

Conveying the Impact of the Monteverde Community Fund

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Investing in Sustainable Community Development



WPI

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by

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Abstract

The goal of our project was to identify a long-term process that our sponsor, the Monteverde Community Fund (MCF), could use to inform potential donors and applicants on the fund's impact. We distributed surveys, conducted interviews, and performed a social media analysis to gain insight into locals' knowledge of the MCF. We recommended that the MCF highlight grant beneficiary projects on social media, leverage local voices in promotional material, run more youth programs, and implement new outreach strategies.

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Authorship

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3.2	Determine community members' motivations for supporting the MCF.	Amanda Lowther	All Authors
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5.3	Establish an enhanced presence at in-person community events.	Kate Fabrizio, Miranda Hernandez-Reisch, Amanda Lowther	All Authors
5.4	Emphasize the MCF's involvement with youth initiatives.	Kate Fabrizio, Miranda Hernandez-Reisch, Amanda Lowther	All Authors
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Executive Summary

Although the current settlement in Monteverde, Costa Rica was originally intended to serve as a refuge from war for a small group of Quakers and as a site for dairy farming, the number of tourists visiting the community has increased over five-hundredfold since the 1970s (Honey, 1994; Monteverde Community Fund, 2019b).

The tourism boom has introduced a unique set of benefits and challenges to the region. The Monteverde Community Fund (2019b), or MCF, was established in 2012 to address these challenges and to support sustainable community development in the region. The Monteverde Community Fund (2019f) has since funded more than 14 initiatives focused on topics such as environment, culture, society, youth, the smart economy, and climate change. A research team from WPI that worked with the MCF from January to March 2019 found that a majority of community members did not know much about the fund beyond its general mission (Boehm, Cain, Cotter, & Stanton, 2019).

The goal of our project was to identify a set of tools and methods that the Monteverde Community Fund could use to inform potential donors and applicants of the fund's impact. We administered a survey questionnaire to Monteverde residents and conducted interviews with MCF donors, partners, and grant beneficiaries to gather information to fulfill the following objectives and achieve this goal:

- Identified what knowledge the community had about the Monteverde Community Fund (MCF) and its outreach efforts.
- Determined community members' motivations for supporting the MCF.
- Determined opinions of donors, partners, and beneficiaries on the most prevalent challenges that Monteverde faces today to drive future promotional efforts.
- Identified effective outreach strategies that the MCF could use both in its immediate communication efforts and as a model for future efforts.

To accomplish these objectives, we first conducted semi-structured interviews with 13 individuals, 6 of which were Small Grants Program beneficiaries. We took voice and video recordings with the consent of interviewees and presented the MCF with a collection of the raw

materials and video clips centered around specific themes that the fund could utilize in its future outreach efforts. We added the videos to the Interview Content Database we created and inserted the names of the videos, along with tags, folder location, a quick summary, video length and language the interview was conducted in into the Interview Content Database Lookup.

We surveyed locals to gain a better understanding as to the amount of knowledge they already had about the MCF. We also discovered which forms of media would be most effective in sharing information about the MCF with people living in the area. We interviewed the MCF's donors and partners to find out what they were passionate about in the community, why they maintained a relationship with the MCF, and what they believed were the most significant challenges that Monteverde faced.

Based on our research, we recommended that the MCF clarify both the application process for the Small Grants Program and the donation process for businesses and individuals. We recommended that additional content on these social media platforms focus on past projects funded by the organization. We also recommended that the MCF highlight pre-existing initiatives that benefit youth in Monteverde and sponsor more events and programs that benefit young people. We recommended that the MCF use Facebook, Instagram, regular email newsletters, and in-person events to better convey its impact to the community. We provided the MCF with infographics that could be used to share information about the MCF in a visually appealing manner. We gave the MCF a one terabyte (1 TB) hard drive that was used to store all video clips we had produced and the Interview Content Database Lookup. We also provided the MCF with an Outreach Initiatives Manual to drive future promotional content; this manual included templates for social media posts and newsletters, guides for use of the Interview Content Database, and instructions for use of graphic design software. These suggestions and deliverables may help the MCF to better convey the impact it has had and can have on the Monteverde community so that more individuals will be interested in supporting the MCF.

Chapter 1: Introduction

Community funds are a vehicle through which societies can raise money to support local initiatives. These organizations must adapt to rapid changes in technology and communication trends to connect with the most potential donors and grant applicants (Monteverde Community Fund, 2019b). The communication strategies utilized by these organizations can be a key element of effective outreach. However, some community organizations have difficulty distributing outreach materials to target audiences to engage potential grant applicants or donors. Finding the right outreach strategies, including forms of media, content, and advertising platforms, depends on the regional economy, the local culture, and the goals of the community fund.

Since the early 1990s, the funders, taxpayers, concerned citizens, and beneficiaries for nonprofits around the world have increasingly demanded more transparency (Ebrahim & Rangan, 2010). The general public is not satisfied with simply reading a financial report summarizing annual expenditures; it also wants to know how the organization engages with the community as whole. Donors want to see how their contributions are making an impact. In response, nonprofits began to report information on resource allocation and spending processes, governing and management protocols, and what the organizations accomplished with the resources entrusted to them. More recently, organizations have focused on measuring impact, or the process of demonstrating results after addressing complex social problems within the community. The Monteverde Community Fund (MCF) is a non-profit organization in Monteverde, Costa Rica that provides small grants to promote sustainable development in the region. Rising demand for transparency from community foundations has brought the MCF (2019a) to explore different strategies to better communicate how its programs have aided community organizations with local initiatives. The MCF is facing the challenge of conveying its impact to potential partners and the community as a whole.

Many community funds have difficulty conveying their impact to the communities that they serve, as they do not typically actively assess their own impact (Cruickshank, 2019). In fact, many may not even know how. Simply displaying the organization's financial records is not always sufficient since these accounting methods do not always reflect the value of the projects they are funding (Ebrahim, 2010). Nonprofit organizations must develop methods to

communicate more qualitative benefits of their work with target audiences. Many community funds are attempting to implement new and unique ways of conveying their impact through both digital media and physical events (Guanacaste Community Fund, 2019; Sacramento Region Community Foundation, 2019).

In 2019, a WPI research team worked closely with the Monteverde Community Fund to reform its donation collection methods (Boehm, Cain, Cotter, & Stanton, 2019). The WPI team found that while many local businesses had heard of the MCF, they were not necessarily familiar with the specific projects the MCF was supporting. Business owners and tourists in the region have suggested that they would need to learn more about the MCF before they consider donating. According to this report, there had been little research on the communication strategies used by the MCF to effectively share its impacts in the Monteverde region. As of January 2020, the MCF had a website, a Facebook page, and an Instagram account. However, none of these venues featured detailed descriptions of what the organization had accomplished and how these accomplishments have impacted the community.

The goal of our project was to identify a set of tools and methods that the Monteverde Community Fund could use to inform potential donors and applicants of the fund's impact. We administered a survey questionnaire to Monteverde residents and conducted interviews with MCF donors, partners, and grant beneficiaries to gather information to fulfill the following objectives and achieve this goal:

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- Determined opinions of donors, partners, and beneficiaries on the most prevalent challenges that Monteverde faces today to drive future promotional efforts.
- Identified effective outreach strategies that the MCF could use both in its immediate communication efforts and as a model for future efforts.

We conducted surveys on local community members and interviewed partners, donors, and grant beneficiaries to gather their opinions and stories. We then analyzed this data and compiled our recommendations in a comprehensive Initiative Outreach Manual that MCF staff

members can refer to regardless of previous experience with social media or event planning. The recommendations included social media post templates, a guide on how to perform Instagram takeovers, email newsletter templates, and other documents to drive future outreach initiatives. We designed these enhancements to help the MCF to reach more community members, operate with more transparency, and inherently gain more grant applicants and donors.

Chapter 2: Background and Literature Review

This chapter reviews how to enhance the promotional communications for community funds such as the Monteverde Community Fund (MCF). We begin by defining community funds, and then summarizing and evaluating what they do to reach out to target audiences. Next, we define the roles that community funds play in their respective regions and the strategies that they use around the globe to convey their impact. We review various outreach approaches, focusing especially on the use of storytelling strategies to design memorable campaigns. We conclude by providing an overview of the geography, history, and tourism boom in the Monteverde region, which is the context in which the Monteverde Community Fund (MCF) operates, and the barriers that MCF has faced to achieve sufficient impact and effective communication.

2.1: Community Funds

A community fund, also known as a community foundation, is a charitable organization that is usually tax-exempt and supports the community in the region where it is based (GrantSpace by Candid, 2019). These foundations take in and manage donations given to them by multiple donors. The organizations then utilize these donations to fund their selected initiatives through grants, scholarship funds, and training programs. Community funds survive on the support from the general public, as that is the main source of revenue for such organizations. The concept of community foundations was first introduced by Frederick Harris Goff with the creation of the Cleveland Foundation more than 100 years ago in 1914 in Cleveland, Ohio (Cleveland Foundation, 2019). This foundation was created with the mission of “enhancing the lives of all residents of Greater Cleveland, now and for generations to come, by working together with [their] donors to build community endowment, address needs through grantmaking, and provide leadership on key community issues” (para. 1).

2.1.1: Community Funds and Social Change

Community funds play an important role in the process of social change (Larson, 2013). These organizations help their communities by funding local campaigns and programs that focus on topics such as sustainability, health, and community unification. While the impact of

community funds is typically expected to consist solely of the outcomes of the projects they have funded, the true impact of these organizations lies in the long and short-term effects of those outcomes on the region as a whole. Impact is also evaluated by how much leadership the organization is viewed as having when it comes to fixing problems that are critical to the community (Cruikshank, 2019). Funds that have an outstanding impact need sufficient ways to communicate the results of their work to donors and the general public (Larson, 2013).

2.1.2: Community Fund Communication Methods

Community funds attempt to find unique ways to convey their impact in order to stand out and catch the attention of target audiences (Larson, 2013). Not only does the community want to see the outcomes of the projects assisted by the funds, it also wants to see how these foundations are involving themselves in the critical community issues (GrantSpace by Candid, 2019). In order to do so, these foundations often host events such as “Giving Days” and informational seminars (Larson, 2013). With these events they hope to engage the community, demonstrate their contributions, and empower donors to help their cause while interacting with community members in person to build a stronger social network. Social media also provides a convenient and inexpensive platform that community foundations can utilize to reach a wide range of individuals and spread information about their mission statement, events, or past initiatives (Joshi, 2019). Furthermore, the wide range of media platforms available to the public allows each organization to find the ones that work best for them.

2.1.3: Unique Outreach Initiatives by Community Funds

Many community funds have found unique ways to share their impact with stakeholders (Guanacaste Community Fund, 2020; TNL Community Fund, 2015). One example is the National Lottery Community Fund (2015), also known as the TNL Community Fund. This foundation uses its Instagram page to highlight the impact that its grants have had on the community even after the grants are distributed; the organization follows up on the progress of past grant projects and shares this information with followers. This is demonstrated in Figure 2.1. In this post we see the impact of the foundation’s Adventure Playground, or A.P.E. project. A young boy is gleefully swinging in the new playground that the community fund helped to finance. The caption includes information about the amount of funds the organization provided

and the value of the playground to the community. This helps to create transparency for the donors and allows them to see the true impact of their donations to the TNL community fund.



Figure 2.1: The National Lottery Community Fund. (2020, February 3). *A.P.E. Project*. Retrieved from <https://www.instagram.com/p/B8GUp-SnDIB/>. Screenshot by author.

The National Lottery Community Fund (2020) also uses its Facebook page in a unique way. The foundation leads all of its posts with interesting facts or anecdotes to draw the readers in. For example, one post started with “More than 60% of people in the UK agree that if everyone makes small changes, such as reducing use of plastic, recycling & cutting back on food waste, we can make a positive difference to the environment.” (The National Lottery Community Fund, 2020). The post proceeds to describe an initiative that the foundation is supporting to connect individuals with the environment and teach community members how to grow their own food. These short facts at the beginning of the posts not only capture the reader's attention, but also demonstrate the importance of the initiatives that the community fund is financing.

Another example of creative initiatives over social media platforms is derived from the Instagram page for the Giants Community Fund (2018). When the fund has an important

event coming up, it publishes a 10-day countdown. The account posts a photo every day that is related to the upcoming event with a fact that is related to how many days remain until the event. For example, one countdown was for the birthday of the organization. When 7 days remained until the celebration, the fund posted a picture of staff members presenting a check to the Donor Network West association to aid with the 22nd Annual Donate Life Day at Oracle Park. The caption read “On August 7th, we partnered with @mydnwest for the 22nd Annual Donate Life Day at Oracle Park. We provided a grant to help educate local communities about becoming organ and tissue donors” (Giants Community Fund, 2018). The post connected the number 7 to a past initiative and the number of days remaining until a notable event. This not only enables followers to learn more about the organization, but also reminds individuals of noteworthy events that are approaching.

The Guanacaste Community Fund (2020) in Guanacaste, Costa Rica also uses social media platforms to run attention-grabbing campaigns. The fund creates infographics for Facebook with information about the organization, initiatives that it has helped to fund in the past, and events that it has facilitated. These infographics use photos from the community, bright colors, and strategically sized text to grab the users’ attention while they are scrolling through their timelines. Figure 2.2 features an example of one of the infographics. The image was used to summarize the community fund’s major accomplishments from its third year of existence. The fund shares information regarding the number of volunteers it had, the number of classes it hosted for the community, and the amount of funds it has provided to initiatives and projects. The infographic is easy to read, allowing followers to learn large amounts of information about the organization in a time efficient manner (Guanacaste Community Fund, 2020).



Figure 2.2: The Guanacaste Community Fund. (2019, August 22). *3rd Anniversary Infographic*.

Retrieved from

<https://www.facebook.com/guanacastefund/photos/rpp.1479434845645454/2333260493596214/?type=3&theater>. Screenshot by author.

2.2: How Organization Design Effective Advertisements

Advertising can be a daunting task for any organization regardless of size or mission. Organizations need to identify their target audiences and find ways to reach out to each one for a greater chance of catching the attention of potential customers, donors, or volunteers. For-profit and nonprofit organizations face similar challenges when attempting to reach target audiences. According to Jake Messier, head of HEARD Strategy & Storytelling (personal communication, November 20, 2019), there is little difference between small businesses reaching their customers and nonprofit organizations communicating with stakeholders.

2.2.1: Key Aspects of Advertisements for Nonprofits

Determining the proper target audience is a key first step to successful advertising. Smale (2016) explained that organizations must analyze the demographics of the individuals who the organization is reaching out to. Any outreach materials must reflect what the target audience finds attractive or looks for in advertisements or in an organization.

Having a brand or logo is another important element in the growth of a nonprofit organization (Kylander and Stone, 2012). Over time, people will be able to identify the brand or logo and associate it with the organization. Individuals who are familiar with an organization are more likely to devote time or money in the future. Having a well-developed brand will help organizations implement long term social goals while strengthening their identity and outreach.

It is one thing to have the channels of communication necessary for advertisements, but another to utilize them effectively (Smale, 2016). An organization must first assess which forms of media are available (e.g., Facebook, Google ads, offline ads, etc.) for its use. Then, it must determine what is feasible based on finances and time constraints. In order for good advertisements to be successful, they must not cause a financial burden or take up more time than the staff has.

The final piece of the outreach puzzle is determining where the proper audiences will take notice of the advertisements (Smale, 2016). An organization needs to understand the behavior of target audiences before assuming too much about them. One way to do this is by conducting surveys to learn which social media platforms or websites they frequent or which books and magazines they read. By understanding its target audience, an organization will be able to better reach out to the correct audience.

2.2.2: Storytelling Advertisements for Nonprofit Organizations

Storytelling is a type of advertising strategy that can be effective for nonprofit organizations (Meyer Foundation, 2019). The Meyer Foundation discussed the results of a survey conducted with 81 nonprofits by researchers from Georgetown University's Center for Social Impact Communication. They found that 96% of the nonprofits surveyed agreed that storytelling is important to an organization's communication strategy. One important strategy for

storytelling is setting a clear goal or purpose for telling the story. The main point that readers should take away from the experience should be clear and asserted throughout the tale. Organizations must also pinpoint primary objectives for each campaign, which are most commonly raising funds, increasing awareness, and advocating for a cause.

Organizations such as March of Dimes and The Make a Wish Foundation have had successful campaigns based on storytelling (Morpus, 2017). March of Dimes (2020) has saved thousands of babies since 1938 by raising money for research on premature birth, addressing inequalities in the healthcare field, and providing resources and educational material to support women through difficult pregnancies. The organization brought its campaign online and developed a multidimensional approach where beneficiaries can share the stories of how March of Dimes supported them. This effective online presence started with a blog; later, the organization began sharing its stories on Facebook. March of Dimes has also created YouTube videos about stories collected during the campaign. It has also shared announcements on Twitter to raise awareness for its campaigns and collect contributions to fund its mission.

The Make-a-Wish Foundation is another well-known nonprofit that has excelled in its advertising campaigns (Morpus, 2017). The Make-a-Wish Foundation helps children with chronic illnesses have a once in a lifetime experience that they choose for themselves. It provides children with experiences such as meeting Michael Jordan, recording professional music videos, or traveling to dream destinations like Disney World. While the children experience their wishes, the Make-a-Wish Foundation sends teams to collect information about the story behind the wish by interviewing their parents, teachers, friends, and documenting the event that the children had previously only dreamt of. With the collected materials, Make-a-Wish Foundation tells the stories of these children in various forms of media: photos, articles, videos, and more. These stories demonstrate the impact that the Make-a-Wish Foundation had on these children's lives to the general public. One of the most important keys to the Make-a-Wish Foundation's (2019) success when telling the stories is that it always employs strategies that are coherent with its mission as an organization dedicated to changing children's' lives. As Smale (2016) explained, maintaining a brand is extremely important to any organization to try to reach out to its audience and develop a name that people remember. The Make-a-Wish Foundation has done just that, and its success demonstrates why brand is so important to nonprofit advertisements (Morpus, 2017).

Not only do organizations tell stories using traditional media like videos, but also in creative forms that fit their brands or initiatives. In 2016, three Swiss organizations, The Voice of Thousands, Borderfree, and Schwizerchruz, launched an initiative called Project Life Jacket (Lile, 2019). Project Life Jacket represented the stories of Syrian refugees and the lives they left behind by gathering life jackets from the beaches of Greece where the refugees landed and printing representative images on them. As shown in Figure 2.3, the organization displayed the jackets on its website along with images of refugees and their stories. Project Life Jacket also presented the stories on its website and social media accounts alongside interactive images. It included links that directed users to platforms where they could donate to several cooperative humanitarian organizations. This outreach initiative demonstrated that outreach initiatives do not need to be limited to digital platforms; initiatives that reach audiences in person can also tell compelling stories.

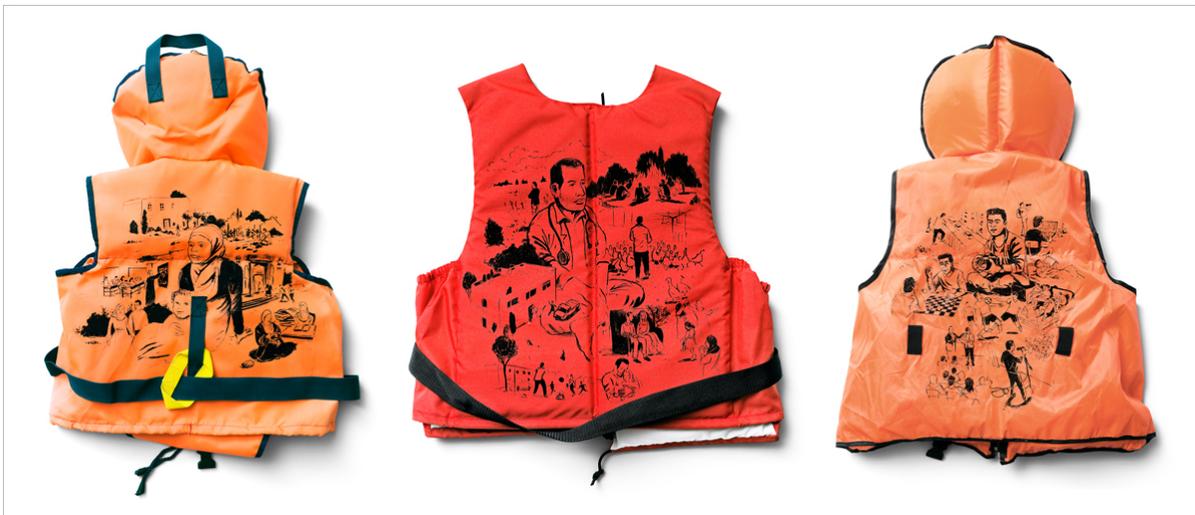


Figure 2.3: Reprinted from *Visme*, by Lile, S. (2020). *Life jackets from Project Life Jacket*. Retrieved from <https://visme.co/blog/nonprofit-marketing/>.

2.2.3: Community Engagement

For many organizations, it can be a challenge to reach out to the community and enhance engagement even if locals have already heard of the organization. The key to successful

community engagement centers around finding a way to inform citizens and stakeholders about past and current goals and projects while gathering input from locals about their opinions on the actions and goals of the organization (The Pennsylvania State University, 2020). It is important to understand how the locals view the community: which improvements they want to see, how they would like to become involved in the local initiatives, and ways they would like to learn more about the community (Big Lottery Fund & Community Places, 2014). In addition, each organization must recognize the value of diversity and acknowledge which barriers may make it difficult to connect with the entire community that it serves. They must also ask themselves questions regarding what they are trying to achieve by enhanced outreach and how they would like to involve the community in their initiatives. According to Pennsylvania State University (2020), an organization must identify face-to-face tools to engage locals and develop strategies to maintain high rates of participant retention. These strategies should be derived from opinions from locals as to how they would like to be involved as well as how much time they are willing to devote.

2.2.4: Advertising on Social Media

Social media can be a vital element of visibility and advertisement for nonprofit organizations. Social media is free unless one pays for additional services; plus, advertisements published on social media can reach a wide population quickly (Joshi, 2019). If updated frequently, social media can allow donors, the interested public, and volunteers to stay up to date on news about the organization. The staff of the organization can publish fundraisers and advertisement campaigns on social media platforms. Organizations can document events, send news bulletins, and give other updates by uploading posts or interacting with followers.

The most important element of using social media to engage stakeholders is two-way communication (Carboni & Maxwell, 2015). Not only should the organizations send news to their audiences, they should also pay attention to the reception of their posts over time. It is one thing to have a presence, but another to be active and effectively employ social media. Social media administrators need to frequently analyze how effective social media outreach is by employing strategies such as creating graphs of followers, views, and likes.

An example of a successful social media campaign is the Humans of New York platform (Rogers, 2018). Humans of New York (2010) is a successful Facebook page with over 18 million followers. This account was created by photographer Brandon Stanton in 2010. Stanton conducts interviews with people that he encounters on the streets of New York City. He learns their stories by asking about their lives, what is important to them, which hardships they have faced, or simply what makes them happy. Stanton takes photographs of the interviewees' faces to share online; he photographs interviewees' hands or personal belongings if they ask to be quoted anonymously. He posts the pictures to his Facebook account with a memorable quote from the interview in the caption. Followers are encouraged to share their own stories in the comment section, allowing them to connect with a community that can relate with the post. The account has expanded to Instagram and physical books; Stanton has also traveled to different countries and states to tell even more stories. Stanton has also launched several fundraising campaigns to benefit interviewees that are in need of financial aid. One notable effort raised over \$1.2 million for Mott Hall Bridges Academy, a school located in a low-income area of Brooklyn, NY (Segal, 2015). Donors were enticed by the series of stories posted from students and teachers within the school over the course of a week, choosing to donate to the campaign that was conducted entirely over social media. A chance meeting with one student on the street led to a massive fundraising campaign; Humans of New York followers were moved to donate after learning more about the students at the school.

2.2.5: Effective Email Newsletters

Organizations send email newsletters to their subscribers to share information about current initiatives, educate others about topics of interest, and encourage future involvement with the group (Gannon, 2000a). Newsletters are tools that organizations can use to communicate with target audiences in a timely and effective manner. Nonprofit organizations utilize email newsletters to convey their impact to the public and to keep supporters updated and engaged (Miller, 2011).

In order to design effective newsletters, editors need to establish several parameters. First, editors must decide how frequently they will send the newsletter to subscribers. There is no industry standard for the ideal frequency of correspondence; editors must decide how to structure

the publication to best serve the organization's unique goals. If the information shared by the newsletter is subject to rapid change, the newsletter may be sent more frequently (Canavor & Meirowitz, 2010). The frequency selected must find a balance between keeping audiences updated and overwhelming their inboxes. Editors must also decide how long each update will take to read. Particular audiences might enjoy longer newsletters while others do not. Modern audiences prefer newsletters that range from 500 to 1,000 words (Miller, 2011). They also prefer receiving shorter emails more frequently rather than longer emails less frequently. Choosing an effective format ensures that subscribers do not reject the newsletter for reasons unrelated to content.

Effective newsletters should be concise, energetic, and clearly organized. The content of the update should inform audiences on past events, current initiatives, and future goals without causing confusion (Miller, 2011). Communications specialist Mary Gannon (2000b) recommends that newsletter editors use the inverted pyramid formula to provide a short outline of each section before diving into details; this allows readers to understand the main structure before committing to reading an entire paragraph. Gannon also recommends employing Rudyard Kipling's Six Questions strategies throughout the newsletter. Sections that address who, what, where, when, why, and how comprise a full story. Using both formulas keeps readers interested and saves them time.

Finally, organizations should take advantage of an email newsletter service provider (Canavor & Meirowitz, 2010). A service provider not only saves editors time from sending emails manually, it also prevents organizations from being labeled as spammers. The MCF is currently utilizing MailChimp for its email newsletter services (T. Curtis, personal communication, November 18, 2019). MailChimp (2020) offers templates that organizations can use to create their own newsletters. G2 Crowd (2020), a peer-to-peer software review site with more than 100,000 reviews published, ranked MailChimp #4 in its Best Softwares of 2019 list based on reviews from thousands of users.

2.3: Monteverde

As mentioned previously in the chapter, the goal of our project was to identify a long-term process that the Monteverde Community Fund could use to inform potential donors and applicants on the fund's impact. The Monteverde Community Fund is located in Monteverde,

Costa Rica. Surrounded by thousands of acres of the cloud forest, Monteverde is known for its exceptional levels of biodiversity and extensive cloud forest reserves (Conord, 2006). A boom in ecotourism over the last fifty years has dramatically stimulated economic growth; it has also raised concerns over the preservation of the forest reserves and challenged established social customs (Honey, 1994). These challenges inspired a variety of community initiatives to help preserve the Monteverde biodiversity and promote a sense of community unity. We will discuss the importance of this in Section 2.4.

2.3.1: Quaker Communities in Monteverde

Twelve Quaker families founded the current settlement in the early 1950s (Honey, 1994). Quakers are a Christian group whose formal name is the Religious Society of Friends (Friends General Conference, 2019). They believe that “every person is loved and guided by God” (para. 1). Instead of heaven and hell, Quakers put emphasis on the present time to “experience and follow the leading of the Light in their lives today” (para. 2). The families relocated to start dairy farms and to avoid paying taxes that would support the United States military (Honey, 1994). They set aside 1,000 acres of primary forest that would act as a “bosque eterno,” or eternal forest, to protect the watershed and to limit wind in their pastures. The Quaker community is still prevalent in Monteverde today. The school that was originally founded by the first settlers to educate their children is still operational today as the Monteverde Friends School; the school primarily serves non-Quaker Costa Rican children (Monteverde Friends School, n.d.). The Friends hold weekly meetings on Sundays at the school to sing, worship, and share introductions and community announcements. The meeting house also hosts potlucks, square dances, meetings for business, picnics, Christmas and New Year’s celebrations, and Alcoholics Anonymous meetings throughout the year (Monteverde Friends Meeting, 2020). The Quakers remain an integral component of the Monteverde community; they are an important target audience for local organizations to consider when planning outreach efforts.

2.3.2: Monteverde Geography and History

Located about 140 miles northwest of Costa Rica’s capital city, San José, Monteverde is a collection of small towns located in the Puntarenas province (Monteverde Info, 2018). The

community as a whole sits at around 1,400 meters (4,662 feet) above sea level in the steep Tilarán mountain range; it is surrounded by thousands of acres of cloud forest (Conord, 2006). The Encyclopaedia Britannica (2015) defines a cloud forest as a tropical mountainous region that receives high annual volumes of rainfall. On average, Monteverde receives 118 inches of precipitation per year. Cloud forests are characterized by heavy, persistent condensation that accumulates as air deflected up the mountains is cooled. The abundant plant life and ample water supply that are observed as a result of these conditions allow Monteverde to act as a home to hundreds of species, lending the community a reputation as a haven for biodiversity (Conord, 2006; Honey, 1994). The cloud forest is home to over 400 species of birds, 2,500 species of plants, 1,200 species of amphibians and reptiles, 490 species of butterflies, and 100 species of mammals. Figure 2.4 shows an orange kneed tarantula, an endemic species that is only observed in Costa Rica.



Figure 2.4: *Orange-Kneed Tarantula endemic to Costa Rica. Photo by Kepei Lei.*

In 1973, biologist George Powell proposed using this land and purchased the surrounding parcels to protect the primary breeding grounds of the rare golden toad. The Tropical Science Center, a nonprofit scientific research center that is based in San José, assumed management responsibilities of the newly formed Monteverde Cloud Forest Reserve. Through a series of strategic land purchases by the World Wildlife Fund, other nonprofit organizations, and private individuals, the reserve has grown to encompass 48,000 acres and eight ecological zones. The reserve is currently open to the public; visitors can take guided tours or elect to walk the trails alone (Conord, 2006).

2.3.3: Tourism Boom in Monteverde

Monteverde was originally intended to serve as a research outpost, not a tourist destination (Honey, 1994). However, the number of tourists visiting the community to experience the high levels of biodiversity and forest reserves increased over a hundredfold in two decades, rocketing from 400 visitors in 1974 to around 50,000 visitors in 1994. Today, the community has grown to around 6,000 permanent residents and over 200,000 annual visitors (Monteverde Community Fund, 2019b).

Monteverde will likely welcome even more tourists in the coming decade as completed construction projects make the community easier to reach by car (Recho, 2019). For over twelve years, the Monteverde community debated the merits of paving the 17-kilometer road that stretches from Rancho Grande to Monteverde (Conord, 2006; Honey, 1994). While a paved road would attract more tourists and generate more income for local businesses, many argued that slower development would promote sustainable community growth. The community decided not to pave the road in 1994. Community members revisited the decision over the past decade and reversed it; the road was paved as of January 2020. The project has enhanced the accessibility of the community and made it easier for tourists to reach the cloud forest reserves. Figure 2.5 depicts the past unpaved road to Monteverde.



Figure 2.5: Reprinted from *Flickr*, McEoin R. (2005). *The road to Monteverde before it was paved in 2019*. Retrieved from <https://www.flickr.com/photos/rmceoin/5532598143/in/photostream/>

2.3.4: Opportunities Presented by Tourism

The tourism boom has presented a series of novel opportunities for both Costa Rica as a whole and for the Monteverde community. Tourism is growing to represent a larger percentage of the Costa Rican economy (Alvarado, 2018). In 2012, tourism accounted for 4.4% of Costa Rica's gross domestic product (GDP). Gross domestic product measures the total market value of all final goods and services produced by a country within a given time period (Bondarenko, 2019). Just six years later in 2018, tourism was responsible for 6.8% of GDP. Honey (1994) estimated that by 1994, 65-70% of the income in the Monteverde region was derived from tourism. In the same year, the Monteverde Cloud Forest Reserve took in \$850,000, more than all of Costa Rica's national parks combined. Today, tourism has replaced agriculture as the primary source of income in the Monteverde region (Nadkarni & Wheelwright, 2014).

The opportunity for financial gain has not gone unnoticed (Honey, 1994). In 1984, there were just three hotels in Monteverde; ten years later, there were dozens. By 2014, there were over 20 large hotels and several smaller lodging options: for example, inns, pensions, and cabins (Nadkarni & Wheelwright, 2014). Restaurants, souvenir shops, art and craft stores, cafes, and adventure tourism facilities have multiplied to accommodate the rising number of tourists. Educational facilities such as the Bat Jungle, the Ranario (Frog Pond), and the Butterfly Garden serve to teach visitors about some of the organisms that call Monteverde home.

2.3.5: Challenges Presented by Tourism

Increased traffic to the region has also introduced a set of novel challenges (Honey, 1994). Local leaders have expressed concern over excess traffic in the cloud forest reserves. In an effort to prevent damage to quetzal habitats and other wildlife, the Monteverde Cloud Forest Reserve has limited the number of visitors who can walk the trails each day and expanded training for wildlife guides. Honey also pointed out that tourist dollars do not always stay in Monteverde. Instead, some funds go to travel agencies in San José, Europe, or the United States. Locals also claim that the individuals moving to the region raise the cost of land and living. They state that "the survival of local community values and institutions... is most threatened" (p. 5).

The values and institutions in question center around the importance of communal decision making and community responsibility (Honey, 1994). The tourism business is not as cooperative as dairy farming, the original economic activity; businesses compete rather than making decisions together. An organization that intends to bring the community together to solve common problems will be discussed in Section 2.4.

Shifting employment patterns have also challenged social norms in Monteverde (Ferguson, 2010). In the past, working mothers in Monteverde have cited family members and neighbors as their primary options to leave children with after school. As more community members are employed by the tourism industry and work in the afternoon or at night, the availability of community-based childcare has dwindled. Working mothers have struggled to find accommodations for their children; single mothers without partners to share the responsibility are disproportionately affected. Children are typically left unsupervised for long periods of time and look for entertainment around the streets. While the young people enjoy the independence, older community members disapprove of the changes.

The tourism boom has also promoted rising levels of economic inequality within the community (Nadkarni & Wheelwright, 2014). Although the locals who act as guides for natural history tours are well compensated, the majority of jobs are in the low-paying service sector. This sector is vulnerable to fluctuating demand as global tourism trends shift; for example, several businesses went bankrupt as a result of the 2008 global financial crisis that limited tourism and international donations. Furthermore, the cost of living has increased; many locals cannot afford sufficient housing in close proximity to their workplaces. Local leaders warn that another tourism boom could cause overdevelopment.

2.4: Monteverde Community Fund

The Monteverde Community Fund (MCF) is a nonprofit organization based in Monteverde, Costa Rica that promotes sustainable community development (Monteverde Community Fund, 2019b). The Monteverde Community Fund attempts to address the concerns derived from the tourism boom and to strengthen the community unity by supporting organizations and initiatives that work to enrich the region in topics related to the environment, climate change, society, culture, and youth, and the promotion of a smart economy (Monteverde Community Fund, 2019b).

2.4.1: MCF Structure and Initiatives

The Monteverde Community Fund (2019c) supports programs that promote sustainable community development by distributing small grants and acting as a fiscal sponsor for grassroots organizations in the region. The Small Grants Program distributes approximately \$20,000 per year; the funds are distributed in up to \$4,500 parcels. Organizations apply for grants by submitting a letter of intent that outlines project mission, objectives, potential impact, a proposed budget, and more. Executive Director Tim Curtis reviews the letters of intent and provides applicants with feedback and tips for strengthening their proposals. Projects that adhere to the Small Grants Program guidelines are invited to proceed to the next stage of the process and submit complete project proposals. After the project proposal submission deadline, an Evaluation Committee that is assembled by the MCF and composed of two representatives from the MCF, one representative from the academic sector, one community development expert, and one local leader reviews the project proposals. The committee selects which projects will receive grants for the year (T. Curtis, personal communication, February 20, 2020). Once grants are distributed, grant beneficiaries are responsible for providing an equal or greater contribution to the project. Funds can be used to acquire equipment or machinery, pay for training sessions or consulting, purchase materials and supplies, and more (refer to the Sponsor Description in Appendix A for a comprehensive description of the grant application process). In 2018, the MCF received eight letters of intent, six full proposals and distributed four grants; in 2019, it received thirteen letters of intent and eight full proposals. Examples of projects funded in the past include the foundation of Monteverde's first Spanish-language library, a music festival that spotlighted local artists, and an artisanal soap start-up enterprise led by local women. The image in Figure 2.6 was taken at the Vibraciones Music Festival, an annual event that exhibits local artists and offers workshops about song composition, navigating the music industry, and more. The organization received a grant from the MCF in 2019.



Figure 2.6: Local artist performing during the *Vibraciones Music Festival*, an annual event that received start-up funding from the MCF in 2019. Reprinted from Monteverde Community Fund, <https://guides.himmelfarb.gwu.edu/c.php?g=27779&p=170358>.

The Monteverde Community Fund (2019a) also acts as a fiscal sponsor for local organizations to allow them to skip the complicated, time-intensive process of applying for tax-exempt status. Fiscal agents are registered 501(c)(3) tax-exempt organizations that accept donations on behalf of groups that do not have tax-exempt status themselves. Donations made to sponsored organizations are processed by MCF staff. The MCF receives a 7% commission for their work; the rest goes to the sponsored organizations. The Santa Elena Public Library, CORCLIMA, Far Corners Musical Theater, and COMIRES Municipal Waste Planning use or have used the MCF as a fiscal sponsor.

2.5: Past Findings, Efforts, and Current Constraints

In January 2019, a research team from WPI traveled to Monteverde to help the Monteverde Community Fund reform its donation collection methods (Boehm, Cain, Cotter, & Stanton, 2019). The group aimed to enhance contributions from traveler's philanthropy by recommending strategies for collaboration with tourist businesses and community organizations.

The team ultimately recommended that the fund build and strengthen its partnerships with local businesses in order to sustain the funds gained through traveler's philanthropy. It also recommended that the MCF enhance its outreach efforts to more effectively communicate its impact to the community; several interviewees knew very little about past and current initiatives. The MCF currently lacks concrete strategies that convey its impact to its target audiences: the general public in Monteverde, local business owners, and previous residents that have since moved to other communities.

2.5.1: Past Research and Efforts

The research team from WPI worked to develop strategies that would allow the MCF to solicit more donations from tourists and local businesses alike (Boehm, Cain, Cotter, & Stanton, 2019). The team interviewed local business owners to assess the feasibility of donation collection methods such as rounding up the total of a bill for charity, leaving envelopes for donations in hotel rooms, utilizing a collection box, and more. The group also surveyed tourists to gauge interest in donating to the MCF and to assess which collection methods would appeal most to visitors. The team ultimately made recommendations that focused on building and maintaining strong partnerships with local businesses while engaging tourists to donate.

The research team also recommended that the MCF enhance its outreach efforts to more effectively communicate its impact to the community. Of the businesses surveyed, 72% of the respondents had previously heard of the MCF. However, 92% of those respondents did not know anything about the fund beyond its general mission. Several business owners suggested that they would need to know more about the MCF before donating or forming a partnership. The research team recommended that the MCF keep target audiences informed by enhancing its social media presence. Following the recommendations, the MCF started an Instagram account and began to post more frequent updates on its Facebook page. It also began to hold live streaming sessions to share events as they happened; followers could follow the event in real time regardless of geographic location. With this effort, the MCF accumulated 398 followers on Instagram. It also gained 224 new followers on Facebook to have 1,514 total followers as of February 25, 2020 (Monteverde Community Fund, 2019d; Monteverde Community Fund, 2019e).

2.5.2: MCF Communication Constraints

Despite the accomplishments of the 2019 WPI research team, the MCF still faces some challenges in selecting effective outreach strategies (Boehm, Cain, Cotter, & Stanton, 2019). One challenge centers around the lack of materials that convey the fund's impact to donors and other interested members of the public. Since 2012, the MCF has contributed to 19 projects in the Monteverde community. Although these projects are mentioned on the MCF website, most are only accompanied by a one-sentence description discussing the overall goal of the project. While some projects provide a link that users can follow to learn more, four projects require users to request additional details through the email address of an individual that is no longer employed by the fund. Website readers are generally impatient (Lawrence & Tavakol, 2007 p.117). Most users will spend no more than five minutes on one website, so they may be reluctant to spend additional time writing an email to gain this information. Information about past and current projects is not readily available on any other platform. Additionally, there are few updates documenting the outcomes of past grants.

2.5.3: Existing Resources for MCF Impact Communication

Any potential strategies to enhance impact communication for the MCF must take the fund's existing resources into account. The fund owns a handheld recorder and a small point-and-shoot, or compact, camera that is designed for basic operation (G. Bachmann, personal communication, November 18, 2019). Rather than produce audiovisual content itself, the MCF collaborates with a local business called Zona Alta Medios. Operated by a local two-person team, Zona Alta Medios is an online radio, TV, and broadcasting service for the Monteverde community. Grace Bachmann, a former MCF staff member, described Zona Alta Medios as the "local news source" for Monteverde. Zona Alta Medios produces short videos, radio broadcasts, and articles that keep locals informed on current events. The MCF contracted this news source to produce three short videos as a first step towards improved impact communication. Occasionally, Zona Alta Medios will consider an MCF event or initiative to be news and will produce pieces for free.

Zona Alta Medios (2018) posts news stories on its website, Facebook page, Instagram page, YouTube channel, Twitter account, and WhatsApp group. While its website is visually

appealing, there is no search function and sections such as About Us and Contact require a password for access. Individuals who do not live in Monteverde may be unable to access content that Zona Alta Medios posts about the MCF.

The MCF has recently begun collaborating with a videographer named José Pablo Monge, or JP, who owns a media content creation company (M. Vargas, personal communication, January 20, 2020) The MCF hired JP to collect more video material about its grant beneficiaries. He has been hired to produce a video that the MCF can use for future promotional material on Facebook, Instagram, or other social media platforms.

While the MCF does have access to the Internet to engage in digital outreach initiatives, the connection is not always reliable. The MCF Director Tim Curtis (personal communication, November 18, 2019) shared that it is “pretty frequent to have brief Internet outages.” The outages are unpredictable and often depend on the weather. Internet outages that can be attributed to natural events such as lightning strikes take longer to fix; it can take repair technicians a few days to travel to Monteverde. Despite these challenges, the MCF staff shared that Internet access is “usually fine” (G. Bachmann & T. Curtis, personal communication, November 18, 2019). In December 2019, the MCF switched to a new Internet provider that had a reputation for being more reliable than the previous service the MCF used. While the switch to the new provider was too recent upon the time of publication to conclude whether Internet access is truly more reliable, the MCF staff shared that they have not experienced major problems since the new service began.

In addition, the MCF had already established accounts on both Facebook and Instagram (@FondoComunitarioMonteverde and @fondocomunitariomonteverde respectively). María Vargas, the MCF Development and Communications Specialist, was the administrator of these social media accounts. After transitioning into the role in December 2019, she began to post frequent updates on both platforms.

In the near future, the MCF (2019b) will have even more resources at its disposal. In 2018, the organization launched a Capital Campaign to raise funds to move to a new location that the MCF would share with the Santa Elena Public Library and UNED, Costa Rica’s long-distance university. UNED will generate enough revenue to offset 33% of the cost to operate the MCF. The campaign raised \$197,000 in just one year, surpassing the goal set by staff in 2018.

The new location will sit at the economic center of Monteverde in a plaza with considerable foot traffic (T. Curtis, personal communication, November 18, 2019).

2.6: Conclusion

The MCF faced the challenge of communicating its impact to the Monteverde community (Boehm, Cain, Cotter, & Stanton, 2019). We reviewed research on the marketing and advertising fields, community funds, and the MCF itself so that we could contribute to finding a solution to the MCF's challenges. Successful initiatives led by community foundations around the world served as guides as we developed strategies for the MCF. In the next chapter, we explain the methods that we used to carry out research and assist the MCF in conveying their impact more clearly and effectively to the community. We identified more effective communication strategies that the organization can utilize in the future.

Chapter 3: Methodology

The goal of our project was to identify a set of tools and methods that the Monteverde Community Fund could use to inform potential donors and applicants of the fund's impact. We administered a survey questionnaire to Monteverde residents and conducted interviews with MCF donors, partners, and grant beneficiaries to gather information to fulfill the following objectives and achieve this goal:

- Identified what knowledge the community had about the Monteverde Community Fund (MCF) and its outreach efforts.
- Determined community members' motivations for supporting the MCF.
- Determined opinions of donors, partners, and beneficiaries on the most prevalent challenges that Monteverde faces today to drive future promotional efforts.
- Identified effective outreach strategies that the MCF could use both in its immediate communication efforts and as a model for future efforts.

We describe the methods that we employed to achieve these objectives in this chapter.

3.1: Identify what knowledge the Monteverde community has about the Monteverde Community Fund (MCF) and its outreach efforts.

Before attempting to enhance the MCF's communication strategies for presenting its impact, we determined how much knowledge the community already had about the organization. Rather than supplementing existing MCF outreach initiatives that have proven to be relatively successful, we wanted to identify new strategies designed specifically to address gaps in the public's knowledge about the MCF and what it does. The team conducted semi-structured interviews with major donors, beneficiaries, and partners of the MCF and distributed a survey to local residents.

3.1.1: Surveying Local Residents

We administered a survey to local residents to determine their pre-existing knowledge about the MCF. We defined “residents” as individuals who had lived in Monteverde for over two months and planned to remain in the community for at least two more months. We wanted to gather information about individuals that plan to live in the community for an extended period of time; this excludes students that are living in temporarily in Monteverde for study abroad programs. We administered a paper or digital survey in English and Spanish, depending on the preference of the individual. We chose to offer the survey in Spanish because it is the national language of Costa Rica and is the first language of many locals (T. Curtis, personal communication, February 25, 2019). However, MCF staff members advised us to offer it in English as well. We chose not to administer the survey via QR code because although most individuals in Monteverde owned smartphones, they were unfamiliar with scanning QR codes to access a link and were reluctant to scan the code (G. Bachmann, personal communication, November 18, 2019). Furthermore, individuals with Android phones were unable to scan the code without downloading a third-party app. Most individuals were willing to take the survey when it was administered on paper or pre-loaded on a tablet.

The survey asked participants what they knew about the Monteverde Community Fund, how they learned about the fund if they demonstrated any knowledge about it, whether they would consider donating to the fund, and what they would like to know about the fund before doing so. We also asked participants to elaborate on how they would prefer to learn more about the MCF: specific forms of media, physical events such as a grant showcase, newsletters, or any suggestions that they may have. Since forms of media such as videos, photos, web pages, and brochures have been successful for other NGOs in the United States, we included them as options for specific forms of media to choose from (J. Messier, personal communication, November 20, 2019). The full survey can be found in Appendix C.

We used cluster sampling to determine where the local surveys would be distributed. Cluster sampling is a random sampling technique in which the population is divided into different sections, or clusters, and then simple random sampling is used to choose which sections are chosen (Illowsky & Dean, 2018). We began by writing a list of six potential survey locations in Monteverde. We selected the potential locations by consulting with María Vargas about where

locals typically congregate. We then labeled the locations from one to six and used a random number generator to provide three numbers. The survey locations that corresponded with the numbers provided were selected as final locations. We conducted surveys outside of the CASEM non-profit crafts cooperative in Monteverde, the weekly farmer's market next to the MegaSuper in the Plaza Monteverde (Centro Comercial), and in downtown Santa Elena outside of the Super Pollo restaurant. We visited CASEM to distribute surveys on February 11th, 2020 at 1:30 PM and stayed there until 3:00 PM. We surveyed at the Farmer's market on January 31st, 2020 from 12:00 PM to 12:40 PM, and in downtown Santa Elena on February 13th, 2020 from 1:30 PM to 4:00 PM. We used convenience sampling at each location to survey any locals that were willing to participate. It is important to note that the low number of survey locations and convenience method of collecting responses may lead to bias in the results. Therefore, our results may not be representative of the whole population.

3.1.2: Interviewing Donors, Beneficiaries, and Partners of the MCF

In order to determine how effectively the MCF communicated with its pre-existing network, we conducted semi-structured interviews with individuals who had donated time or funds in the past. Before attempting to reach audiences that had never formed relationships with the MCF, we wanted to assess how familiar donors and partners of the organization were with current initiatives. Tim Curtis and María Vargas, respectively the Executive Director and Development and Communications Specialist of the MCF, shared full lists of past donors, partners, volunteers, and grant beneficiaries with us. The staff sorted the donor and partner list by level of involvement with the fund: how much money the individual or organization donated, whether the donations were continuous or on a one-time basis, and the extent to which the individual or organization had volunteered to support the fund's initiatives. There were 150 total individuals on the donor and partners list. The partners on the list had developed relationships with the MCF to channel funds derived from tourism into community development. The partners may match their patrons' donations, give an annual sum to the fund, or donate a percentage of the proceeds from specific products.

We developed interview protocols in both English and Spanish and conducted the interviews in whichever language the interviewees preferred. We chose to offer to conduct the

interviews in whichever language the interviewee was most comfortable with. Several locals speak English, and some residents that have moved to Monteverde from other countries feel more comfortable speaking English than Spanish. We performed interviews rather than a survey with partners and donors because interviews allowed for open-ended responses.

We began by developing a general interview protocol with a wide range of questions. This protocol was divided into four main sections. The first section focused on individuals' current social media and news habits. We asked which social media platforms they used personally and for business, whether they were already connected with the MCF on those platforms, and how they currently obtained their news about the community. The second section included questions that constructed a narrative about each interviewee: how long they had lived in Monteverde, what they were passionate about promoting in the community, why they maintained a relationship with the MCF, and more. The third section asked interviewees to name the most prevalent challenges that Monteverde faced; it also asked what role the MCF could play in addressing those challenges. The final section asked interviewees questions that prompted recommendations for future outreach initiatives, such as how they would prefer to learn about future MCF initiatives, how they would like to see the organization grow in the future, and what relationship they would like to have with the MCF in the future. We included additional questions regarding what business owners would need to know about the MCF to consider a partnership. The general interview protocol can be found in Appendix D.

The first section of the interview protocol was intended to gather information to satisfy the first objective. We learned how individuals that have already connected with the MCF learn about current initiatives and about community news in general. We also learned which social media platforms they already use on a regular basis.

We initially contacted the nine most involved donors and partners of the fund as well as eight additional individuals that Tim Curtis and María Vargas suggested. We received eleven responses; nine individuals agreed to be interviewed. After the first round of interviews, we contacted an additional eight beneficiaries, donors, and partners. We received four responses and they all agreed to be interviewed. This was an example of attribute sampling; we selected the potential interviewees based on the depth of their relationships with the MCF. We scheduled one-hour interviews with the individuals who responded to our messages. After scheduling each

interview, we personalized the interview protocols according to each individual’s unique role in the community and relationship with the MCF. This entailed removing questions that were irrelevant to the individual’s experiences, adding questions that highlighted the individual’s role in the community, or addressing comments that the individual made to the WPI research team from the previous year. We interviewed 13 individuals in total.

María Vargas accompanied the team to three of the interviews with local donors, partners, and volunteers. She attended the interviews with Wendy Rockwell, Heidi Pérez, and José Vargas to aid with translation, introduce the team to the interviewees, and ask any additional questions she had. One team member would conduct the interview while two others took written notes on the conversation. The last team member monitored the video and audio recording equipment, including a Nikon D810 DSLR camera, and Audiotechnica wireless microphone system. Before and after each interview, we verified that the interviewee formally agreed to being recorded. We informed them that the videos and quotes from the interview might be used in future promotional material for the MCF, in our final report, or both. We also informed interviewees that we would send them all quotes before we used them in our report or any promotional material. Since interviews were conducted with the intention of preserving the natural flow of the conversation, not all interviewees were asked every question from the protocol. When interviewees’ answers directed the conversation away from a topic, the questions regarding it were not asked. See Table 3.1 for a full list of the interviews that we conducted; the table summarizes the interviewees' names, titles, projects that benefited from a grant if the individual was also a grant beneficiary, and dates interviewed.

Table 3.1: Names and organizations of our interviewees

Name	Organization
Sigryd Collado	Trapp Family Lodge
Christine Hall	President of Estes Park Sister City Organization (Estes Park, Colorado, USA)

Annelie Hoepker	Trapp Family Lodge
Harriet Joslin	MCF Member
Gaby McAdam	Architect
Heidi Pérez	Executive Director, Monteverde Chamber of Tourism
Wendy Rockwell	Santa Elena Public Library
Julio Rojas	Forestry Engineer, Monteverde Institute
Raquel Sanchez-Castro	Cala Lodge
Katy VanDusen	Commissioner, CORCLIMA
José Luis Vargas	Manager, Life Farm
Justin Welch	Environmental Director, ASADA de Santa Elena
Jannelle Wilkins	Board President, Monteverde Community Fund

3.2: Determine community members’ motivations for supporting the MCF.

In addition to determining what community members already knew about the MCF, we also wanted to identify which factors motivated donors, partners, and grant beneficiaries to maintain close relationships with the organization. We wanted to understand why individuals continued to devote time and resources towards the MCF with low expectations of monetary gain

in return. These insights were intended to reveal which aspects of the fund should be highlighted in future outreach initiatives. The second section of the interview protocol asked donors, partners, and grant beneficiaries to elaborate on their motivations for supporting the MCF and community initiatives in general.

3.2.1: Determining Motivations to Support the MCF

As stated in Section 3.1.2, the second section of the interview protocol designed for donors, partners, and grant beneficiaries focused on learning more about each individual. The questions centered around motivations for forming a relationship with the Monteverde Community Fund, the reasons individuals choose to maintain those relationships, and how the community benefits from the work of the organization.

Because many locals who have supported the MCF are also grant beneficiaries, we conducted six interviews with the intent to learn about the individual's motivations to both support the fund and to apply for grant funding. These interviews served three purposes: to document the stories surrounding the grant-funded projects, to determine the most prevalent challenges Monteverde faces, and find the motivations people have to continue supporting the fund. Interview questions covered each project's goals and outcomes. We also asked about the impact that the Small Grants Program funding had on their project. We personalized many of the questions based on the individuals' unique experiences and relationship with the MCF. We did not ask every question during each interview, instead choosing the most relevant questions based on the situation.

3.2.2: Processing Interview Footage

After the conclusion of each interview with donors, partners, and grant beneficiaries, we watched or listened to the interviews again to gather any information that we missed during the interviews. We noted the times at which compelling quotes or points were raised, the content of the segment, and the major themes. For example: if an interviewee discussed affordable housing in Monteverde about ten minutes after the start of the interview, we would note that the comment was made from 10:15 to 11:20 in the video recording. We also developed takeaway documents from our notes summarizing each interview (See Appendix E for the takeaway documents). We

split these key takeaway documents into different sections: community challenges, MCF thoughts, communication methods, outreach suggestions, storytelling, and community investment. We only included the sections that pertained to the interview in each takeaway document. We then cut the videos based on the key takeaways using iMovie and Final Cut Pro. These exported videos vary from 4 seconds to 4 minutes and 11 seconds. This method was used to process the videos for Objectives 3 and 4 as well. These videos were later added to a physical hard drive. An external hard drive offers sufficient capacity to store high-quality videos; it also allows multiple users to access the videos with ease.

3.3: Determine opinions of donors, partners, and beneficiaries on the most prevalent challenges Monteverde faces today.

The interviews conducted with local donors, partners, and grant beneficiaries also served to identify which issues community members viewed as the most prevalent challenges in Monteverde. The third section of the interview protocol asked questions about which challenges Monteverde faces, the role that the MCF plays in addressing these challenges, and how the organization could grow to meet more community needs. Interviewees were also asked to discuss how the community had changed over the course of their lives. Not only did responses provide insight on which issues community members prioritized, it also established which role the MCF could play in addressing them. These insights were intended to identify which community issues the MCF should highlight in their outreach initiatives. If the organization had already supported projects or organizations that were working to address the issues that locals considered to be the most prevalent, it could highlight those efforts in future promotional material. After the interviews, we applied the same video cutting and database distribution process described in Section 3.2.2.

3.4: Identify effective outreach strategies

We used many different approaches when analyzing the data collected. We first spoke with our sponsors from the MCF directly. We gained additional knowledge on resources they have available to them and outreach platforms they are already using. We then used statistical and thematic analyses to review the data we collected from the surveys, interviews, and social media analysis to determine common themes and suggestions.

3.4.1: Collaboration with the MCF staff

We worked in the MCF office in the Plaza Monteverde frequently while we were in Monteverde. As a result, daily discussion was the most convenient way to gather in-depth thoughts and insights from our sponsor. The MCF staff informed us of the fund's current resources and which communication strategies have proven to be the most successful in the past. María Vargas worked alongside us extensively during our time in Monteverde.

3.4.2: Analysis of Survey Data

We prepared the survey results for analysis by tallying the quantitative data. For questions that allowed respondents to select multiple qualitative answers (for example: responding to a question about preferred social media platforms by selecting Facebook, Instagram, and Twitter), we noted how often respondents selected an answer choice and documented the data in a shared Google Sheets document. We compared proportions of answer choices for each question to determine which responses individuals selected most often.

3.4.3: Thematic Analysis of Interview Data

We performed a content analysis to quantify the information obtained from interviews with donors, partners, and grant beneficiaries. Content analysis is the practice of analyzing qualitative documents to identify recurring patterns and themes (Maigure & Delahunt, 2017). Once identified, we leveraged these themes to interpret information and make assertions about the issue or question underlying the research. We analyzed the notes that we took during each interview with donors, partners, and grant beneficiaries to determine which themes were discussed in multiple interviews. We focused on documenting mentions of social media platforms that individuals already used, suggested outreach methods for the MCF, motivations for supporting community development in Monteverde, and issues that the individuals believed the community should focus on in the future. We tallied up the total number of individuals who had made comments pertaining to each category and documented the information in a Google Sheet. Similar to the qualitative information in the survey document, we noted the proportions of the responses to each question to determine which responses were the most common amongst

interviewees. The content analysis process also helped us to create a summary of each interview conducted. We documented the patterns derived from the analysis, especially those relating to why the interviewee chose to live in Monteverde, their past relationships with the MCF, suggested future outreach methods for the fund, and their thoughts on the value of investing in sustainable community development. Each document was a page long or less; this allowed us to review each interview without reading the entire transcript each time. To record these recommendations for the MCF to reference in the future, we cut these videos and put them into the database with the other videos following the guidelines in 3.2.2.

3.4.4: Finding Past Trends on Social Media

We looked back at the MCF's Instagram and Facebook accounts to document the number of likes and comments (and shares on Facebook) for each of their posts. We reviewed the Instagram page for the life of the account of one year and Facebook for the past two years. We created a spreadsheet that documented the date, theme, number of likes, comments, and shares for each of the posts on both platforms. Once this was documented, we calculated the mean and mode for each theme. The themes included advertisement, administrative, events, information, and nature. These themes were chosen based on trends we observed in pre-existing posts.

A post fell into the advertisement category if it had information or dates for specific events or fundraisers that were occurring in the future that the MCF was promoting or donation requests. The administrative theme contained posts such as job postings, volunteer requests, and cover photo or profile picture changes. Posts that included photos from past events that the MCF attended or helped organize or live videos were put into the events category. The information theme included posts that gave insight into the MCF, grant beneficiaries, or posts that contained informational articles about Costa Rica. Posts that included photos of nature with captions that did not fall into any of the previous categories were placed into the nature category.

3.5: Conclusion

We conducted semi-structured interviews with locals, donors, MCF partners, and grant beneficiaries to obtain video content for future media platforms and gather recommendations for future outreach initiatives. We cut the videos based on their themes and organized them into the Interview Content Database. We also distributed survey questionnaires to community members

and collected data from the MCF's social media accounts. We used statistical and content analyses to analyze the data we gathered through these means to identify common themes and generated charts, tables, and graphs to visualize frequencies in responses. We present our results and findings derived from the analyses in Chapter 4.

Chapter 4: Results and Analysis

The goal of our project was to identify a set of tools and methods that the Monteverde Community Fund could use to inform potential donors and applicants of the fund's impact. We administered a survey questionnaire to Monteverde residents and conducted interviews with MCF donors, partners, and grant beneficiaries to gather information to fulfill the following objectives and achieve this goal:

- Identified what knowledge the community had about the Monteverde Community Fund (MCF) and its outreach efforts.
- Determined community members' motivations for supporting the MCF.
- Determined opinions of donors, partners, and beneficiaries on the most prevalent challenges that Monteverde faces today to drive future promotional efforts.
- Identified effective outreach strategies that the MCF could use both in its immediate communication efforts and as a model for future efforts.

In this section, we will present and analyze our findings from the survey and interviews with donors, partners, and grant beneficiaries. We explain existing knowledge that locals have about the MCF, how individuals would prefer to learn more about future MCF initiatives, individuals' motivations for supporting Monteverde and the MCF, and locals' current social media platform preference.

4.1: Identify what knowledge the Monteverde community has about the Monteverde Community Fund (MCF) and its outreach efforts.

The following section discusses community members' existing knowledge about the MCF. The analysis focuses on how many individuals had previously heard of the MCF, how locals first found out about the MCF, and which aspects of the fund individuals were already aware of.

4.1.1: Current Knowledge of MCF and Sources of Information

Although over half of the total survey respondents (n=51) had previously heard of the Monteverde Community Fund (as shown in Figure 4.1), the level of prior knowledge varied based on where the survey was conducted.

Have you heard of the Monteverde Community Fund? (Total)

n=51

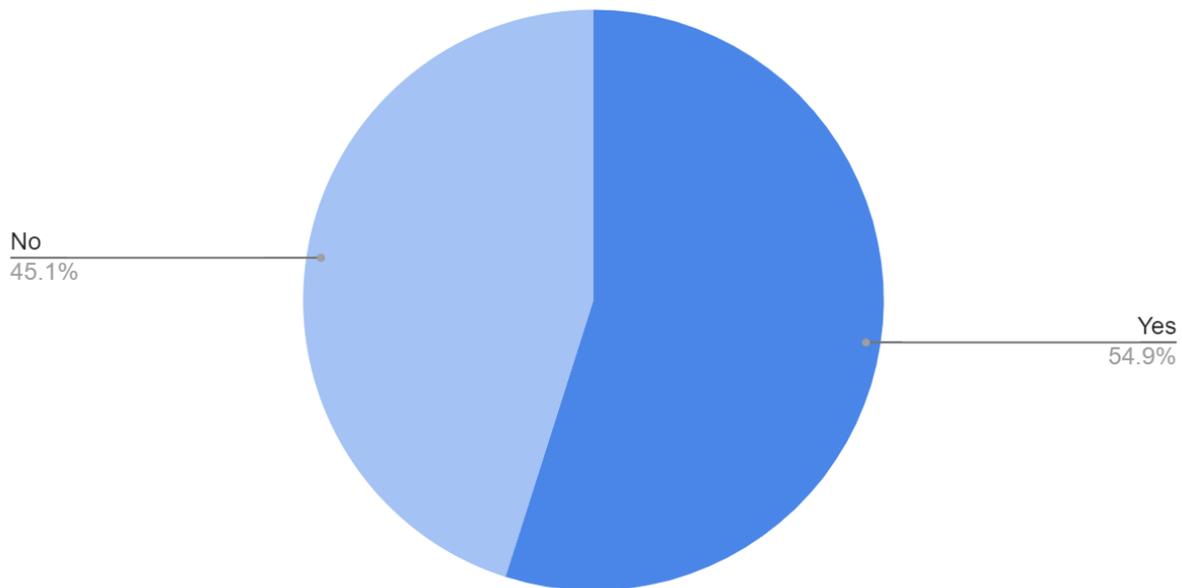


Figure 4.1: *Percentage of respondents who had previously heard of the Monteverde Community Fund.*

As demonstrated in Figure 4.2, the majority of the survey respondents from the Farmer’s Market stated that they had previously heard of the MCF. MCF Executive Director Tim Curtis shops at this market every week (T. Curtis, personal communication, February 18, 2020). Curtis has had the opportunity to form connections with vendors and customers that frequent the market on a weekly basis. As individuals learn more about Curtis, they learn more about the work that he does with the MCF. Vendors from the market even occasionally stop by the MCF office themselves to drop off produce when Curtis is unable to attend the market in person. As Curtis forms more extensive bonds with the individuals that frequent the market, knowledge of the MCF spreads.

Have you heard of the Monteverde Community Fund? (Farmer's Market)

n=20

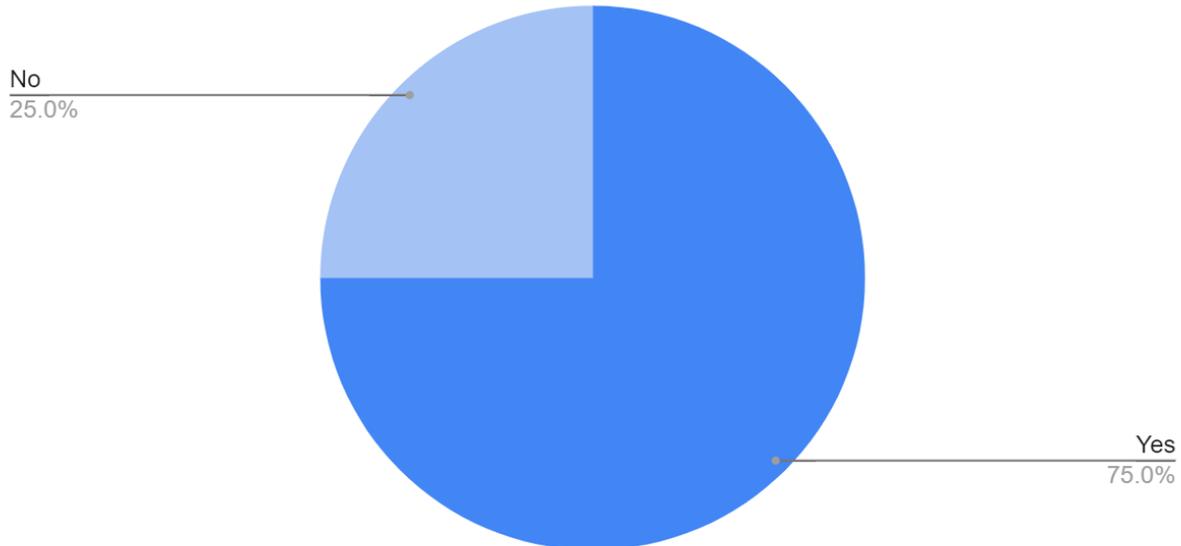


Figure 4.2: *Percentage of respondents surveyed at the Farmer's Market who had previously heard of the MCF.*

Over half of the respondents surveyed near the local arts and crafts cooperative and community meeting place CASEM reported having prior knowledge about the MCF (see Figure 4.3). Both full-time MCF staff members commonly visit the CASEM area, primarily on the weekends (T. Curtis & M. Vargas, personal communication, February 18, 2020). The lawn outside CASEM is a gathering place for the community; individuals spend time waiting for the bus with their children, playing soccer on the grass, or drinking coffee and catching up with peers. Since Curtis and Vargas spend time at CASEM, they have had the opportunity to speak with the locals and form connections with the individuals that also frequent the area. As a result of these interactions, more survey respondents at CASEM had previously heard of the MCF.

Have you heard of the Monteverde Community Fund? (CASEM)

n=11

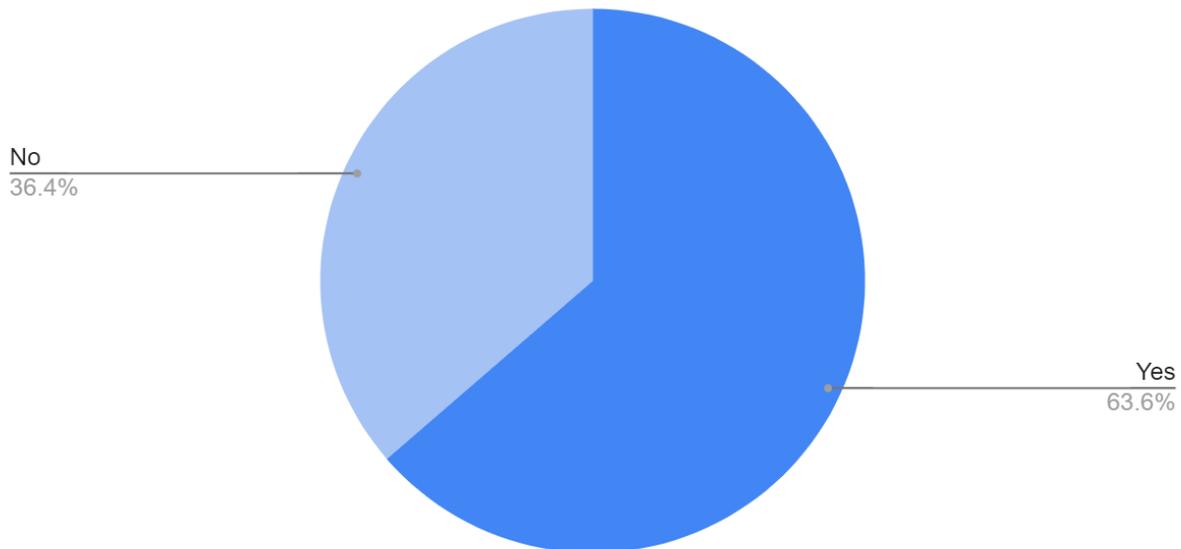


Figure 4.3: *Percentage of respondents surveyed at CASEM crafts cooperative who had previously heard of the MCF.*

However, surveys conducted in different areas show a different result. Figure 4.4 indicates that close to a third of survey respondents from the area surrounding Super Pollo in downtown Santa Elena said they had heard about the MCF. Tim Curtis and María Vargas both stated that they do not visit this restaurant frequently (T. Curtis & M. Vargas, personal communication, February 18, 2020). The street outside the restaurant is located in downtown Santa Elena. Locals do not gather in the area; rather, residents and tourists pass by as they travel to other locations. Curtis and Vargas have not spent time forming networks with the individuals that pass Super Pollo; rather than congregating as a community, individuals tend to be traveling from a variety of locations. There is a lower chance that Curtis and Vargas have formed bonds with the individuals that pass by the restaurant in Santa Elena. This may explain that less individuals reported prior knowledge of the MCF compared to the other two sites.

Additional factors such as socioeconomic status and the spatial mobility of social networks might help explain these differences. However, the personal networks that Curtis and Vargas have built within the community seem to be important indicators of the areas and

individuals that know about the MCF. Undoubtedly, further research is necessary to identify which areas of Monteverde are frequented by individuals that have previously heard of the MCF and how this information spreads through social networks. The MCF staff could leverage this information to determine which areas they should focus on when designing outreach materials. A future research team could gather information regarding prior knowledge of the MCF based on location, socioeconomic status, social networks, and other factors.

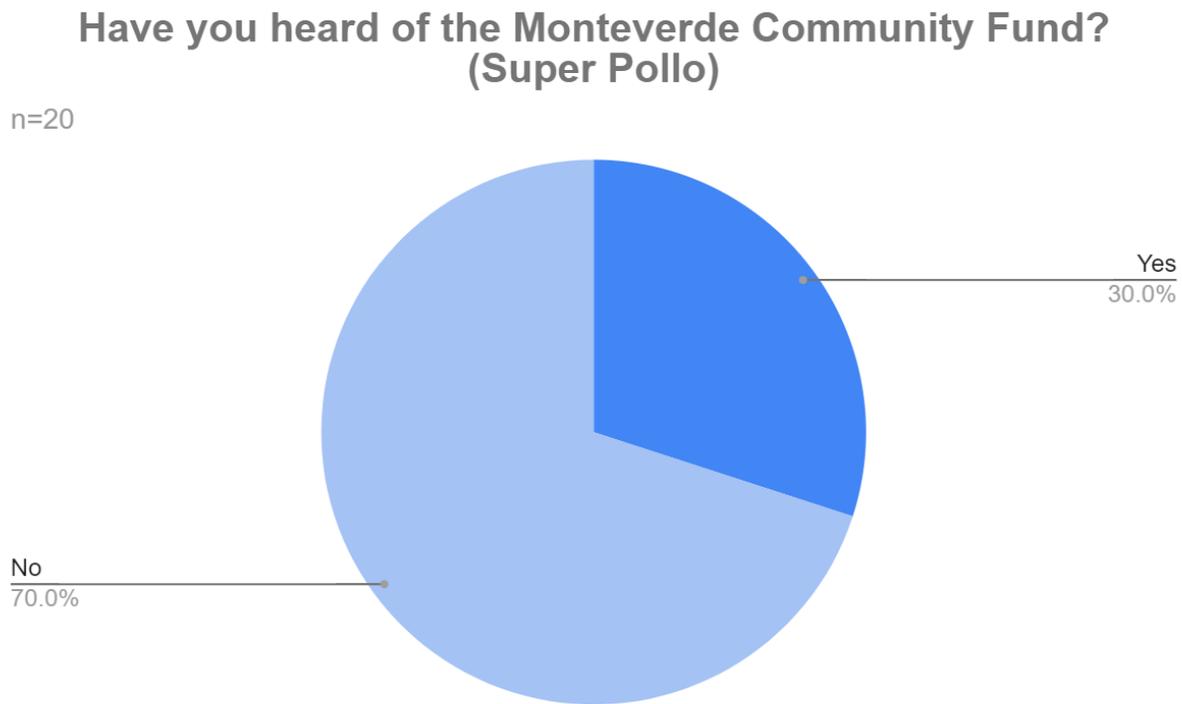


Figure 4.4: *Percentage of respondents surveyed at Super Pollo who had previously heard of the MCF.*

After determining where survey respondents had the most knowledge about the MCF, we began to analyze how the respondents had first learned about the fund. As demonstrated in Figure 4.5, most survey respondents first found out about the MCF through word of mouth. This reinforces our findings about the importance of social networks.

How did you find out about the Monteverde Community Fund for the first time?

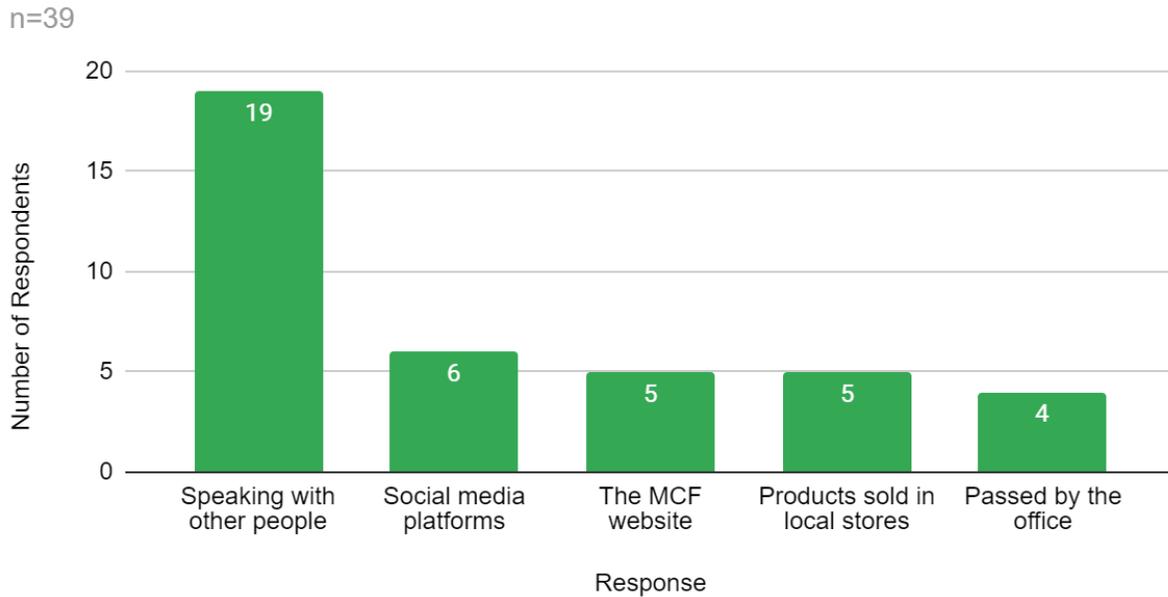


Figure 4.5: *Number of respondents surveyed who found out about the Monteverde Community Fund for the first time by sources of information.*

After analyzing the survey responses by location, we determined that word of mouth was a primary source of knowledge about the MCF at all three survey locations. The only location at which word of mouth was not the most popular response was on the street outside Super Pollo. At this location, the most survey respondents indicated that they had learned about the MCF through social media platforms. This further supports our findings regarding the importance of social networks within the Monteverde community. Since there was a lower probability that the individuals surveyed outside of Super Pollo had formed connections with Curtis and Vargas, more of these respondents had learned about the MCF from digital platforms rather than connecting with the fund through other people. Figures 4.6, 4.7, and 4.8 provide a visual representation of this data.

How did you find out about the Monteverde Community Fund for the first time? (Farmer's Market)

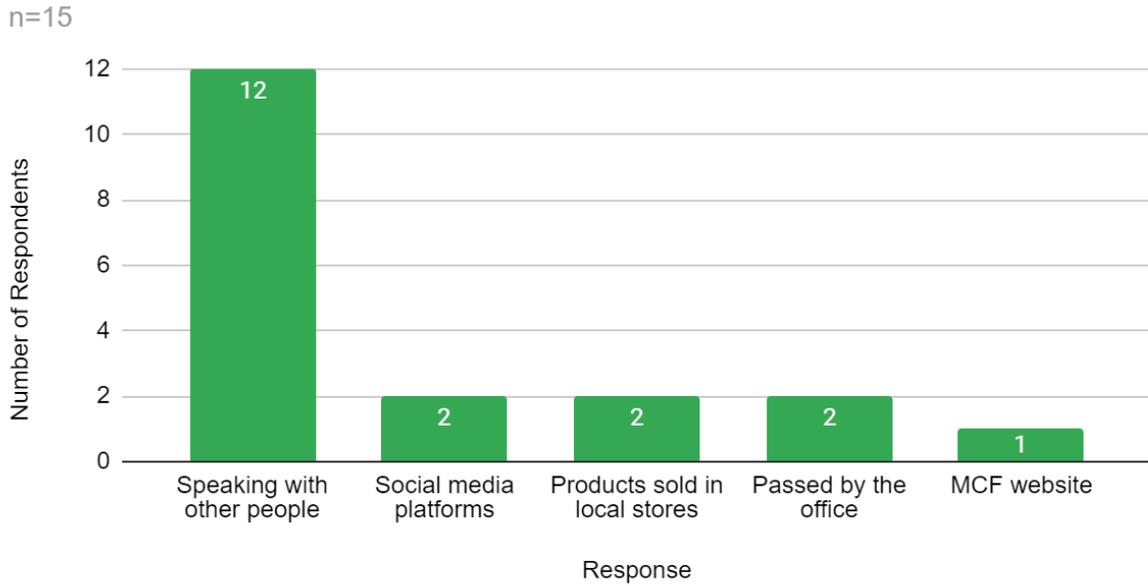


Figure 4.6: Number of respondents surveyed from the farmer's market who found out about the Monteverde Community Fund for the first time by sources of information.

How did you find out about the Monteverde Community Fund for the first time? (CASEM)

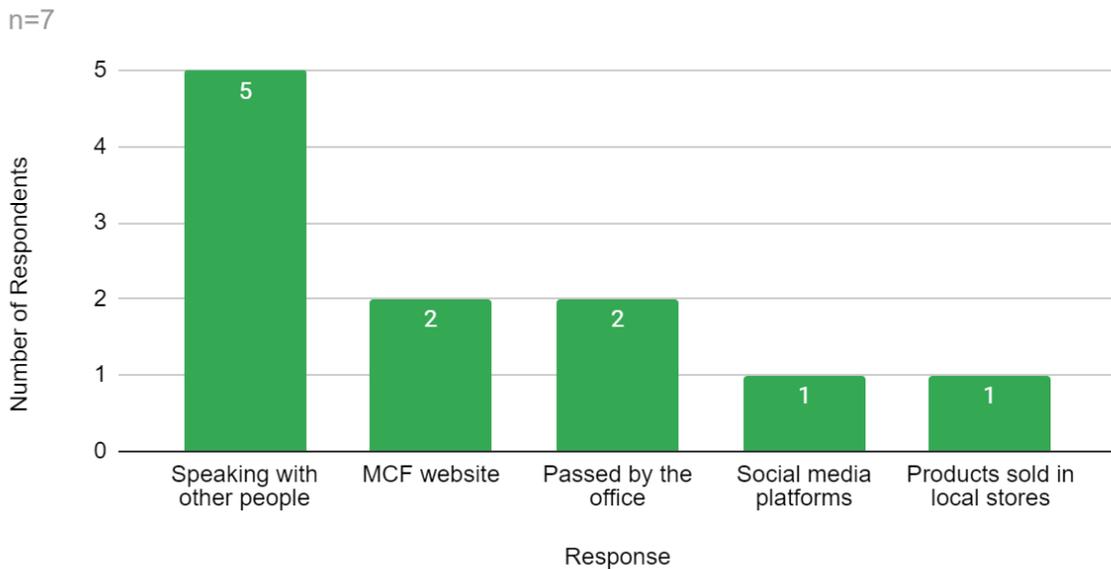


Figure 4.7: Number of respondents surveyed from CASEM who found out about the Monteverde Community Fund for the first time by sources of information.

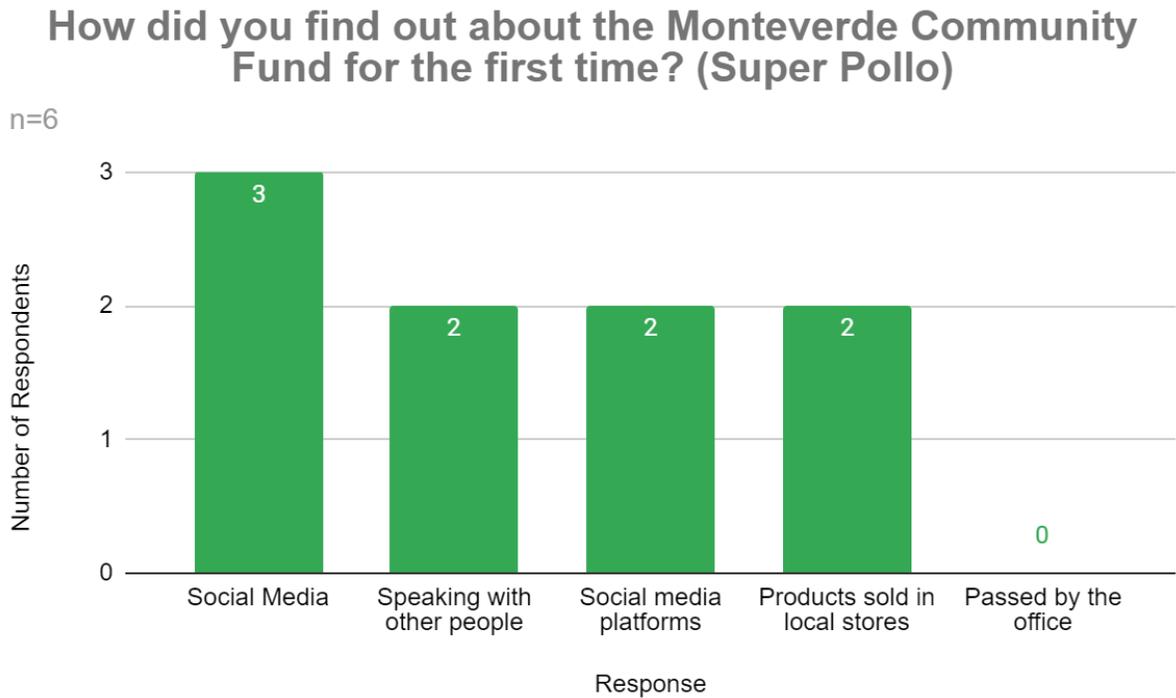


Figure 4.8: *Number of respondents surveyed from Super Pollo who found out about the Monteverde Community Fund for the first time by sources of information.*

Therefore, we concluded that the individuals surveyed at the locations where the MCF staff had previously developed networks possessed more prior knowledge about the fund. However, we were only able to obtain 51 survey responses that were gathered at 3 separate locations. We acknowledge that due to the relatively small sample size, the data we have collected may not be representative of the entire Monteverde population.

4.1.2: Level of Prior Knowledge About the MCF

Survey respondents who indicated previous knowledge of the MCF were asked what they already knew about the organization. The majority of survey respondents who had pre-existing knowledge about the MCF were the most familiar with past projects. Survey respondents were the least familiar with the Capital Campaign that was launched in 2018, how to donate to the MCF, and the Small Grants Program and the fiscal sponsorship programs. See Figure 4.9 below for a visual representation of the survey responses.

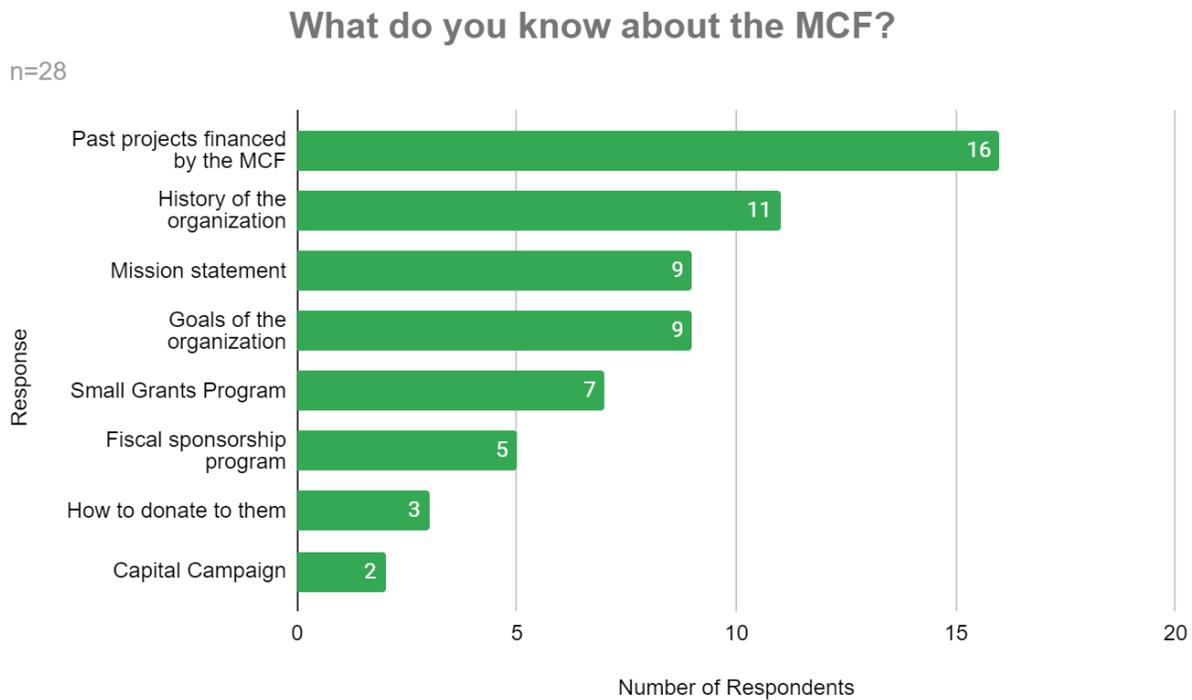


Figure 4.9: *Information respondents surveyed already knew about the MCF by number of responses and type of information.*

Survey respondents were most familiar with projects that had already received grant funding and with the history, mission statement, and goals of the MCF. The lowest percentage of respondents (7.1%) were familiar with the Capital Campaign; this initiative was launched in 2018 to raise funds for a new office space for the MCF and the Santa Elena Public Library. Since the campaign successfully raised sufficient funds to purchase the new space, the initiative was completed at the beginning of 2020. It was not as vital that locals were aware of the Capital Campaign; sufficient funds had already been raised to purchase the new office space.

Besides the Capital Campaign, survey respondents were least familiar with how to donate to the MCF, the fiscal sponsorship services, and the Small Grants Program. More individuals were familiar with the projects financed by the Small Grants Program than with the program itself. Even if community members do have knowledge of the projects financed by the MCF, they may be unsure how to donate to support future projects or apply with their own ideas for future grant cycles. If individuals are unable to donate to the MCF, the organization will have less funding to support future projects. If organizations are unaware of the services that the MCF

provides, they would not apply for grants or for the fiscal sponsorship program; good ideas will not be supported.

During our interview with Cala Lodge owner Raquel Sanchez-Castro, she mentioned that the Far Corners Community Musical Theater, a youth organization in Monteverde, faced confusion when attempting to apply for the youth grant from the MCF (see Appendix E8 for a summary of the interview we conducted with Raquel Sanchez-Castro). She stated that there was little information about the application process online, and that no information regarding the difference between the youth and the normal grants was available. While there is a section of the MCF website that is dedicated to the application process for the Small Grants Program, the information necessary to apply is distributed between several different documents. Also, the website does not specify the difference between the normal grant and the youth grant; in fact, the MCF has not yet set guidelines for applying for this new grant. As seen in this case, the lack of information about the application process may dissuade groups from applying altogether, limiting the pool of potential projects.

Due to the limited knowledge that survey respondents and interviewees had about certain aspects of the MCF, Sanchez-Castro suggested that the MCF add a “Frequently Asked Questions” page to its website. Individuals who may be disinclined to contact the MCF staff with questions may feel more comfortable finding help digitally. MCF staff members would not have to answer the same questions multiple times and would thus have more time to work on other initiatives.

To address this issue, we generated a series of questions and answers that could be used in a Frequently Asked Questions (FAQ) page on the MCF’s official website. The questions were based on what community members had indicated they did not know about the MCF; they were also designed to share information that community members would like to know about a nonprofit organization before donating. The questions address the goals of the organization, how donations are used, the grant application process, and other relevant information. The questions and answers can be found in Appendix B.

Our survey asked locals what they would need to know about an organization before they would donate to it. The majority of respondents, as shown in Figure 4.10, reported needing to know how the organization uses its funds. Survey respondents also valued the opportunity to

continue learning about the organization’s future activities. Transparency from non-profit organizations is important to community members. Locals may appreciate the opportunity to learn how the MCF spends its budget, chooses grant projects, and funnels donations into specific initiatives.

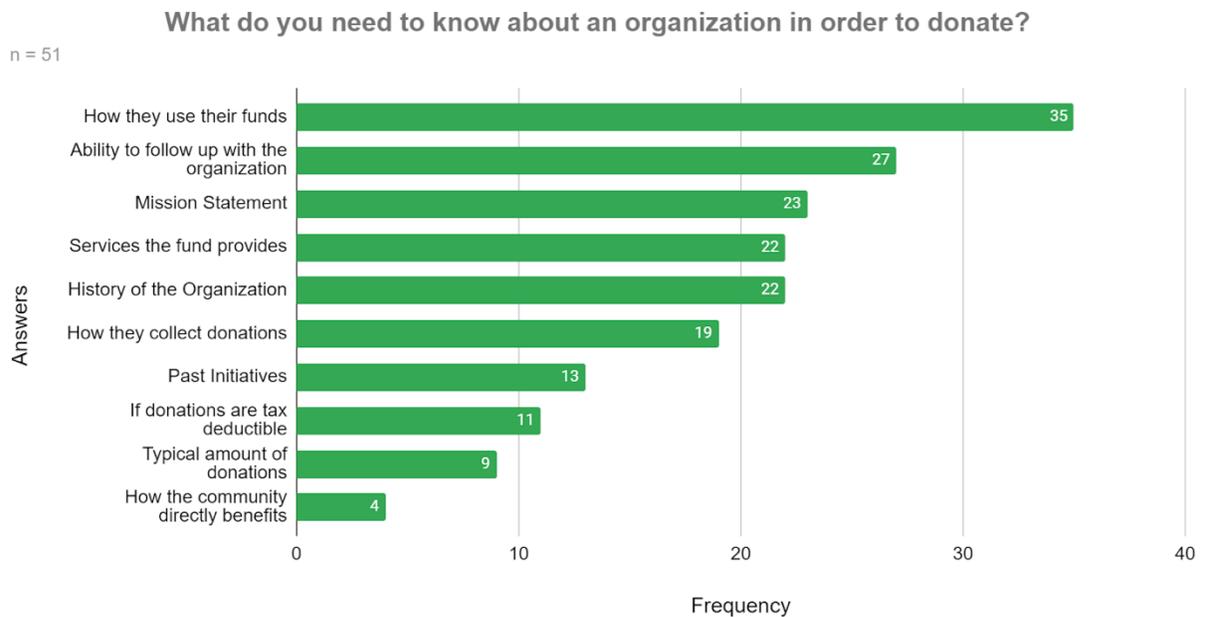


Figure 4.10: *What locals need to know about an organization before donating by number of responses.*

4.2: Determine community members’ motivations for supporting the MCF.

This section discusses why the supporters, partners, and donors of the MCF support Monteverde and the MCF. The interviewees primarily named the small, interconnected community as a motivation for supporting initiatives in Monteverde. They also named the past projects that the MCF had supported as a motivation for supporting the MCF. This section also describes the Interview Content Database we built through the interview process.

4.2.1: Interviewees’ Motivations to Support Monteverde

Interviewees broadly discussed their motivations for continuing to support Monteverde. See a visual representation of the content analysis of interview data in Figure 4.11.

Why Donors, Partners, and Grant Beneficiaries Support Monteverde

n=10

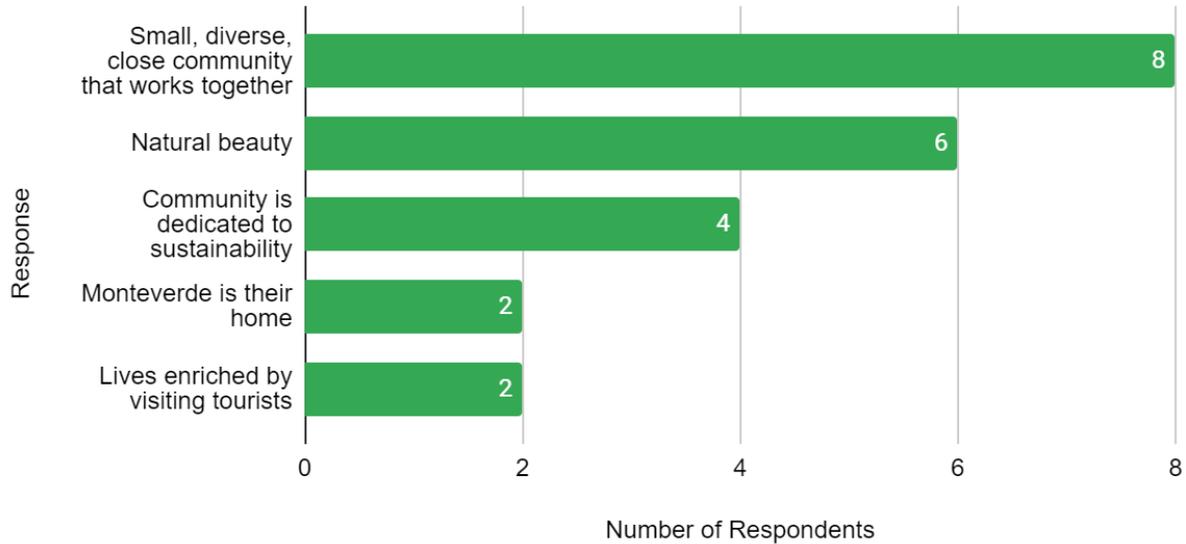


Figure 4.11: *Motivations of donors, partners, and grant beneficiaries to support Monteverde.*

The majority of interviewees (8 of the 10 who discussed motivations, or 80.0%) named the Monteverde community as a primary motivation for continuing to support initiatives in the area. Julio Rojas, a forestry engineer at the Monteverde Institute, compared Monteverde to larger cities that he had lived in. He said that Monteverde “es un lugar pequeño, y hay muchas organizaciones comprometidas con el medio ambiente... [y] con la comunidad... en otros lugares... no existe el sentimiento de comunidad... [n]o existen los proyectos, no existe un fondo comunitario... y no existe la misma energía o la misma dinámica entre la comunidad” (see Appendix E7 for a summary of the interview conducted with Julio Rojas). When translated to English, the quote reads, “[Monteverde] is a small place, and there are many organizations that are committed to the environment and to the community. In other places, the sustenance of the community ... does not exist. There are no projects, no community funds... and the same energy and dynamic within the community does not exist.” Interviewees valued the small size of the community, the diversity of community members, and a shared commitment to solving community issues. Interviewees felt that community members cared about each other and made new residents feel welcome.

Donors, partners, and grant beneficiaries valued the personal connections shared by community members above any other factor. The individuals who are already dedicated to promoting sustainable community development in Monteverde care about the people behind the organization. When she was interviewed in February 2020, Cala Lodge owner Raquel Sanchez-Castro was surprised to learn that former Development and Communications Specialist Grace Bachmann had transitioned out of her job and moved away from Monteverde in December 2019. Although she had learned that María Vargas was working with the MCF through word of mouth, she had not realized that Vargas had transitioned into Bachmann's former role. She expressed a desire to learn about similar news from the MCF as it occurred. Similarly, when MCF member Harriet Joslin was asked to describe why she continued to support the organization, she explained that she valued the group of individuals whom she has the opportunity to interact with through the MCF. Supporters value the human face of the MCF, and they are interested in learning more about internal news from the organization.

Interviewees also named the protection of the natural beauty of Monteverde as a motivation for continuing to support initiatives in the area (6 of the 10 who discussed motivations, or 60.0%). Heidi Pérez, Executive Director of the Monteverde Chamber of Tourism, said “para mí, las montañas que tenemos, el aire que respiramos, todo es un regalo cada día, es una bendición” (see Appendix E5 for a summary of the interview conducted with Heidi Pérez). When translated to English, the quote reads, “for me, the mountains that we have, the air that we breathe, all of it is a gift every day; it's a blessing.” Some other interviewees also linked a sense of community with nature. Katy VanDusen, coordinator of the Monteverde Commission for Resilience to Climate Change (CORCLIMA), shared, for instance, that she valued “[the community] working together to live in harmony with the natural world” (see Appendix E9 for a summary of the interview conducted with Katy VanDusen).

Interviewees also valued the role that Monteverde plays in sustainable initiatives. Four of the 10 interviewees (40.0%) named Monteverde's commitment to sustainability as a motivating factor for supporting future initiatives. Harriet Joslin, a long-time member of the MCF, noted that she chose to move to Monteverde because she is “conservation-oriented” and viewed Monteverde as a “peaceful place to retire” (see Appendix E3 for a summary of the interview that was conducted with Harriet Joslin). As in Katy VanDusen's declaration, ideas about nature,

sustainability, and community building seem to merge in the motivations of Harriet and other members to support Monteverde.

Finally, 2 of the 10 interviewees continued to invest in Monteverde because it was their home. Wendy Rockwell, head librarian at the Santa Elena Public Library, stated, “I live here. My children are here. I was born here. I was raised here” (see Appendix E6 for a summary of the interview that was conducted with Wendy Rockwell). The individuals have settled down and raised families in Monteverde; they continue to improve the place that they call home. An additional 2 interviewees enjoyed the remote but isolated nature of Monteverde; they claimed that their lives were enriched by visitors from various countries.

Identifying the factors that motivate MCF donors, partners, and grant beneficiaries to support Monteverde highlighted which themes future outreach initiatives from the MCF could focus on. By indicating that the MCF shares the values that prompt individuals to devote time, effort, and funds to the Monteverde community, it could strengthen pre-existing bonds with past supporters and form relationships with new individuals.

4.2.2: Interviewees’ Motivations to Support the MCF

Local donors, partners, and grant beneficiaries were also asked to describe why they continued to support the MCF in particular. Since interviews were conducted with the intention of preserving the natural flow of the conversation, not all interviewees discussed their motivations for supporting the MCF. As a result, the sample size for the section (n=10) is lower than the total number of individuals whom we interviewed (n=13). See Figure 4.12 for a visual representation of motivations to support the MCF.

Why Donors, Partners, and Grant Beneficiaries Support the MCF

n=10

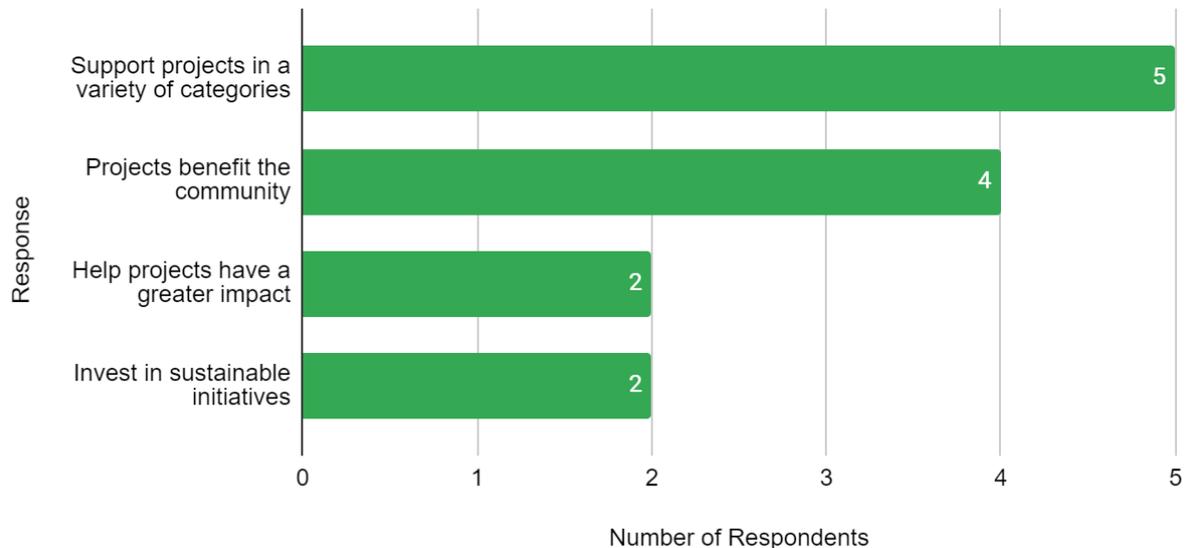


Figure 4.12: *Motivations of donors, partners, and grant beneficiaries to support the MCF.*

Five of the 10 interviewees (50%) declared that they continued to support the MCF because the organization supports projects in a wide variety of categories. Annelie Hoepker and Sigryd Collado, sustainability consultants for Trapp Family Lodge in Monteverde, appreciated the analysis of different sectors in Monteverde. They noted that the MCF is composed of relevant actors from every area of Monteverde. Heidi Pérez said that “es buenísimo tener una organización que esté únicamente recaudando y gestionando para proyectos de diferentes categorías para la comunidad” (see Appendix E5 for a summary of the interview with Heidi Pérez). When translated to English, the quote reads “it’s an incredibly good thing to have an organization that is executing projects in a unique way from different categories for the community.” The MCF has also facilitated several activities for youth in the past year; it has sponsored youth activities on weekends and holds discussions with local businesses regarding the development of a dedicated youth program.

Four of the 10 interviewees (40%) valued the positive impact that projects financed by the MCF have had on the community. Forestry engineer Julio Rojas noted that “el papel del fondo es super importante en la parte de darle vida a las... buenas ideas que nacen de la

comunidad” (see Appendix E7 for a summary of the interview with Julio Rojas). When translated to English, the quote reads, “the role of the fund is super important when it comes to giving life to good ideas that are born from the community.” Interviewees named different projects that had impacted their lives.

Grant beneficiaries, in particular, noted the impact that MCF funding had on their projects and initiatives. Two of the 5 grant beneficiaries who discussed motivations to support the MCF named the impact that grant projects and initiatives had on their organizations. During our interview with librarian Wendy Rockwell, she discussed how the MCF Capital Campaign funding had enabled the Santa Elena Public Library to purchase a permanent location. She explained how valuable it was to have a permanent location for the library and for the community as a whole. When we spoke with Wendy, the Centro Comercial was still lending the library an office space. If anyone had bought the space from the owner, the library would have had five days to vacate and find a new location. The office space that the library currently has was purchased using the Capital Campaign funds, which has eliminated any concern about being evicted (see Appendix E6 for a summary of the interview conducted with Wendy Rockwell).

Finally, interviewees valued the MCF’s continued support of initiatives that are related to sustainability. Sustainability consultants Annelie Hoepker and Sigryd Collado named the organization’s commitment to investing in sustainability initiatives as a major motivation for supporting the MCF. They also noted that the MCF facilitates the process of certifying local businesses in sustainable tourism, or the Certification of Sustainable Tourism.

The recurring motivations for continuing to support the MCF centered around the projects that were financed by the organization; community members recognized the impact that diverse projects have had on Monteverde. Concrete impacts such as the new office space and the value of supporting both community initiatives and sustainability issues were also highlighted.

4.2.3: Interview Content Database

We compiled the video content collected from the interviews with donors, partners, and grant beneficiaries to build an Interview Content Database. As explained in Chapter 3, we clipped notable quotes from raw footage of the interviews and uploaded the files to an external hard drive. The clips were uploaded to a hard drive rather than an online folder because the hard

drive had sufficient capacity to hold high-quality videos; it also allowed multiple users to access the clips with ease. The clips are intended to provide storytelling content for the MCF, document exact quotes for posterity, and capture sentiments directly from interviewees themselves in order to underscore the value of investing in community development. The clips also highlight pressing issues and can appeal to locals' emotions to make a case for continued donations. Video clips that included the following information were stored in the database: discussed individuals' motivations for supporting the MCF and the Monteverde community, major challenges for Monteverde, recommendations for the future, and background on the individuals themselves. These clips, along with others that do not fall under these categories, will be discussed further in Sections 4.3 and 4.4.

The videos were organized in a series of folders. The folders were named after one interviewee each (for example: Julio Rojas, Gaby McAdam, etc.). All clipped videos from each corresponding interview were stored in the folders. One subfolder in each folder (Full Videos) holds the complete, unclipped video recording from that interview. We also created an Excel file that would help users locate videos, known as the Interview Content Database Lookup. All videos were listed in the Excel document with the name of the video, tags related to the content of the clip, the location in the folders, a summary of the clip, the length of the video clip, and the language the interview was conducted in. The tags were labels related to the content of the video. For example, if an interviewee claimed that he or she was motivated to support the MCF because it supported sustainable initiatives in Monteverde, the video would be labeled with the "Sustainability" and "Why MCF is Important" tags. See Appendix F for a full list and description of tags in the Outreach Initiatives Manual that will be described in Section 4.4.5. Figure 4.13 shows a screenshot of a section of the Interview Content Database Lookup. The full database can be found in Appendix J.

Video Name	Tags	Folder Location	Quick Summary	Video Length	Language	<u>Tags Legend</u> Youth Why Monteverde Community Unity Grant Projects Background for Storytelling MV Change Over Time MCF History MCF Accomplishments Role of the MCF Sustainability Tourism Why MCF is Important MV Challenges Economy Recommendations
Christine Hall - Monteverde and the Friendship Source	Background for Storytelling, Why Monteverde	Christine Hall	She's been to Monteverde 9 - 10 times and first came with Friendship Force of the USA to create a Sister City with Estes Park, CO	1:10	English	
Christine Hall - Estes Park Book Drive	Youth, MV Challenges	Christine Hall	How Estes Park started donating books and why	0:57	English	
Christine Hall - "There's nothing like holding a book"	Youth	Christine Hall	Quote - "Books . . . There's nothing like holding a book, yknow? And for a five year-old to just hold it in their hands?"	0:10	English	
Christine Hall - Why Monteverde	Background for Storytelling, Why Monteverde	Christine Hall	She is passionate about Monteverde because of Sister Cities	0:30	English	
Christine Hall - Why the library is important	Community Unity, Challenges in MV	Christine Hall	She wants to support the library initiative, because it is important for people to read so they can educate themselves	0:37	English	
Christine Hall - Why seniors support Estes Park book donations	Community Unity, Background for Storytelling	Christine Hall	She lives in a wealthy community and is a Senior and has money to share with the cause	0:39	English	
Christine Hall - Skype and WhatsApp	Recommendations	Christine Hall	She uses Skype and WhatsApp for out of country talking	0:07	English	

Figure 4.13: Screenshot of the first seven rows of the interview content database.

Users can filter the sheet by tag, video length, folder location, or language to easily select a video for a variety of purposes. Multiple filters can be applied at the same time. The tags can be used to select clips that center around a specific theme, the video length can be used when a planned initiative needs to have a specific length, and the language can be used to plan future outreach initiatives that are intended for specific audiences. After the filter is applied, users can use the folder location to locate the video on the hard drive. Since all videos are stored offline, all videos and the Excel document can be used on any computer regardless of availability of WiFi.

A total of 164 clips from 11 individuals are stored in the database. Although 13 individuals were interviewed, 2 individuals requested that their interviews be conducted solely with audio. The remaining individuals gave explicit permission to use video clips from their interviews in future promotional materials for the MCF.

The clips could be used to underscore the value of investing in community development, highlight pressing issues, and appeal to locals' emotions to make a case for continued donations. For example, interviewees were asked to discuss why they continued to support the MCF with

low expectations of compensation in return. The video clips of their answers could be used to demonstrate to community members why their peers have chosen to align themselves with the MCF. These videos would also create a more personal touch to their social media accounts. Using the voices of locals to express the importance of the fund and demonstrating that the MCF has the ability to not only help strangers, but also people whom they know, will create a stronger commitment to supporting the fund.

4.3: Determine opinions of donors, partners, and beneficiaries on the most prevalent challenges that Monteverde faces today.

This section discusses the most common challenges for Monteverde that were named by MCF donors, partners, and grant beneficiaries. We describe the video clips that we collected regarding this topic and that are filed in the Interview Content Database.

4.3.1: Common Challenges in the Community

When asked to name the most significant challenges that Monteverde faces, several interviewees named the lack of youth extracurriculars. 6 of the 13 interviewees (46.2%) felt that the lack of youth extracurriculars in the area was a very important issue in the community. Heidi Pérez expressed that adolescents do not have enough activities to keep them busy after school hours. With many parents working late, young people are forced to grow up alone in their homes. In a similar vein, Raquel Sanchez-Castro stated that the youth and the culture of community go together hand in hand (see Appendix E8 for a summary of the interview conducted with Raquel Sanchez-Castro). She stated that as young kids learn about topics in school, they bring the knowledge home to their parents. This process has driven development and change in the community. She cited a recent recycling campaign as an example. Elementary schools taught local children about recycling; these children went home and prompted their parents to implement it within their own homes.

Sanchez-Castro proceeded to share that although the MCF already works with youth groups such as Far Corners Community Musical Theater in the Monteverde area, it has neglected to publicize its involvement so that community members are aware of their impact. If the MCF logo was featured in the booklets that are handed out by ushers, at the end of promotional videos

for upcoming productions, or on posters that are displayed during rehearsals or productions, more young people and parents would be aware of the connection between the two organizations. Although the MCF helped the Monteverde Friends School facilitate a Sports Day to raise money for the school, the only way to learn that the MCF was involved was to directly ask staff members. In the future, the MCF should request to be included on promotional posters. Other organizations in Monteverde have employed similar strategies in the past. The Monteverde Institute labels the outcomes of past projects with its logo: for example, the benches at a sunset viewpoint in Cerro Plano have the Institute logo printed on the back. The benches are pictured in Figure 4.14.



Figure 4.14: *Bench at a viewpoint in Cerro Plano with the Monteverde Institute logo printed on the back.*
Photo by Amanda Lowther.

An additional 6 interviewees named sustainable development as a pressing issue in the Monteverde area. They explained that with a significant uptick in tourism in the region, locals needed to balance rapid growth with a sustainable pace for development. José Luis Vargas, the manager of the local farm Life Monteverde, highlighted the need to welcome tourists while still maintaining Monteverde as a home for locals and as an important example to the world in

sustainable community development (see Appendix E10 for a summary of the interview conducted with José Luis Vargas).

Interviewees also asserted the need to establish a reading culture in Monteverde and expressed concerns related to climate change, the lack of affordable housing for locals, water scarcity, and the lack of adequate housing options for youth and elderly people in particular.

More hands-on events on these topics and improved outreach could help the community learn more about these initiatives. Although the MCF already supports programs that benefit youth initiatives in Monteverde, interviewees shared that most community members were not aware of the organization’s involvement with those initiatives. Even if community members were not aware of initiatives before they took place, coverage of past events may inspire them to participate in the future.

Number of Interviewees who Discussed Each Challenge in the Monteverde Community

n=13

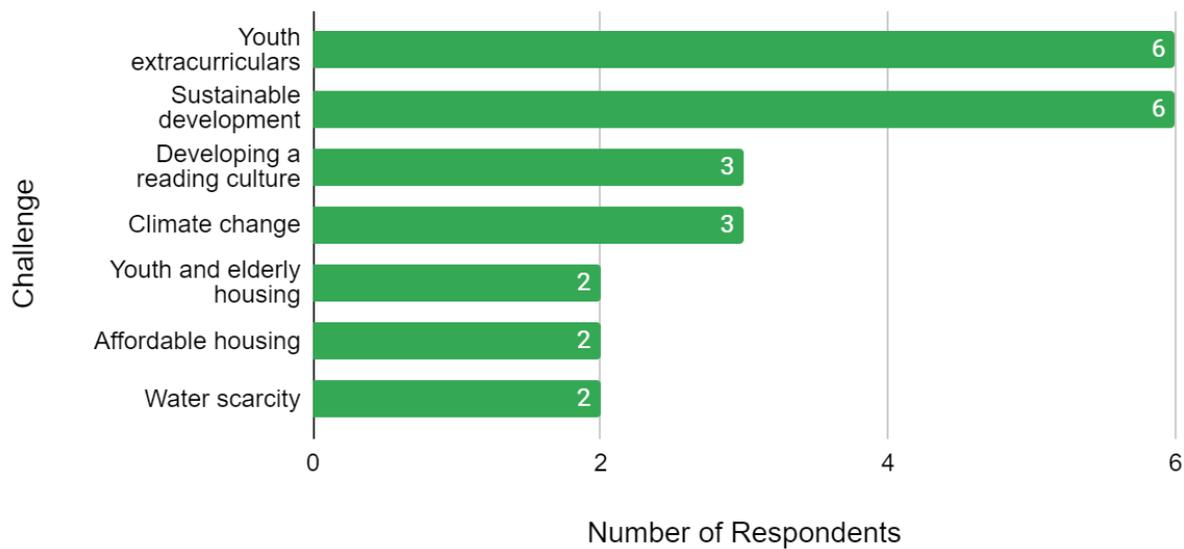


Figure 4.15: Frequency that each challenge in the Monteverde Community was mentioned during our interviews.

4.3.2: Interview Content Database

The Interview Content Database described in Section 4.2.3 contains clips from the interviews that are related to the challenges that Monteverde faces. These videos have tags labeled “MV Challenges” so that the MCF can quickly look for content related to what community members see as challenges in the Interview Content Database Lookup. The video names within the interviewee folders are related to these challenges as well.

4.4: Identify effective outreach strategies for the MCF.

A major concern that the MCF had when we arrived to Monteverde was that it was not effectively communicating its goals, impact, and needs with locals (T. Curtis, personal communication, January 17, 2020). We gained insight on potential outreach strategies to address this concern from our interviews, survey, and social media analysis. In this section we describe the analyses we performed and the potential outreach materials that we developed for the MCF to use in the future to achieve this objective.

4.4.1: Social Media Habits

From our survey we learned that the most commonly used social media platform among the survey respondents was WhatsApp, followed closely by Facebook. Instagram was the third most frequently used. These results, as well as the rest of the responses, can be viewed in Figure 4.16.

What social media platforms do you frequently use?

n=51

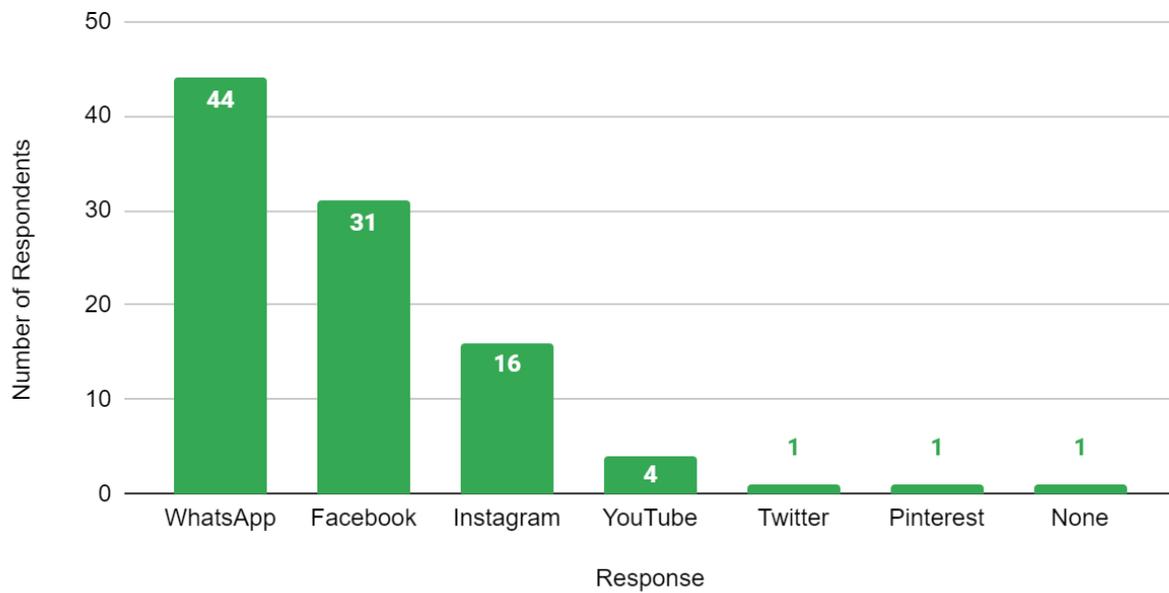


Figure 4.16: *Social media platforms that survey respondents reported using frequently.*

As shown in Figure 4.17, we also learned that locals mainly use these platforms to communicate with family and friends, post pictures, videos and updates, view posts from others, and search for things of interest.

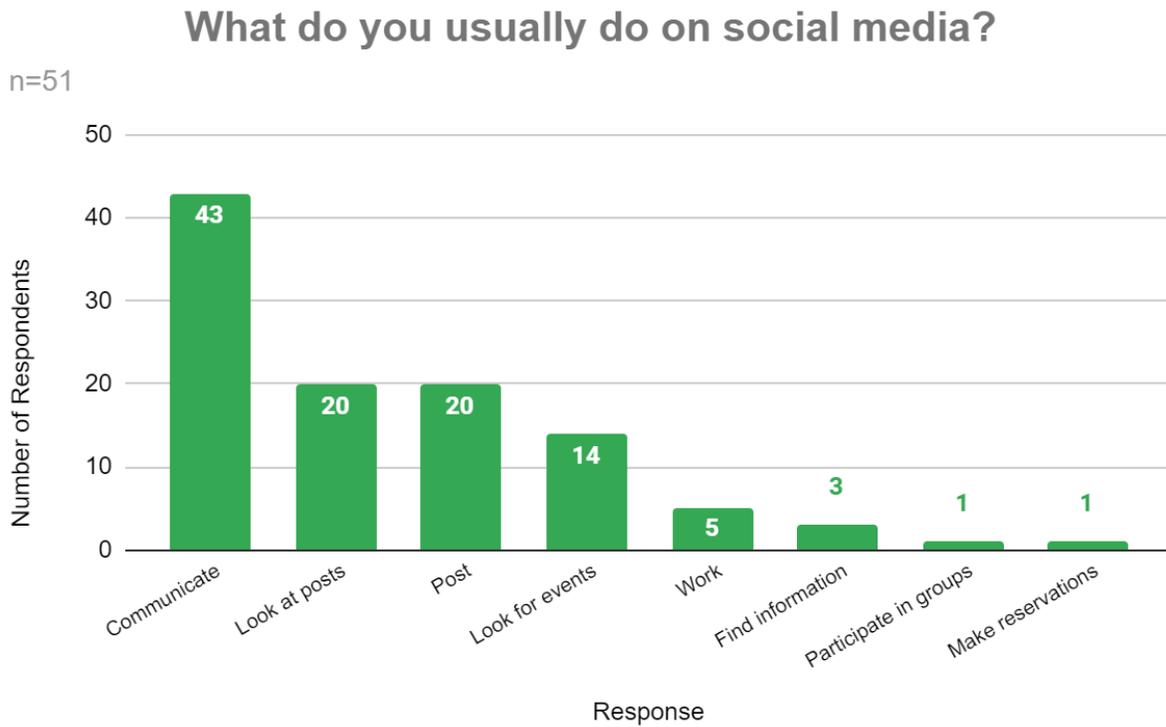


Figure 4.17: *What respondents surveyed reported doing the most while using social media.*

The interviews conducted with local donors, partners, and grant beneficiaries indicated that the majority of individuals who are already familiar with the MCF receive their news about the Monteverde community from WhatsApp and Facebook. Locals also learned about community news from local radio station Zona Alta Medios, weekly updates released by the Monteverde Institute, word of mouth, and email. Individuals also named Instagram, attending in-person events, and LinkedIn as a source of news about the community. See Figure 4.18 for a visual representation of reported news sources for local donors, partners, and beneficiaries.

Reported News Sources for Donors, Partners, and Beneficiaries

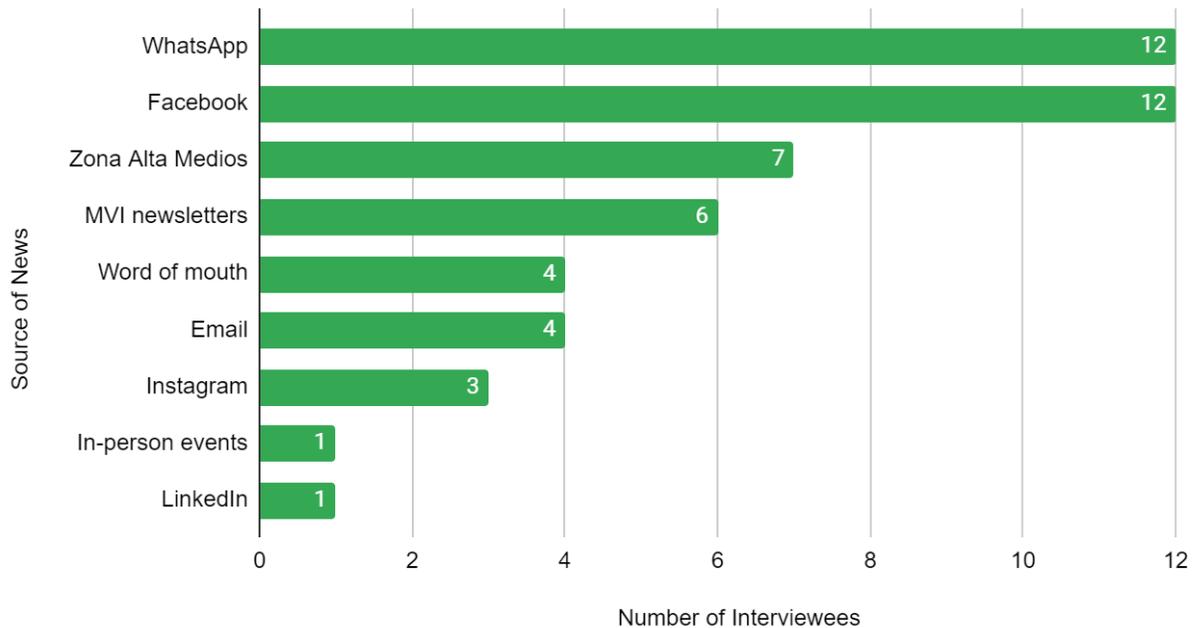


Figure 4.18: *News sources usage reported by local donors, partners, and beneficiaries of the MCF.*

Interviewees shared that large WhatsApp groups were a common way to learn more about community news. Monteverde locals join groups that are related to different topics: Zona Alta Medios, the Monteverde Institute, the Monteverde Conservation League, and more. These groups tend to have over 60 members. In some groups, each member can participate in the discussion; in other groups, only the administrators can send updates. Individuals typically join groups by expressing interest to other community members and receiving sign-up links. Locals named use of WhatsApp as an important way to stay informed about the community. One individual noted that while they personally disliked using WhatsApp, they still participated in a few groups to stay informed.

The majority of interviewees preferred to learn more about MCF initiatives from regular email newsletters and Facebook updates. Interviewees also suggested in-person events such as workshops or speakers and the creation of a WhatsApp group message to share updates. Interviewees also suggested spreading information through word of mouth, the MCF website, or an enhanced presence on Instagram. See Figure 4.19 below for a visual representation of

suggested future outreach strategies based on the opinions of selected local donors, partners, and grant beneficiaries.

How would donors, partners, and grant beneficiaries prefer to learn more about current MCF initiatives?

n=13

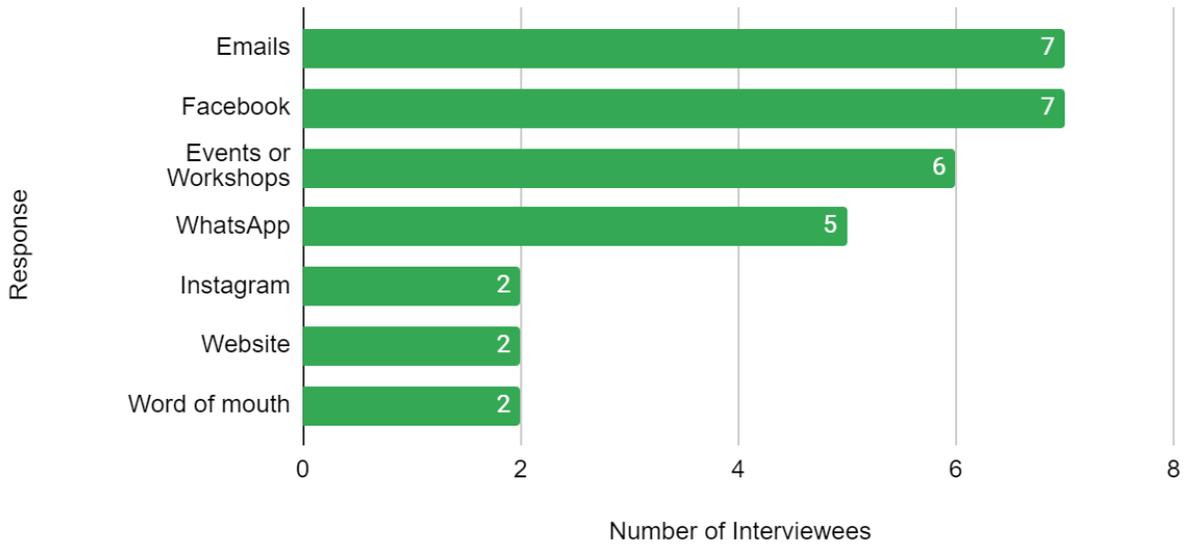


Figure 4.19: Outreach strategies suggested by local donors, partners, and grant beneficiaries.

Donors, partners, and grant beneficiaries named email updates as one preferred method of learning more about current MCF initiatives. Chamber of Tourism Executive Director Heidi Pérez asserted that while the email updates from the MCF have provided valuable information, the email updates could be improved. Architect Gaby McAdam pointed out that as an individual who does not use social media often, she spends the most time checking her email for updates. Several interviewees expressed interest in joining an MCF mailing list for periodic updates about the organization.

Monthly newsletters could discuss upcoming events, details about current projects, and accomplishments of the fund within the specified time period. Organizations can also send short annual reports to email mailing lists. The reports could contain a review of the accomplishments from the previous year, a summary of how funds were distributed and utilized within the organization, and short descriptions of projects from the year. The report could be posted on partners' websites to inform their customers about the organization before they make a donation.

Newsletters sent by nonprofit organizations could range from 500 to 1,000 words with appealing visuals. Each email would have a clear theme and purpose.

Interviewees also named Facebook as a preferred method of learning more about the MCF. Christine Hall, the President of the Estes Park Sister Cities organization, shared that while she does not use social media often, she uses Facebook to stay informed about news in Monteverde. A number of organizations in Monteverde are also active on Facebook. Wendy Rockwell explained that the Santa Elena Public Library interacts with locals using Facebook; one individual on the team was tasked with sharing occasional posts on the platform.

A large percentage of interviewees also named in-person events as a preferred method to learn more about the MCF. Librarian Wendy Rockwell shared that she was most likely to attend events that she was interested in. She named a photography workshop as an example of an event she would attend. If individuals attended an event at the MCF to learn more about a topic of interest, they would learn more about the MCF in the process.

Use of Facebook, in-person events, and regular email updates could reach both individuals who use social media and those who do not. This would enhance the communication network of the MCF.

4.4.2: How Locals Would Like to Learn about the MCF

According to survey responses, the majority of locals would prefer to learn more about the MCF through social media platforms. An enhanced social media presence would enable more community members to gain awareness about the MCF. As a result, the organization may gain more partners, donors, and applicants. This preference was followed by an email newsletter and events showcasing grant beneficiaries. The physical presence of the staff at in-person events could help build partnerships with local organizations and eventually enhance community knowledge about the MCF through word of mouth. See a visual representation of the survey responses in Figure 4.20.

What would be the best method to contact you with information about the MCF?

n=51

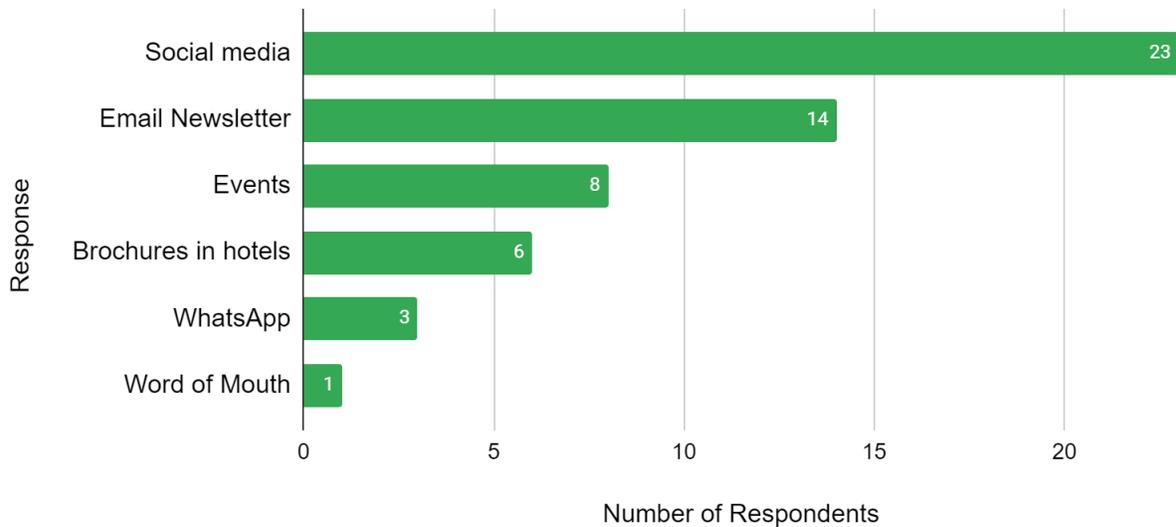


Figure 4.20: *How survey respondents reported they would prefer to receive news about the MCF.*

Locals also expressed preferences regarding the tone of MCF outreach initiatives. CORCLIMA coordinator Katy VanDusen underscored the value of “keep[ing] the fun in community fund” (see Appendix E9 for a summary of the interview conducted with Katy VanDusen). Rather than adding more items to individuals’ to-do lists, outreach initiatives should be fun and enable audiences to walk away feeling as though they have used their time well. Cala Lodge owner Raquel Sanchez-Castro shared similar advice. She felt that some individuals believed that their proposals were not serious enough for the community fund; as a result, they avoided applying for grants. She suggested that the MCF start to adopt a more accessible tone by sharing posts on Instagram that feature fun youth events or young people in the community. She believed that if young people were featured in MCF posts, they would share the posts with their own friends. This would expose the individuals’ followers to the original post from the MCF, spreading awareness of the organization to a wider audience. Raquel also shared that young people in Monteverde use Instagram more often than older generations; updates posted on Instagram reach a younger demographic than posts on Facebook.

Sharing creative social media posts about grant beneficiaries using updates from a Google Form could bring more awareness to the MCF’s current projects. The form should be

short and ask beneficiaries to discuss the progress they had made since receiving the grant, the impact that the funding has had on the project, and include a space to attach media files.

In addition, holding interactive workshops for community members could demonstrate that the MCF is more than just an organization that distributes donations to projects. The MCF is dedicated to focusing on community initiatives that address a variety of different categories ranging from youth programs to sustainability and nature initiatives.

4.4.3: Past Social Media Trends

The Instagram and Facebook analyses conducted on the MCF social media platforms indicated a number of trends in followers' liking, commenting, and sharing habits. We were able to identify which topics got the most likes and comments for each of the platforms. With this information, we were able to determine which topics followers responded to the most on the MCF's social media platform accounts.

We found the average number of likes and comments for each post in the last two years on Facebook and the last year on Instagram (the MCF Instagram account has only been operational for one year).

On the MCF's Instagram account, we found that the posts about events that they had attended or helped facilitate gained the highest average number of likes and average comments. If the MCF posts more about the events they attended in the community, more locals might follow them and like and comment on their posts, thus enhancing their presence on social media. The data from this analysis is shown in Figure 4.21.

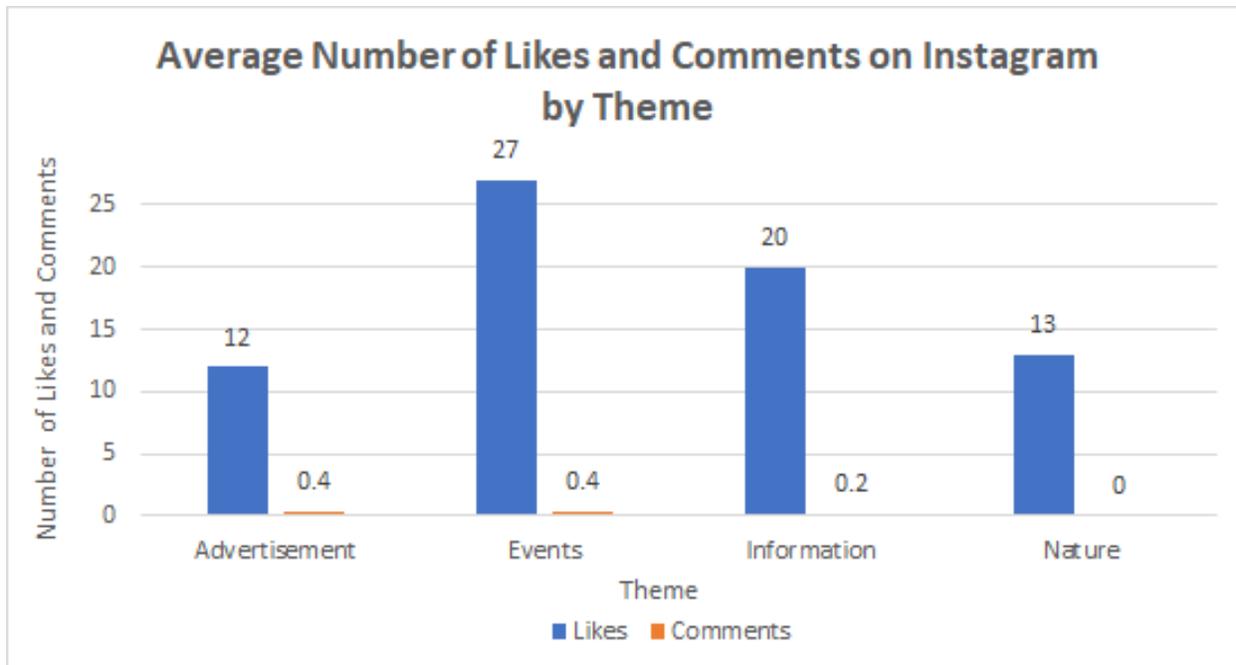


Figure 4.21: Average number of likes and comments, sorted by theme, for every post on the MCFs Instagram page.

For Facebook, we categorized the posts in a similar way to the ones on Instagram. However, instead of posts relating to nature, the MCF made administrative posts. Administrative posts included requests for volunteers, job postings, information about incoming interns, and other information that was related to the daily happenings at the MCF. Like with Instagram, the most liked Facebook posts were related to events, as is shown in Figure 4.22. This reinforces the idea that community members enjoy learning more about what is happening in the community. Therefore, if the MCF were to attend more local events and post about their experiences there, they might gain more followers. As a result, the MCF could spread information to more locals in the Monteverde region.

Informational posts about the MCF, beneficiaries, or Costa Rica had the most shares per post. This indicates that Monteverde locals enjoy learning about the fund and Costa Rica on Facebook. If the MCF were to cater its Facebook posts towards informational posts, its followers would share their posts more, creating more publicity for the MCF and its Facebook account. In turn, more Facebook users would become aware of the MCF.

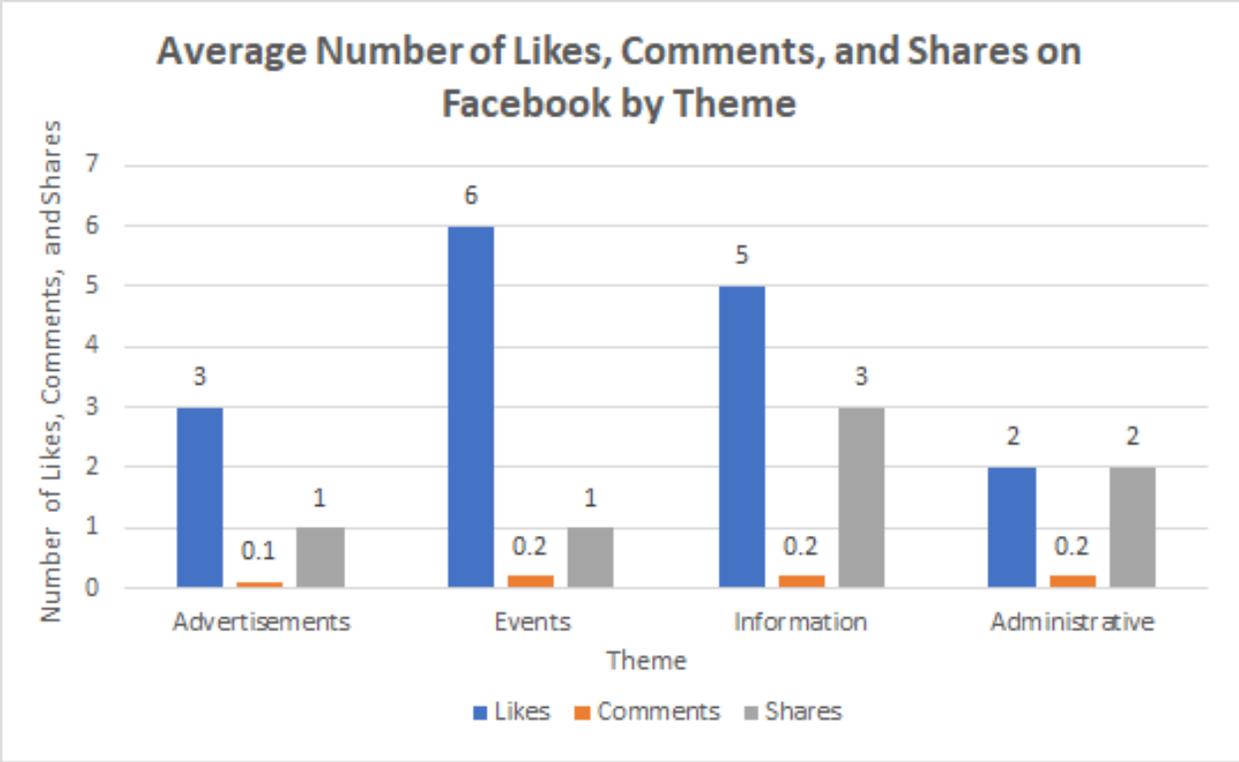


Figure 4.22: *Average number of likes, comments, and shares, sorted by theme, for every post on the MCF's Facebook page in the past two years.*

4.4.4: Interview Content Database Recommendations

Within the Interview Content Database Lookup mentioned in Sections 4.2 and 4.3, we also created a tag for recommendations that the interviewees made for the MCF. This tag included clips in which the interviewee discussed how the MCF could enhance its social media presence, how it could better communicate with locals, and which types of workshops the MCF could host in the future to create interest among many community members. Refer to Appendix F for further explanations about the Interview Content Database Lookup tags.

4.4.5: Outreach Initiatives Manual

We provided the MCF staff with an Outreach Initiatives Manual which contained several tools that the staff could use to generate future outreach initiatives. These tools included the Interview Content Database instruction manual that was mentioned in Section 4.2.3, an

Instagram takeover instruction manual, instructions for use of graphic design platform Canva, information regarding color palettes and fonts for future graphic design initiatives, recommendations for a potential WhatsApp group, and event recommendations.

The Interview Content Database instruction manual outlined the columns that described each clip in the Interview Content Database Lookup Excel sheet. The instructions also described a step-by-step process that could be used to search for videos based on the video length, tags, language or interviewee. This would enable the MCF staff to easily and quickly access the video clips to post on social media or create informational videos.

We included an Instagram takeover instruction guide in the Outreach Initiatives Manual that outlined the steps for allowing other organizations to temporarily run the MCF's Instagram to post pictures and videos. Not only would takeovers allow the community to learn more about the projects being funded by the MCF, it would also encourage individuals who are involved with other organizations to follow MCF social media accounts. As a result, the MCF and other organizations would promote each other to their followers.

If an individual who was related to a youth organization participated in the takeover, he or she could post about rehearsals, preparations for an upcoming show, or even the process of a performance. Not only would this practice educate the MCF's followers about grant beneficiaries or local partners, it would also incentivize the young person's friends to follow the account to see their friend's posts. The young person would be contacted through a partnering organization or the school; as a result, there would be consequences set and enforced by the school administration for not following guidelines set for the takeover.

We also included information about creating informational groups in WhatsApp in the Outreach Initiatives Manual in Appendix F. We included details about how to add members to the group. Interviewees suggested that each message should take less than two minutes to read. We learned from various interviewees that they prefer not to receive too many posts in a group and that the posts should only be a few sentences long so they can quickly read each one. We also learned that they preferred that the administrator was the only one able to post in the group so they were not bombarded by messages from other group members. Posting in the group every other week is recommended. Updates could include notifications about upcoming events, updates on the grant projects, news from the MCF staff, and more.

4.4.6: Interview Takeaway Documents

The key interview takeaway documents are Microsoft Word documents with important notes and quotes from each interview. These notes were used to cut the videos and highlight the interviewees' personal histories, opinions on community involvement, thoughts on the MCF, and opinions on outreach initiatives. This would allow the MCF to obtain an overview of the most important sections from each interview without watching up to an hour of video footage. The themes of most of the videos used for this section highlight communication recommendations for the MCF.

4.4.7: Social Media Templates

We provided templates that the MCF could use for social media outreach or in-person communication. We developed 10 Instagram and Facebook post templates that can be personalized with photos and brief text similar to the "Humans of New York" format as demonstrated in Figure 4.19. The "Humans of New York" format is described in Chapter 2. These templates could be used to make short weekly posts highlighting one beneficiary per week. The caption of the post should briefly describe the project that the beneficiary is working on, any recent progress that has been made on the initiative, or the personal background of the individual. We also created a newsletter template to be sent via the MCF's pre-existing Mailchimp account and infographics for the MCF to distribute to local businesses. These templates can be viewed in Appendix H. The use of the bright colors and local faces could draw the attention of more community members as they scroll through social media. The MCF may be able to gain more followers and create a larger social network.



Figure 4.23: Example of “Humans of New York” style Instagram post template

4.4.8: Infographics

We created three infographics that the MCF can use in future outreach initiatives or for informational purposes. The first infographic is intended to be used as a tool when meeting with potential donors or partners. María Vargas expressed the need for one document that compiled information about the MCF, details about how most businesses choose to support the MCF, and the benefits of supporting the fund. The document outlines the mission statement of the MCF, how the organization uses its funds, information about past Small Grants Program projects, and how partners can support the MCF with annual donations and various donation collection methods such as boxes or envelopes. The infographic also explains how organizations can benefit from a partnership with the MCF. The document addressed the suggestions from María

Vargas and utilized the findings from the survey. The majority of survey respondents indicated that they would need to know how a non-profit organization uses its funds before donating; as a result, we included a graph outlining how the MCF distributes its annual budget. MCF staff members distributed the infographic to potential business partners at in-person meetings and through email.

We generated an additional infographic outlining the process of applying for funding from the Small Grants Program. We also generated an infographic outlining how individuals can donate to the MCF. The document reviews the goals of the MCF, examples of past projects, how donations are used, and different methods that individuals can use to make donations. All infographics used the color palette and fonts selected for future graphic design activities for the MCF. See Appendix G for infographics we provided to MCF staff members.

The use of the infographics would allow the MCF to spread information in a manner that is visually appealing and easy to read. CORCLIMA coordinator Katy VanDusen stressed the importance of generating succinct content to share information about an organization. She explained that most individuals do not have the time or attention span needed to read long blocks of text; rather, content for outreach initiatives should contain as little text as possible while still communicating all relevant information. As a result, the infographics utilize a mixture of images, graphic icons, and short blocks of text to share information without overwhelming readers with long paragraphs of text. The MCF should publish these infographics on its social media platforms, its website, on the door to its office, in local schools, and on its website.

4.5: Conclusion

From the survey, we learned how our respondents use social media, learn about news within the community, and how they would prefer to learn more about the MCF. The content analysis of the interviews identified how significant supporters of the MCF would prefer to learn about the community fund's news; interviewees preferred to learn more through social media, WhatsApp, and word of mouth. We also learned which issues interviewees viewed as the most significant challenges for Monteverde and why they continuously support the MCF. We observed that the MCF can improve its outreach efforts to better educate the community about its work, involve locals and youth in their initiatives, and adopt a more approachable and personable tone in future outreach initiatives via social media, newsletters, and in-person events. Based on

these results and findings, we have provided the Monteverde Community Fund with our conclusions and recommendations, which are discussed in Chapter 5.

Chapter 5: Conclusions and Recommendations

In this chapter we discuss the conclusions we drew from our results and analyses. We also present our recommendations for the MCF. Based on our discussions with the MCF staff, we organized our list of recommendations in order of importance. We begin by presenting the recommendations that should be awarded the highest priority by MCF staff members. The priority of each suggestion is lower as the chapter progresses.

5.1: Conclusions Drawn from Results and Analysis

From the survey administered to locals, we learned that respondents who frequented locations that our sponsors typically did not visit were less likely to have previously heard of the MCF. In addition, the respondents who had previously heard of the MCF first learned about the foundation mainly through word of mouth and knew the most about the foundation's projects and history. However, they lacked knowledge on how to donate or details about the Small Grants Program and fiscal sponsorship services. The majority of respondents reported regular use of WhatsApp, Facebook, and Instagram and preferred to learn more about the MCF through social media platforms and regular email newsletters.

During the interviews with donors, partners, and grant beneficiaries, interviewees stated that they would like to learn about the MCF through Facebook, WhatsApp, and regular email newsletters. The interviewees shared a concern about the lack of youth programs within the community. Interviewees explained that they continued to support the MCF because it funds community projects that are derived from local ideas and has produced positive outcomes. From these conclusions we have drawn the following recommendations.

5.2: Keep information about the MCF accessible to community members.

We recommend that the MCF invite grant beneficiaries and youth organizations that it has partnered with to participate in Instagram takeovers. Staff members can utilize the takeover guidelines and instructions that we have created (see Appendix F).

We suggest that the MCF utilizes the three infographics that we provided in order to form new partnerships with local businesses, explain the Small Grants Program application process,

and demonstrate how individual community members can donate to the organization. These infographics can be found in Appendix G.

We recommend that the MCF utilizes community voices to underscore the importance of the organization. We suggest that it uses the videos that we recorded and stored in the Interview Content Database in future outreach initiatives for the community. The Interview Content Database can be found in Appendix J.

We recommend that the MCF share news about administrative topics within the organization more frequently. We suggest that the organization publish more social media posts about new staff members, volunteer requests, or good news from the staff.

We propose that the MCF add a “Frequently Asked Questions” page to its website by implementing the list of questions that we provided in Appendix B. The MCF should add more questions to this list as necessary.

We also recommend that the MCF maintain an active presence on its social media platforms with a personable, accessible tone using the social media post templates that we created. We recommend that the MCF highlight grant beneficiaries and their current projects in these posts. The MCF should also send monthly email newsletters and an annual report using MailChimp. The report should be posted on partners’ websites to inform their customers about the MCF before they make a donation. The social media and newsletter templates that we provided can be found in Appendix H.

We recommend that the account should also interact directly with followers by liking comments, tagging community members in the posts they are featured in, and continuing to share the posts of partnering organizations on Facebook and Instagram stories.

We recommend that the MCF creates a WhatsApp announcement group to share news about the organization on a weekly basis. The guidelines and suggestions that we proposed for this group are explained in Section 4.4.5 and in Appendix F.

We also suggest that the MCF use the Google Form that we generated to collect updates from grant beneficiaries halfway through the project and at the end of the project. This form can be found in Appendix K. The MCF should then use this information to generate social media updates and newsletter content on each project to keep its followers and subscribers up to date.

5.3: Establish an enhanced presence at in-person community events

We recommend that the MCF hosts more events and workshops centered around topics of interest to interact with community members. We provided a list of potential workshops and events in Appendix I.

We recommend that the MCF establish an official presence at more local events. We suggest that the staff host tables at these events with printed versions of the infographics, donation boxes, and information about grant projects available. We also suggest that the table includes an incentive that encourages individuals at the events to follow the MCF on social media platforms. The incentive could be a small, carnival-like game. Individuals would have the opportunity to play if they made a donation or showed staff members that they were following the fund on a social media platform. Participants could win a small prize such as a sticker.

5.4: Emphasize the MCF's involvement with youth initiatives.

We recommend that the MCF requests that partnering organizations related to youth initiatives acknowledge the MCF in promotional materials. In return, the MCF should post about the partnering organizations on its social media platforms to inform its followers about connections with these other organizations.

We recommend that the MCF collaborate with teachers in local schools to advertise youth events before they take place, implement workshops for students, and spread awareness about the organization. The ideas for potential events that were presented in Appendix I could be adapted for youth.

The MCF should post more often on its social media platforms before upcoming youth events to encourage community participation. The organization could also make announcements about upcoming initiatives at the weekly community gatherings held at the Monteverde Friends School or submit advertisements about the events for inclusion in the weekly Monteverde Institute newsletters.

We recommend that the MCF cater the content on its Instagram account towards young people. The MCF should make an effort to feature youth events in Instagram posts and stories.

5.5: Conclusion

With these recommendations, the MCF can better convey its impact to the Monteverde community. By making information about the organization more accessible to community members, engaging with locals at more in-person events, and emphasizing the work that it does with youth initiatives, the MCF will be able to create a stronger interpersonal relationship with locals. As a result, the MCF may receive more volunteers, donations, and Small Grant Program applications in the future from community members. Community members cannot support a cause if they are unaware of its existence; enhanced impact communication strategies will enable more individuals to invest in sustainable community development in Monteverde. The MCF will then channel any resources that it derives from the additional support to assist community organizations and future projects.

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Appendix A: Sponsor Description

The Monteverde Community Fund (2019b), also referred to as the MCF, is a foundation whose mission is to promote sustainable community development in Monteverde, Costa Rica through the support of community led-projects, promotion of educational initiatives, and fiscal sponsorship of small local organizations. It is a private, nonprofit organization that is funded by donations from tourists, local businesses, and independent donors. A single angel investor supported the organization for the first six years of operation as the foundation established connections in Monteverde and started to collect donations from additional sources (T. Curtis, personal communication, November 18, 2019). Today, the MCF is primarily funded by traveler's philanthropy (Boehm, Cain, Cotter, & Stanton, 2018). This means that its main source of revenue and donations is derived through donations from the tourism industry in the Monteverde region.

International funders include the Inter-American Foundation, the Global Fund for Community Foundations, Amigos of Costa Rica, and the Costa Rica United States Foundation for Cooperation (CRUSA) Foundation (Monteverde Community Fund, 2019c). Amigos of Costa Rica (2019) is an American organization that connects donors in the United States to charitable causes in Costa Rica. Every two weeks, Amigos of Costa Rica transfers all donated funds to the CRUSA Foundation in Costa Rica. The CRUSA Foundation distributes these funds to each individual organization and collects annual reports on how the funds were used. Amigos of Costa Rica also acts as the MCF's 501(c)(3) fiscal sponsor, enabling it to receive tax-exempt donations in the United States.

The MCF (2019c) team currently consists of two full-time employees and eight board members. Employees include Executive Director Tim Curtis and Development and Communications Specialist María Vargas. The Board of Directors includes a President, Vice President, Treasurer, and five general members. Both Curtis and Vargas have backgrounds in communications. Tim Curtis worked as a Communications Assistant for the Monteverde Institute, and María Vargas practiced art, photography, and communications in New York City for three years before joining the MCF team. Curtis and Vargas both understand the community that the fund supports; Tim Curtis has lived in Monteverde for over 30 years and María Vargas was raised in the community.

The fund evaluates grant proposals by considering feedback from employees, board members, and community representatives (Monteverde Community Fund, 2019b). Proposals are presented to an Evaluation Committee that is composed of two MCF representatives, a local leader, a representative of the academic sector, and an expert in community development topics. The committee presents its findings to the MCF Board of Directors. The MCF has also established a Youth Fund. This fund is led by a Youth Advisory Board that enables local youths to create their own projects, develop their own ideas, and gain experience leveraging their own funds.

The MCF also holds workshops that educate community members on fund resources (G. Bachmann, September 18, 2019). Staff members moderate group activities that explain the purpose of the community fund, identify unmet local needs, and determine ways that the MCF can play a role in fulfilling those needs.

The fund can leverage a variety of pre-existing resources to more effectively communicate its impact to the community (Monteverde Community Fund, 2019a). For example, it has partners throughout the region. These partners include Hotel Belmar, the Monteverde Butterfly Garden, and Don Juan Coffee Tours. The MCF could also make use of the funds derived from traveler's philanthropy. As of 2015, the MCF operated with an annual grantmaking budget of \$20,000 (T. Curtis, personal communication, February 19, 2020). It distributes grants to local organizations in parcels of approximately \$4,000, with \$4,500 being the maximum amount awarded. Finally, the staff's communications expertise could allow them to develop sustainable storytelling strategies and distribute their message to locals and tourists (Monteverde Community Fund, 2019a).

Founded in 2012, the Monteverde Community Fund (2019a) is a fairly new organization. It is constantly adjusting to changing communication strategies. The organization itself is undergoing major changes as it grows (T. Curtis, personal communication, November 18, 2019). The MCF led a Capital Campaign from 2018 to 2019 that raised enough money to buy a new office space in the Monteverde Plaza.

The Monteverde Community Fund is just one of numerous organizations working to enhance the quality of life and build more sustainable communities in targeted areas of Costa Rica. One such organization is the SOMOS Foundation (2019) in Bahia Ballena, Costa Rica.

SOMOS is a non-profit organization that works to strengthen communities along the Central and South Pacific Coast of the country. The foundation provides strategic consultations, professional services, and small grants to projects and local organizations that support sustainable development and community security. Although the MCF and SOMOS share similar goals, they are independent organizations.

The Guanacaste Community Fund (2019), also known as the GCF, is based in Nosara and is another organization with a similar model and mission to the MCF. The GCF leverages donations from investors and philanthropists to promote community-based social programs and groups in the Guanacaste region in Northwestern Costa Rica. Although it supports a wide variety of organizations, the fund prioritizes initiatives that focus on education, economic development, health, and the environment. While the GCF is not an official partner of the MCF, both organizations are sponsored by Amigos of Costa Rica and the CRUSA Foundation.

While it does not distribute grants, the Monteverde Institute (2019) shares the MCF's mission to support the Monteverde community. The organization sponsors academic classes and internships on sustainable community development for national and international university students. It also performs research on topics related to environmental conservation, aids with local water resource planning, holds reforestation and health education workshops, and more. The Monteverde Institute and the MCF are currently independent organizations. However, the MCF was initially founded as a pilot project that was developed by the Monteverde Institute (J. Welch, personal communication, Jan. 29, 2020). The MCF eventually split from the Monteverde Institute to act as an independent entity.

Appendix B: Frequently Asked Questions Recommendations

- Who is eligible to apply for the Small Grants Program?
 - Groups of at least 5 people (no more than half of the group members can be related to each other). The ideas must benefit the entire community, not just a few people. The projects must not intend to make a profit. Government entities, for-profit companies, and individuals cannot apply. Also, purely religious, sectarian, or research activities are not eligible. More ineligible groups are social assistance programs, political parties or partisan movements, projects that are the direct responsibility of the government, and organizations with Small Grants projects that are still in progress.
- What is the difference between the youth grant and the normal grants?
 - We have not set clear guidelines yet about the difference between these two types of grants.
- How do you apply for the Small Grants Program?
 - Refer to this infographic on information about how to apply for the Small Grants Program: (put link to infographic about the Small Grants Program that we provided here)
- How do you donate to the MCF?
 - You can either go to the website under the “Join Us” section and make a donation through PayPal, make a direct deposit by working with your bank, or visit the office and make a donation in person! To learn more click this link: (insert link to donations infographic we provided once on the website or online)
- What is the MCF’s mission?
 - Unite diverse resources, shareholders and strategies in order to support and promote sustainable initiatives within the Monteverde region.
- What does the MCF use their collected donations for?
 - About 75% of collected donations goes towards the grants given out through the Small Grants Program. The other 25% is used for administrative matters and advertising for projects, informative campaigns, training, and work with the local youth.

- Where can I read about past projects?
 - Under the “Our Impact” section of our website (www.monteverdefund.org)
- How can you get involved with the MCF?
 - There are many ways to get involved with the MCF! You can volunteer, apply for a grant, donate, or become a partner!
- What is the Small Grants Program?
 - The MCF gives annual grants of up to \$4,500 to community initiatives that support the environment, a smart economy, the fight against climate change, and society, culture, and youth.
- What can the grants be used for?
 - The grant money can be used for equipment, machinery, training sessions, consulting, materials, supplies, activities, and human resources.
- How do I contact the MCF?
 - Website: monteverdefund.org
 - Email: admin@monteverdefund.org
 - Address: Local #52 Centro Comercial Monteverde
 - Phone: +(506) 2645-6967
 - Instagram: [@fondocomunitariomonteverde](https://www.instagram.com/fondocomunitariomonteverde)
 - Facebook: Fondo Comunitario Monteverde
- How many initiatives has the Small Grants Program funded?
 - 19 projects through 14 beneficiaries as of February 2020
- Are my donations tax-deductible?
 - Yes!
- What is a community fund?
 - Community foundations are grantmaking public charities that are dedicated to improving the lives of people in a defined local geographic area. They bring together the financial resources of individuals, families, and businesses to support effective nonprofits in their communities. Monteverde Community Fund is one to two such foundations in Costa Rica (Guanacaste Community Fund).
 - Source: Council on Foundations (<https://www.cof.org/foundation-type/community-foundations-taxonomy>)

Appendix C: Local Community Member Survey Protocol

English:

We would like to invite you to participate in a 5-minute survey. These questions will aid our research project in developing strategies that will better convey the philanthropic impact of a local community fund. Once it is finished, our project will be published on a digital database that is run by Worcester Polytechnic Institute in the United States. The report will be accessible to the general public. We would like to ask your thoughts on behaviors related to charitable giving. **We are not asking participants to give money and we will not be collecting donations;** the purpose of this survey is to understand local usage of social media and donation habits. We will use direct quotes from responses, but we will not include the names of those surveyed in the final report. This survey is completely voluntary and can be stopped at any point. Please feel free to ask us any questions about our research before you respond. We can be contacted at any time via email at gr-mvcommunityfundc20@wpi.edu.

- What social media do you use frequently?

Facebook

Instagram

WhatsApp

Other (Please specify) _____

- What do you usually do on these apps?

View other people's posts

Look for channels of interest

Post photos, videos, or status updates

Communicate with friends and family

Other (Please specify) _____

- How interested would you be in donating to a nonprofit organization that invests in sustainability and community development in Monteverde?

Extremely interested

Very interested

Slightly interested

Not interested at all

- What would you need to know about a nonprofit organization before you would consider donating? (Select all that apply)

Mission statement

History of the organization

Success of past initiatives

How funds are used

How donations are collected

- How much money is typically donated per donor
- Which services the fund provides
- Whether donations can be deducted from taxes
- Whether donors can follow up later to see how the organization is doing
- Other (Please Specify) _____

- Have you heard of the Monteverde Community Fund?

Yes

No

The Monteverde Community Fund is a nonprofit organization that funds programs promoting sustainable community development in Monteverde.

- *If you answered yes to the previous question:*
 - How did you first hear about the Monteverde Community Fund (MCF)? (Select all that apply)
 - Social media (Facebook, Instagram)
 - MCF website
 - Speaking to other individuals

Products sold in Local Stores

Walked by the office

Other (Please specify) _____

What do you know about the MCF? (select all that apply)

Mission statement

History of the organization

Past projects funded by the MCF

Small Grants Program

Fiscal sponsorship services

How to donate to the organization

Goals of the organization

Capital Campaign

Other (Please specify) _____

• Would you consider donating to this organization?

Definitely yes

Probably yes

Probably no

Definitely no

- What would be the best way to reach you with information on the Monteverde Community Fund?

Social media

Brochures in hotels

Event showcasing grant beneficiaries

Email newsletter

Other: _____

Spanish:

Nos gustaría invitarle a participar en una encuesta de 5 minutos. Estas preguntas ayudarán a nuestro proyecto de investigación para desarrollar estrategias que transmitan mejor el impacto de un fondo comunitario local. Cuando esté completo, nuestro proyecto se publicará en una base de datos digital administrada por Worcester Polytechnic Institute en los Estados Unidos. El informe será accesible al público. Usaremos citas directas de las respuestas, pero no incluiremos los nombres de los encuestados en el informe final. Nos gustaría preguntarle qué piensa sobre las donaciones caritativas. **No estamos pidiendo a los participantes que den dinero y no recaudaremos donaciones.** El propósito de esta encuesta es comprender el uso local de las redes sociales y los hábitos de donación. Esta encuesta es completamente voluntaria y se puede detener en cualquier momento. No dude en hacernos cualquier pregunta sobre nuestra investigación antes de responder. Nos puede contactar en cualquier momento por correo electrónico a gr-mvcommunityfundc20@wpi.edu.

¿Qué redes sociales utiliza con frecuencia?

Facebook

Instagram

WhatsApp

Otro (especifique por favor) _____

¿Qué usualmente hace en estas aplicaciones?

Ve las publicaciones de otras personas

Busque cuentas de interés

Publica fotos, videos o actualizaciones de estado

Se comunica con amigos y familia

Otro (especifique por favor) _____

¿Qué tan interesado estaría en donar a una organización sin fines de lucro que invierte en sostenibilidad y desarrollo comunitario en Monteverde?

Extremadamente interesado

Muy interesado

Un poco interesado

No estoy interesado en absoluto

¿Qué necesita saber sobre una organización sin fines de lucro antes de considerar donar? (Seleccione todas las que correspondan)

Declaración de misión

Historia de la organización

Éxito de iniciativas pasadas

Cómo se usan los fondos

Cómo se recolectan las donaciones

Cuánto dinero se dona típicamente por donante

- Qué servicios proporciona el fondo
- Si las donaciones pueden deducirse de los impuestos
- Si los donantes pueden hacer un seguimiento más tarde para ver qué está haciendo la organización
- Otro (especifique por favor) _____

¿Conoces el Fondo Comunitario Monteverde?

Sí

No

El Fondo Comunitario Monteverde es una organización sin fines de lucro que financia programas que promueven el desarrollo comunitario sostenible en Monteverde.

Si respondió sí a la pregunta anterior:

¿Cómo se enteró por primera vez del Fondo Comunitario Monteverde (FCM)? (Seleccione todas las que correspondan)

Redes sociales (Facebook, Instagram)

El sitio web del FCM

Hablando con otras personas

Productos vendidos en tiendas locales

Pasé la oficina

Otro (especifique por favor) _____

¿Qué sabes sobre el FCM? (Seleccione todas las que correspondan)

Declaración de misión

Historia de la organización

Proyectos pasados financiados por el FCM

Programa de pequeñas subvenciones

Servicios de patrocinio fiscal

Cómo donarles

Objetivos de la organización

Campaña de capital

Otro (especifique por favor) _____

¿Consideraría donar a esta organización?

Definitivamente sí

Probablemente sí

Probablemente no

Definitivamente no

¿Cuál sería la mejor manera de contactarlo con información sobre el Fondo Comunitario Monteverde?

Redes sociales

Folletos en hoteles

Evento que muestra los beneficiarios de las subvenciones

Boletín electrónico

Otro: _____

Appendix D: Interview Question Brainstorm

Interview Questions: MCF Supporters

- Why did you come to Monteverde?
 - ¿Por qué vino a Monteverde?
- What made you stay in Monteverde?
 - ¿Por qué se quedó en Monteverde?
- How long have you/your family lived in Monteverde? Your parents? Your grandparents?
 - ¿Cuántos años ha vivido en Monteverde usted? Sus padres? Sus abuelos?
- How have you seen the community change over time?
 - ¿Cómo ha visto cambiar la comunidad a través del tiempo?
- Why do you keep coming back to Monteverde?
 - ¿Por qué regresa a Monteverde?
- What are you passionate about promoting in the community?
 - ¿Que se apasiona promocionar en la comunidad?
- What do you think the community needs to focus on in the future?
 - ¿En qué cree que la comunidad necesita enfocarse?
- What kind of projects would you like to see in the next few years?
 - ¿Qué tipos de proyectos quiere ver en los próximos años?
- In your opinion, what are the greatest challenges that Monteverde currently faces?
 - ¿En su opinión, cuáles son los desafíos mejores en la comunidad de Monteverde?
- What inspires you to support the MCF?
 - ¿Que se inspira a apoyen el Fondo Comunitario?
- In the past, what has your relationship with the MCF been?
 - ¿En el pasado, que tipo de relación ha tenido con el Fondo?

- What kind of relationship would you like to establish with the MCF in the future?
 - ¿Que tipo de relación quiere tener en el futuro con el Fondo?
- How do you see yourself making a stronger connection or getting more involved with the MCF?
 - ¿Como se ve a su mismo haciendo una conexión más fuerte o involucrarse más con el Fondo Comunitario?
- How long have you maintained your relationship with the MCF?
 - ¿Por cuántos años ha mantenido su relación con el FCM?
- What drives you to maintain this connection?
 - ¿Porque mantiene su relación con el FCM?
- How have you seen the community benefit from what the MCF does?
 - ¿Cómo ha visto la comunidad beneficiarse de lo que hace el FCM?
- What characteristics would you use to describe the MCF?
 - ¿Qué características utiliza para describir el Fondo?
- In what ways would you like to see the MCF grow?
 - ¿De qué maneras se gustaría ver crecer el Fondo?
- How do you get news about the community?
 - ¿Cómo obtiene anuncios sobre la comunidad?
- Do you use social media? If so, which platforms?
 - ¿Usa redes sociales? ¿De ser así, qué tipos de redes sociales usa?
- Does your organization use social media? If so, which platforms?
 - ¿Su organización cuenta con los redes sociales? ¿De ser así, qué tipos de redes sociales usa?

- Are you connected with the MCF on social media? If so, which platforms?
 - ¿Ya nos sigue el Fondo Comunitario en las redes sociales? ¿De ser así, qué tipos de redes sociales?
- How would you prefer to learn more about the MCF's current initiatives?
 - ¿Cómo prefiere obtener más información sobre las iniciativas actuales del Fondo?
- What are some ways that your business effectively communicates with the surrounding area?
 - ¿Cómo comunica efectivamente su empresa con la comunidad?
- How do you think the MCF could advertise to the surrounding community more effectively?
 - ¿Cómo cree que el Fondo Comunitario puede anunciar a la comunidad de manera más efectiva?
- What other information would you like to learn more about the Monteverde Community Fund?
 - ¿Qué otra información le gustaría conocer más sobre el fondo comunitario?

Additional Questions- Beneficiaries

- Why did you first become involved with your organization?
 - ¿Por qué se involucró con su organización?
- How long have you been working with your organization?
 - ¿Por cuántos años ha trabajado con su organización?
- Why did you apply for a grant from the MCF?
 - ¿Por qué solicitó para una subvención del FCM?
- What was the goal of your project?
 - ¿Cuál fue el objetivo de su proyecto?
- How did you learn about the MCF?
 - ¿Cómo se enteró del FCM?

- What was the grant application process like?
 - ¿Cómo fue el proceso de solicitud de fondos?
- What impact did the grant have on your project?
 - ¿Qué impacto tuvieron los fondos en su proyecto?
- Were you able to accomplish anything that would not have been possible before?
 - ¿Qué pudo hacer que no hubiera sido posible antes?
- What was the outcome of the initiative?
 - ¿Cuál fue el resultado de su iniciativa?
- Are you aware of any other projects that might benefit from an MCF grant?
 - ¿Conoce de otros proyectos cuales se beneficiarían de una subvención del FCM?

Appendix E: Interview Key Takeaway Documents

E1: Sigryd Collado and Annelie Hoepker

Background

- They have worked for the Trapp for 8 or 9 years.
- They take care of everything that has to do with sustainability. Costa Rica has a certification for sustainable tourism (CST) which is the main thing that the Trapp Family Lodge hired them to work on implementing this in the hotel. They work mainly directly with the owners of the hotel; they really don't work with the clients.
- They visit Monteverde once a month.
- They meet with the alliance of four hotels that the Trapp Family Lodge, Hotel Belmar, Los Pinos, and Cala Lodge have created to benefit the community and help the others with the CST.

MCF Knowledge

- The first connection they had was with the MCF was with the mini collection centers (the donations bins).
- When Justin Welch worked at the MCF they had meetings where they would discuss how the MCF could help the hotels to implement the CST.
- They started giving donations to different funds and selling the bookmarks and giving the envelopes to guests to give a donation. This has been a long-term connection.
- They like the MCF a lot because they feel that it is an organization that supports sustainable initiatives over time and is a trustworthy organization that selects the projects that need support.
- They facilitate the process of the certification, which is what they see as one of the biggest benefits of the MCF for the businessmen.

- There is analysis of different sectors and it is very good the MCF is composed of many relevant actors in all of the areas of Monteverde: diversity, culture, and all different tastes and flavors
- They know they only have one or two people working at the fund and this person cannot do everything. They understand why there may not be enough communication, because there may not be time to maintain it.

Outreach Initiatives

- They had one workshop talk about the indigenous town and the ancestral people of the region. There was a large turnout and the people were very happy to know the history that Monteverde has. This showed there was a lot of interest in cultural information.
- Sometimes they will know about projects the MCF is giving money to. Sometimes the fund will communicate or give cards that will mention the chosen projects. But it is important that the MCF share, through social media or email, what the projects are doing, past and new projects. This needs to be communicated to the people.
- Monteverde Institute
 - They communicate the most about what is going on in the community.
 - Every Tuesday the MVI gives out an electronic newsletter on the activities for the week.
- Zona Alta Medios
- Facebook
- WhatsApp - Communicate a lot through groups

Communication with Tourists

- She wishes the fund had resources for them that presented the projects because many people do not know much about them.
 - She can't have guests donate if they don't know what the MCF does

- Zona Alta Medios is good for communication with locals but not visitors
- She has seen a lot of influence in donations when the receptionist describes who the organization is and what they do.
 - Explain what the fund is, explain the projects and that they help local projects

E2: Christine Hall

Storytelling

- She has been to Monteverde 9-10 times and first came to Monteverde in 2001 with an organization called Friendship Force of the USA. They wanted to have a sister city for Estes Park, so she came to investigate the similarities and the culture of Monteverde.
- In 2003, Estes Park decided to donate books to Monteverde and gathered books by starting a book drive and buying bilingual books from Scholastic. They wanted to support the start of a public library, because public schools didn't have libraries for kids to read.

Community Involvement

- She is passionate about Monteverde because she is involved with the sister cities organization, as well as having relationships with so many people there, and memories of bringing her family there.
- She wants to support the library initiative because people need to have the ability to educate themselves and it's important to have books to read.
- She lives in a wealthy senior home and she wants to use her wealth to help support the library.

MCF Thoughts

- She thinks it's important to have a community fund that people can trust, because the volunteers or leaders of the fund are held accountable.

- More donations are made if people trust the fund.
- There's lots of transitions and connections made by talking to different people when working with individual projects.
- Fund is consistent for the community.
- She would like to learn more about the current projects, who the board is and who is running it, the structure and bylaws, and its association with the municipal government.
- They need to work on communication, because nothing will get done without communication.

Outreach Initiatives

- Online and WhatsApp
- Skype and WhatsApp for out of country talking
- Zona Alta
- Facebook
- She would like email newsletters once a week or more.

E3: Harriet Joslin

Storytelling

- Moved from the United States to Monteverde with her husband 15-16 years ago. She lives in Monteverde full-time now. They chose Monteverde because it was conservation-oriented; they thought that the abundance of birds, trees, and nature made it a good place to retire.
- She has seen breathtaking changes in the community over the past two decades. There are a lot more tourists and the infrastructure is slightly better, but the people that live in Monteverde are being squeezed more and more. Basic needs like food, housing, and transportation are getting more expensive.

Community Involvement

- She believes that the most important issue for the community to address is making Monteverde livable for Costa Ricans (not just wealthy retirees or tourists) while maintaining reasonably well-paying jobs.
- She believes that the community can tackle this problem by balancing the need for affordable housing with the construction of new hotels and restaurants.

MCF Thoughts

- She continues to support the MCF because she wants to support the work that they do in the community.
- She believes that the most significant initiative that the MCF has undertaken is their work with CORCLIMA. CORCLIMA works with recycling, water treatment systems, and other services that most North Americans view as government responsibilities.
- In the future, she would like to see the MCF get involved in initiatives to build infrastructure that supports the needs of the growing community. She believes that it is important to find places for young people to live in the community because at the moment, it is hard for them to get involved. There are bus services from towns that are farther away, but they do not run frequently enough to be convenient.
- She would be interested in finding out whether the MCF could finance early research on the feasibility of turning the former bull ring into a site for affordable housing or housing for the elderly.

Outreach Initiatives

- Gets her news about the community through word of mouth, weekly updates from the Monteverde Institute, and the Quaker community. She believes that she does miss out on a lot.
- In the future, she would be interested in learning more about the MCF through a newsletter or word of mouth from friends.

- She would guess that a high percentage of people in the community don't know anything about the Fund or that it is linked in CORCLIMA.
- Mentioned opportunity for publicity at the grand opening of the new office.
- She is not interested in being bombarded by information that she cannot control on Facebook.

E4: Gaby McAdam

Storytelling

- Gaby, her parents, and her three other siblings moved to Monteverde in 1991. They originally lived in the town of Puntarenas and San Jose. They moved to Monteverde because when her father was younger, he worked on a small farm here that was run by a relative. Here he met someone who wanted him to help build a school. Because of these small-world connections he ended up here with his family.
- Gaby wanted to move away from MV in her high school years and moved to Buffalo, NY to complete her final year of high school. She then went to school in San Jose but soon realized that the city was not her place. She realized that it is very hard to leave Monteverde and started getting involved in things here, got work, and moved back.
- Monteverde is a very united community, mainly because the Quakers have "traditions that make the community very together".

Community Investment

- Need to balance tourism and growth. Tourism is the main income in Monteverde, but it also causes limited resources such as water.
- The community needs more youth programs. MV needs programs that give the youth options to learn, educate themselves, and do good things in their free time.
- Gaby's projects designed a new teacher house for the MV Friends School and created a system for rainwater catching and management. Her building has been in use for 2-3 years.

MCF Thoughts

- She says that the MCF is doing the best thing that they can: empowering people. MCF is giving that push that people need to get their projects going.
- The MCF is inclusive, open to new ideas, good at seeing opportunities in the projects that come to them, and that they give grants to a very wide variety of projects for many different things
- She believes the MCF can have more outreach and should try to attract more people as she believes many people do not know what the MCF actually does. She knows this is difficult though as the human resources are limited.

Outreach Initiatives

- Zona Alta Medios
- Weekly news announcements from the MVI
- WhatsApp groups - groups for events, security, etc.
 - Zona Alta WhatsApp group - only administrator can send messages
- Email bulletin
- Workshops to explain what the MCF does
- Brochure to explain projects they are doing/have done

E5: Heidi Pérez

Storytelling

- She grew up in a town located just outside of the official district of Monteverde (about 10 kilometers away). Her parents and her grandparents had lived there for their entire lives.
- She has seen significant benefits and challenges arise for the community as a result of tourism. Tourism has brought more infrastructure and a source of employment, but it has also

introduced new problems with security. Furthermore, young people are working in tourism rather than preparing for professions. Their parents work long hours and as a result, young people stay alone in their homes all day.

- She sees the mountains, clean air, and strong community in Monteverde as a blessing and as a gift. She believes that tourists can see the energy, peace, and tranquility of the region and develop a love for it.

Community Investment

- Believes that funds should be distributed in a careful manner to ensure that businesses invest in their employees and in community projects.
- The interest is there when it comes to supporting youth initiatives in the region, but it's hard to find a channel that is sufficient or has enough support.
- Believes that while the community is working hard on environmental and economic initiatives, there will be repercussions if it does not start to focus more on social issues.
- Believes that the ExploreMonteverde platform is crucial because it allows small and large businesses alike to advertise their products and offer tourists the best experience possible. It opens the door to opportunity for both business owners and tourists.

MCF Thoughts

- Decided to apply for a grant from the MCF after attending a workshop series on how to formulate a project. Received a grant to develop an online informational platform for tourists to give companies a fair shot regardless of size. The second phase involved facilitating sales through the site; this phase was less successful due to security issues.
- Believed that the Chamber had a lot of help throughout the project process; if they ever had questions, they could go to the MCF office to get help. They had resources they didn't before.
- Thinks that it's great that the MCF has started to expand to neighboring communities.

- Believes the MCF has done incredible things in the community that have not been observed anywhere else in Costa Rica.

Outreach Initiatives

- Gets her news about the community from Facebook, emails, WhatsApp, and the radio service provided by Zona Alta Medios.
- Her organization uses Instagram and Facebook.
- Prefers to learn about the MCF from social media and emails. Would be interested in joining a MailChimp mailing list. Also recommends face-to-face time with events for the community.

E6: Wendy Rockwell

Storytelling

- Wendy was born and raised in Monteverde. She lived in the United States for twenty years and returned to the community in 1990. She has seen significant changes in Monteverde over the course of her lifetime. When she was a child, there were no tourists or hotels. Whenever she heard a car, she knew immediately who it belonged to.
- After being elected to the city council in 2003, she helped establish a relationship with Estes Park, CO as a sister city. Estes Park donated 300 books for a community library, and Wendy began to visit schools lending out books to the children.
- The program was popular as children began to embrace the idea of taking care of things. Parents started to donate books when they noticed what she was doing. Today, it's tough to compete with the internet and video games.

Community Investment

- Library can be an interface between the locals and the government by having information for community members. Many locals outside of the municipal government know very little

about how the budgets are approved or where they come from. With this lack of information, it may be difficult for locals to feel empowered.

- In the next five years Wendy hopes for the library to be a place for the community. She hopes that it will promote a reading culture that Costa Rica does not necessarily promote. She hopes to gain more community participation and fill any voids in the community after finding out what they are.
- She invests in the community because she genuinely enjoys it.

MCF Thoughts

- Wendy was not familiar with all of the projects that the MCF has given grants to.
- She says that she appreciates all the work they are doing, recognizes that it is very important, and hopes that they continue the work they are doing in the future.

Outreach Initiatives

- Word of mouth
- Workshops on things that interest her and community members
- WhatsApp
- Facebook
- Not connected with MCF on personal accounts, but is on library accounts
- Asemblea

E7: Julio Rojas

Storytelling

- He will have been in Monteverde for two years in April. He was given an opportunity to work in Guanacaste and went to collaborate with them first.

- He believes that in Monteverde, you work with more opportunity. Because Monteverde is a smaller community, there are more community organizations (like the MCF). People are more invested in local initiatives and individuals can grow personally and professionally. Other places, primarily larger ones, don't have community funds to help the community.
- People in Monteverde work together more than other places. This helps gather ideas and is very important for the community.

Community Investment

- The Institute has worked on projects for garbage elimination and recycling programs, soil and water maintenance, and reforestation.
- Monteverde is a community where tourists and community members come together and support the environment. It's a place where locals can focus on themselves and work together but also allow tourists to enjoy the environment and coexist.

MCF Thoughts

- Believes that the role of the fund is extremely important to the community
 - It gives life to good ideas that come from the community.
- He has worked on two projects with the MCF and he is very thankful for all the help.
 - The Reforestation Program existed with the Institute for a while, as it was an ongoing program. They focused on adding more trees, because people cut them down to build houses.
 - For the Soil Conservation Program, they talked to people on farms and realized they needed to protect the soil. Most people wanted to, but they didn't know how, so they wanted to educate people on how to do so.
- They already had an impact with the projects, but the funding from the MCF allowed them to have more impact and educate more people.

- He thinks the MCF should have more interaction with CORCLIMA and they need a larger role within the community, such as doing fieldwork and activities.

Outreach Initiatives

- Big groups for WhatsApp
- Receives most information through email
- Big emphasis on LinkedIn
- Sees Facebook videos, but uses Instagram more personally
- He wants to see more work with younger people.
- Believes people are interested to know more and if they know more, they'll be more interested in donating.
- Would like to see videos, streams and live updates

E8: Raquel Sanchez-Castro

Community Challenges

- She believes that accessibility to drinkable water is Monteverde's greatest current challenge. It would be helpful to develop a system that is unique to Monteverde. With so many hot summers in the past few years, people are drinking a lot more water.
- She is also concerned with climate change, wastewater disposal, and the use of single-use plastics. Believes the MCF should help set an example for other communities.

MCF Thoughts

- Believes that the MCF should involve themselves in larger projects that present greater challenges.
- Would like to see workshops to support culture- if individuals don't understand their culture, they won't value it and may act more negligent towards it.

- Would like to see the MCF take the lead more on CORCLIMA initiatives.
- Would like to see the MCF work with the municipal government more often. She thinks the fund has ideas that can impact everyone, especially with more collaboration.
- Believes the MCF needs to be clearer about how to apply for a grant. She suggests a FAQ page on the website.
- The MCF needs to clarify the difference between the youth and normal grants.

Communication Methods

- Personal and organization social media (Facebook, Instagram, and Twitter)
- WhatsApp groups
- Communicates with community through social media, events they hold, and WhatsApp

Outreach Suggestions

- Would value a periodic (annually, semesterly, etc.) summary of what the MCF has accomplished in the given time period. Individuals that choose to stay at Cala Lodge are already interested in sustainability; they would likely be receptive to learning about the MCF. If they had a summary to post on their website (rather than referring guests to the MCF website), it would be easier to encourage them to donate.
- The screen with a video about the MCF has been useful. Tourists wait for tours, check-in, or check-out and watch while they wait.
- The MCF should build their presence on Instagram to reach more young people. They can post more stories and make a point to post about youth activities. If they were to share about youth initiatives or Far Corners plays, kids themselves would share it with their friends. She believes the Facebook presence is sufficient. But she would like to see a WhatsApp group.
- Have fun with outreach- many people view the fund as a serious organization, might believe that their projects are not serious enough to apply for the grants.

- Change begins with the youth in Monteverde. The fund could benefit from activities with young people in schools as they go home and teach their parents.
- Need to take advantage of projects they are already part of. They collaborated with Far Corners, an organization that works with around 40 kids, and didn't advertise about it.

E9: Katy VanDusen

Storytelling

- She came to Monteverde in 1980 when she was 21 and had just graduated college. While in college she became a Quaker, which was one of the reasons she wanted to come to Monteverde. She moved to Monteverde permanently in 1990. She raised her children here and really loves being part of the diverse community that is small but also very connected to the natural world.
- She is from Michigan, where her mom was involved with a community fund. She liked the idea of having a fund here and got involved with the MCF. She was interested in doing some kind of climate action on the community level, but she didn't have a platform from which to work, so she decided to work with the community fund. Generally, things that are good for the climate are also things that have many other benefits for people.

Community Investment

- She was on the MCF board of directors in 2014-2015 and is now the coordinator of CORCLIMA.
- She is involved to the max in initiatives supporting the mission of the community fund.
- With the MCF she helped create a fund to offset footprints called Compense Su Huella and is on the committee that manages visionarios, which combines visionary with cycling, and works to make cycling a safe and reliable transportation in Monteverde.
- The community fund embraces public transportation, bikes or walking, as well as bringing a sense of community to Monteverde.

MCF Thoughts

- They need more and better communication.
 - It is an art to connect to people, so they feel like it's a "good use of their time."
- Storytelling is key.
 - Social media, posts and outreach must be short
 - They need to find a way to make their storytelling fun and maintain the fun in the community fund.
- The MCF should keep in mind that the best resources aren't always financial.

Outreach initiatives

- Keep all outreach SHORT and quick.
- Email
- Word of Mouth is very important and her preferred method of communication.
- She enjoys the conservation WhatsApp messages that are once a month with little bits of news. They should not be audio messages. They should have short text and visuals.

E10: José Luis Vargas

Storytelling

- José grew up in Monteverde, went to high school at Friends School, then moved to town in Central Valley. His mom had 14 family members and his father had 5. His father moved to Monteverde as a teacher. Jose has 11 siblings and is the oldest.
- He started working in San Jose. In 1977/1978 he was invited to be assistant manager of the Cheese factory. He spent 10 years as assistant manager. In 1986, he was named general manager. In 2005 - 2010, globalization of trade between different countries posed a risk from

the trade deal between CR and US and EU. They sold the company to Sigma Alimentos in 2013. He worked for the new company for a year then left.

Community Investment

- 30 years ago, Guillermo and Jose started to work on an idea of adventure and agriculture production.
- 2008: after expanding by buying farms and more people joining, Union Barson was formed. Now it has 15 members, and 4 farms.
- 2008: Started Life Monteverde
 - Goal was to provide education for younger generations.
- Monteverde is important in ways that relate to community, nature, peacefulness, culture.
- MV struggles with how to grow but also take good care of the things that make MV special.
- Monteverde needs to work on bringing the community together and not relying on the government.
- MV doesn't draw just typical tourists.
- MV is a special place.
 - Cultures mix in Monteverde.
 - Able to meet people from around the world, which creates more connections.

MCF Thoughts

- MV is far from main cities, and close to protected areas, which makes it hard to rely on the government to start initiatives.
- MCF tries to work with local activities to unite the community in addressing the community problems in a more organized way.
- Opportunities for young people and entrepreneurs. The community needs to be able to see how MCF impacts the community in the long run.

- Continued Involvement in the community is crucial.
- Coordination with various organizations could be helpful.

Outreach Initiatives

- Radio Zona Alta Medios
- Monteverde Institute's weekly bulletin
- Facebook
- WhatsApp

E11: Justin Welch

Storytelling

- Moved to Monteverde in 2006 with his wife after they obtained graduate degrees from the University of Georgia. Staying in Monteverde was “a fluke in a way”; he never had any expectations of staying for an extended period of time. He felt welcome from the very beginning and started to get more and more involved in community projects and NGOs. Felt honored to be even a small part of the story of Monteverde.
- He is currently focusing on the development of a systematic organic waste and resource recovery system. One idea is to develop a wastewater treatment facility; another is to implement a municipal solid waste transport center.
- He was the Founding Director of the MCF. It started with the idea of “traveler’s philanthropy.” The organization was a pilot project from the Monteverde Institute and evolved into a distinct entity.

Community Investment

- Views municipal commissions as a “totally positive thing.” Local governments share the concerns of the people and leverage a budget. International organizations may lose funding and leave community members scrambling to fund initiatives; the government is a constant.
- He believes that the community should stay connected and interactive. And keeping small organizations (such as Far Corners) alive and interconnected is a great way to reach the goal.
- It’s important to institutionalize processes- ensures that they continue in the future.

MCF Thoughts

- “In a general sense, communities are constantly changing- you know the cliché, the only constant is change. For an organization like the Monteverde Community Fund,” it’s vital to keep your finger on the pulse and understand how to adapt alongside the community.
- He appreciates the MCF’s growth over time, especially the accomplishments in 2019 for the Capital Campaign. He believes that the MCF “should not go back” and should aim bigger- the high from last year should be a new baseline.

Outreach Initiatives

- Zona Alta Medios
- Word of mouth
- Event announcements
- Facebook (personal & organization)
- WhatsApp
- MailChimp
- Website (organization)
- Suggested use of bulletins or longer emails

- Personally, prefers more traditional approach (e.g.: bulletin board, newsletter etc.) rather than the social media

E12: Jannelle Wilkins

Storytelling

- Jannelle first decided to buy a property in Monteverde in 2003, then in 2005 bought a house. In 2008, she got a job after she retired, which got her settled in Monteverde.
- Monteverde's tourism is now much more pronounced. Community is now more based on tourism rather than agriculture.

Community Investment

- Jannelle has passion towards the community fund and the library. She also is interested to see projects focusing on affordable housing.
 - She wants people to be able to come and stay for an extended period of time.
- Projects that need more work:
 - Garbage, recycling, climate change, CORCLIMA, water treatment
 - Affordable housing for older generations
 - Opportunities for younger community members
- She, as a community member, has the responsibility to help the community run. Everyone has to participate in order for the community to work.
- She is passionate about supporting the MCF, because of the community driven and supportive energy, as well as what they do for the community.
 - There is a broad range of projects to be involved in.

MCF History

- Jannelle says the MCF started with the idea of travelers' philanthropy, trying to look at ways for travelers to give back to the community. Over time, it transferred attention to locals as well. Since then, some businesses started helping out the community and the community fund is a good medium to address big problems as well as small projects.
 - Tourists helped in certain ways, but not in a way Jannelle had hoped.
- MCF supports important initiatives such as the Santa Elena library and CORCLIMA. It also helps with the municipal commission, as an umbrella for nonprofits so that people can focus on what they are passionate about. Starting a nonprofit in Costa Rica is complicated due to bureaucratic elements.

Outreach Initiatives

- Monteverde Institute weekly email
- WhatsApp group
- Facebook
- Word of mouth

Monteverde Community Fund: Outreach Initiatives User Manual



Last Updated March 2020

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1.0: Use of Interview Content Database

In January 2020, a group of students from Worcester Polytechnic Institute in the United States interviewed local donors, partners, and grant beneficiaries to gather recommendations for future outreach initiatives. The group also collected storytelling material that could be used in future outreach initiatives. Key quotes were clipped from each interview and stored on a hard drive. The instructions for upkeep and use of the database can be found below.

1.1: Hard Drive Details

- The videos are stored on a Toshiba Canvio Basics hard drive with 1 total TB of storage. As of March 7th, 2020, 123.61 GB of the hard drive had been used (877.06 GB remaining).
- How to Check Remaining Storage on Mac
 - Right click on “MCF Promotion” in Finder
 - Click “Get Info”

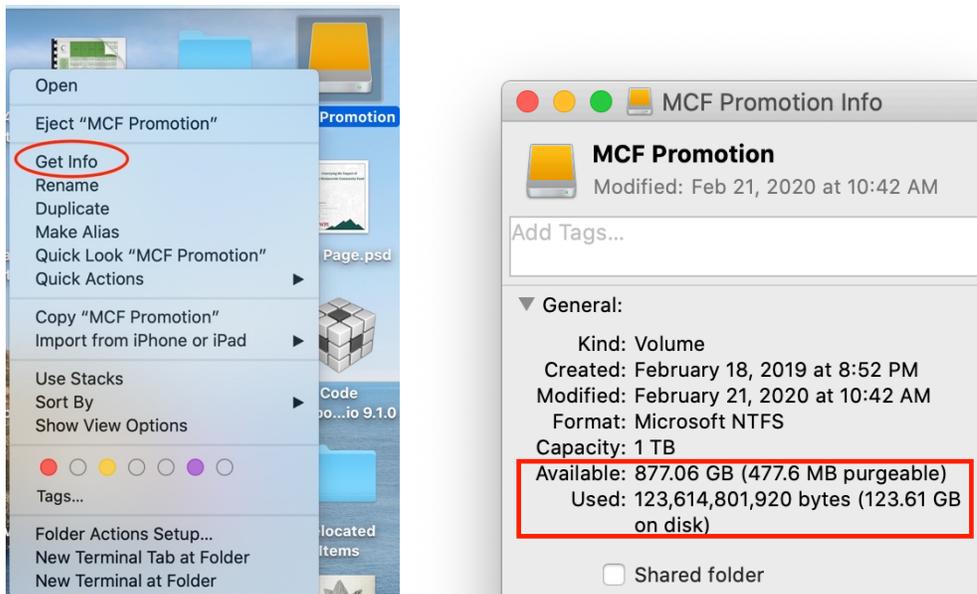


Figure F.1: Hard Drive Storage on Mac

- How to Check Remaining Storage on Windows
 - Right click on “MCF Promotion” in File Explorer
 - Click “Properties”

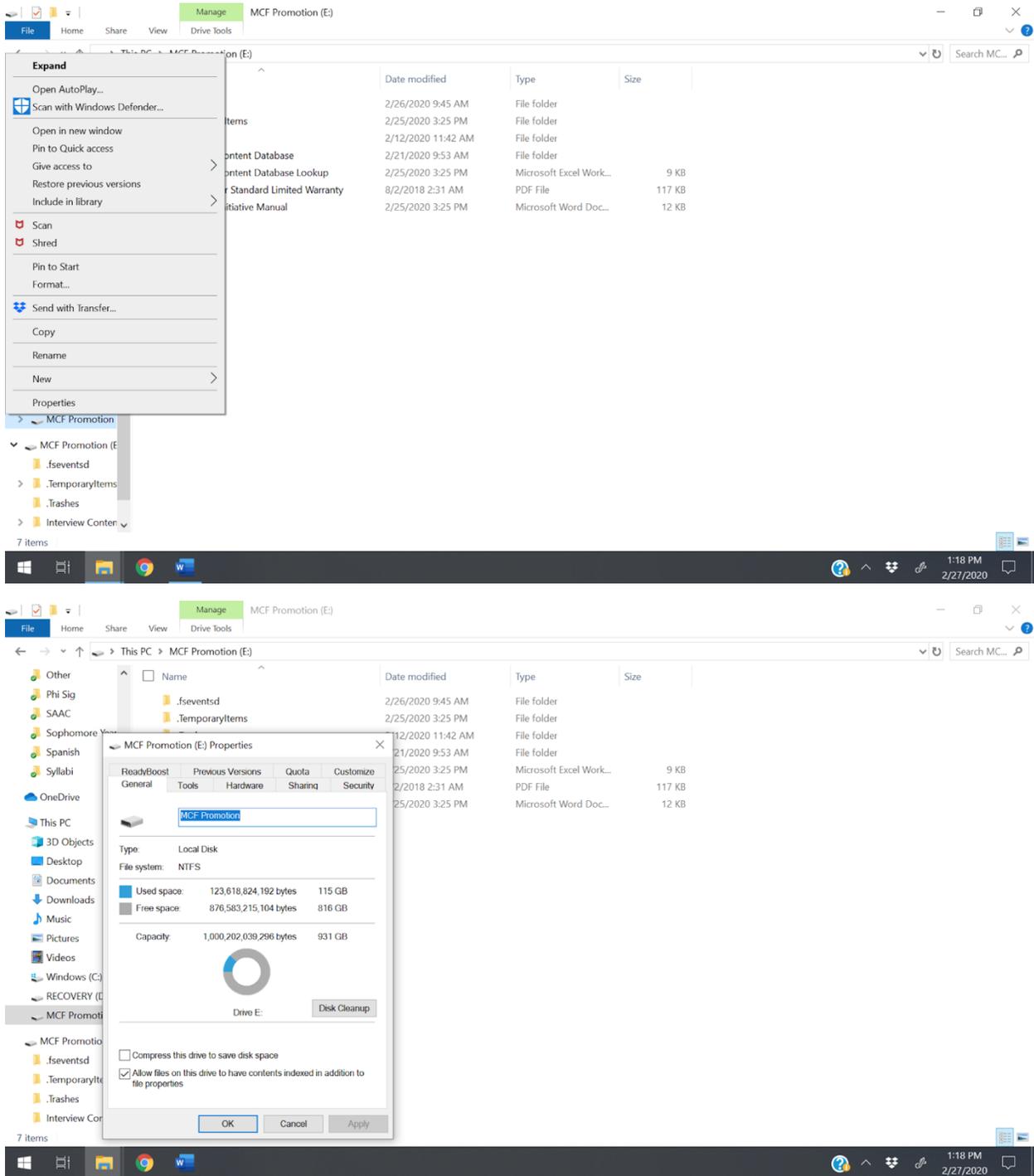


Figure F.2: Hard Drive Storage on Windows

- The hard drive was sold with a standard limited one-year warranty. The warranty will expire on February 11th, 2021.

1.2: Hard Drive Organization

- The videos are organized in a series of folders on the hard drive. The folders are named after one interviewee each (for example: Julio Rojas, Gaby McAdam, etc.). All clipped videos from each corresponding interview are stored in the folders. One folder (Full Videos) holds the complete, unclipped video recordings from each interview. Refer to the screenshot of the video organization below.
- How to View Videos on Mac
 - Select “MCF Promotion” in Finder
 - Click “Interview Content Database”
 - Click on the interviewee name (Example below: Christine Hall)

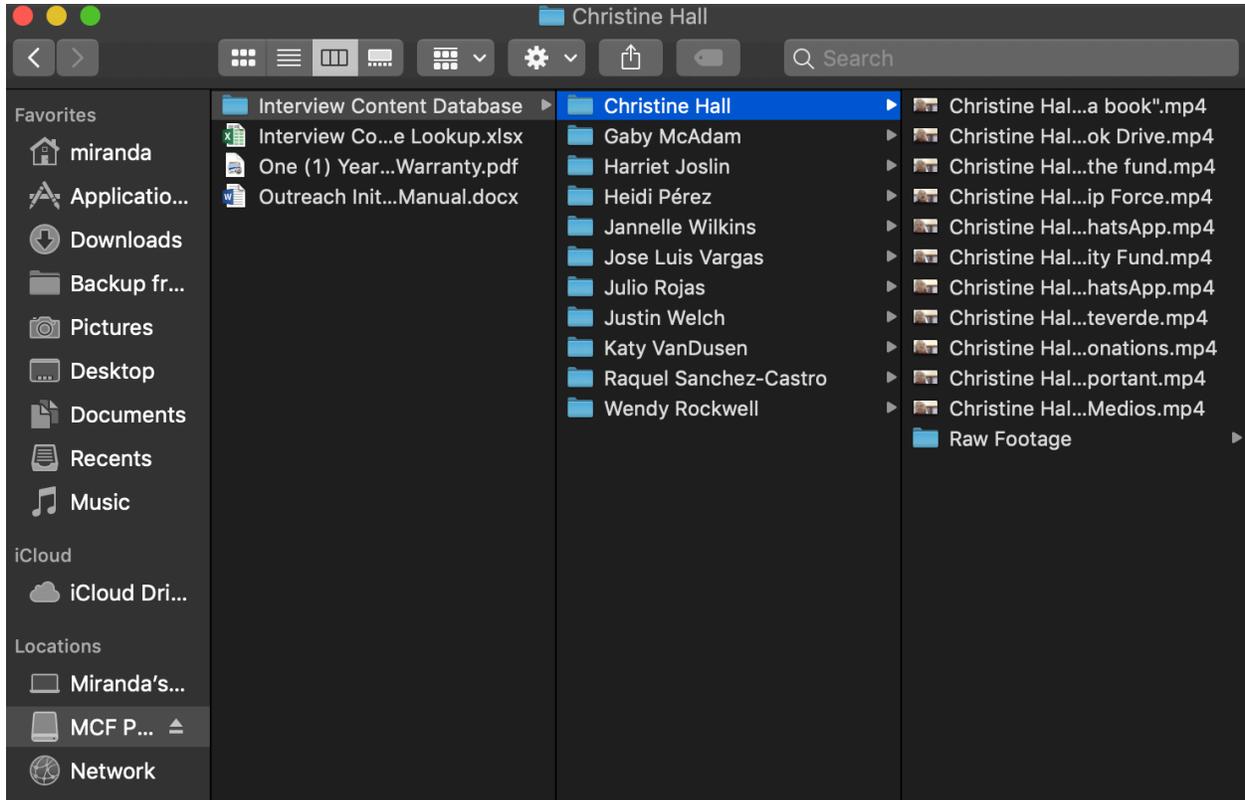


Figure F.3: Interview Content Database on Mac

- How to View Videos on Windows
 - Select “MCF Promotion” in File Explorer
 - Click “Interview Content Database”
 - Click on the interviewee name (Example below: Christine Hall)

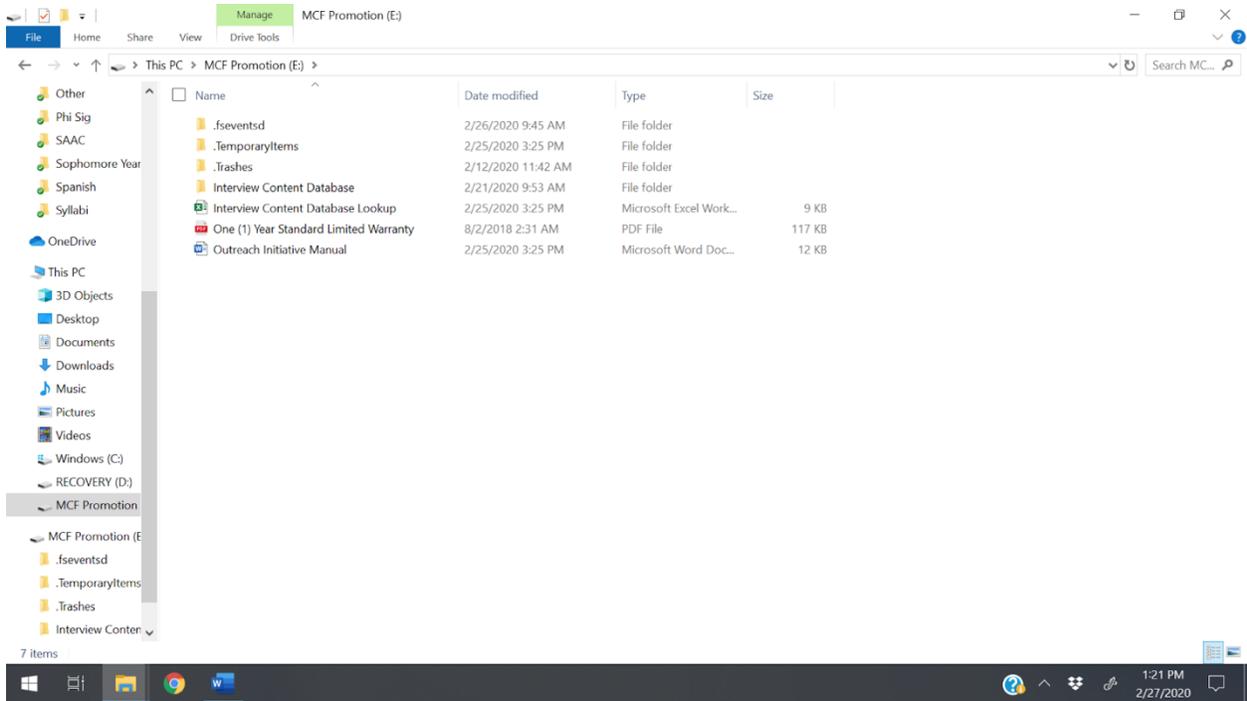


Figure F.4: Interview Content Database on Windows - Step 1

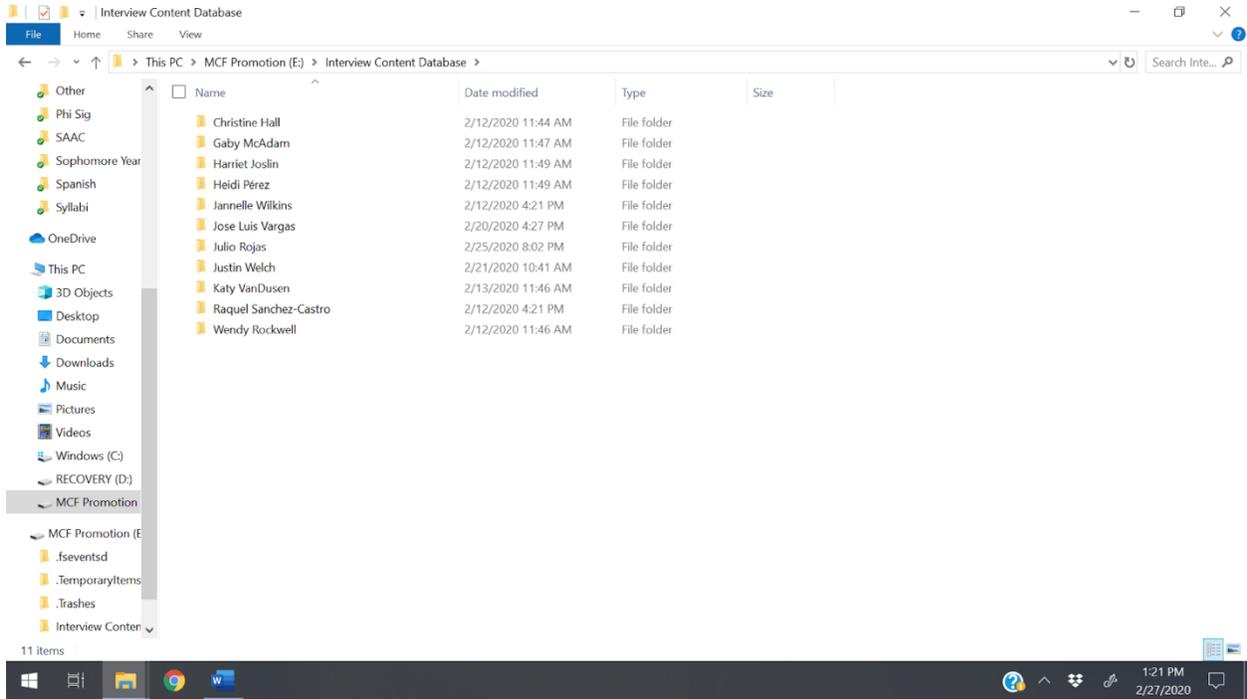


Figure F.5: Interview Content Database on Windows - Step 2

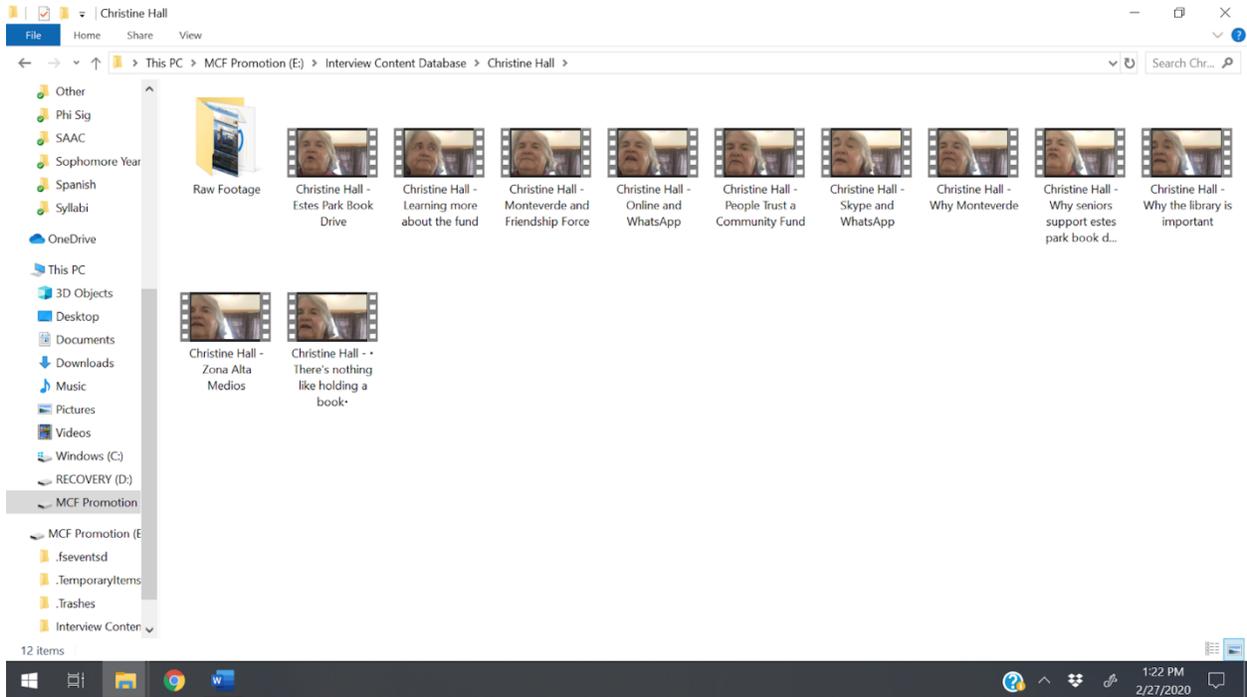


Figure F.6: Interview Content Database on Windows - Step 3

- The WPI team processed interviews from 13 individuals while in Monteverde. See the full list of interviews stored on the hard drive below.

Table F.1: Interviewee List

FULL LIST OF WPI TEAM INTERVIEWS

Name	Organization
Sigryd Collado	Trapp Family Lodge (No video content- requested audio only)
Christine Hall	President of Estes Park Sister Cities Organizations (Estes Park, CO, USA)

Annelie Hoepker	Trapp Family Lodge (No video content- requested audio only)
Harriet Joslin	MCF Member
Gaby McAdam	Architect
Heidi Pérez	Executive Director, Monteverde Chamber of Tourism
Wendy Rockwell	Santa Elena Public Library
Julio Rojas	Forestry Engineer, Monteverde Institute
Raquel Sanchez-Castro	Cala Lodge
Katy VanDusen	Coordinator, CORCLIMA
José Luis Vargas	Manager, Life Farm Monteverde
Justin Welch	Environmental Director, ASADA de Santa Elena
Janelle Wilkins	Board President, Monteverde Community Fund

1.3: Excel Sheet Organization

- An Excel document named “Interview Content Database Lookup” is also stored on the hard drive. This document can be used to easily select videos that can be used as promotional material: in social media posts, to play at events, or to otherwise use as you see fit. The information in

each column will allow you to narrow down which video to choose based on what you need at the moment.

Video Name	Tags	Folder Location	Quick Summary	Video Length	Language	<u>Tags Legend</u> Youth Why Monteverde Community Unity Grant Projects Background for Storytelling MV Change Over Time MCF History MCF Accomplishments Role of the MCF Sustainability Tourism Why MCF is Important MV Challenges Economy Recommendations
Christine Hall - Monteverde and the Friendship Source	Background for Storytelling, Why Monteverde	Christine Hall	She's been to Monteverde 9 - 10 times and first came with Friendship Force of the USA to create a Sister City with Estes Park, CO	1:10	English	
Christine Hall - Estes Park Book Drive	Youth, MV Challenges	Christine Hall	How Estes Park started donating books and why	0:57	English	
Christine Hall - "There's nothing like holding a book"	Youth	Christine Hall	Quote - "Books . . . There's nothing like holding a book, yknow? And for a five year-old to just hold it in their hands?"	0:10	English	
Christine Hall - Why Monteverde	Background for Storytelling, Why Monteverde	Christine Hall	She is passionate about Monteverde because of Sister Cities	0:30	English	
Christine Hall - Why the library is important	Community Unity, Challenges in MV	Christine Hall	She wants to support the library initiative, because it is important for people to read so they can educate themselves	0:37	English	
Christine Hall - Why seniors support Estes Park book donations	Community Unity, Background for Storytelling	Christine Hall	She lives in a wealthy community and is a Senior and has money to share with the cause	0:39	English	
Christine Hall - Skype and WhatsApp	Recommendations	Christine Hall	She uses Skype and WhatsApp for out of country talking	0:07	English	

Figure F.7: Screenshot of Interview Content Database Lookup columns.

Document Columns

- **Video Name:** Name of the video. The videos are sorted alphabetically within the folders.
- **Tags:** Main themes of the video. Videos may have one central theme or several; the clip will touch on each tag it is labeled with. See Section 1.4 for a short description of each tag. See Section 1.5 for instructions on how to filter the sheet by tag (for example: filter the sheet to only see clips that touch upon the importance of community unity by filtering for “Community Unity”).

- **Folder Location:** Which folder the video is stored in on the hard drive (also the name of the interviewee).
- **Quick Summary:** Short description of what the interviewee discusses in the clip.
- **Video Length:** Length of the video clip. See Section 1.6 to see how to filter by video length.
- **Language:** Language that the interview was conducted in (English or Spanish).

1.4: Description of Tags

- **Youth:** Topics relating to youth in Monteverde (ex: the lack of sufficient extracurricular activities in Monteverde, the value of youth participation in the community, the lack of affordable housing options for young people, etc.).
- **Why Monteverde:** Interviewees discuss why they love Monteverde: the unprecedented natural beauty and biodiversity, the strong community, the organizations that invest in the community, and more.
- **Community Unity:** Interviewees discuss the value of uniting as a community and their experiences with the strong, motivated community in Monteverde.
- **Grant Projects:** Clips that discuss grant beneficiary projects (background on the project, motivations for applying to the Small Grants Program, the experience of working with the MCF, project outcomes, etc.).

- **Background for Storytelling:** Background of individuals interviewed to help construct a narrative (ex: story of how they moved to Monteverde, how they chose their current line of work, etc.).
- **MV Change Over Time:** Interviewees discuss how they have seen Monteverde change over time.
- **MCF History:** Video clips that discuss significant events in MCF history (ex: foundation, Capital Campaign milestones, etc.).
- **MCF Accomplishments:** Interviewees mention significant MCF accomplishments (ex: Capital Campaign).
- **Role of the MCF:** Interviewees share what they believe the role of the MCF is in Monteverde.
- **Sustainability:** Video clips related to the importance of sustainability, sustainability initiatives in Monteverde, etc.
- **Tourism:** Clips that discuss tourism in Monteverde: the tourism boom, challenges and benefits introduced by tourism, traveler's philanthropy, etc.
- **Why MCF is Important:** Interviewees share why the MCF is important to Monteverde.
- **MV Challenges:** Interviewees share opinions on which topics the community needs to focus on in the future; they also name what they believe to be Monteverde's current greatest challenges.
- **Economy:** Video clips that discuss the economy.
- **Recommendations:** Advice for future MCF outreach initiatives.

1.5: Filter Sheet by Tag

- Filter the sheet by tag to only see the videos related to a single category.

- **Option 1:** Search the entire document for keywords. This may yield results in all columns, not just the “Tags” column. This feature would be best used for searching the specific name of a video you may be looking for.
 - While the document is open, press the “Ctrl” + “F” (Windows) or “Command” + “F” (Mac) keys on your keyboard. A text box will pop up in the top right corner of the screen. The window will be labeled “Search Sheet”.

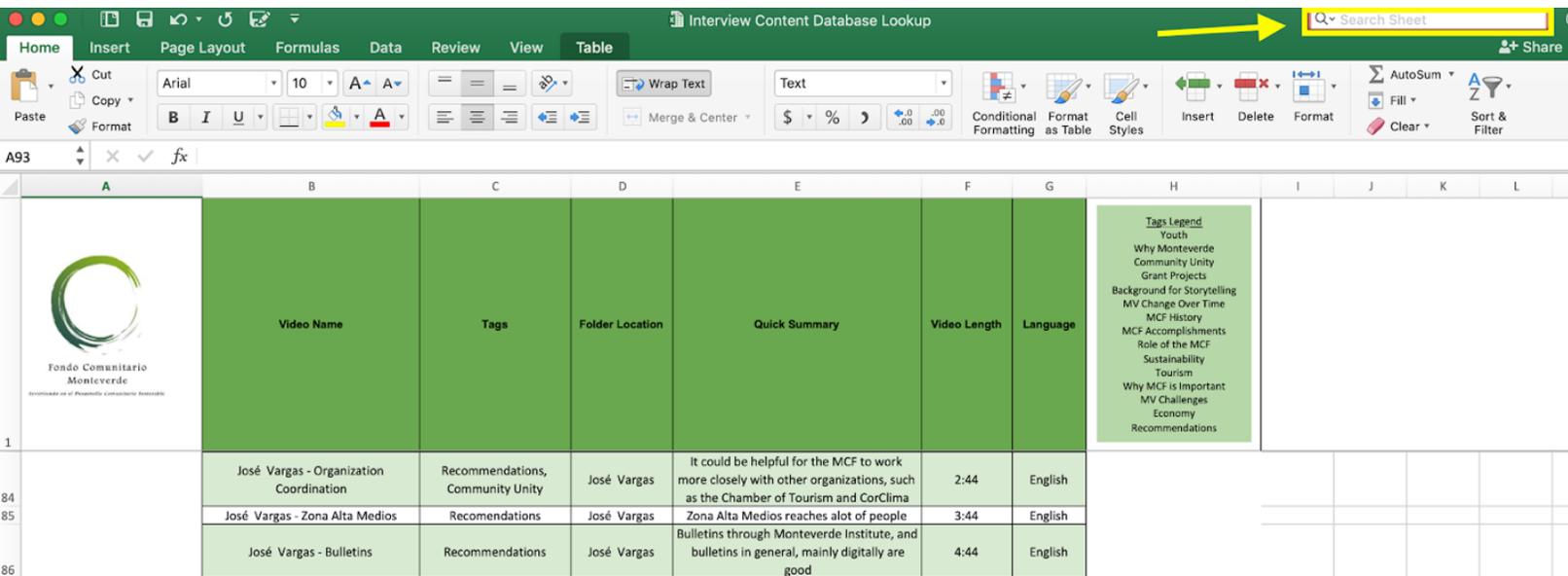


Figure F.8: Search box that appears after pressing “Ctrl” + “F” or “Command” + “F” while the sheet is open.

- Type the full name of the tag in the text box (for example: “Why Monteverde”). Hit the enter key.
- The first cell with the keyword will be outlined. To see the next result, click on the right-most arrow in the search text box. To go to a previous result, click the left arrow in the search text box.
- To exit the search, click the “x” in the search box.

- **Option 2:** Filter the search by the Tags column. The filter will display information for only the videos that are labeled with the tag you choose. Please note that the symbols will be the same on any OS or version of Excel after 2010. The specific wording of filter buttons or the necessity of certain steps may vary by version or OS. The instructions and screenshots below were made on a Microsoft Excel for Mac 2017 - Version 15.32.
- Click the header cell for the “Tags” column on the Interview Content Database Lookup (Column C).

A	B	C	D	E	F	G	H
 <p>Fondo Comunitario Monteverde Iniciado en el Desarrollo Comunitario Sostenible</p>	Video Name	Tags	Folder Location	Quick Summary	Video Length	Language	<u>Tags Legend</u> Youth Why Monteverde Community Unity Grant Projects Background for Storytelling MV Change Over Time MCF History MCF Accomplishments Role of the MCF Sustainability Tourism Why MCF is Important MV Challenges Economy Recommendations
	Heidi Pérez - Challenge getting people to support youth programs	Youth, MV Challenges	Heidi Pérez	Many businesses and institutions want to support youth programs but none want to direct it or take their time to work on the subject.	0:25	Spanish	

Figure F.9: “Tags” column header cell

- In the “Home” tab of the spreadsheet, select the “Sort & Filter Button”. Depending on what other tools are on the spreadsheet toolbar, the exact positioning of the “Sort & Filter” button may vary, but it should be in the top right corner and the symbol will always be as shown below.

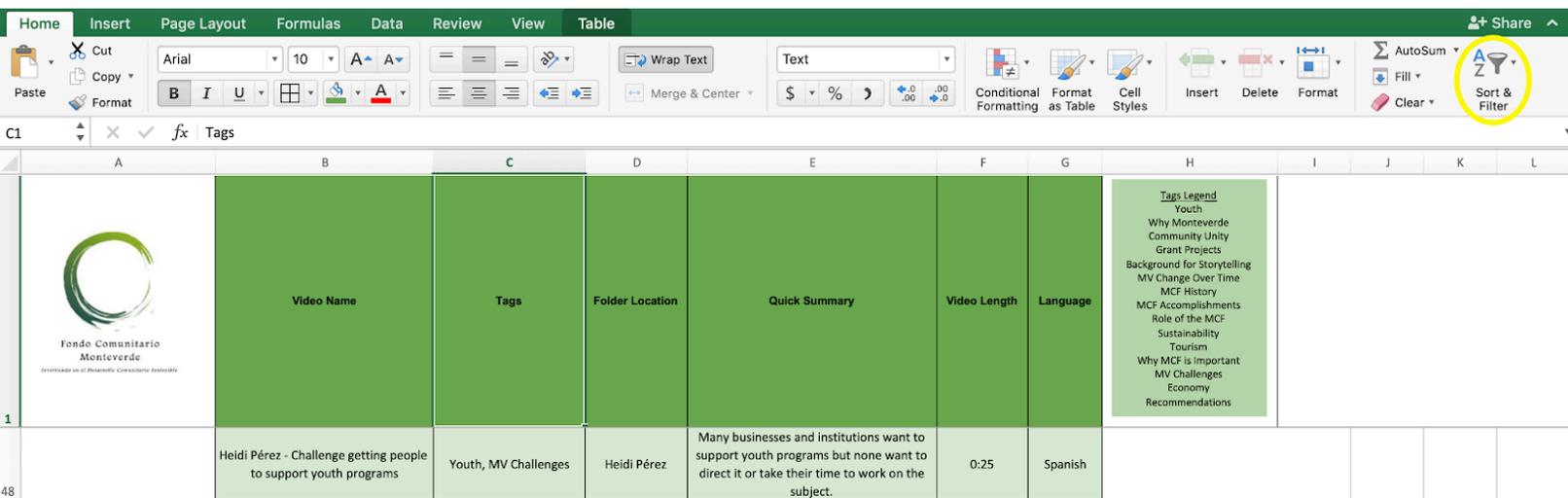


Figure F.10: “Sort & Filter” Button

- A drop-down will appear. Select “Filter”. White boxes with small arrows will appear in each column title cell.

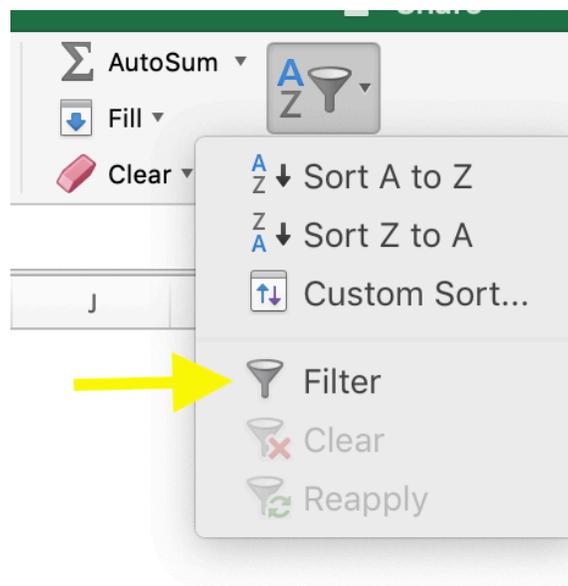


Figure F.11: Filter Drop-Down

- Click on the white box in the “Tags” title column cell.

The screenshot shows an Excel spreadsheet with the following columns: Video Name, Tags, Folder Location, Quick Summary, Video Length, and Language. A yellow arrow points to the 'Tags' header cell. A 'Tags' filter dialog box is open, showing a list of tags with checkboxes. The 'Choose One' dropdown is set to 'Contains' and the search box contains 'youth'.

Video Name	Tags	Folder Location	Quick Summary	Video Length	Language
Heidi Pérez - Challenge getting people to support youth programs	Youth, MV Challenges	Heidi Pérez	Many businesses and institutions want to support youth programs but none want to direct it or take their time to work on the	0:25	Spanish
Heidi Pérez - Working with the youth through the MCF	Youth, Why MCF is Important			0:44	Spanish
Heidi Pérez - Solution to youth problem	Youth			0:14	Spanish
Heidi Pérez - Need for social change	MV Challenges			0:11	Spanish
Heidi Pérez - Why the MCF is incredible	Why MCF is Important			0:45	Spanish
Heidi Pérez - Projects with the MCF	Grant Projects			0:17	Spanish
Heidi Pérez - How the MCF helped her and importance of her project	Grant Projects, Why MCF is Important, Role of the MCF			1:19	Spanish
Heidi Pérez - Importance of her project	Grant Projects, Tourism			0:37	Spanish

Figure F.12: Filter by Column

- Click on the select all square so that it is no longer checked. Make sure all options are no longer selected.
- Then where it says “choose one”, click on it and on the drop-down select “Contains”. In the text box, write the tag you want to search by. In the example below, the tag is “youth”.

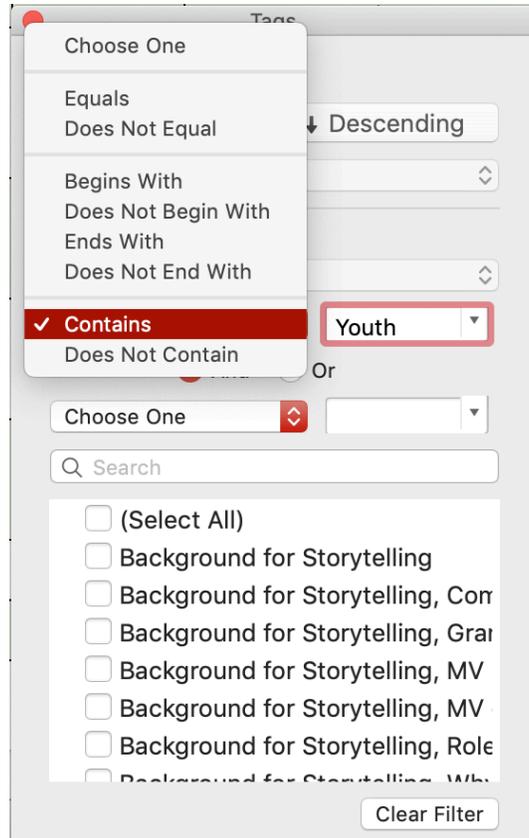


Figure F.13: “Contains” Filter

- If you want to search by two required criteria, such as results that are about “youth” and “MV challenges”, select the “and” option below the first filter. Repeat the previous step for every filter you want to add.

	A	B	C	D	E	F	G	H	I	J
1	 Fondo Comunitario Monteverde <small>Proyecto de Promoción Comunitaria Sostenible</small>	Video Name	Tags	Folder Location	Quick Summary	Video Length	Language	Tags Legend Youth Why Monteverde Community Unity Grant Projects Background for Storytelling MV Change Over Time MCF History MCF Accomplishments Role of the MCF Sustainability Tourism Why MCF is Important MV Challenges Economy Recommendations		
3		Christine Hall - Estes Park Book Drive	Youth, MV Challenges	Christine Hall	How Estes Park started donating books and why	0:57	English	<div style="border: 1px solid gray; padding: 5px;"> Tags Sort A ↑ Ascending Z ↓ Descending By color: None Filter By color: None Contains Youth <input checked="" type="radio"/> And <input type="radio"/> Or Contains MV Challengi Search <input type="checkbox"/> (Select All) <input type="checkbox"/> Background for Storytelling </div>		
17		Gaby McAdam - Youth Programs	Youth, MV Challenges	Gaby McAdam	Because there aren't many programs for youth to be involved in the community, youth are doing things they shouldn't be doing	0:53	English			
45		Heidi Pérez - Social challenge with youth home alone	Youth, MV Challenges	Heidi Pérez	Monteverde faces a social challenge as there are more opportunities for work. Parents work 6am to 10pm and then the kids stay in their homes alone.	0:29	Spanish			
48		Heidi Pérez - Challenge getting people to support youth programs	Youth, MV Challenges	Heidi Pérez	Many businesses and institutions want to support youth programs but none want to direct it or take their time to work on the subject.	0:25	Spanish			
154		Wendy Rockwell - Proactively promote reading in the community	Community Unity, MV Challenges, Youth	Wendy Rockwell	She believes that the library along with the MCF should try to be proactive on promoting reading within the community to keep up with the social media competition	1:11	English			

Figure F.14: Filtering a column with multiple criteria

- If you want to have two possible search tags, such as “youth” or “MV challenges”, select the “or” option below the first filter. Repeat the previous step for every filter you want to add.

Video Name	Tags	Folder Location	Quick Summary	Video Length	Language
Christine Hall - Estes Park Book Drive	Youth, MV Challenges	Christine Hall	How Estes Park started donating books and why	0:57	English
Christine Hall - "There's nothing like holding a book"	Youth	Christine Hall	Quote - "Books . . . There's nothing like holding a book, yknow? And for a five year-old to just hold it in their hands?"	0:10	English
Gaby McAdam - Tourism pros and cons	Tourism, MV Challenges, Sustainability, Economy	Gaby McAdam	Tourism is a big source of income for Monteverde, but MV has to grow to support so many people	2:52	English
Gaby McAdam - Youth Programs	Youth, MV Challenges	Gaby McAdam	Because there aren't many programs for youth to be involved in the community, youth are doing things they shouldn't be doing	0:53	English
Harriet Joslin - Affordable housing for young people	Sustainability, Youth, Economy	Harriet Joslin	She believes that without affordable housing for young people within a close distance to the community gathering places, it will be hard for them to get involved within the community	0:34	English
Harriet Joslin - Changes over time	MV Change over time, tourism, MV challenges	Harriet Joslin	She saw a lot more tourists over the years. Even though the infrastructure is slightly better, but it does not catch up enough to ensure a livable place for the community.	0:24	English
Heidi Pérez - Social challenge with youth home alone	Youth, MV Challenges	Heidi Pérez	Monteverde faces a social challenge as there are more opportunities for work. Parents work 6am to 10pm and then the kids stay in their homes alone.	0:29	Spanish
Heidi Pérez - Environmental challenge with tourism and nature activities	MV Challenges, Sustainability, Tourism	Heidi Pérez	Monteverde faces an environmental challenge with tourism. They need to regulate tourism so they don't harm the	0:20	Spanish

Figure F.15: Filtering a column with two possible criteria

- You can also filter by multiple columns, such as tags and language if you want a video with a specific theme that is in Spanish. For columns “Video Name”, “Tags”, “Folder Location”, “Quick Summary” and “Language”, you can follow the steps above to filter them. You can filter by as many columns as you want. The steps for filtering the “Video Length” column is similar, but the steps to filter that column will be shown in Section 1.6.
- To remove all filters, press the “Sort and Filter” button in the “Home” menu. Select “Filter” from the dropdown. The filter will disappear and information for all videos will be displayed again.
- To remove only one column filter, click on the white square in the column title cell. In the new window, select “Clear Filter”. Any filters for that column

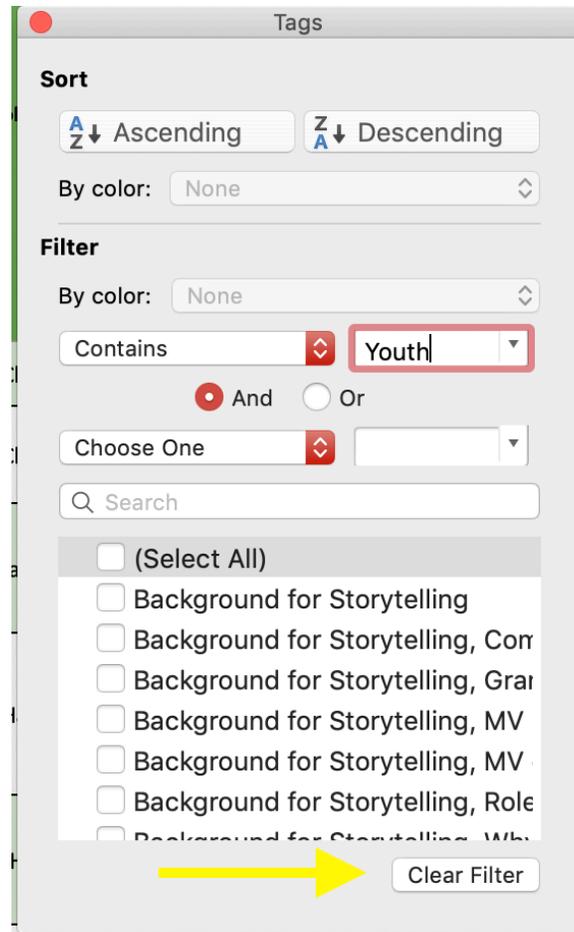


Figure F.16: Clearing a Filter

1.6: Filter Sheet by Video Length

- Complete steps 1 - 5 used to filter the sheet by tag.
- When the filter window comes up, choose “less than”, “less than or equal to”, “greater than” or “greater than or equal to” depending on the length of the video you are looking for.

- Then type the length of the video (x:xx - minute: seconds) associated with the previous step. For example, if you are looking for a video less than 30 seconds, you would filter as shown below.

Video Name	Tags	Folder Location	Quick Summary	Video Length	Language
Christine Hall - "There's nothing like holding a book"	Youth	Christine Hall	Quote - "Books . . . There's nothing like holding a book, yknow? And for a five year-old to just hold it in their hands?"	0:10	English
Christine Hall - Skype and WhatsApp	Recommendations	Christine Hall	She uses Skype and WhatsApp for out of country talking	0:07	E
Christine Hall - Zona Alta Medios	Recommendations	Christine Hall	She gets news about Monteverde from Zona Alta Medios Facebook	0:08	E
Christine Hall - Learning more about the fund	Recommendations	Christine Hall	She wants to know more about current projects, who the board is and who is running it, and logistics	0:23	E
Christine Hall - Online and WhatsApp	Recommendations	Christine Hall	She gets alot of her information online and on WhatsApp	0:19	E
Gaby McAdam - Quakers and the Community	Community Unity	Gaby McAdam	Quakers making Monteverde very united and together	0:21	E
Gaby McAdam - MVI announcements	Recommendations	Gaby McAdam	She gets information from MVI weekly announcements	0:21	E
Gaby McAdam - Email Bulletin	Recommendations	Gaby McAdam	She would like to receive information via an email bulletin	0:09	E
Harriet Joslin - affordable housing project idea #2	Sustainability, Economy, Recommendations	Harriet Joslin	She would like to see the MCF gets involved with initiatives that aims to ensuring affordable housing	0:16	E
			She saw a lot more tourists over the years.		

Figure F.17: Filtering by Video Length

- To remove a video length filter, remove it as you would any other filter as described in the filtering by tags section above.

2.0: Graphic Design Continuity

María Vargas and the WPI students generated a series of infographics and posters to share with the community and on social media. The posts had consistent fonts and color schemes; the fonts and color codes are listed below.

Colors

-  Dark Green (#17544c)
-  Dark Cream (#f1f2ea)
-  Light Cream (#f6f4e6)
- White (#ffffff)

Fonts

- Lora (This is an example of a sentence using Lora. Lora was typically used for subheadings and the body of paragraphs).
- League Spartan (League Spartan is not available on Google Docs or Microsoft Office; it is offered by Canva and free to download online. It was typically used for headings).

Platform

- Canva was the primary platform used to create the infographics.
- There is an MCF team on Canva that can be used to share designs between multiple individuals. See Section 3.0 for instructions on use of Canva.

3.0: Shared Team on Canva

The social media templates, infographics, and posters were primarily created using Canva. This section will share instructions for use of the

general MCF account created for Canva and a tutorial on using the team feature on Canva.

3.1: Shared Teams on Canva

- The MCF has a shared team on Canva so multiple individuals can create and edit designs on their personal Canva accounts. If one user creates a design and shares it with the team, the other members of the team can view or edit it on their personal accounts.

View Team

- To see the designs that have been shared with your team, go to the menu on the left-hand side of the screen. Click “MCF C20’s Team.”

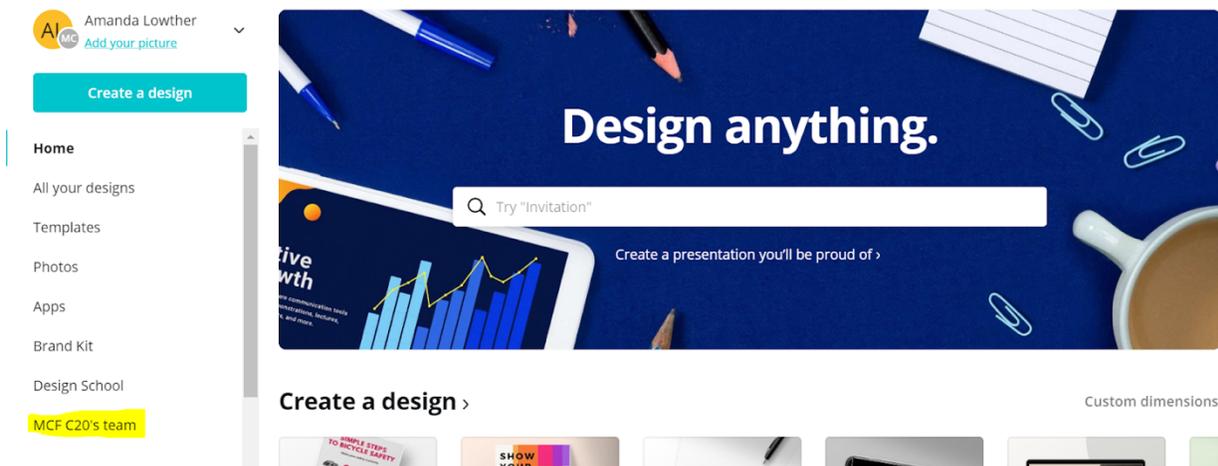


Figure F.18: MCF C20’s Team tab on Canva

- The designs that will be displayed have been shared by the members of your team.

Invite New Members

- To add new members to the team, click the icon with three vertical dots in the upper right-hand corner. Click “Add Members.” The menu in the screenshot below will be available.

Invite team members for free

Creating a free team makes it easier to share designs and folders.
Upgrade to Canva Pro to unlock all team functionality and benefits.

Enter email address... Member ▾

+ Add another invitation

Send invitations

Figure F.19: Inviting Team Members on Canva

- Type the email address that is associated with the account you want to invite. Click “Send Invitation.” The individual will need to accept the invitation in the inbox of their email.

Share Designs with Team

- In the menu on the left-hand side of the page, select “All Your Designs.”
- Click the design you want to share.
- Click “Share” in the upper right-hand corner of the page. Click the eye icon next to “MCF C20’s team” the menu shown below will then pop up. Select “Can edit” if you would like your team members to be able to edit.

Select “Can view” if you want team members to see the design but be unable to make changes.

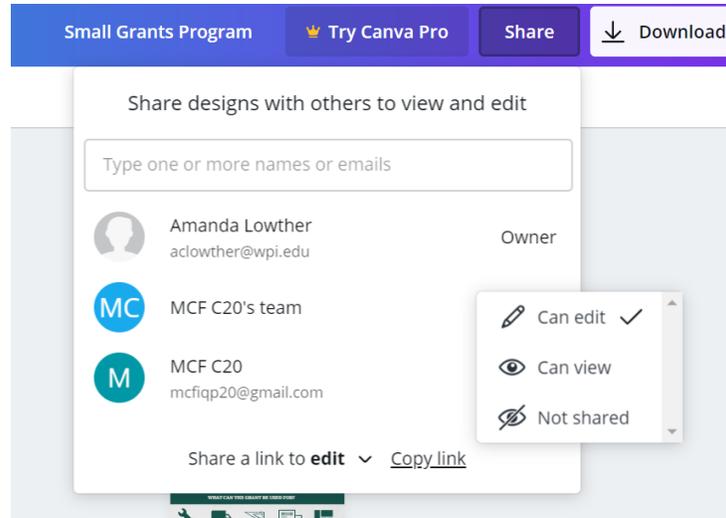


Figure F.20: Team Member Editing Preference on Canva

4.0: WhatsApp Suggestions

Message Guidelines

- People in WhatsApp groups don't like to read long messages or posts, so posts should be 150 characters or less (the length of a Twitter post).
- Don't post audio messages that contain relevant information. Members may not be able to listen to the content but still want to know what was in the update, so written posts are the best way to provide updates.
- People who are in large WhatsApp groups don't want to be spammed with information, so posts should be made no more than once a week.
- To prevent conversations or unwanted comments in the group, only allow the group administrator to post.

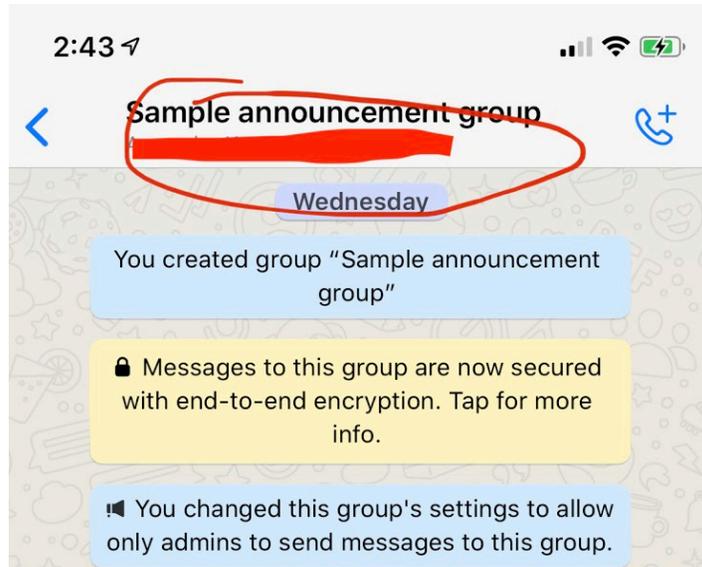


Figure F.21: Group Info

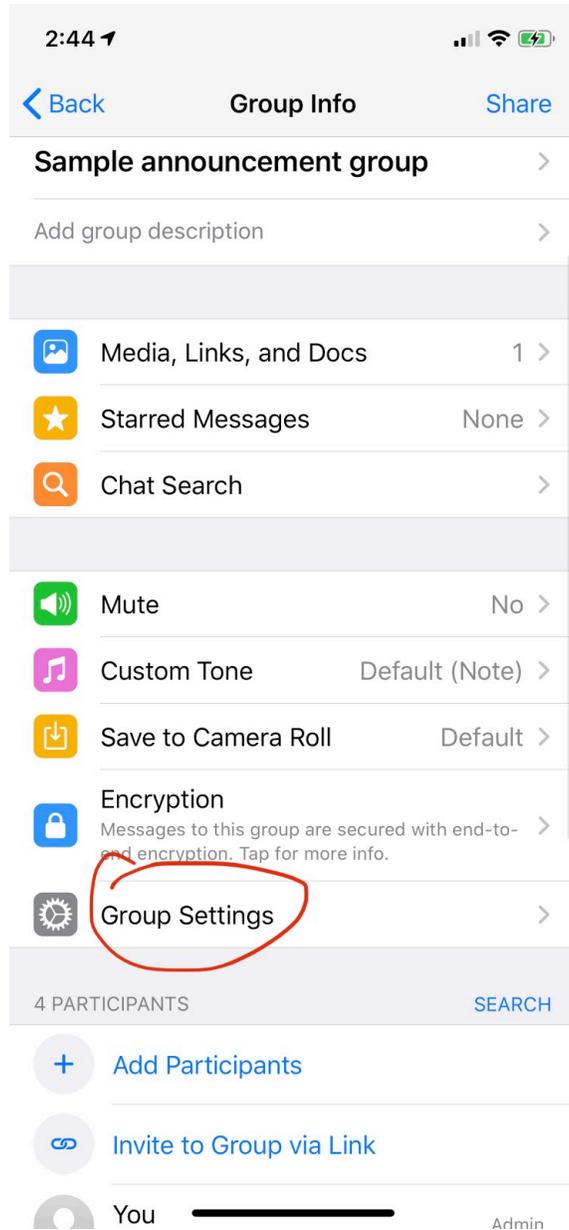


Figure F.22: Group Settings

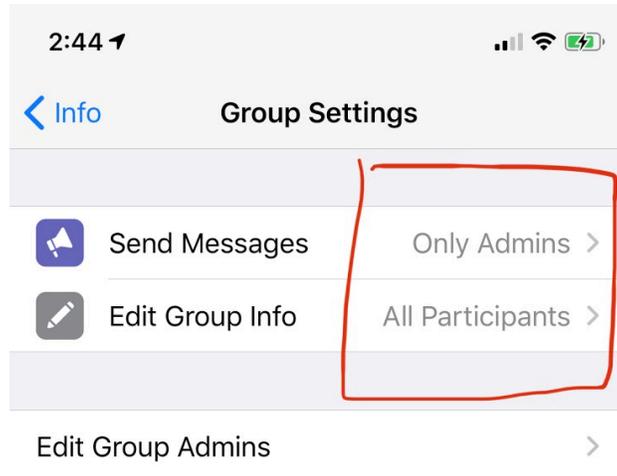


Figure F.23: Message Sending Preference in WhatsApp

What to Post

- The WhatsApp group should primarily be used to update community members about upcoming events. These events could be cooperative initiatives with youth groups or other organizations, workshops and speakers, or other promotional events.
- The WhatsApp group is also a good platform for administrative posts; for example, to welcome new staff members and volunteers or to give farewells to staff leaving the organization. Past grant beneficiaries and locals who support the MCF want to keep up to date on the people behind the organization.
- If there are no events or administrative updates to post, it can be helpful to post the infographics on how to donate or apply for a grant as reminders for locals who are involved with the MCF or as new information for some group members.

Who to Add

- We recommend adding the individuals that the WPI students interviewed to the group first . Most of the interviewees are grant beneficiaries, donors, and supporters of the MCF and expressed interest in joining an MCF WhatsApp group. The MCF could also add MCF volunteers and board members.
- Share the WhatsApp group link with the first members that were added. Group members can share the link with individuals that would like to stay up to date about the MCF or learn more about the organization.

How to Add Members with Link

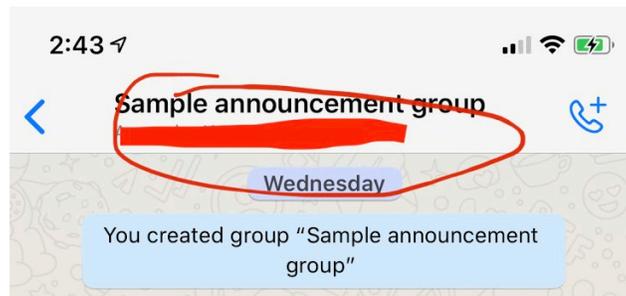


Figure F.24: Group Info

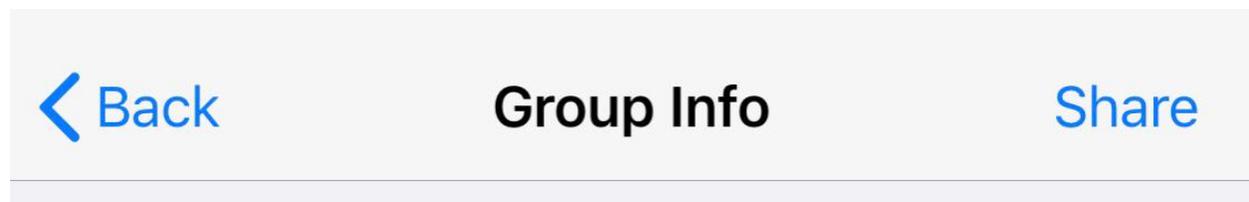


Figure F.25: Share

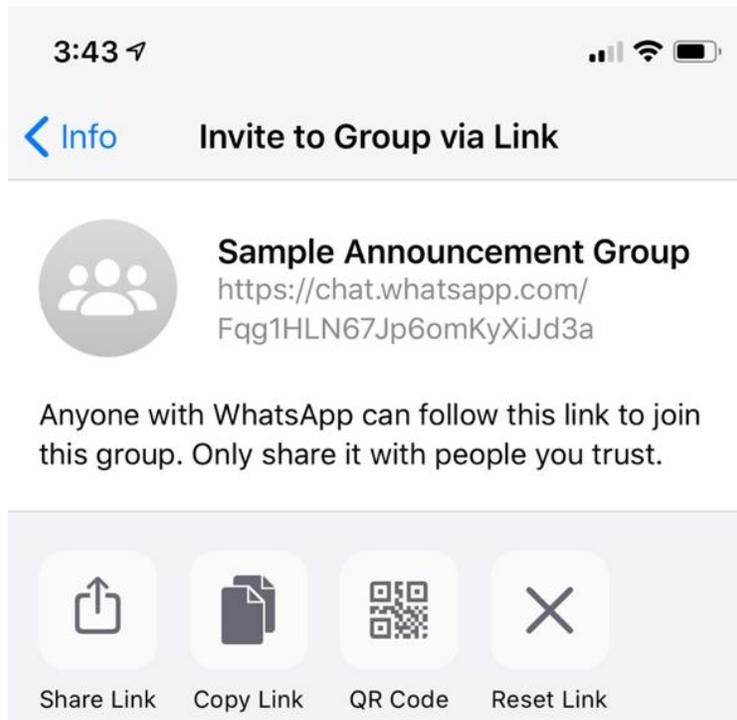


Figure F.26: WhatsApp Link or QR Code

5.0: Instagram Takeover Guide

During an Instagram takeover, an organization grants another party temporary access to the account to post photos and stories related to their work. The WPI team recommended turning the account over to youth organizations and grant beneficiaries. This could engage youth with the MCF and allow followers to learn more about the projects that benefit from the Small Grants Program. This section offers guidelines for a safe, content-rich, and fun Instagram takeover.

5.1: Account Safety

The takeover manager will be given the account credentials (account username and password) during the takeover. Therefore, creating a

temporary password during the takeover is recommended. The credentials do not have to be complicated. The password can be a short phrase that contains uppercase & lowercase letters and numbers. For example, if the Far Corners theater group is doing an Instagram takeover on February 16th, 2020, you can make the password FarCorners16022020. At the end of the takeover, the MCF Instagram manager must change the password for account safety.

5.2: Appropriate Content

Keeping Instagram content family friendly is crucial. Posts and stories should not contain swear words, offensive content, nudity, alcohol, or drugs.

Content should also be respectful, engaging, and non-discriminatory. Posts with these characteristics are not only family friendly, but also tend to make for better interactions with followers and impressions of the MCF. To ensure this, below is a checklist worth considering for each post:

- Ask yourself: “What is my intention with sharing this post?”
- Gain informed consent from the person in the picture and/or the caretaker.
- If your post involves young children, make sure that their parents or guardians are aware of the situation and give consent to posting. If you cannot ensure their consent, it is always better to be safe than sorry and not post the picture.
- Know the name and background of the people portrayed. Offer the person in the photo a copy of the picture.
- Avoid generalizations, include informative text with names, place, etc.
- Ask yourself: “Would I appreciate being portrayed in the same manner?”

- Avoid sensitive, vulnerable situations and locations such as hospitals and health clinics.
- ***Especially for youth, it is advised that the Instagram manager asks the takeover representative to give an example about what he/she plans to post to see if the representative has a fairly good judgement on content. (Remove this before sending out to representatives)***

5.3: Content Recommendation

Generally, photos with captions are recommended for posts and short videos are recommended for stories. The content that posts and stories will contain should vary based on who is taking over.

At the same time, we recommend no more than two posts each day, but the representative can have many stories.

The difference between posts and stories are available in the link below:

<https://help.instagram.com/1660923094227526>

<https://help.instagram.com/442418472487929>

Youth

A youth Instagram takeover is recommended to be 1-3 days. It can be a representative posting fun things during events, such as tree climbing during the sports day, or behind the scenes photos and videos for youth organizations like Far Corners. In general, a takeover is a good way to show what the youth within the community are doing. It will also keep them engaged with the MCF.

Organizations

Different from the youth takeover, the length for organization or grant beneficiary takeovers can vary from a day to a week. It will depend on the content the cooperating organizations want to cover or how much time they have to offer to the MCF. Therefore, a discussion beforehand is strongly recommended.

5.4: Copyrights

When outside representatives agree to manage the takeover, they consent to having their contents posted on the MCF Instagram now and in the future. However, the MCF Instagram manager should still reach out to the related organizations after the takeover is complete to reconfirm that they are comfortable with the MCF using the materials from the post in future outreach initiatives. This not only avoids possible future copyright conflicts, but also allows the MCF to gain materials with the best quality.

5.5: Sample Email to Takeover Representatives

At the beginning of the Instagram takeover, the MCF should send an introductory email to the individual that will be running the account. Below is an email outline that can be adjusted depending on each unique situation.

English:

Hello!

Thank you for your interest in managing the MCF Instagram takeover. We are thrilled to see what you will share regarding * with our followers! Here are the details and instructions for this takeover - please feel free to reach out to us if you have any questions!

Your takeover **begins * and ends ***. To log on to the account, the username is `fondocomunitariomonteverde` and the password is *.

This password will be activated the first day of your takeover. You don't have to log out of your account to post on the MCF account. Below is the link on how to easily switch back and forth between your personal account and the MCF account during your takeover:

<https://help.instagram.com/589697191199472>

Instagram may ask you for a code the first time you log in—if so, the code will be emailed to the MCF and we can forward it along to you. Let us know as soon as possible and keep an eye on your email if this occurs, as the codes only work for a certain amount of time after they are requested and sent.

The goal of this takeover is to provide the community with more information about *. We have optional photo or video post suggestions for you:

For Organizations/Youth Organizations:

- An introduction of your organization or event: what you do, who is in the organization, what is something special that you did recently, etc.
- Share what a typical day would look like in this organization: what are you in charge of, what do you do during breaks, introduce some of the people you work with, etc.

Grant Beneficiaries:

- An introduction to your project: what you are doing for the community, who are the organizations you are working with, fun facts about your project, etc.
- Share what a typical day looks like while working on your project: what is your role, introduce some of the people you work with, etc.

You do not have to follow the suggestions we offered you. They are meant to act as an inspiration and demonstrate what you can post for fun!

We recommend you only post twice every day so that our followers are not overwhelmed. But, feel free to create as many stories as you would like. We recommend using some of the fun Instagram story features that are provided on the app such as boomerang videos! The links here show how to make posts, how to post stories, and how to create a boomerang:

<https://help.instagram.com/1660923094227526>

<https://help.instagram.com/442418472487929>

<https://help.instagram.com/boomerang/1028997297162413>

As for Instagram Stories, we would love to see a combination of photos and videos throughout the takeover. Be creative and post fun things here! There is no limit on how many Instagram Stories you can post!

In order to keep this takeover fun and appropriate, we ask that you follow these guidelines:

- Never share the credentials with anyone else.
- You are welcome to like comments on your takeover posts as the MCF, but please do not reply to the comments using the MCF account. You are more than welcome to reply to comments with your own account.
- You are welcome to tag your organization in your posts as long as they give permission beforehand. You may also tag organizations that are related to the post with their permission, but please do not tag individuals.
- Refer to the guidelines for appropriate content using the link below:
- <https://docs.google.com/document/d/1jFDRn4loOv7OuumcH2R5KfVGfAxugm22vNnQb-B3C2Y/edit?usp=sharing>

Remove this sentence if not a youth organization:

Violation of the appropriate content guidelines will result in the immediate end of the takeover and corresponding disciplinary action from * (the student's organization).

In addition, we'd like you to be aware of the following things for your own safety and well-being:

- Keep your cellular data plan in mind. While videos are fun, posting them consumes a lot of data! Unfortunately, we cannot reimburse you for data used during the takeover.
- When taking pictures, please be aware of your surroundings. Only take pictures and videos when it is safe to do so.
- Don't get too close to wild or undomesticated animals. Wild animals can be unpredictable; you never know if they like cameras or people.

If you are comfortable with us using the photos from your takeover in the future, please send us a copy of what you posted at the end of the takeover. If you do not want us to use them in places other than the takeover, feel free to send us a message!

We hope that you will have a fun and safe takeover; we are looking forward to seeing your posts!

Thank you,
The MCF team

Spanish:

¡Hola!

Gracias por su interés en administrar el Instagram takeover de la cuenta del MCF. ¡Estamos emocionados de ver lo que compartirá sobre * con nuestros seguidores! Aquí están los detalles e instrucciones de este Instagram takeover. ¡Por favor díganos si tiene alguna pregunta!

Su Instagram takeover comienza * y termina *. Para iniciar su sesión en la cuenta, el nombre de usuario es [fondocomunitariomonteverde](#) y la contraseña es *.

Esta contraseña se activará el primer día de su Instagram takeover. No necesita cerrar sesión en su cuenta personal para publicar en la cuenta del MCF. El enlace sobre cómo alternar fácilmente entre su cuenta personal y la cuenta MCF durante su Instagram takeover está aquí:

<https://help.instagram.com/589697191199472>

Instagram puede solicitarle un código la primera vez que inicie sesión; de ser así, el código se enviará por correo electrónico al MCF y se lo podremos reenviar. Háganos saber rápidamente si se le solicita un código y vigile su correo electrónico si esto ocurre, ya que los códigos sólo funcionan durante un cierto período de tiempo después de que se solicitan y envían.

El objetivo de este Instagram takeover es proporcionar a la comunidad más información sobre *. Tenemos sugerencias opcionales de publicación de foto o video para usted:

Para organizaciones / organizaciones juveniles:

Una presentación de su organización o evento: qué hace, quién está en la organización, que es algo especial que hizo recientemente.

Comparta cómo sería un día típico en esta organización: de qué está a cargo, qué hace durante los descansos, presente a algunas de las personas con las que trabaja.

Beneficiarios de la subvención:

Una introducción a su proyecto: lo que está haciendo por la comunidad, quiénes son las organizaciones con las que está trabajando, datos curiosos sobre su proyecto.

Comparta cómo se ve un día típico mientras trabaja en su proyecto: cuál es su papel, presente a algunas de las personas con las que trabaja.

No tiene que seguir las sugerencias que le ofrecemos. ¡Tienen la intención de servir de inspiración y demostrar lo que puedes publicar por diversión!

Le recomendamos que solo publique dos veces al día para que nuestros seguidores no sean bombardeados. Pero, siéntase libre de crear tantas historias como desee. ¡Recomendamos usar algunas de las características divertidas de la historia de Instagram que se proporcionan en la aplicación, como videos de boomerang! Los enlaces aquí muestran cómo hacer publicaciones, cómo publicar historias, y cómo crear un boomerang:

<https://help.instagram.com/1660923094227526>

<https://help.instagram.com/442418472487929>

<https://help.instagram.com/boomerang/1028997297162413>

Para las historias de Instagram, nos encantaría ver una combinación de fotos y videos durante el Instagram takeover. ¡Sé creativo y publica cosas divertidas aquí! ¡No hay límite en la cantidad de historias de Instagram que puedes publicar!

Para que este Instagram takeover sea divertido y apropiado, le pedimos que siga estas pautas:

- Nunca comparta las credenciales con nadie.
- Puede hacer clic en “me gusta” en comentarios sobre sus publicaciones de adquisición como MCF, pero no responda a los comentarios utilizando la cuenta de MCF. Le invitamos a responder a los comentarios con su propia cuenta.
- Puede etiquetar a su organización en sus publicaciones si dan permiso antes. También puede etiquetar organizaciones relacionadas con la publicación con su permiso, pero no etiquete a personas individuales.
- Mira las reglas para las publicaciones apropiadas usando el siguiente enlace:
<https://docs.google.com/document/d/1jFDRn4loOv7OuUmCH2R5KfVGfAxugm22vNnQb-B3C2Y/edit?usp=sharing>

Elimine esta oración si no es una organización juvenil:

Una violación de las reglas de publicación apropiadas resultará en una terminación inmediata del Instagram takeover y una acción disciplinaria de * (la organización del estudiante).

Además, nos gustaría que conozca las siguientes cosas para su propia seguridad y bienestar:

- Recuerde qué plan de datos móviles tiene. ¡Publicar videos consume muchos datos! Lamentablemente, no podemos se reembolsar para los datos utilizados durante la adquisición.
- Por favor, preste atención a su entorno cuando tome fotografías. Solo tome fotos y videos cuando sea seguro hacerlo.

- No se acerque demasiado a los animales salvajes o domesticados. Los animales salvajes pueden ser impredecibles; nunca se sabe si les gustan las cámaras o las personas.

Si se siente cómodo con que usemos las fotos de su Instagram takeover en el futuro, envíenos una copia de lo que publicó al final. Si no desea que los usemos en otros lugares además del Instagram takeover, no dude en enviarnos un mensaje!

Esperamos que tenga un Instagram takeover divertido y seguro;
¡Esperamos con interés ver sus publicaciones!

Pura vida,
El equipo del MCF

6.0: QR Codes

QR codes are an easy, visually appealing way to share links with interested parties. When individuals scan the code with a smartphone, the page will open without requiring the user to type in the link. QR codes can be generated to direct users to the donation page of the MCF website, to a sign-up sheet for an upcoming event, or to any other important pages on the Internet.

6.1: Making a QR Code

- Navigate to https://www.qr-code-generator.com/a1/?ut_source=google_c&ut_medium=cpc&ut_campaign=en_top_kw&ut_content=qr_code_exact&ut_term=qr%20codes_e&g

clid=CjoKCQiAkePyBRCEARIsAMy5Scty4F9fLLUOOjaU_4oD6_Ily2zh
h5HX18W3iSNyE25ItMeyy-jTvIAaAifrEALw_wcB.

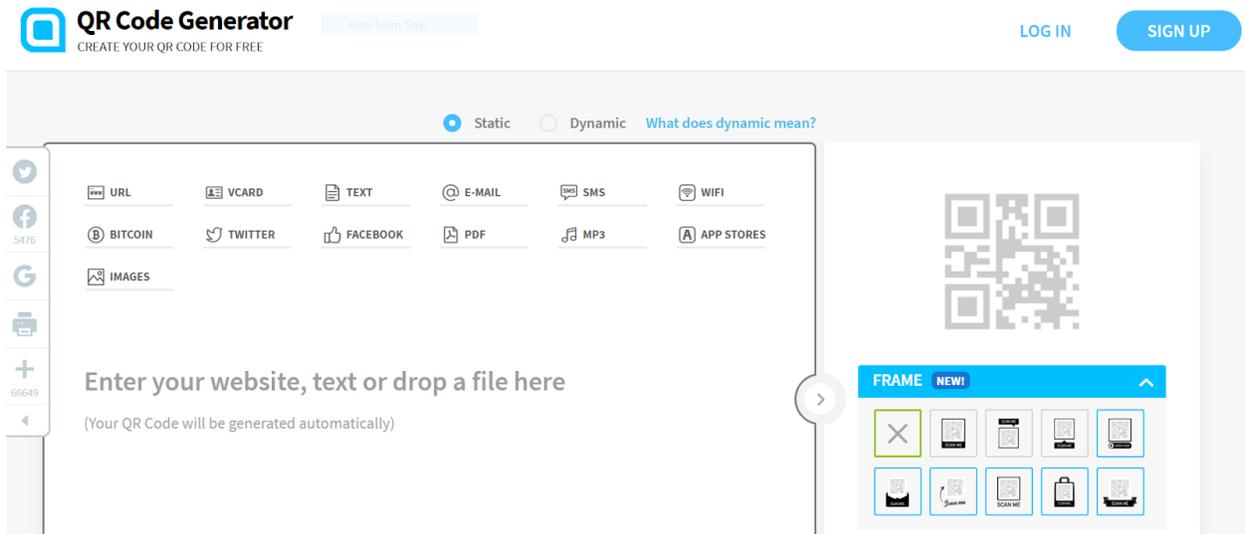


Figure F.27: Screenshot of the QR Code Generator website.

- Copy the link of the webpage that you would like the QR code to direct users to.
- Paste the link into the box on the left that reads “Enter your website, text, or drop a file here.”
- The gray QR code on the right-hand side of the page will update.

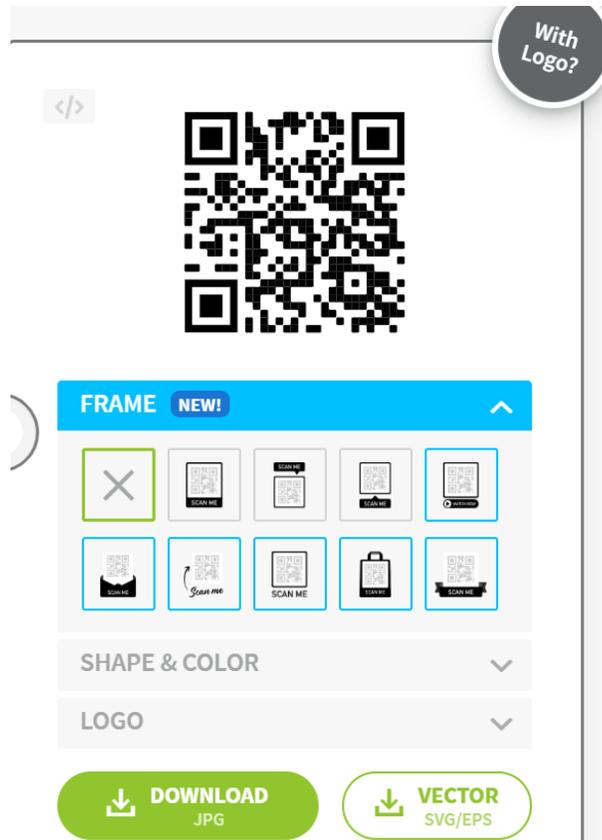


Figure F.28: Screenshot of the updated QR code after the link is entered.

- Click the green “Download” button underneath the QR code. The code will download to your computer as a JPG.
- You can distribute this QR code in promotional posters, on forms, on your social media platforms, and more.

6.2: How to Scan QR Codes

- iPhone
 - **Camera:** Aim your phone at the QR code as if you will take a picture of it. A notification will appear giving you the option to open the link in Safari. Click the notification to go to the page.

- **Snapchat:** Aim your phone at the QR code as if you will take a picture of it. Hold down your finger over the image of the QR code. Your phone will vibrate and display a notification giving you the option to open the link in Safari. Click “Open Link” to go to the page.
- Android (newer models)
 - **Camera:** Aim your phone at the QR code as if you will take a picture of it. A notification will appear giving you the option to open the link in Safari. Click the notification to go to the page.
 - **Snapchat:** Aim your phone at the QR code as if you will take a picture of it. Hold down your finger over the image of the QR code. Your phone will vibrate and display a notification giving you the option to open the link in Safari. Click “Open Link” to go to the page.
- Android (older models)
 - **Snapchat:** Aim your phone at the QR code as if you will take a picture of it. Hold down your finger over the image of the QR code. Your phone will vibrate and display a notification giving you the option to open the link in Safari. Click “Open Link” to go to the page.
 - Users with older models of Android phones may need to download a third-party app to download QR codes.

Appendix G: Infographics



Figure G.1: Infographic explaining the MCF

This is an infographic we provided to the MCF staff. They can bring this infographic when they go to meet with new potential business partners so that they can quickly and easily read about the organization, how the MCF use its donations, some of the projects it has supported, how to contact the MCF, and how and why the organizations can become involved with the MCF.

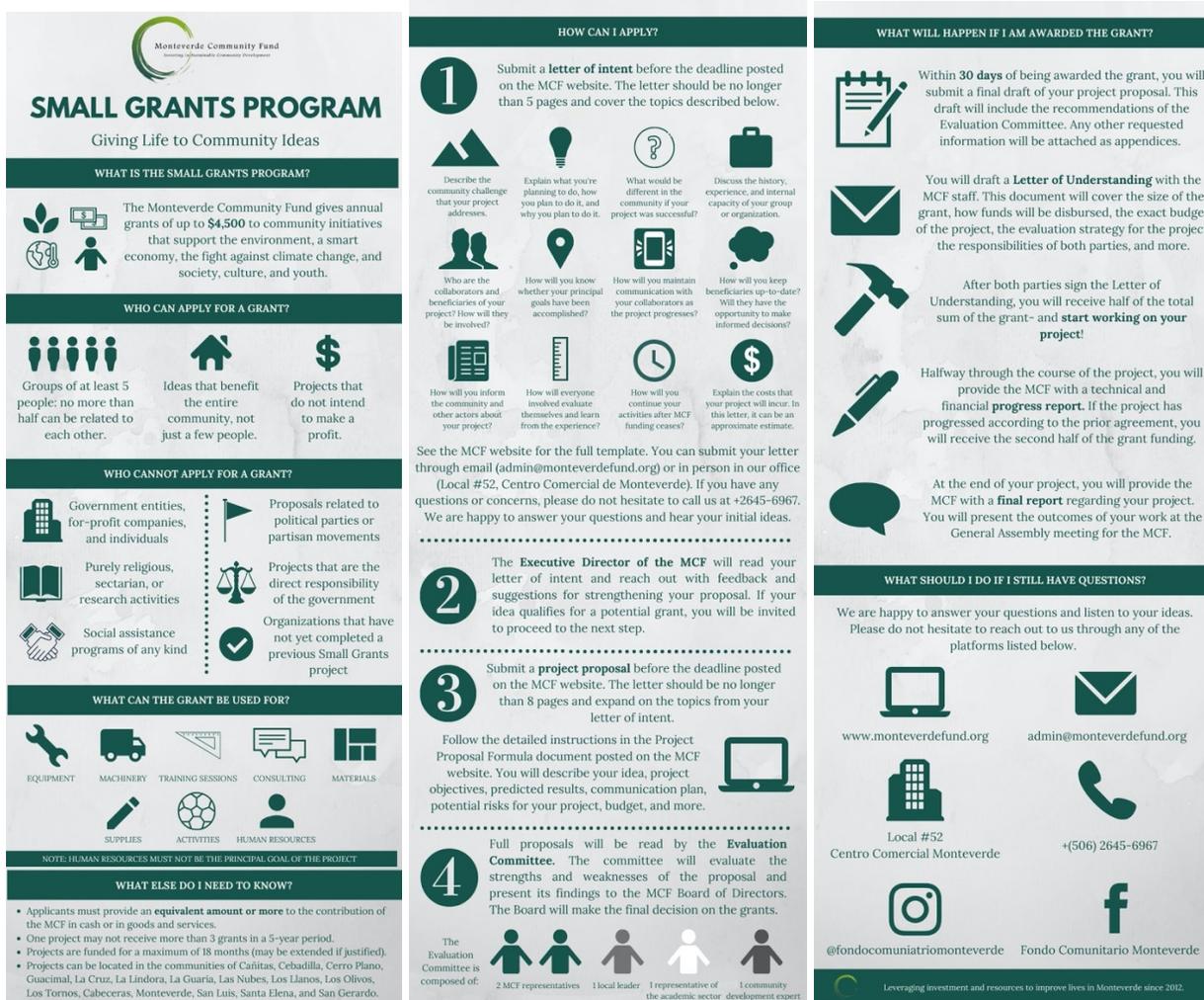


Figure G.2: Infographic explaining the Small Grants Program application process

This infographic can be used by the MCF to better convey how community members can apply for the Small Grants Program. This document includes information such as what the Small Grants Program is, who is eligible to apply, what the grant money can be used for, the steps to take to apply, what will happen after they are awarded the grant, and how to contact the MCF. This can be posted on the MCF website and in various locations around the community so that more people are aware of the program and how they can be awarded a grant from the MCF.



Figure G.3: Infographic explaining how to donate to the MCF (extended version)

This infographic can be used to clarify how to community members how to donate to the MCF. This document includes information about the MCF, projects that have been funded by the MCF, reasons to donate to the MCF, what the organization does with the donations it receives, and how to donate. This infographic can be posted on the MCF website and in various locations

around the community so that more community members are aware of the donation process. Several icons on the page are linked to web pages; if users click the icons when viewing the infographic online, they will be directed to a site to learn more about the topic.



Figure G.4: Infographic explaining how to donate to the MCF (shortened version)

This infographic also explains how individuals or organizations can donate to the MCF, but it is condensed so the donation information all fits on one page. This is the same as the extended version of this infographic except the information about the grant projects, reasons to donate, and how the MCF uses donation money is excluded.

Appendix H: Templates and Infographics

This appendix includes screenshots of all the Instagram and Facebook post templates and email newsletter templates that we provided to the MCF. All of the social media post templates are stored on and can be edited through a Canva account that we created. We gave the username and password to the MCF staff through the Outreach Initiatives Manual in appendix F. The email newsletter template can be accessed and edited through the preexisting MCF MailChimp account. Some social media templates are not completely filled out as we did not have details or photos for future events the MCF is going to host.

This template demonstrates a “Humans of New York” (HONY) style post using one of the quotes and screenshots from our interviews. The next four templates also demonstrate this style of post. All of the photos and text boxes can be edited to either change the language, the quote, the color scheme, or the picture by the staff through the Canva account as needed.



Figure H.1: *Nature based quote Instagram and Facebook template*



Figure H.2: *Role of the fund quote Instagram and Facebook post template*



Figure H.3: *Sense of community quote Instagram and Facebook post template*



Figure H.4: *Concept of the MCF quote Instagram and Facebook post template*

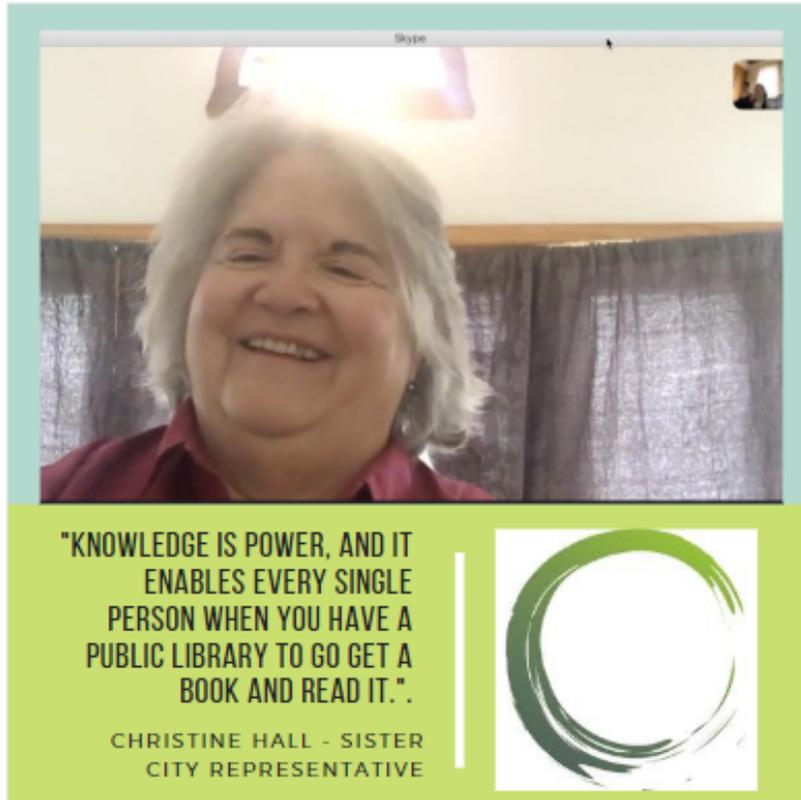


Figure H.5: *Importance of books quote Instagram and Facebook post template*

The next two templates can be used for future events that the MCF hosts, either by themselves or with a partnering organization. The staff can edit this template in Canva and fill in the name, time, date, location, photo, and more before posting.



Figure H.6: *Future event Instagram and Facebook post template*



Figure H.7: *Future event Instagram and Facebook post template*

The following template can be used for workshops that the MCF staff hosts in the future, by themselves or with another organization. The name, date, time, photos, and location will need to be edited once the details are decided.



Figure H.8: *Future workshop Instagram and Facebook post template*

The MCF staff can use this template to post on a monthly or annual basis and replace the pie chart according to the yearly distribution of the organization’s budget. This pie chart reflects donations were used throughout the course of the specified time period.



Figure H.9: Where donations go Instagram and Facebook post template

This following template can be used when the MCF officially moves into its new office location in March 2020. Staff members can replace the stock photo with a picture of the new office when the move is complete.

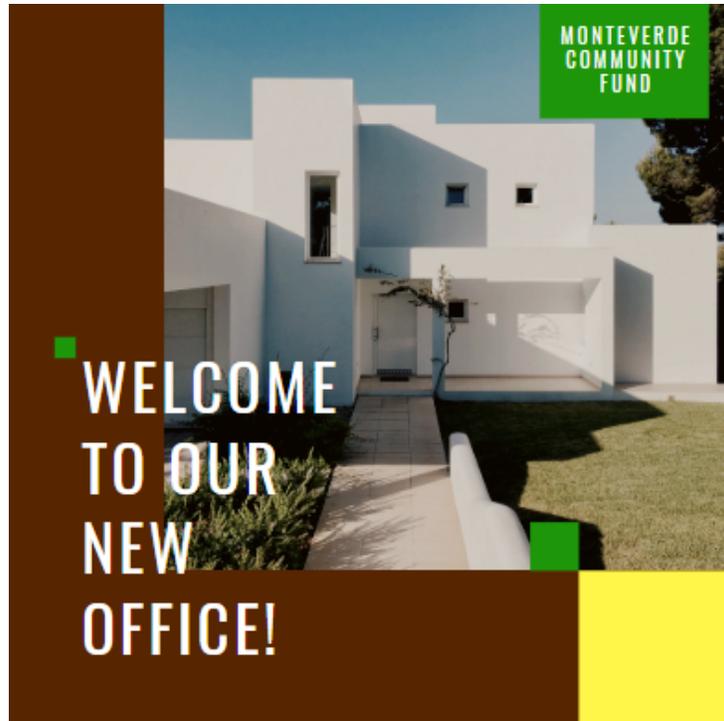


Figure H.10: *New building Instagram and Facebook post template*

The email newsletter template shown below can be used to inform locals about how the grant projects are progressing or other general news about the MCF or the community.



I cannot upload pictures of Far Corners so let's talk about the 200k. And I think it is a good idea to vary with light color words and dark color ones.

Here are the projects we are funding this year!



Always send a video if there is a new one!



Welcome, students! For us it is a pleasure to welcome a new group of interns from the Worcester Polytechnic Institute, who with their bright ideas and fresh perspectives will be helping better convey our impact in the community. They will be conducting short interviews to beneficiaries, donors and partners of the FCM that have helped shape who we are today. If you see them around, say hello!

[Make a Donation](#)

[Apply for a Grant](#)

Share it with your friends!

Share

Tweet

Forward

Follow us on social media!



This is the first project we are funding this year! They focus so much on music, and we are looking forward to working with them! For more information, check out its Facebook page for more information!

Figure H.11: Email newsletter template

Appendix I: Potential Workshop and Events

Workshops:

- *Sustainable Tourism Certification (CST) workshop:* Work with local hotels and organizations to host a workshop that teaches people who are interested in how to implement the CST into their organization.
- *Responsible Tourism:* Teach interested individuals about how to practice and promote responsible tourism and how they can do their part to preserve the Monteverde environment.
- *Photography classes:* María can teach a class about the basics of photography. If there is interest, she can also teach a class on more advanced photography topics.
- *Job Application workshops:* Work with the local high schools to go and teach students the best practices when applying and interviewing for a job. This can also be offered to the whole community as a workshop in the MCF office.
- *Voting workshop:* Work with a representative from the Municipal government or Wendy Rockwell to create a workshop that informs locals on how to register to vote.
- *Food workshops:* With the help of local restaurants, create a workshop that offers information on healthy eating, shopping locally, and growing your own produce. These workshops can even include a portion of the time dedicated to learning how to cook.
- *Solid Waste Management workshop:* The MCF can partner with ASADA to teach locals about the best practices with regards to composting and recycling.
- *Ecology workshop:* Partner with a Monteverde reserve to educate locals, tourists, or youth about the animals, insects, and plants that can be found around the community.
- *Tax workshop:* Host a workshop that teaches individuals how to complete their taxes.
- *Culture workshop:* Teach people about the culture of indigenous Monteverde and about how the community began.
- *Graphic Design workshop:* Teach classes about how to use Canva, Adobe Photoshop, and other programs to create infographics, social media posts, and more.

Events:

- *Grand Opening ceremony:* Have a ceremony to celebrate the grand opening of the new office space. This can be a collaboration with the Santa Elena Library and UNED.
- *Youth socials:* Collaborate with the local schools to provide the youth with biweekly or monthly socials or small gatherings. These can be events with music, food, and games to give local youth an afternoon activity to participate in after school for a few hours.
- *Exercise classes:* Partner with Monteverde en movimiento or locals who enjoy the various activities we recommend creating exercise classes for locals. Ideas for classes include yoga, rock climbing, running, soccer, dance, self-defense, and Zumba.
- *Local art showcase:* Invite local artists to show their work at this event. This will bring community members together to support each other's work. The MCF can host this event in their new office space or a predetermined location.
- *Hiking Group:* Similar to the CORCLIMA biking group, create a group for hiking. This group can meet every weekend, biweekly, or once a month to go on hikes in various areas around Monteverde.
- *Grant showcase:* Host an event where all grant beneficiaries for the year showcase their project and how they have been impacting the community. The beneficiaries can create posters and bring in products from their projects (if applicable). The MCF can host this event in their new office space and provide guests with light refreshments.
- *Photography gallery:* Invite local photographers to show and sell their work at this event. The MCF can host this event in their new office space or in a predetermined location.

Appendix J: Interview Content Database

	Video Name	Tags	Folder Location	Quick Summary	Video Length	Language
 <p>Fondo Comunitario Monteverde Desarrollando en el Desarrollo Comunitario Sostenible</p> <p><u>Tags Legend</u> Youth Why Monteverde Community Unity Grant Projects Background for Storytelling MV Change Over Time MCF History MCF Accomplishments Role of the MCF Sustainability Tourism Why MCF is Important MV Challenges Economy Recommendations</p>	Christine Hall - Monteverde and the Friendship Source	Background for Storytelling, Why Monteverde	Christine Hall	She's been to Monteverde 9 - 10 times and first came with Friendship Force of the USA to create a Sister City with Estes Park, CO	1:10	English
	Christine Hall - Estes Park Book Drive	Youth, MV Challenges	Christine Hall	How Estes Park started donating books and why	0:57	English
	Christine Hall - "There's nothing like holding a book"	Youth	Christine Hall	Quote - "Books . . . There's nothing like holding a book, yknow? And for a five year-old to just hold it in their hands?"	0:10	English
	Christine Hall - Why Monteverde	Background for Storytelling, Why Monteverde	Christine Hall	She is passionate about Monteverde because of Sister Cities	0:30	English
	Christine Hall - Why the library is important	Community Unity, Challenges in MV	Christine Hall	She wants to support the library initiative, because it is important for people to read so they can educate themselves	0:37	English

Christine Hall - Why seniors support Estes Park book donations	Community Unity, Background for Storytelling	Christine Hall	She lives in a wealthy community and is a Senior and has money to share with the cause	0:39	English
Christine Hall - Skype and WhatsApp	Recommendations	Christine Hall	She uses Skype and WhatsApp for out of country talking	0:07	English
Christine Hall - Zona Alta Medios	Recommendations	Christine Hall	She gets news about Monteverde from Zona Alta Medios Facebook	0:08	English
Christine Hall - People Trust a Community Fund	Role of the MCF, Why the MCF is Important	Christine Hall	The Fund is consistent with the community and a center to local projects that people can trust	1:40	English
Christine Hall - Learning more about the fund	Recommendations	Christine Hall	She wants to know more about current projects, who the board is and who is running it, and logistics	0:23	English
Christine Hall - Online and WhatsApp	Recommendations	Christine Hall	She gets alot of her information online and on WhatsApp	0:19	English

Gaby McAdam - Family history	Background for Storytelling	Gaby McAdam	Gabi, her sibling and parents moved to MV in 1991. Her father worked on a farm when he was younger, so they moved back to MV.	1:59	English
Gaby McAdam - personal history	Background for Storytelling, Why Monteverde	Gaby McAdam	After finishing her last year of highschool in Buffalo, NY, she went to school in San José , but realized it wasn't her place so moved back to MV.	0:55	English
Gaby McAdam - Quakers and the Community	Community Unity	Gaby McAdam	Quakers making Monteverde very united and together	0:21	English
Gaby McAdam - Tourism pros and cons	Tourism, MV Challenges, Sustainability, Economy	Gaby McAdam	Tourism is a big source of income for Monteverde, but MV has to grow to support so many people	2:52	English
Gaby McAdam - Youth Programs	Youth, MV Challenges	Gaby McAdam	Because there aren't many programs for youth to be involved in the community, youth are doing things they shouldn't be doing	0:53	English

Gaby McAdam - personal projects	Background for Storytelling, Grant Projects	Gaby McAdam	She designed a new teacher house for the MV friends school and created a system for rainwater catching and management	1:09	English
Gaby McAdam - MCF Empowerment	Role of the MCF, Why the MCF is Important	Gaby McAdam	The MCF empowers people and gives them the push to succeed in their projects	1:07	English
Gaby McAdam - MCF Characteristics	Role of the MCF, Why the MCF is Important	Gaby McAdam	The MCF is inclusive, open to new ideas, and good at seeing opportunities in the projects that come to them	0:47	English
Gaby McAdam - Better Outreach	Recommendations	Gaby McAdam	The MCF can work on having better outreach and should attract more people, because not many people actually know what the MCF does	1:22	English
Gaby McAdam - Zona Alta Medios	Recommendations	Gaby McAdam	Zona Alta Medios reaches alot of people	0:53	English

Gaby McAdam - MVI announcements	Recommendations	Gaby McAdam	She gets information from MVI weekly announcements	0:21	English
Gaby McAdam - WhatsApp	Recommendations	Gaby McAdam	There are lots of WhatsApp group. The AZM WhatsApp group has an administrator and is the only one that can post	0:52	English
Gaby McAdam - Email Bulletin	Recommendations	Gaby McAdam	She would like to receive information via an email bulletin	0:09	English
Gaby McAdam - Workshops	Recommendations	Gaby McAdam	Workshops about what the MCF does would be helpful	1:18	English
Gaby McAdam - Brochures	Recommendations	Gaby McAdam	She would like to see some brochures about the projects	0:31	English
Harriet Joslin - Affordable housing for young people	Sustainability, Youth, Economy	Harriet Joslin	She believes that without affordable housing for young people within a close distance to the community gathering places, it will be hard for them to get involved within the community	0:34	English

Harriet Joslin - affordable housing project idea #2	Sustainability, Economy, Recommendations	Harriet Joslin	She would like to see the MCF gets involved with initiatives that aims to ensuring affordable housing	0:16	English
Harriet Joslin - Changes over time	MV Change Over Time, Tourism, MV Challenges	Harriet Joslin	She saw a lot more tourists over the years. Even though the ingrastructure is slightly better, but it does not catch up enough to ensure a livable place for the community.	0:24	English
Harriet Joslin - especially impressive on the MCF supporting intiatives that the government does not	Grant Projects, Role of the MCF, Why MCF is Important	Harriet Joslin	She is impressed on the MCF supporting initiatives that the government does not. Such as CORCLIMA, water treatment systems, recycling etc.	0:32	English
Harriet Joslin - How long she lived in Monteverde	Background for Storytelling	Harriet Joslin	She moved in Monteverde almost 16 years ago	0:11	English

Harriet Joslin - How she first heard about the idea	MCF History	Harriet Joslin	She hung out with Jannelle when Jannelle went to meetings at the beginning of the process: Jannelle would go to meetings to talk about her idea about travelers' philanthropy and share the ideas with Harriet	1:05	English
Harriet Joslin - When she started getting involved with the fund	Background for Storytelling	Harriet Joslin	She started getting involved since the very beginning when the MCF was funded	0:08	English
Harriet Joslin - project idea/ affordable housing	MV Challenge, Recommendations	Harriet Joslin	She believed that increasing the affordable housing within the community could be a project idea that addresses important challenges the community is facing	0:25	English
Harriet Joslin - Reason wanting to be part of the MCF	Why MCF is Important	Harriet Joslin	She believes that the MCF is doing work that is very important to the community	0:14	English

Harriet Joslin - the MCF start projects that enhance people's life in Monteverde	Why MCF is Important	Harriet Joslin	She believes that the MCF is doing work that is very important to the community. Although some of them might not ended up succesful, but it's very important to start	0:23	English
Harriet Joslin - The most important thing is to make Monteverde livable for everyone	MV Challenge, Economy	Harriet Joslin	She believes one big challenge the MV community is facing is to keep the place livable for average people in terms of income and living expenses	0:27	English
Harriet Joslin - Why she moved to Monteverde	Why Monteverde, Background for Storytelling	Harriet Joslin	She visisted a few times before moving in and she loved it. She was conservation oriented and she loves nature. Thus MV is a great place for her to retire	0:18	English

Harriet Joslin - Why she loves Monteverde	Why Monteverde, Background for Storytelling	Harriet Joslin	She thought MV is a loving community. She recognizes CR for not having a military. She likes the Friends meeting, which focuses on a peaceful world. She also loves the mother nature presented in MV. "It's a beautiful place to live"	1:08	English
Heidi Pérez - Changes due to tourism	Tourism	Heidi Pérez	She has seen significant changes because of tourism, especially in jobs. These changes are both positive and challenges.	0:27	Spanish

Heidi Pérez - Why started working at Chamber of Tourism	Background for Storytelling	Heidi Pérez	She started working at tourism because it is convenient employment for kids. It is positive because it is a source of employment for young people but it is a challenge because then the kids may not be prepared for other specific careers.	0:38	Spanish
Heidi Pérez - Love of tourism and environment	Tourism, Background for Storytelling	Heidi Pérez	Having the Santa Elena forest reserves allowed her school to build a love for nature and tourism within the students.	0:20	Spanish
Heidi Pérez - Work in the Chamber background	Background for Storytelling	Heidi Pérez	She has worked in the Chamber for seven years. She has mostly worked in an administrative role or on community projects.	0:11	Spanish

Heidi Pérez - Social challenge with youth home alone	Youth, MV Challenges	Heidi Pérez	Monteverde faces a social challenge as there are more opportunities for work. Parents work 6am to 10pm and then the kids stay in their homes alone.	0:29	Spanish
Heidi Pérez - Environmental challenge with tourism and nature activities	MV Challenges, Sustainability, Tourism	Heidi Pérez	Monteverde faces a environmental challenge with tourism. They need to regulate tourism so they don't harm the environment.	0:20	Spanish
Heidi Pérez - Economic challenge with distributing funds	MV Challenges, Economy	Heidi Pérez	Funds need to be distributed in a more equitable manner so that owners don't keep them for themselves and focus more on the employees and business.	0:24	Spanish
Heidi Pérez - Challenge getting people to support youth programs	Youth, MV Challenges	Heidi Pérez	Many businesses and institutions want to support youth programs but none want to direct it or take their time to work on the subject.	0:25	Spanish

Heidi Pérez - Working with the youth through the MCF	Youth, Why MCF is Important	Heidi Pérez	Worked with youth through and MCF program. The youth think different than us. Youth have many distractions in the community.	0:44	Spanish
Heidi Pérez - Solution to youth problem	Youth	Heidi Pérez	The community has interest in this problem. They just need an efficient channel to fix it.	0:14	Spanish
Heidi Pérez - Need for social change	MV Challenges	Heidi Pérez	If Monteverde doesn't fix the social issues there will be severe repercussions.	0:11	Spanish
Heidi Pérez - Why the MCF is incredible	Why MCF is Important	Heidi Pérez	The fund does incredible things for the community that aren't observed anywhere in CR except here. It is incredible to have an organization that helps projects for the community.	0:45	Spanish
Heidi Pérez - Projects with the MCF	Grant Projects	Heidi Pérez	She discusses projects she has done with the MCF.	0:17	Spanish

Heidi Pérez - How the MCF helped her and importance of her project	Grant Projects, Why MCF is Important, Role of the MCF	Heidi Pérez	She discusses how the MCF supported her throughout the entire application process. She also says the importance of her project and why she applied.	1:19	Spanish
Heidi Pérez - Importance of her project	Grant Projects, Tourism	Heidi Pérez	Her project is important because it gives tourists access to more experiences and gives smaller business publicity to everyone.	0:37	Spanish
Heidi Pérez - Grant application story	Grant Projects, Role of the MCF	Heidi Pérez	The MCF supported her through the whole grant application process.	0:46	Spanish
Heidi Pérez - Supporting neighboring areas	Recommendations	Heidi Pérez	The MCF should support projects in the surrounding areas.	1:10	Spanish
Heidi Pérez - Communication needs improvement	Recommendations	Heidi Pérez	The knowledge of the impact of the MCF could grow. Need more outreach to gain more support.	0:44	Spanish

Heidi Pérez - Monteverde is wonderful	Why Monteverde	Heidi Pérez	Monteverde is a fantastic place for many reasons. Beautiful nature, free energy, happiness, etc.	0:48	Spanish
Heidi Pérez - Importance of the MCF	Why MCF is Important, Role of the MCF	Heidi Pérez	MCF gives opportunities, transparency, and channels adequate goals and resources to better MV	0:48	Spanish
Jannelle Wilkins - Why Monteverde	Background for Storytelling, Why Monteverde	Jannelle Wilkins	She first came to Monteverde as a tourist and then decided to buy a property, then a house in Monteverde and got a job here after she retired	0:43	English
Jannelle Wilkins - Tourism	Tourism, Economy, MV Change Over Time	Jannelle Wilkins	The economy is more predominantly tourism, where it used to be more diversified and agricultural	0:30	English
Jannelle Wilkins - Community Passions	Background for Storytelling, MV Challenges	Jannelle Wilkins	She is passionate about the library and the MCF, as well as affordable housing	0:41	English

Jannelle Wilkins - MCF Project Focus	MV Challenges, Recommendations , Sustainability	Jannelle Wilkins	She believes that projects involving, garbage, recycling, climate change, CorClima, water treatment, affordable housing for older community members, and opportunities for younger community members is important	0:57	English
Jannelle Wilkins - Community Efforts	Background for Storytelling, Community Unity	Jannelle Wilkins	She, as a community member, has the responsibility to help the community run. Everyone has to participate in order for the community to run.	0:33	English
Jannelle Wilkins - Why MCF	Why MCF is Important	Jannelle Wilkins	She likes the broad range of projects, as well as their devotion to the community	0:51	English

Jannelle Wilkins - MCF History	MCF History, Role of the MCF	Jannelle Wilkins	She started with traveller's philanthropy and then it developed to community philanthropy, as well.	1:37	English
Jannelle Wilkins - MCF Initiatives	Why MCF is Important, Role of the MCF	Jannelle Wilkins	MCF supports important initiatives such as the Santa Elena library and CORCLIMA. It also helps with the municipal commision	0:22	English
Jannelle Wilkins - Outreach	Recommendations	Jannelle Wilkins	Most people want to know more about funding and membership	0:22	English
José Vargas - Childhood Storytelling	Background for Storytelling	José Vargas	José grew up in Monteverde and went to high school at the Friends School. His mom is part of a 14 member family and his father is part of a 5 member family. He has 11 siblings and is the oldest.	1:15	English

José Vargas - Cheese Factory	Background for Storytelling	José Vargas	He started working in San José and then was hired as an assistant manager in 1977/78 as an assistant manager at the Cheese Factory. He spent 10 years as an assistant manager and became a general manager in 86. After company was sold to Sigma Alimentos in 2013, he left in 2014.	4:11	English
José Vargas - Agriculture Adventure	Background for Storytelling	José Vargas	Created a joint project with his brother Guillermo that was centered around agriculture.	2:55	English
José Vargas - Life Monteverde	Background for Storytelling, Youth	José Vargas	Started Life Monteverde, which has programs for students	2:25	English

José Vargas - Education for Younger Generations	Youth	José Vargas	His family prized education so he wanted to have a program that will help educate younger generations and show them they can make a difference in the community even in a small scale.	1:52	English
José Vargas - Monteverde Importance	Why Monteverde, Tourism	José Vargas	Monteverde is an important place in the world for its community, nature, peacefulness and culture.	0:29	English
José Vargas - Monteverde Growth	Monteverde Change Over Time, MV Challenges, Economy	José Vargas	Monteverde struggles with how to grow but also take care of the conditions that make it special	1:19	English
José Vargas - Community Unity	MV Challenges, Community Unity	José Vargas	Monteverde needs to work on bringing the community together and not relying on the government	0:39	English
José Vargas - Early Community Initiatives	MCF History, Sustainability	José Vargas	Community initiatives has been going on for many years	0:41	English

José Vargas - Challenges with Isolation	MV Challenges, Why MCF is Important	José Vargas	Because Monteverde is away from any big cities, it is hard to rely on government for initiatives and projects	1:04	English
José Vargas - MCF Importance	Why MCF is Important, Role of the MCF	José Vargas	MCF works to unite the community and works with other organizations in an organized way.	2:29	English
José Vargas - Local Opportunities	Why MCF is Important, Youth, Role of the MCF	José Vargas	The MCF has opportunities for younger generations and entrepreneurs and the community needs to see how the MCF impacts the community	1:48	English
José Vargas - MCF Image	Recommendations , Role of the MCF	José Vargas	The MCF needs to develop an image with the community by generating resources that show role the MCF has	0:44	English
José Vargas - Community Involvement	Recommendations , Community Unity	José Vargas	It is crucial that the community is involved in initiatives	0:50	English

José Vargas - Organization Coordination	Recommendations , Community Unity	José Vargas	It could be helpful for the MCF to work more closely with other organizations, such as the Chamber of Tourism and CorClima	3:12	English
José Vargas - Zona Alta Medios	Recomendations	José Vargas	Zona Alta Medios reaches alot of people	1:18	English
José Vargas - Bulletins	Recommendations	José Vargas	Bulletins through Monteverde Institute, and bulletins in general, mainly digitally are good	1:06	English
José Vargas - Facebook	Recommendations	José Vargas	Facebook is very popular	0:42	English
José Vargas - WhatsApp	Recommendations	José Vargas	WhatsApp is used alot in Costa Rica and is a good way to reach people.	1:11	English
José Vargas - Monteverde is Special	Why Monteverde	José Vargas	Monteverde is very diverse and has different cultures and you can meet people from around the world.	1:25	English

José Vargas - Tourist Variety	Why Monteverde	José Vargas	Monteverde attracts different types of tourists, including students, teachers and researchers	0:55	English
Julio Rojas- How long lived in MV	Background for Storytelling	Julio Rojas	Julio has lived in MV for two years.	0:04	Spanish
Julio Rojas- Why moved to MV	Background for Storytelling	Julio Rojas	Julio originally lived in Guanacaste, but moved to MV to work for the Institute.	0:26	Spanish
Julio Rojas- Why he chose to work in MV	Background for Storytelling, Why Monteverde, Community Unity	Julio Rojas	Chose MV because there were more opportunities, more community unity and people working together.	0:28	Spanish
Julio Rojas- Has seen people work together more over time	MV Change Over Time, Community Unity	Julio Rojas	In the two years that he has lived here, has seen organizations strengthening and people working together more. The Institute wants to create community.	0:34	Spanish

Julio Rojas- People are organizing as a community to achieve goals	Community Unity	Julio Rojas	Has seen people organizing themselves, having talks and workshops, becoming interested in reforesting their farms, linking into organizations.	0:19	Spanish
Julio Rojas- MV has more community unity than other places, MCF is unique to MV	Why MCF is Important, Why Monteverde, Community Unity	Julio Rojas	MV is different than anywhere he has ever lived- organizations protect community and environment. Other places don't have an MCF, don't have projects, don't have the same energy.	0:45	Spanish
Julio Rojas- Community unity is important because together people are stronger and accomplish more	Community Unity	Julio Rojas	It is important to have unity because it makes the community stronger. More ideas are generated and it is easier to make them a reality. Everyone works together in the same direction.	0:36	Spanish

Julio Rojas- Community unity sets a good example for kids	Youth, Community Unity	Julio Rojas	When the community works together, it sets a good example for the youth.	0:18	Spanish
Julio Rojas- Passionate about promoting sustainability with the Institute (heath, trees, soil, etc)	Sustainability	Julio Rojas	Passionate about promoting sustainability- less trash, protecting trees, improve health of the people, care for the soil, he is involved with many ideas and initiatives.	0:42	Spanish
Julio Rojas- Climate action, compost, sustainable transport, etc.	Sustainability	Julio Rojas	Community working on climate action, compost, organic fertilizers, electric or sustainable transport, and more.	0:29	Spanish
Julio Rojas- Focus on sustainability, balance with tourism	Sustainability, Tourism, MV Challenges	Julio Rojas	Community needs to focus on more sustainable lifestyles and developments, achieving an equilibrium with tourism	0:51	Spanish

Julio Rojas- MCF gives life to community ideas	Role of the MCF, Why MCF is Important	Julio Rojas	MCF is super important in giving life to good ideas from the community and financially supporting them.	0:21	Spanish
Julio Rojas- MCF creates community, supports good ideas, allows for more impact	Role of the MCF, Why MCF is Important	Julio Rojas	The role of the fund is to create community, finance good ideas, and maintain projects over time so they can have more impact on Monteverde.	0:30	Spanish
Julio Rojas- Which grant projects he has worked with	Background for Storytelling, Grant Projects	Julio Rojas	Short statement of which grant projects he has worked on in the past- reforestation and soil conversation project.	0:32	Spanish

Julio Rojas- Why started soil conservation project	Grant Projects	Julio Rojas	Describes why the Institute started the soil conservation initiative. After talking to people on farms, realized that people were interested in conserving the soil but did not know how. Proposed the idea to the fund and was approved.	0:56	Spanish
Julio Rojas- How they executed soil conservation project	Grant Projects	Julio Rojas	Describes how the Institute executed the soil conservation project- gave information to people on farms through talks and workshops	0:21	Spanish
Julio Rojas- Had more impact because of MCF funding	Grant Projects, Why MCF is Important	Julio Rojas	With the help of the MCF, the project had more impact. Had extra money for transport, analysis, etc. Funding made their reach larger.	0:51	Spanish

Julio Rojas- Impact of soil conservation project	Grant Projects	Julio Rojas	In the small amount of time the project has been going, has seen results. People are more engaged, attending workshops, happy to help planting trees and working with soil. People want to learn.	1:00	Spanish
Julio Rojas- Future goals for tree project	Grant Projects	Julio Rojas	In 5 years, he hopes to have the capacity to plant more trees, extend to more communities, and take on more.	0:12	Spanish
Julio Rojas - Soil project in the future	Grant Projects	Julio Rojas	Soil projects in the future will see changes in the soil, in the farms, and where the projects occur	0:29	Spanish
Julio Rojas - How the community has benefitted from the MCF	Why MCF is Important, Role of the MCF	Julio Rojas	The MCF benefits the community with trees, soil, workshops and trainings and people have seen benefits from the Small Grants Program	1:04	Spanish

Justin Welch - "Local Government is constant"	MV Change Over Time	Justin Welch	Justin believes that the local government is a positive constant that helps the changing community face its challenges	1:06	English
Justin Welch - Capital Campaign is a big success and MCF should aim even higher after that	MCF Accomplishments	Justin Welch	Justin recognizes the Capital Campaign as a huge success and he thinks the MCF should aim higher	1:01	English
Justin Welch - Everyone's need is different, the key is to keep observing	Background for Storytelling, MV Challenges	Justin Welch	Justin talks about what he works on for the community, which is waste and resource recovery and management. He believes that the challenges of the community are different from different perspective. The key is to keep observing	2:07	English
Justin Welch - Example on the cooperation	Background for Storytelling	Justin Welch	Justin gives an example on how different organizations can cooperate	0:21	English

Justin Welch - MCF is essential during the complex process of building sustainable community	Role of the MCF, Why MCF is Important	Justin Welch	Justin believes MCF is essential during the complex process of building sustainable community. (Core words are at the beginning and the end of the video)	1:36	English
Justin Welch - Steady growth as a tourist place	MV Change Over Time	Justin Welch	Justin sees the changes of the community as a steady growth of tourism, with more hotels, bnbs, and restaurant	2:02	English
Justin Welch - The original initiative of MCF	MCF History, Background for Storytelling	Justin Welch	Justin talks about how the MCF started: travelers' philanthropy, and not relying on others for local empowerment and distribution of resources. Also giving community organizations legal and transparency convenience	2:40	English

Justin Welch - What brought Justin to Monteverde and what made him stay	Background for Storytelling, Why Monteverde	Justin Welch	Justin was not sure about his decision when he first came to Monteverde, but he eventually fell in love with this place: feeling welcomed at this beautiful place	1:35	English
Justin Welch - Why people in the community think the MCF is important	Why MCF is Important	Justin Welch	Justin believes that MCF is unique and complimentary to what has been done. It does not limit itself within a scope, but rather address on the whole community	3:52	English
Katy VanDusen - Why Monteverde	Why Monteverde, Community Unity, Background for Storytelling	Katy VanDusen	She came to Monteverde in 1980 when she had just graduated college. She raised her children here and really loves being part of the diverse community that is small but also very connected to the natural world.	0:48	English

Katy VanDusen - Why she works with the MCF	Background for Storytelling, Role of the MCF, Why MCF is Important	Katy VanDusen	Her mom was involved with a community fund. She got involved with the MCF. Liked to have a platform to help with Climate action in community	1:27	English
Katy VanDusen - Roles within MCF	MCF History, Role of the MCF, Background for Storytelling	Katy VanDusen	Talks about her roles within the MCF over the years	0:57	English
Katy VanDusen - Supporting MCF mission	Why MCF is Important	Katy VanDusen	She is involved to the max with MCF. Initiatives supporting the mission of the community fund.	0:52	English
Katy VanDusen - Grant Projects Description	Grant Projects	Katy VanDusen	Describes both initiatives she is working on	1:05	English
Katy VanDusen - MCF embodies sense of community	Community Unity, MV Challenges, Tourism, Sustainability, Why MCF is Important, Role of the MCF	Katy VanDusen	The MCF embodies the sense of community and bringing a diverse group of people together to work together to live in harmony with the natural world.	1:38	English

Katy VanDusen - Art of communication	Recommendations	Katy VanDusen	It is an art to connect to people so they feel like it's a "good use of their time"	0:39	English
Katy VanDusen - Importance of Storytelling	Recommendations	Katy VanDusen	Storytelling is key - being succinct and transformative	0:28	English
Katy VanDusen - Keep outreach shor	Recommendations	Katy VanDusen	All outreach efforts must be short to keep readers/viewers attention	1:01	English
Katy VanDusen - Keep the fun in Community Fund	Recommendations	Katy VanDusen	"Keep the fun in Community Fund"	0:18	English
Katy VanDusen - Human Resources	Recommendations	Katy VanDusen	People don't always need help with money, but rather human resources	0:38	English
Katy VanDusen - Quick announcement	Recommendations	Katy VanDusen	Keep announcements quick	0:07	English
Katy VanDusen - Emails	Recommendations	Katy VanDusen	Thoughts on emails	0:13	English
Katy VanDusen - Word of mouth	Recommendations	Katy VanDusen	Thoughts on word-of- mouth	0:07	English
Katy VanDusen - WhatsApp	Recommendations	Katy VanDusen	Thoughts on WhatsApp	1:05	English

<p>Raquel Sanchez-Castro- Access to water, climate change, wastewater major MV challenges</p>	<p>MV Challenges, Sustainability</p>	<p>Raquel Sanchez-Castro</p>	<p>Access to potable water is a main concern. Long, hot summers have led to concerns about climate change, access to water, and single-use plastics. She is also concerned with wastewater disposal.</p>	<p>0:53</p>	<p>Spanish</p>
<p>Raquel Sanchez-Castro- MV needs to be a leader and set an example in sustainability</p>	<p>MV Challenges, Sustainability</p>	<p>Raquel Sanchez-Castro</p>	<p>Expresses the need to educate others about consumption. Monteverde needs to be a leader and set an example for other communities, have more initiatives and projects to support that.</p>	<p>0:29</p>	<p>Spanish</p>
<p>Raquel Sanchez-Castro- The fund has already done so much to help</p>	<p>Why MCF is Important</p>	<p>Raquel Sanchez-Castro</p>	<p>"El fondo ya hace muchísimas cosas para ayudar."</p>	<p>0:05</p>	<p>Spanish</p>

Raquel Sanchez-Castro- Past project with the MCF	Grant Projects	Raquel Sanchez-Castro	One of the first projects that Cala Lodge committed itself to with the fund had to do with los centros de acopio.	0:11	Spanish
Raquel Sanchez-Castro- MCF can involve itself with bigger projects, educational workshops	Recommendations	Raquel Sanchez-Castro	Recommends that the MCF involve itself with bigger projects that present greater challenges, hold educational workshops, support the Monteverde culture.	0:25	Spanish
Raquel Sanchez-Castro- Need to understand our culture to value it	MV Challenges, Community Unity	Raquel Sanchez-Castro	If we don't understand our culture, we don't value it. It could lead to being more negligent with the way we treat the community. It is important for people to love their community, to invest in culture.	0:26	Spanish

Raquel Sanchez-Castro- Lead when it comes to CORCLIMA initiatives	Recommendations	Raquel Sanchez-Castro	Recommends that the MCF lead a bit when it comes to CORCLIMA initiatives to mitigate climate change.	0:10	Spanish
Raquel Sanchez-Castro- Why she supports the MCF	Why MCF is Important	Raquel Sanchez-Castro	Continues to support the MCF because she wants to see it keep doing things in the community, whether it be by projects that have already been funded or new ideas.	0:19	Spanish
Raquel Sanchez-Castro- Suggests MCF work with the local government more	Recommendations	Raquel Sanchez-Castro	Would like to see the fund grow by collaborating on more initiatives with the local government to have more impact for all.	0:25	Spanish
Raquel Sanchez-Castro- Would like to see an annual summary of MCF activities	Recommendations	Raquel Sanchez-Castro	Cala Lodge has an annual summary of what they have done on their website- would like to see that from the MCF to be able to share with clients.	2:13	Spanish

Raquel Sanchez-Castro- Screen with MCF video is extremely useful	Recommendations	Raquel Sanchez-Castro	The screen in the Cala Lodge lobby with an MCF video playing is helpful- tourists watch it while waiting for tours or to check in.	1:05	Spanish
Raquel Sanchez-Castro- Fund has the potential to grow on Instagram.	Recommendations	Raquel Sanchez-Castro	Fund can grow on Instagram to reach out to the younger population. Their Facebook is doing well. Emphasizes potential value of annual summary.	1:07	Spanish
Raquel Sanchez-Castro- Youth and communities grow together	Youth	Raquel Sanchez-Castro	Young people and communities grow together.	0:06	Spanish
Raquel Sanchez-Castro- Living in MV is living in paradise	Why Monteverde, Community Unity	Raquel Sanchez-Castro	Loves Monteverde for the stunning nature and diverse community of people that care. They concern themselves with similar goals. It is like living in paradise.	1:23	Spanish

Wendy Rockwell - A lot more cars	MV change Over Time	Wendy Rockwell	Wendy says that there were few cars within the community, compared to a lot right now	0:17	English
Wendy Rockwell - What the MCF needs to keep in mind	Recommendations	Wendy Rockwell	Wendy believes that it would help if the MCF recognizes the earth, and the community, as a common inheritance	0:21	English
Wendy Rockwell - Why Monteverde	Background for Storytelling, Why Monteverde	Wendy Rockwell	"I live here, my children are here, I was born here, I was raised here"	0:07	English
Wendy Rockwell - Why the MCF is important	Why MCF is Important, Role of the MCF	Wendy Rockwell	She believes that the MCF is bringing awareness of sustainability to the community, which is the foundation of its success	0:16	English
Wendy Rockwell - Proactively promote reading in the community	Community Unity, MV Challenges, Youth	Wendy Rockwell	She believes that the library along with the MCF should try to be proactive on promoting reading within the community to keep up with the social media competition	1:11	English

Wendy Rockwell - What the Capital Campaign brought to the library	MCF Accomplishments, Why MCF is important	Wendy Rockwell	The Capital Campaign offered the library a steady place as a base so that it does not have to move out anymore	0:50	English
Wendy Rockwell - How the library project started	Background for Storytelling, Grant Projects	Wendy Rockwell	In 2003, she was elected on the city council, and the council received 300 books from Monteverde's sister city. Thus, Wendy started bringing books to the public schools and share it with the students. As there are more books donated, the need for library comes up. At the same time, the MCF was established, thus it became one of the earliest projects funded by the MCF	2:48	English

Wendy Rockwell - People need more information on what the government is doing	MV Challenges	Wendy Rockwell	She believes that few people within the community knows what the government is doing, as well as how the budget is spent	0:46	English
Wendy Rockwell - library could be a place to share transparent info	MV Challenges, Sustainability	Wendy Rockwell	She believes that the library can be a media to communicate between the government and the general public	0:40	English
Wendy Rockwell - life in the old days	Background for Storytelling, MV Change Over Time	Wendy Rockwell	In her younger days, children went barefoot, there were houses with mud floor. Tourism was not a thing: not a lot of hotels or BNBs	0:22	English
Wendy Rockwell - MCF is trying to help the community understand sustainability	Role of the MCF, Why MCF is Important	Wendy Rockwell	She believes that the MCF is in the vein of understanding what sustainability is, and trying to educating the community so that people can make better decisions	1:12	English

Wendy Rockwell - MCF's helped the library have a stable locations	Why MCF is Important, MCF Accomplishments	Wendy Rockwell	The MCF helped the library ensure a stable place	0:10	English
Wendy Rockwell - Possible projects/ A storytelling community	Recommendations	Wendy Rockwell	Wendy proposed an idea of storytelling event that could engage people since storytelling is a tradition in Monteverde	0:38	English
Wendy Rockwell - praising the Capital Campaign	MCF Accomplishments	Wendy Rockwell	"Just reading the Capital Campaign reports and seeing what they have done is amazing	0:09	English
Wendy Rockwell - the community needs to understand sustainability	MV Challenges	Wendy Rockwell	The title is pretty descriptive	0:45	English
Wendy Rockwell - What the library can do	Grant Projects	Wendy Rockwell	She believes the library can do a lot, just need to find the right ones for the community	1:34	English

Appendix K: Beneficiary Update Form

Grant Beneficiary Update

After receiving a grant from the MCF, please fill out this form with updates of your project.

* Required

1. Which update is this? *

Mark only one oval.

Mid-Way Update

Final Update

2. What is your organization or personal name? *

3. What is your project name? *

4. When did you receive the grant? (Month/Year) *

5. Please provide a brief description of your project's progress since receiving the grant. *

6. Please provide a photo from your project. *

Files submitted:

7. Are you comfortable with the MCF posting the picture and project updates on social media? *

Mark only one oval.

Yes

No

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