>Slide 1</b> ).	<ul style="list-style-type: none"> <li>• Persona #1</li> <li>• Persona #2</li> </ul>	1:15 PM – 1:30 PM
Objetivo de la reunión ( <b>Slide 2</b> ).	<ul style="list-style-type: none"> <li>• Persona #1</li> </ul>	1:30 PM – 1:35 PM
Insumo de la Visión Estrategica según la Multisectorial 1 ( <b>Slide 3-7</b> ).	<ul style="list-style-type: none"> <li>• Persona #1</li> </ul>	1:35 PM – 1:45 PM
<b>Presentación de mapa de activos</b> (fotos en pizarras, entregar hoja de mapas para rotulaciones y activos que	<ul style="list-style-type: none"> <li>• Persona #1</li> <li>• Persona #2</li> <li>• Persona #3</li> </ul>	1:45 PM – 2:00 PM

tenemos hasta el momento y mostrar QR con el proyecto de Google Earth)		
Análisis de fortalezas, oportunidades, debilidades y amenazas de la comunidad (FODA) (Slide 9).	<ul style="list-style-type: none"> <li>• Persona #1</li> <li>• Persona #2</li> </ul>	2:00 PM – 2:30 PM
Análisis de viabilidad de proyectos (retos, riesgos, colaboraciones) (Slide 10).	<ul style="list-style-type: none"> <li>• Persona #1</li> <li>• Persona #2</li> <li>• Persona #3</li> </ul>	2:30 PM-3:15 PM
Se repartirá el bosquejo del Plan Rural de "Placemaking" de Destino 191 hasta el momento y se recibirá insumo sobre como mejorar el bosquejo y establecer colaboraciones para su ejecución (Slide 11-12).	<ul style="list-style-type: none"> <li>• Persona #1</li> </ul>	3:15 PM -4:45 PM
Ultimo ejercicio para anadir alguna otra idea, opinion, comentario o pregunta a los papelones de la vision	<ul style="list-style-type: none"> <li>• Persona #1</li> </ul>	3:45 – 4:00 PM
Cierre del evento <b>Ultimo Slide - Proyecto Destino 191 con elementos de la marca</b>	<ul style="list-style-type: none"> <li>• Todos</li> </ul>	4:00 PM – 4:30 PM

# HUERTO-JARDÍN DE CUBUY



**Jardín** ÁREAS VERDES  
EN EL CENTRO  
COMUNITARIO  
DE CUBUY  
'LA ESCUELITA'

**Talud**

Carretera PR-191

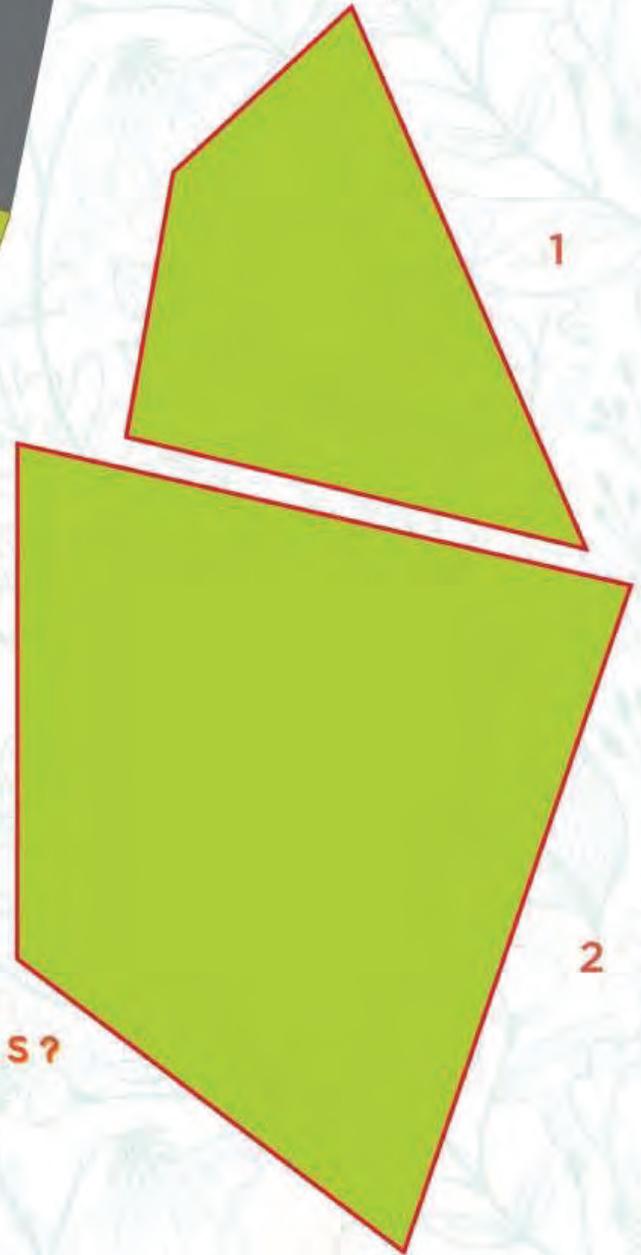
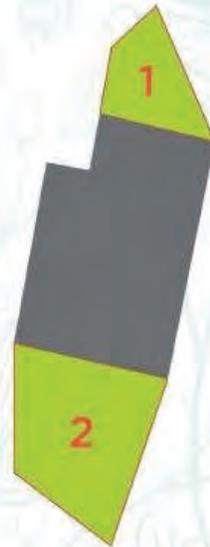
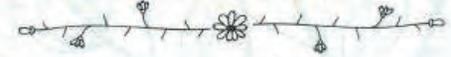
**Jardín**

**Talud**

¿QUÉ PLANTAS PUEDES  
TRAER PARA EL HUERTO  
JARDÍN?



DISEÑA  
LOS JARDINES



DIBUJA  
FORMAS

ANOTA  
TIPOS DE  
PLANTAS

¿QUÉ  
OBJETOS  
AÑADIRÍAS?

LUGARES **PLACE●MAKING** CREACIÓN

CREACIÓN DE LUGARES

¿Qué lugares de tu comunidad necesitan reparaciones y mejoras?

**LISTA DE LUGARES**



¿Qué tipo de arreglos hacen falta en la comunidad?

**LISTA DE TAREAS**



¿Qué nuevas actividades te gustaría que pasaran en la comunidad?

**LISTA DE ACTIVIDADES**



# MAPA DE ACTIVOS DE CUBUY

¿Qué recursos o activos hay en disponibles en Cubuy?

Tip: Utiliza las categorías de activos como guía

## Lista de Activos



¿Qué lugares faltan en el mapa?  
**¡Añádelos!**

## Mapa de Activos

Área Recreativa del Río Sabana,  
Bosque Nacional El Yunque

Casa Cubuy Ecolodge

Casa Flamboyant  
Bed & Breakfast

Mirador

Centro Comunitario La Mina

Puente  
Río Blanco

Cubuy





# MURAL COMUNITARIO

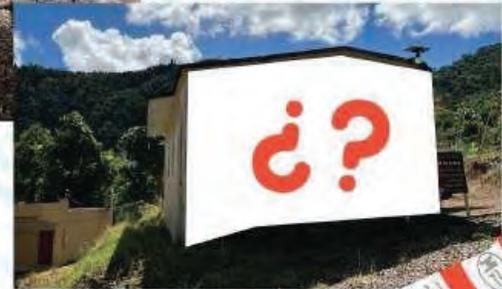
ESCRIBE UNA LISTA DE LAS  
IMÁGENES, PALABRAS O  
MENSAJES QUE IMAGINAS  
EN EL MURAL



MURAL  
EN EL CENTRO  
COMUNITARIO  
DE CUBUY  
"LA ESCUELITA"



DIBUJA EL TIPO DE  
IMÁGENES, PALABRAS O  
MENSAJES IMAGINAS EN EL  
MURAL





# HISTORIA & CULTURA DE CUBUY

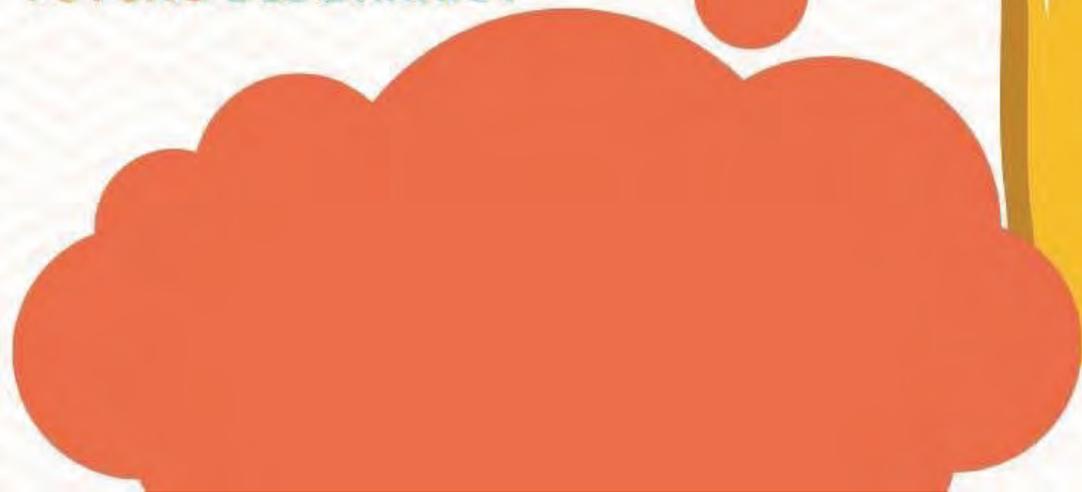
¿CUÁL ES LA **MEMORIA**  
MÁS BONITA QUE TIENES  
DE CUBUY?

¿QUÉ **PALABRAS** VIENEN A TU MENTE  
CUANDO PIENSAS EN CUBUY?

¿CUÁLES SON LAS  
**COSTUMBRES Y TRADICIONES**  
DEL BARRIO?

¿QUÉ **SUEÑAS** PARA EL  
FUTURO DEL BARRIO?

¿QUÉ **DATOS CURIOSOS O**  
HISTÓRICOS DE CUBUY CONOCES?





## LISTA DE VERIFICACIÓN DE DOCUMENTOS COMUNES PARA PROPUESTAS DE SUBVENCIÓN

### DOCUMENTOS GUBERNAMENTALES

- Número de Registro (Dpto. Estado)
- Número de identificación de empleador (Patronal) (EIN)
- Fecha de incorporación
- Certificado de cumplimiento (Dpto. de estado)
- Certificación de incorporación (Dpto. de estado)
- Estado financiero más reciente (Dpto. de estado)
- Estado de situación auditado
- Informes anuales (Dpto. de estado)
- Certificado de vigencia de exención contributiva de entidad sin fines de lucro - estatal (Dpto. de Hacienda)

### DOCUMENTOS PARA SOLICITAR FONDOS FILANTROPICOS

- Listado de miembros de la Junta (con dirección, teléfono y correo electrónico)
- Certificación de radicación de planillas estatales últimos 5 años (Hacienda)
- Planillas de los últimos cinco años (o desde que se incorporaron)
- Estado de situación auditado (comparativo de últimos 2 años)
- Certificación negativa de deuda del Departamento de Hacienda
- Certificación negativa de deuda del Fondo del Seguro del Estado
- Certificación negativa deuda del Seguro Social (IRS)
- Certificación de no deuda por desempleo (Dpto. del Trabajo)
- Modelo lógico, misión y visión estratégica
- Presupuesto operacional de la organización
- Carta de Conflicto de interés (o política)

### DOCUMENTOS PARA SOLICITAR FONDOS FEDERALES

- Estatutos corporativos
- Carta de exenciones de impuestos (501c3) - IRS
- Auditoría única "single Audit" (si corresponde)
- Perfil de organización exenta en IRS
- Radicación de planillas 990 (IRS)
- Registro de SAM (System for Award Management)

Visite [www.sinfinespr.org](http://www.sinfinespr.org) - para crear un perfil organizacional y almacenar muchos de los documentos requeridos.

Cree su propia herramienta de toma de decisiones para priorizar oportunidades de subvenciones

1. Desarrollar una lista de criterios de decisión

Ejemplo:

- Alineación: ¿Está alineado con nuestra misión, visión y valores?
- Fecha de subvención: ¿Llegará los fondos cuando sea necesario para el proyecto?
- Fecha de fecha de vencimiento de la propuesta: ¿Tenemos tiempo suficiente para preparar una propuesta sólida y todos los documentos requeridos?
- Credibilidad: ¿Tenemos credibilidad con la organización o un nivel adecuado de experiencia o conocimientos para ser competitivos?
- Relación: ¿tenemos relación con la fundación o los empleados de la corporación?
- Se requiere trabajo previo a la propuesta: ¿El proyecto o programa está completamente conceptualizado y/o tenemos suficientes datos e informacionistas para presentar un caso sólido de apoyo?

- Etc. *continuar estableciendo todos los criterios a considerar para tomar una decisión, incluyendo criterios objetivos como la pareo de fondos o la necesidad de socios o colaboradores.*

2. Asignar peso para cada criterio  
Determinar qué criterios tienen más importancia y peso, y establecer el máximo de puntos y puntuación.

3. Determinar la puntuación para solicitar o no la subvención Sí -  
puntuación de más de X puntos  
No - puntuación de menos

**Ejemplo de herramienta completa**

Criterios	Peso	
<u>Subjetivo</u>		
Complementa los objetivos de los donantes	5	Llave
Se basa en nuestra misión	5	0 = neutro
Probabilidad de premio	3	1 - 5 = positivo
competitividad del programa	3	-1 - 5 = negativo
Relación con el donante	5	
<u>Objetivo</u>		Aplicar =
Proporciona financiación suficiente	3	Puntuación de 40 o más
Se requieren fondos de pareo	3	
Costos administrativos permitidos	2	Requiere la aprobación del liderazgo =
Tiempo adecuado para aplicar	5	Puntuación de 35 a 39
Los resultados requeridos son alcanzables	5	
Se requieren estados financieros auditados	3	No aplicar =
Plan de proyecto preparado	3	Puntaje de 34 o menos
Requiere esfuerzo colaborativo	5	
Puntuación más alta posible	50	

## Carta de Apoyo

[Nombre del Remitente]  
[Dirección del Remitente]  
[Ciudad, Estado, Código Postal]  
[Teléfono del Remitente]  
[Correo Electrónico del Remitente][Fecha]

[Nombre de la Organización Receptora]  
[Dirección de la Organización Receptora]  
[Ciudad, Estado, Código Postal]

Estimados [Nombre del Responsable/Comité de Evaluación],

Me dirijo a ustedes con el propósito de expresar mi entusiasta apoyo al proyecto [nombre del proyecto] presentado por [nombre de la organización solicitante]. He tenido la oportunidad de conocer en detalle el alcance y los objetivos de este importante proyecto, y considero que sus iniciativas son dignas de ser respaldadas financieramente.

Como [descripción de su relación con la organización solicitante o el proyecto], estoy profundamente impresionado/a por el enfoque y la relevancia que este proyecto tiene para nuestra comunidad y la sociedad en general. El impacto positivo que [nombre de la organización solicitante] ha demostrado en el pasado, así como su enfoque en la sostenibilidad y el bienestar de los beneficiarios, me convencen aún más de la importancia de proporcionar el apoyo necesario para llevar a cabo este proyecto.

El trabajo realizado por [nombre de la organización solicitante] ha sido admirable y ha demostrado su compromiso con [describir el propósito de la organización y sus logros anteriores]. No tengo ninguna duda de que el proyecto [nombre del proyecto] será una extensión exitosa de sus esfuerzos y continuará marcando una diferencia significativa en la vida de aquellos a quienes atienden.

Al otorgar los fondos necesarios para este proyecto, estoy seguro/a de que se generarán resultados positivos y medibles, y se contribuirá al avance de [mencionar los objetivos generales del proyecto]. Además, el impacto positivo de este proyecto en la comunidad será duradero y sentará las bases para futuras iniciativas que aborden desafíos importantes en nuestra sociedad.

Por lo tanto, me complace expresar mi pleno apoyo al proyecto [nombre del proyecto] y alentar a [nombre de la organización solicitante] a seguir adelante con su compromiso para hacer de nuestra comunidad un lugar aún mejor para vivir y prosperar.

Quedo a su disposición para brindar cualquier información adicional o testimonio que pueda ser útil en el proceso de evaluación de la solicitud de fondos. Por favor, no duden en contactarme por cualquier medio mencionado anteriormente.

Agradezco la oportunidad de expresar mi apoyo a este proyecto y les deseo el mayor de los éxitos en su búsqueda de fondos para su implementación.

Atentamente,

[Firma del Remitente]

[Nombre del Remitente (impreso)]

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