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### Fundraising Tools for Community-Based Housing Organizations in Syracuse, NY: Collaboration with A Tiny Home for Good

Michelle Kincaid

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**Fundraising Tools for Community-Based Housing Organizations in Syracuse, NY:  
Collaboration with A Tiny Home for Good**

A Capstone Project Submitted in Partial Fulfillment of the  
Requirements of the Renée Crown University Honors Program at  
Syracuse University

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and Renée Crown University Honors  
May 2018

Honors Capstone Project in Citizenship and Civic Engagement

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## **Abstract**

This Capstone is a two-part project that seeks to better understand the impediments to affordable housing development in Syracuse, New York and take action to ameliorate the problem with a local community-based housing organization. A Tiny Home for Good is a Syracuse-based nonprofit agency dedicated to ending the cycle of chronic homelessness. They do this by managing tiny homes and rent them to individuals who are facing or have faced homelessness. Their long-term goal is to build 50 homes by 2020. One problem facing their work is that they do not have enough money to achieve their long-term goals. Further, they do not have the fundraising tools that are time and cost efficient. To address this problem, I created an Action Plan that includes a donor and donation data analysis, wrote and distributed a newsletter with a donation appeal, and re-designed the donation page on their website. These tools, all aimed at increasing donations from individuals, helped raise more than \$15,000 in the fall campaign. This report examines the strategy and outcomes of this Action Plan.

## **Executive Summary**

This Capstone is a two-part project that began in the fall of my junior year during the Citizenship and Civic Engagement research seminar. In this course, students focused on a specific research area, identified a measurable societal problem, and designed a research project in line with that topic. In the same semester, I participated in the Skills Through Experience Program (STEP) through the Public Affairs Department. I was matched with A Tiny Home for Good (THG), a Syracuse non-profit organization that seeks to end homelessness by building and managing tiny homes (less than 500 square feet) for individuals facing homelessness. Today, THG has 12 residents. In this role, I worked for them as a Support Staff member. I was drawn to THG's work and housing matters in general, from personal experience confronting the challenges of unstable housing while growing up.

This project included research on housing policy in the United States with an emphasis on affordable housing. Historically, government and private sector dollars funded housing development and programs across the U.S. After the Great Depression, the New Deal housing policies aimed to standardize housing practices and encourage home ownership over renting. However, over time the government's commitment to subsidize and build affordable housing developments declined. This placed much of the housing burden on local and state governments. Subsequently, these governments have struggled to convene the public, private and nonprofit sectors around affordable housing.

The struggle to develop affordable housing stock is especially severe in post-industrial cities like Syracuse, New York. The effect of "white flight" – the move of residents from the city center towards the suburbs. As of 2010, three times as many homes were built in Onondaga County after 1980 rather than Syracuse, thus, illustrating the suburbanization trend. Moreover,

75% of the housing stock in Syracuse was built before 1960, while only 53% of homes built in the same year were located in the county. The housing stock in Syracuse is old, which can entail significant maintenance costs and health hazards.

The limited affordable housing stocks and resources in the region illustrate the needs gap for housing development. To this end, organizations like THG's work is critical for providing services and support for housing-vulnerable individuals.

Another component of my project was to research local funding opportunities for THG. In my role as Support Staff, I helped write a grant from a local philanthropic foundation to help pay for an upcoming build. In this process, I learned that THG had never received a government grant before. These experiences lead to the core of my research in the seminar, which focused on trends in government spending dedicated to housing efforts.

I chose to study the U.S. Department of Housing and Urban Development's HOME Investment Partnership Program. HOME grants fund projects that unite public, private and nonprofit sectors in building, buying, and/or rehabilitating affordable housing for rent or homeownership, or providing direct rental assistance to low-income groups. Using quantitative methods, I found that over the past 10 years in Onondaga County, funding has decreased by 44.4%. The most important finding was that an increase in HOME-eligible organizations could reduce a location's HOME funding amount. This research deepened my understanding of the scarcity of resources available to nonprofits, like THG. Further, it made me curious as to whether federal grants were a realistic option for THG and similar grass-roots organizations.

The research above lead to the second part of this Capstone: my Action Plan. This is a project-oriented course in which students work with a community partner organization to address a real-world problem. In the summer before the fall of my senior year, I reached out to

Andrew Lunetta, THG's Executive Director, to inquire about the opportunity to collaborate. In our meetings, I learned that they did not have fundraising tools or strategies that are time and cost efficient for their work. Efficiency is important because Andrew is the only full-time staff member. In this role, fundraising is one of the most time-intensive tasks, yet it is often hard to get to compared to the day-to-day responsibilities for an executive director. Ultimately, Andrew and I decided together that improving the organization's fundraising tools was important and that the Action Plan course was an appropriate venue for developing the project.

My Action Plan aimed to better understand THG's donation trends and use that information to create fundraising strategies. Early in the Action Plan process, Andrew gave me the organization's financial data. From this, I identified top donors and how different types of donations (cash versus in-kind, for example) changed over time. One key finding was that cash donations for individual people was not as consistent or stable as THG previously thought. Moreover, while their supporters were highly engaged in their Facebook page, they did not move towards the THG website to make a donation very often. To this end, I focused on tools that would engage individual donors, rather than businesses or a grant application. This was based on the theory that individual donors would be a more sustainable revenue stream over companies who may only afford a handful of in-kind donations.

In my Action Plan, I developed three deliverables: the donation analysis report, a column in the yearly newsletter asking for donations (the first type of appeal they had ever written), and I re-designed the donation page to use DonorBox, a free service that makes it more user-friendly to donate money. In late November, I tested these strategies with the launch of the winter newsletter and the webpage update. In the following months, I tracked the donations coming in to see if they would meet our fundraising goals. Ultimately, they performed better than we

expected. We raised more than \$2,000 above the newsletter benchmark and \$8,855 from the DonorBox debut. While this research helped identify some of the best practices in the field, the continuous conversations between Andrew, the Action Plan professors, and me helped craft the final products.

This project is an important addition to the Syracuse community and nonprofits that are building tiny homes to confront the housing crisis across the U.S. In Syracuse, THG's work is creating quality, affordable and safe housing units in a city where nearly 50% of households face a housing cost burden (CNY Fair Housing, 2014). Moreover, it offers some insight into the process of community-based research through the Citizenship and Civic Engagement program. Ultimately, this Capstone seeks to support THG and similar community-based housing organizations, so they can continue to provide affordable housing to those in need.

Last, this Capstone has several implications for my career. Over the course of this project and broader course of study with the Citizenship and Civic Engagement Program, I have had the fortune of working many nonprofit organizations in Syracuse. Each of these experiences strengthened my commitment to pursuing a career in public service. Moreover, this project has deepened my interests in housing policy and working with organizations dedicated to improving housing opportunity for vulnerable populations.

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## Acknowledgements

This project would not have come to fruition without the support of many individuals and organizations.

First, I want to express my endless gratitude to the community organizations whose work and mentorship breathed life into this project. Thank you to the A Tiny Home for Good (THG) team: Andrew Lunetta, the THG Board, and all the residents who generously gave much of their time and shared their stories with me over the past two years. Also, thank you to the Gifford Foundation and CNY Fair Housing for hosting me as an intern and teaching me about the nonprofit community in Syracuse and CNY region.

Second, I'd like to thank the faculty who supported me in this project. Thank you to my advisor, Dr. Anne Mosher, for her steadfast enthusiasm and willingness to challenge me throughout this project. I would like to thank my reader, Dr. Julia Carboni, for her wealth of knowledge and input. Last, I am grateful for the help from Dr. Bill Coplin and Dr. Pete Wilcoxon. Their critiques and suggestions in the Action Plan workshop, where much of this project materialized, taught me skills that will prepare me for what lies ahead in my career.

Moreover, I am forever indebted to Ms. Kate Canada, the CCE Program Coordinator. Kate went above and beyond to provide motivation and guidance throughout my time in CCE. Her office and heart were always open to me (and all my CCE peers) to give endless support and a good pep talk. Thank you, Kate.

I want to give a special thanks to the CCE Class of 2018 cohort. These individuals are my closest friends and my toughest critics while working on this project. I'm grateful for all.

Last but certainly not least, thank you to my mom, for working tirelessly and sacrificing much to always put a roof over my head.





## **Chapter 1: Introduction**

### The National Housing Crisis

The concept of adequate, affordable housing has evolved over time and across different groups. Moreover, these evolutions are influenced by political, economic, social and geographic means. This literature review aims to begin answering my central question: What explains the variation in government and civil society's responsiveness to affordable housing needs? Answering this question requires comprehensive review of research on vacant properties, housing policy for low-income groups, and urbanization trends.

In this literature review, I find that there have been significant shifts in federal government's role in housing. First, I present a brief overview of how housing policy has changed over time in the United States. Second, I discuss how political science scholars debate the government's role in providing housing services versus its responsibility to protect the public via regulation of the private sector. Third, I discuss how housing development debates are relevant around the world by presenting relevant literature by international relations practitioners and academics. Next, I discuss how research in public administration seeks to explain the challenges and successes of coordination among the public, private and nonprofit sectors in housing development.

The federal government's influence and involvement in housing development policy has changed significantly over time. This changed drastically after the Great Depression (Jackson;

1985, Keith; 1973). Two important institutions which came from the New Deal housing reforms included the Home Owners Loan Corporation and Federal Housing Administration, whose regulations standardized housing practices (ultimately segregating ethnic and racially underrepresented groups) and incentivized individuals to buy homes rather than rent, respectively. These administrative actions set precedent for housing practices and policy. Over time, the government's role has changed; however, scholars in many social science disciplines find that federal policies continue to deeply shape our interests, social norms, values and behavior (Hayden, 1984).

One important theory that underpins much of the scholarship on public housing is the concept of integration. Integration models aim to mix socioeconomic groups as a means to reduce disproportionate levels of concentrated poverty or other social inequalities (Chaskin, 2013). Research in public housing has shown that public housing communities with residents of mixed-income and ethnic and racially underrepresented groups is highly correlated with reduced likelihood of improved economic, mental, social well-being (Fauth, et al. 2004). Alternatively, other scholars find public housing may improve some metrics; many programs do not make substantive changes in the decision-making process which perpetuates urban poverty and inequality (Chaskin, 2013). Overall, there is much agreement on the theory that the spatial organization of our communities has a significant and strong influence on how we behave in society (Jackson, 1985).

In the political science literature, scholars have researched how electoral politics, legislation, and policy reform on housing has changed over time. The theory that underpins much of this research is about how effective and efficient a representative democracy is at providing infrastructure in a diverse economy. One explanation for explaining the variance in progress for

housing policy is that alignment of political ideology is the main determinant for moving housing policy through the legislative process (Keith, 1973). On class and affordable housing, some find that modern housing in the United States was designed exclusively for middle- and upper-class groups (Radford; 1996). Some scholars point to the incentive structures in the federal tax code as a lucrative policy tool that has helped middle- and upper-class groups, but left behind low-income groups (Rosen; 1985, Shlay; 2006).

The literature on international development and housing policy focuses on debates on the discourse used by academics and policymakers. For many decades, development academics and practitioners have debated about the operationalization of concepts like sustainability, fundamental rights to infrastructure, and development models. In the housing, some scholars emphasize the role of homeownership as a means of economic development (Ferguson and Navarrete, 2003). However, others analyze this view by positing that the concept of homeownership is not standardized; therefore, it is difficult to analyze how it is defined across different policy objectives (Shlay, 2006). Furthermore, many international development practitioners espouse the importance of sustainability. In this field, scholars assert that encouraging community participation, high quality of building materials, strong building standards, fair housing finance policy, and government's responsibility of managing land use promotes sustainable housing policy (Choguill, 2007). Overall, the field of international development often debates about measurement models and the conceptualization of development theories.

The federal government's retreat from their commitment to subsidizing affordable housing left administering this service to local and state governments. The public administration literature on housing demonstrates the challenges associated with convening many disparate

interest groups. These groups include the public, private and nonprofit sector. While some scholars think that these interests hinder successful implantation of fair or affordable housing, others have found that community-based housing organizations have grown significantly and make significant differences in the decision-making process (Koschinsky and Swanstrom, 2001). Alternatively, other scholars assert that local governments and community organizations' efforts to provide housing are significantly constricted from participating in the decision-making process because of neoliberal policies (Fields, 2014).

Currently, there is much research on how communities address abandoned or vacant housing. One theoretical framework that originates from abroad is the German School. This school of thought was developed by academics who study how shrinking cities in Eastern Germany have experienced and addressed their shrinking city problems (Bontje; 2004, Bernt; 2009, Wiechmann; 2008). In the United States, studies on the rustbelt cities and regions exhibiting shrinking city attributes encourage collaboration among different actors, like policy makers, social services and neighborhood groups (Accordino and Johnson; 2000, Silverman et al.; 2012). The models from these studies might have implications for how other communities across the globe may respond.

Nonetheless, federal housing standards continue to set precedent for housing practices. While fair housing legislation restricts discriminatory practices, many communities reflect deeply segregated regions and fair housing is not accessible. Scholarship on this topic finds that some reason for optimism. Research in coordination systems finds that local government's substantive actions to enforce anti-discrimination policy and improve the means of communication about these policies promotes fairer housing (Patterson and Silverman, 2011). Furthermore, there is a debate about whether zoning codes are an egalitarian policy tool for

promoting the common good through standardization, or it is a lucrative means for establishing segregated communities based on socioeconomic factors (Calabrese et al., 2007).

In the political science, international relations and public administration disciplines, quantitative data is the most common form of research cited. However, there seems to be an increasing interest in qualitative information. That said the most significant debate around research design and data is the discourse on measurement. Operationalizing concepts is inconsistent and the absence of standardization makes evaluation difficult. Concepts such as “affordability”, “access”, “sustainability”, and even development itself, are on-going debates in the academy. In this project, I use the CNY Fair Housing’s (2014) distinction between fair and affordable housing. Affordable housing is the availability of housing which is suited to residents of modest or scant economic means (p. 48). Fair housing is the availability of housing on an equal basis, without regard to race, color, national origin, religion, gender, disability, familial status, marital status, military status, sexual orientation, and in the City of Syracuse, gender identity (p. 48).

In conclusion, this literature review demonstrates how the scholarship and policy research in housing accessibility is expansive and diverse. Scholars in geography have created a rich literature on housing affordability and there seems to be an emerging field of scholars who are applying theoretical frameworks from geography, to analysis of political economy and the role of nonprofit organizations. Additional research on what systems support community-based housing development and how these systems navigate bureaucratic institutions is needed.

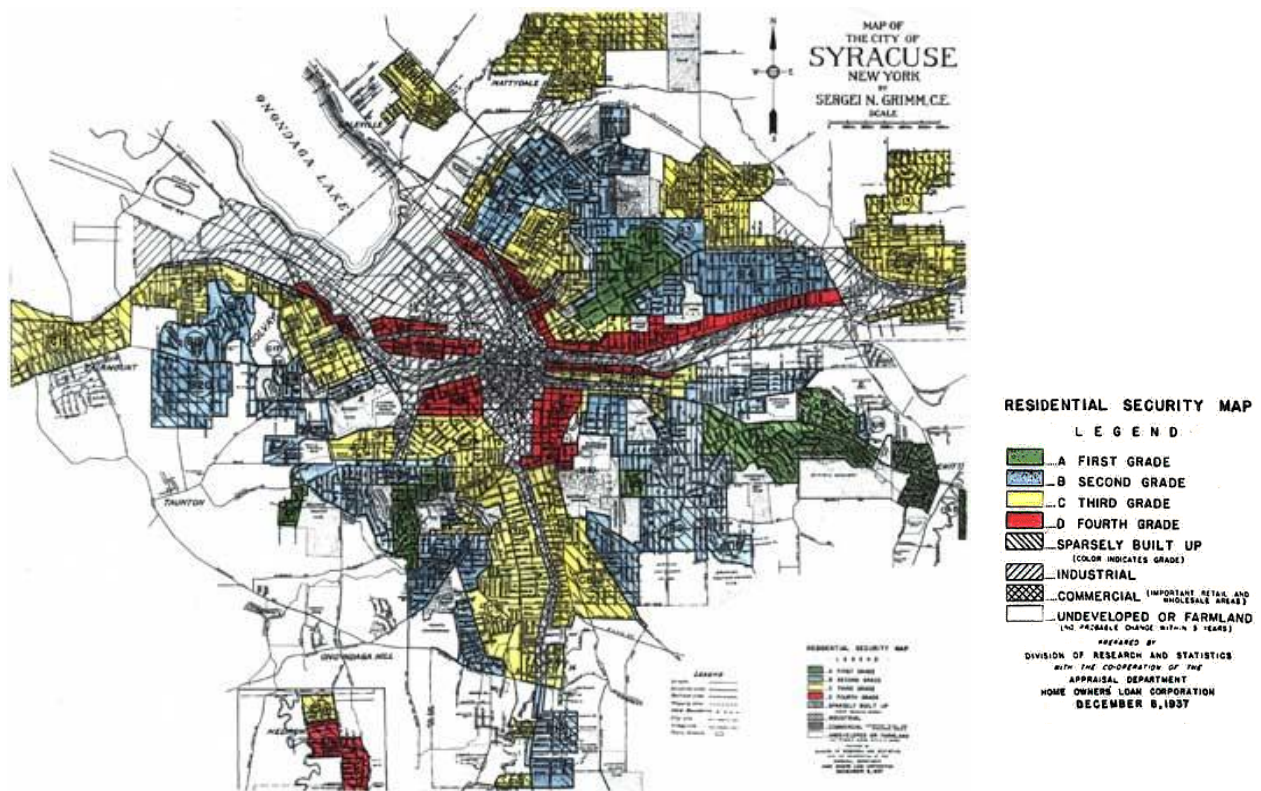


### Affordable Housing in Syracuse, New York

In Syracuse, several barriers, especially for low-income households and those facing homelessness impede access to affordable housing. Further, the housing organizations in the area that work to make housing more fair, affordable and safe for vulnerable populations face significant challenges, notably in terms of societal tensions/stigma towards public housing. In Syracuse, New York, access to affordable housing has a deep and complicated history, rooted in discriminatory housing practices.

Public policies have influenced the city of Syracuse diverse and long-standing ways. An important piece of historical context related to housing opportunity in the city are the policies derived from the National Housing Act and the Federal Housing Administration (FHA), both established during the Great Depression. While the FHA worked to bolster homeownership, it effectively enabled racial segregation through regulations that left openings for lenders to discriminate families by their race. Furthermore, the Home Owners Loan Corporation (HOLC) created “residential security maps” which determined whether a property was a financially viable investment. What resulted were ratings, which favored wealthier, often white neighborhoods, and poorer ratings for neighborhoods of people of color. This practice enabled racial and ethnic segregation across the housing system. In Syracuse, the HOLC maps indicate concentration of poor ratings (red) assigned to traditionally African-American neighborhoods and better ratings (green) as in regions away from the city center.

Figure 1



Source: Sergei Grimm, 1937 HOME OWNERS LOAN CORPORATION REDLINE MAP OF SYRACUSE AND VICINITY (1937). Courtesy of Emanuel J. Carter, State University of New York, College of Environmental Science and Forestry.

Another long-standing impediment to expanding housing opportunity was the urban renewal projects of the 1950's-60's which lead to the displacement of individuals living in predominantly African-American neighborhoods. These residents moved out from their neighborhoods, for incoming highway infrastructure and modern residential and commercial buildings. The migration of African-Americans moved inwards towards the city, while white residents had the resources and mobility to move towards the suburbs.

Today, the effects of suburbanization are clear from the differences in housing stock characteristics in Syracuse and Onondaga County. According to the City of Syracuse, there are a total of 68,196 housing units and 75% were built before 1960 while 47% were built in 1939 or earlier (City of Syracuse, 2010, p. 12). Homes built after 1980 represent only 6% of the total

housing stock. In Onondaga County, there are 196,633 housing units (p. 12). Of those, 53% were built before 1960 and 17% were built in 1939 or earlier (p. 12). These statistics show that after 1980, three times as many homes were built in the county rather than the city, thus, illustrating suburbanization trend.

The lack of housing affordability in Syracuse affects much of the population. One way to capture the concept of affordable housing is to measure a population's housing cost burden. A household experiences a housing cost burden if it pays more than 30% of their monthly income towards housing costs (Linneman and Megolugbe, 1992). This widely used conventional measure evolved from the National Housing Act of 1937. In Onondaga County, nearly 51% of those who rent experience a housing cost burden (CNY Fair Housing, 2014, 50). Moreover, nearly 50% of households within the census tracts that lie inside Syracuse face a housing cost burden.

One agency responsible for providing quality, safe and affordable housing is the Syracuse Housing Authority (SHA). The SHA owns and manages 15 housing developments and more than 2,500 apartments. Today, there are several impediments to SHA's work: there is very little funding, the housing needs are different from when the housing units were first designed and maintaining old housing stock is costly – one public housing complex, Pioneer Homes, is nearly 83 years old. It was the first housing complex in New York (Londono, 2015). One of SHA's responsibilities is facilitating housing-choice vouchers, commonly referred to as Section 8. Housing choice vouchers provide subsidies to private landlords on behalf of more than 3,000 low-income families. Unfortunately, waitlists for subsidized housing are notoriously long. In the past, SHA has even had to shut down the waiting list due to the extensive length and in 2013, all

residents of HUD subsidized programs in Onondaga County waited an average of 34 months on the list before obtaining a rental unit (CNY Fair Housing, 2014).

One of the most vulnerable populations in need of affordable housing is the homeless. In the 2017 point-in-time count, organized by Onondaga County's Housing and Homeless Coalition, there were 444 individuals living in the streets or shelters (Eisenstadt, 2017, para. 1). In her news report, author Marnie Eisenstadt pays special attention to how race intersects with homelessness. According to that year's results, more than half of the individuals facing homelessness (444) were black, Hispanic or Asian. In contrast, the city's racial demographics indicate that 56% is white and 80% in the county. Overall, the findings showed that the homelessness rate remained similar to last year's counts. Interestingly, Eisenstadt discusses the flaws in how homelessness is measured; the common practice is an in-person count done in one night. Much of the data is dependent on the number of volunteers who attend and the locations they search. Reports like these are useful for understanding the big-picture perspective on the severity of homelessness was useful for understanding the problem THG aims to address.

The discussion above demonstrates a historical overview of housing policy in Syracuse and a review of current actions to address the city's housing problems. The housing supply dedicated to supporting individuals facing homelessness is often insufficient for meeting this population's needs. In Onondaga County, there are eight homeless shelters and 90% are located in Syracuse (211 CNY, 2018). The need for more supportive and safe housing was glaring to Andrew Lunetta, Executive Director of A Tiny Home for Good. Lunetta has worked for several years in grass-roots efforts to support individuals facing homelessness. From these relationships, Luentta learned that men would move into apartments that were less safe and less stable than a

shelter or the streets (personal communication, 2016). Seeing the cyclical nature of men going in and out of apartments was a call to action.

## **Chapter 2: Partner Organization Description**

A Tiny Home for Good is a 501(c) 3 nonprofit organization located in Syracuse, New York. Often referred to as “Tiny Homes” or “THG”, the organization builds and manages affordable housing for individuals and families facing homelessness. Their mission is to support those facing homelessness by providing affordable, safe and dignified homes. This work aims to foster strong community partnerships to ensure resident stability. The organization was founded in August 2014 and is governed by a Board of Directors comprised of twelve members.

The organization’s method of providing housing is as follows:

The first stage is property acquisition. THG carefully researches potential properties across Syracuse. They often seek vacant city lots with zoning codes appropriate for building single-occupancy tiny homes. In more recent years, properties have been donated to the organization.

The second stage is building. Homes are designed to be approximately 300 square feet and equipped with all the amenities of a regular-sized home. Board Member Bill Elkins offers his architecture expertise in the designs and works with the city officials once the plans are drawn. Further, THG collaborates with local contractors and businesses to build the homes from

the ground up. Volunteers from around the community, often student groups, lend support and labor in construction efforts.

The third stage is resident move-in. Each home is rented to one individual who has faced homelessness. To date, the trend has been a focus on supporting U.S. Veterans. Rent is determined on a sliding scale, dependent on each resident's income.

Last, THG works to provide support services to its residents. THG Staff connect residents seeking care management and additional support through formal and informal partnerships with organizations in Syracuse. Residents can also seek services from partner organizations like the VA Hospital, St. Joseph's Hospital, Catholic Charities and Rescue Mission. These organizations provide essential emergency services and follow-up care management that residents have or seek to utilize.

Another important component of their work is the Resident Dinner. Resident Dinners unite THG's residents, staff, board members and volunteers for a shared meal. These meetings are important for creating a sense of community among all stakeholders in the organization.

My work with THG began in the Fall Semester of 2016. Professor Bill Coplin hired me through the Policy Studies Department's Skills Trough Experience Program, wherein undergraduate students work paid internships with nonprofit organizations in Syracuse. In this capacity, I worked with Andrew Lunetta as a Support Staff member. This work inspired me to focus on affordable housing as a research topic in MAX 302, the Research Seminar for CCE.

### Chapter 3: Other Attempts to Grapple with This Problem

A Tiny Home for Good is one of many innovative solutions to the affordable housing crisis across the country. Like THG, nonprofit organizations are using the tiny-home model as a tool for providing an affordable, environmentally friendly, and sustainable dwelling for individuals facing homelessness. Tiny home “villages” are popping up across the country, in states like California, Oregon, New York, Washington, Wisconsin, Texas (Xie, 2011). Moreover, major cities like Dallas, Detroit and Portland adopted these micro-home communities for low-income or homeless individuals (Xie, 2011). The rise of these tiny home communities, often in coastal urban cities, is illustrative of the rising housing costs in those regions. To better understand the conditions that help facilitate this type of development, I sought to uncover any trends in how these homes were financed, as to inform my Action Plan with THG.

This research identified positive evidence for collaboration between philanthropy and affordable housing initiatives. Author Gina Bellafante describes how the New York City Housing Authority pursued a strategy of seeking out philanthropic funds to support its work. According to the article, the organization had never sought out this type of funding before; however, under the leadership of the Mayor, they created a nonprofit foundation that raised money to help fund the housing authority (Bellafante, 2016). They created the “Fund for Public Housing” and sought to raise \$200 million over three years. Bellafante describes how historically, many public works have had private funding support. This article shed light on the way collaboration between fundraising, philanthropy and housing can materialize.

Another useful resource for understanding tools to address THG's fundraising strategies was the concept of building networks. In their article about affordable housing, Heitz and Wagner discuss the importance of creating networks around housing-related industries in order to improve delivery of affordable housing services and secure funding. From their research utilizing case studies, the authors discovered three important takeaways: invest on the front end to establish and identify shared purposes, trust more decentralized decision-making, and continue investing in the network itself (Heitz & Wagner, 2015). One notable discussion was how they confronted challenges of bringing together many different players from various sectors relevant to housing but had perhaps never considered their role in affordable housing before.

This resource was helpful because it provided some structure to a strategy to take advantage of THG's corporate donors. These corporate donors provide resources via in-kind donations. While the donation is not monetary, the article was a useful reminder that the relationship itself is important. Understanding how to build and strengthen those relationships so they are healthy in perpetuity were critical for creating the THG fundraising plan.

To better understand the most current practices in fundraising strategies, I used resources from the Stanford Social Innovation Review. One useful article identified ten models: Heartfelt Connector, Beneficiary Builder, Member Motivator, Big Bettor, Public Provider, Policy Innovator, Beneficiary Broker, Resource Recycler, Market Maker and Local Nationalizer (Foster, et al, 2009). Of these ten models, I placed THG in several categories. The top three were Heartfelt Connector, Resource Recycler, and Local Nationalizer. First, as a Heartfelt Connector, THG has mission has broad appeal and it connects with donors through a specific cause. Second, as a Resource Recycler, THG uses many in-kind donations from corporations and organizations who can provide a service or good that helps THG build homes or support its



residents. Third, as a Local Nationalizer, THG is tapping into an audience that is familiar with the increasingly known concept of tiny homes and combining it with the cause of reducing homelessness and providing affordable housing. This resource is helpful for understanding which tools might be most effective for increasing donations from individuals. It provided an analytical framework to understand funding sources, decision makers and motivations.

Another useful resource was Adam Chase's article about fundraising in rounds. This strategy means that a nonprofit sets out specific periods for donor outreach and fundraising goals. In short, it is a more systematic way of prioritizing fundraising among the other day-to-day work. To be frank, one of the most insightful things in the article was the first sentence: "It's hard to raise money." To this end, Chase describes the benefits of breaking down larger fundraising goals into smaller, simpler timelines. Chase posits that this strategy makes fundraising more efficient, streamlines goals across the organization, and "brings clarity to relationships", specifically pertaining to donors (Chase, 2015). One important take-away was that this strategy might strengthen relationships with individual donors, and in turn, improve the likelihood of their recurring donations.

The importance of recognizing individual donors was key to this project. This was reinforced by reading author Heather Yandow's article which claims that in order to profit most from these individuals, nonprofits need a specific plan. After studying 29 nonprofits with budgets under \$2 million, Yandow found that these small nonprofits could benefit most in fundraising from their individual donor pool and providing services catered to this profile (Yandow, 2015). In addition to this finding, the author shares several trends related to the individual donor fundraising strategy. One that stood out was that smaller nonprofits are raising 17% of the money from individual donors from online tools (Yandow, 2015). This is relevant to

my Action Plan because THG's active social media presence has potential to implement online fundraising campaigns.

To get a broader perspective on how fundraising tools for a wider audience, I took guidance from the SSIR's article about collective impact. In their article, "Collective Impact," authors Kania and Kramer discuss the importance of collaboration across sectors and inclusive of different organizations, as to have more successful large-scale social change. The authors assert this as "collective impact", which unlike collaboration, has a centralized infrastructure, independent staff and a process that encourages participation and communication (Kania and Kramer, 2011). Further, the authors highlight the five conditions for collective success: common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations. This article was helpful because it offers a more theoretical framework for understanding how my Action Plan can be sustainable over time and fit in with THG's other efforts. It was important to choose and design tools that would contribute to THG's work model, rather than strain the resources and time of its staff.

To conclude, the resources above were vital for informing my understanding about fundraising strategy for smaller-scale nonprofits, like THG. To this end, I created three resources that sought to increase donations from individual donors.

## Chapter 4: Action Plan Intervention

### Description of Process

In the fall of 2017, I enrolled in the Citizenship and Civic Engagement Senior Action Plan Workshop, MAX 401. The course was team-taught by Professors Bill Coplin and Pete Wilcoxon. As outlined by the Professors, the project-oriented course sought to achieve the following three outcomes:

1. Select and analyze a real-world problem
2. Develop an idea that would address it
3. Engage one or more decision makers from a government, nonprofit or business organization to take action.

With this information, I reached out to Andrew Lunetta, Executive Director of A Tiny Home for Good, to discuss possible collaboration on a project. When Andrew and I met, I shared the outline of the course and we agreed it was a good venue for work that he needed to do in the same timeframe. We identified the following objectives:

1. Research and identify five nonprofit development tools
2. Prepare presentation on research to the Board,
3. Edit and produce a winter newsletter

Over the course of the semester, these objectives developed into three fundraising deliverables I created for the course. The following section describes these deliverables.

### Description of Action

I completed three major actions to strengthen the fundraising tools directed towards individual donors. Outlined below is how these actions were developed, distributed and evaluated. The list is in chronological order by date of completion.

### Donation and Donor Data Analysis

**Timeline:** September - October

**Development:** The preliminary research for this project required data and general information about donations and donors. This analysis utilized THG's contribution data online on Google Sheets, which were later transposed into an Excel file. Data included donor names, organizations, date of donation, donation type and date of donation. From there, I made pivot tables to describe the following data trends:

- Total number of dollars donated by year
- Percent change in total donation dollars by year
- Number of donors by year
- Average donation values by year
- Individual versus Corporate donation values
- Top 10 most giving individual donors
- Top 10 most giving corporate donors

**Distribution:** These statistics were summarized in a two-page document with tables. The document was shared with Andrew who then distributed it to the Board. These tables display public information; however, the analysis document was kept internal.

**Evaluation:** This was the first time any sort of analysis was done using the donation data. The

tables are saved in the original Excel file and available on the Google Drive for the intern email.

### Newsletter

#### **Timeline:**

1. October: Confirm content (10/25)
2. November: Design and distribute
  - a. 3<sup>rd</sup>: First draft
  - b. 6<sup>th</sup>: Final edits
  - c. 13<sup>th</sup>: Print
  - d. 28<sup>th</sup>: Delivery (online)
  - e. 30<sup>th</sup>: Delivery (hard-copy)
3. December: Monitor/evaluate reach and donation income

**Development:** With Andrew Lunetta, I wrote, edited and designed the newsletter. The document is four pages and includes five columns. The basic formula for deciding the content of the columns is outlined below:

- Front-page feature of current project or ‘build’
- Letter from the Director (Andrew Lunetta)
- Action update on future project
- Volunteer highlight [requires interview with individual(s)]
- Donation appeal

Andrew wrote the letter from the director and the front-page feature and I wrote the other sections. Andrew gave me information to include for the action update and the donation appeal.

The donation appeal language was chosen from research I did on common techniques for

donation asks. For the volunteer highlight, I interviewed Dale Spicer, a volunteer at the Bellevue Corridor Project build and future resident of a tiny home. I went to the job site and interviewed him there. I recorded and transcribed the interview as to pull direct quotes to be used in the column. All images featured were collected from the photo archive in the THG Google Drive, Facebook and Instagram feeds.

I used Canva ([www.canva.com](http://www.canva.com)) as the software to design the newsletter. The site is free and THG has an account. As a THG intern last year, I used this software to design the that winter's newsletter; therefore, the design and layout was saved and easily accessible this year. Once the newsletter is complete, it can be downloaded as a PDF.

**Distribution:** The newsletter was distributed online and in hard-copy via USPS. Before the either mailing went out I had to revise the mailing list. I fixed typos and calculated the number of email addresses and physical addresses where the newsletter would be sent. These revisions were reviewed again by Andrew for a final check.

The second step in distribution was sending the PDF file of the newsletter to the printer, Syracuse Printing Company. Further, the newsletter was sent with a return envelope for recipients to use for sending checks back as donations. Once the printing was done, Andrew was responsible for picking it up and mailing it out. The hard-copy delivery date was on Thursday, November 30<sup>th</sup>.

I was responsible for the online distribution. As a PDF, I uploaded the newsletter to the "Newsletter" page on the THG website. Furthermore, I sent out a mass-email to the THG mailing list. I used MailChimp, a free email and newsletter delivery service, to design and send out an email to promote the newsletter. The virtual delivery date was on Giving Tuesday, November 28<sup>th</sup>.

**Evaluation:** The newsletter's success was evaluated based on the amount of money made. The goal for fundraising from the newsletter is \$5,000. Another criterion to evaluate the impact of the newsletter is successful delivery of emails via MailChimp. Using MailChimps analytic tools, we evaluated the success "click" rate based on the percentage from last year.

### Website "Donation" Page

#### **Timeline:**

1. October: Preliminary research
2. November: Implementation
  - a. Needs to be prepared on or before any promotional messages
  - b. 28<sup>th</sup>: Share on Facebook page to align with "#GivingTuesday" Campaign

**Development:** The principle actions completed involve revising the site by updating the appearance and its donation functions that allow online users to send money virtually. My actions were influenced by research on best practices and current trends in online donation technology and Andrew's interest in mirroring the donation strategy of the NGO, Charity: Water. We decided we needed to include a blurb that acts as a direct appeal to donate and an interface that makes donating hassle free.

From my research, I found a free site and "widget" called Donorbox. Donorbox is a service that allows nonprofits to embed a customizable donation interface/button on their websites. The button is user friendly, aesthetically pleasing and the back-end features evaluation tools. The interface allows donors to select a button indicating the donation amount (versus typing in the numbers), the frequency of donation (monthly or one-time) and the payment type (PayPal or credit/debit card). The service automatically generates a "Thank you" email to donors who donate through the portal.

Lastly, I merged the content from “THG Swag” page which served as the interface for people to purchase a THG t-shirt with the new donation page. This was done because it centralizes the donation activity instead of keeping them as separate entities.

**Distribution:** The new donation page was promoted on Facebook and on the mass email for the newsletter. For the Facebook promotion, I asked Andrew to post a status directing followers to the donation page on Giving Tuesday. Giving Tuesday falls on the Tuesday following Thanksgiving. Like Cyber Monday or Small-Business Saturday, it is a special day designated for encouraging consumers and society to invest in a particular cause, in this instance, charity.

**Evaluation:** The impact of these actions will be evaluated by reviewing the online traffic on the page. Furthermore, Donorbox has analytic tools that measure donation income and trends on their site. I monitored these statistics over several weeks following the launch date. In the long term, Andrew or another intern will need to review this data to review performance.



## Chapter 5: Action Plan Assessment

Assessment Design: I, with input from Andrew Lunetta, Executive Director of THG designed the timeline and indicators for assessment.

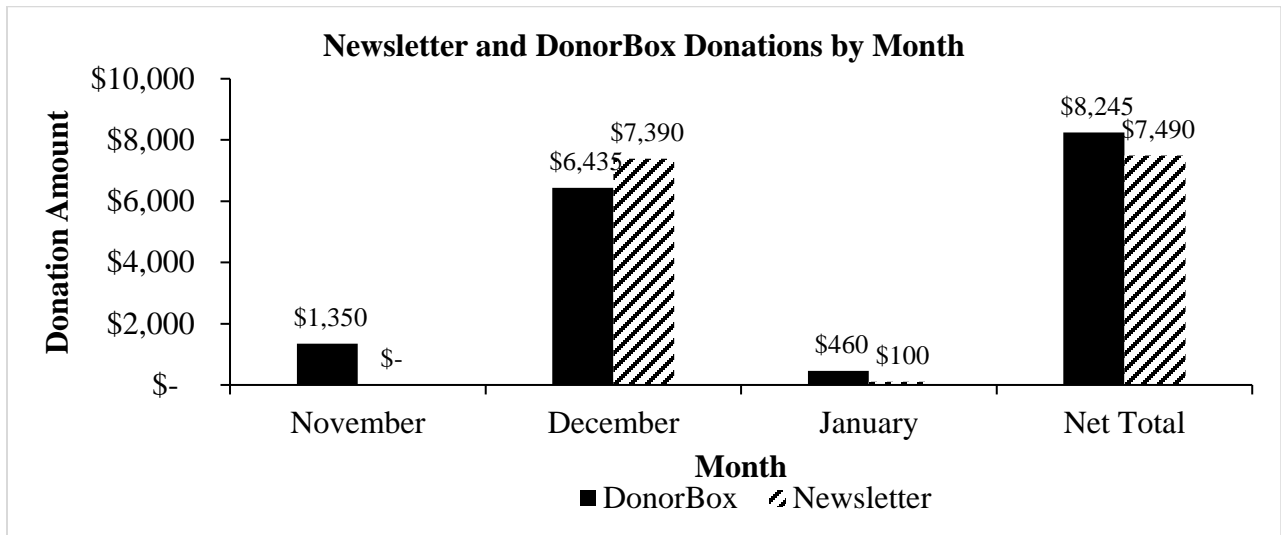
Method of Implementation: I completed the evaluation following the launch of the products, in the spring semester. The timeline for donations evaluated is November 2017 to January 2018.

Target Population for Online and Newsletter Campaign: The target population for the newsletter was volunteers and donors from the mailing list, created since the organizations founding. There were 200 individuals and organizations on the mailing list. Andrew and I mailed out 403 newsletters, with an enveloped enclosed for donations. The online campaign targeted individual donors connected to THG's social media presence or mailing list.

### Donations from Newsletter and DonorBox

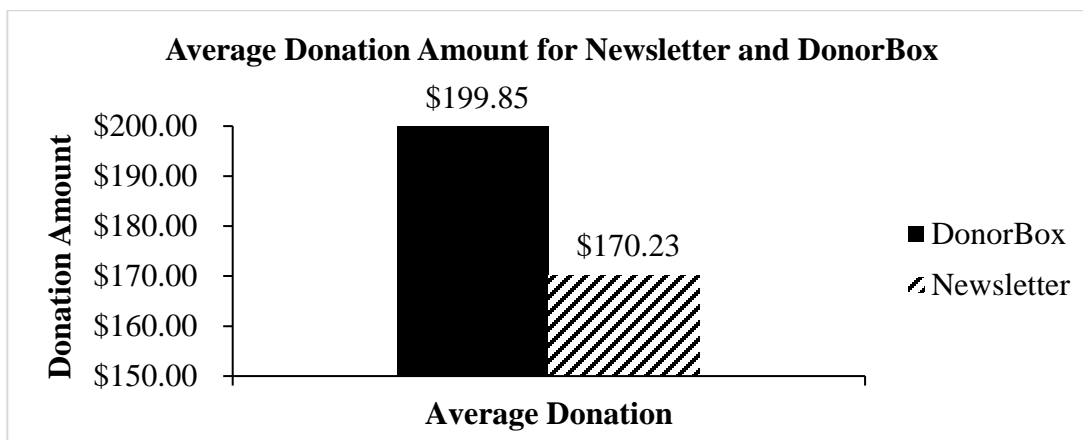
Between the months of November 2017 and January 2018, THG received a net total of \$15,735. Donors gave via DonorBox and via check from the Newsletter. The fundraising goal for the newsletter was \$5,000. This goal was established given the donations from last year's newsletter, which raised \$3,000. Figure 1 shows the month-by-month donation trends.

Figure 2. Source: A Tiny Home for Good, 2018.



The data show that most donations took place in December. As shown in Figure 2, the average amount between DonorBox and Newsletter donors differed by nearly \$30. The primary reason why there were no donations in November from the newsletter is that the newsletter delivery date was the 28<sup>th</sup> – the very end of the month. Thus, most donations arrived in the following weeks. Moreover, donors could access the DonorBox feature online immediately once I sent a Facebook post promoting the use of the tool on November 28<sup>th</sup>. One interesting finding is that while more donations arrived from the Newsletter than DonorBox in December, DonorBox processed a higher value of donations overall. The donations from the newsletter may successfully activate donors to give due to the personal touch of a hard-copy deliverable and the combined effect of holiday giving. That said, the DonorBox tool is accessible beyond the life of the initial launch and provides a long-term site for donors to give.

Figure 3. Source: A Tiny Home for Good, 2018.



This was the first time THG used DonorBox as a donation platform on their website. Beforehand, THG had a PayPal platform. Before this project, no donations had been made on this service. Following this campaign, Andrew noted the influx of new donors using DonorBox, stating: “This was the first time he’d seen donors he didn’t know before,” (personal communication, January 2018). This may imply the new tools are reaching new audiences.

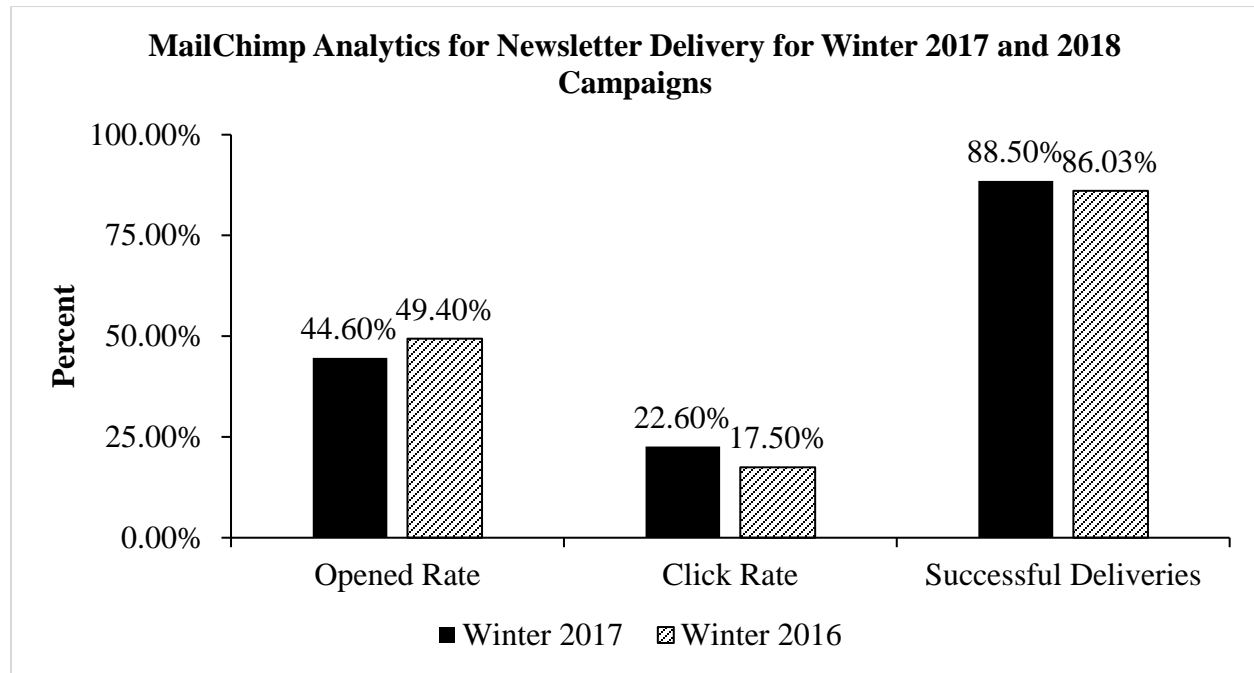
#### MailChimp for Newsletter Email

THG uses MailChimp, an email and newsletter delivery service, to promote current events and fundraising efforts. The first time THG used this service was in 2016, when I suggested to Andrew that we use MailChimp to send out an email-version of the newsletter. The email contained a direct link to the “Newsletters” page on the website, where all newsletters are accessible in PDF format. I used a similar format to deliver the newsletter for my Action Plan (see Appendix).

Figure 3 illustrates the differences in MailChimp delivery in three categories for the Winter 2016 and 2017 campaign. Overall, there appear to be minimal differences between the opened rate, click rate and successful delivery rate. The greatest percent change is in click rate,

with a 5.1 percentage point decrease from 2016 to 2017. While the successfully delivery rate remained essentially the same, the opened rate increased by 4.8 percentage points. More detailed MailChimp reports provide useful insight on email behavior for specific mailing list members.

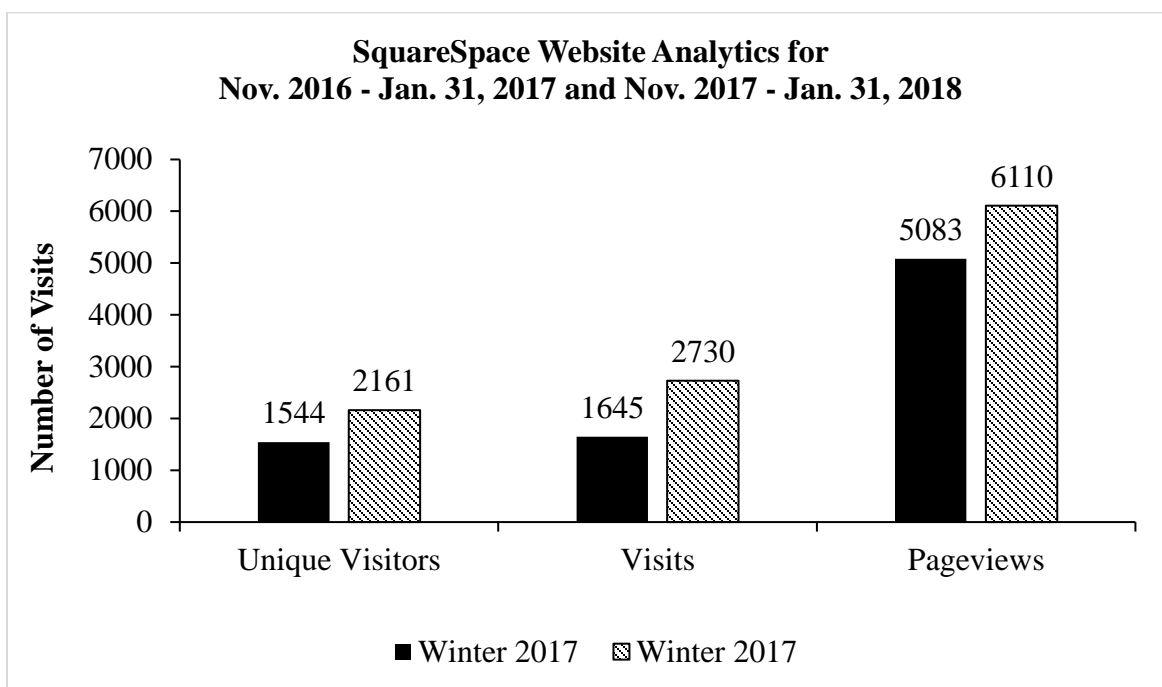
Figure 4. Source: A Tiny Home for Good, 2018.



### Website Analytics

Before launching the Newsletter and DonorBox, I expected that the release of new tools might increase the website's traffic during the donation season and afterward. This hypothesis was not fully supported by the quantitative data, shown in Figure 4 (next page). Alternatively, it appears that in 2016, website traffic during the same donation campaign timeline was greater in all categories. I acknowledge that implementing one tool cannot change the website traffic drastically, and that this Action Plan is essentially a pilot test for implementing DonorBox. That said, I sought other explanations for why website traffic was noticeably higher in 2016 than 2017.

Figure 5. Source: A Tiny Home for Good, 2018.



Last year, as a Support Staff member, I managed THG’s social media accounts. In the week where website posts peaked, December 11-17<sup>th</sup>, I created several posts to promote the launch of the newsletter. I did not create the same posts during this Action Plan. The dates and post content is outlined in the chart below:

Figure 6. Source: Facebook, A Tiny Home for Good, 2018.

<u>Date</u>	<u>Content</u>	<u>Likes</u>	<u>Shares</u>
December 5 <sup>th</sup> , 2016	“How We Work” graphic (link to website)	28	9
December 12 <sup>th</sup> , 2016	Hayner Hoyt quote graphic (newsletter promo)	24	4

December 14 <sup>th</sup> , 2016	“Our year by the numbers” graphic (newsletter promo)	52	4
December 16 <sup>th</sup> , 2016	Video of Ted Bauer, THG Resident on TWC News	28	4
December 16 <sup>th</sup> , 2016	Newsletter launch post (with link to website)	10	2

The chart above seeks to illustrate the intensified efforts to promote activity on the website. As noted, most of the content linked directly to the website or to the upcoming newsletter, which is located on the site’s “Newsletter” page. I conclude that these events likely influenced the high website traffic. Thus, the absence of similar posts leading users from Facebook to the website in the November 2017 – January 2018 period, help explain the decrease in website activity. Seeing these stark differences suggest that strategic posts on Facebook with links to the website help increase traffic.

## Chapter 6: Conclusion

This project sought to better understand the challenges to affordable housing development in Syracuse and design specific actions towards ameliorating those challenges. With my community partner organization, A Tiny Home for Good, I created an Action Plan to help support their work providing housing for individuals facing homelessness. I addressed three aspects of a new fundraising strategy: an analysis of donation and donor trends, writing an explicit donation appeal in the yearly newsletter, and implementing a new online donation platform. Together, these tools helped raise more than \$15,000 between November 2017 and January 2018. In the post-intervention assessment, the online tool (DonorBox) appeared to be an effective platform where new and recurring donors could give directly on the THG website, a platform underutilized in the past. The evaluation also showed that strategic social media posts and promotional content can significantly boost website traffic and engagement.

Another important aspect of this Action Plan is to evaluate its sustainability. The items in this Action Plan sought to create tools that were user-friendly and easy to learn and manage, given the substantial work load for THG staff and the likelihood they will work with future student interns with varying skillsets. For example, I designed the newsletter using Canva, a user friendly and free graphic design website where all of the newsletter formats are saved online for future use. In addition, DonorBox has many automated features like adding new donors to a

mailing list and sending thank you emails with receipts. These tools were an effort to streamline THG's fundraising strategy and make this work more time efficient.

Moreover, I'd like to recognize the financial sustainability of this project. The compensation for this project was paid during my junior year through the STEP Program and academic credits were earned in the Action Plan stage. If this project were to be implemented by a future staff/intern position, that work would require compensation. Further, Andrew Lunetta's time as a supervisor and collaborator on this project could be factored in as paid time, thus increasing the total costs for implementing and managing a project like this. Next steps would focus on monitoring donation trends, writing columns for the upcoming newsletter, and continuing to identify key recurring donors.

#### Lessons Learned from the CCE Process

Reflecting on the overall process, I would approach this project in several different ways. First, I wish I had made more time to attend the monthly board meetings. The meetings could have been helpful because I could have engaged the board about the importance of their participation in the fundraising process, which I've read is an important dynamic for sustainable fundraising. Second, I wish I had spent more time meeting with experts on nonprofit fundraising. Third, I wish I went in with a more critical or innovative perspective. Parts of this Action Plan, like the newsletter, were similar to the work I did as an intern last year, thus, it felt too familiar at times. On one hand, I take the familiarity as a strength because it gave insight into why I took the actions I did. On the other hand, fresh eyes and more critiques on my work and the process would surely have made the project better.



Another important acknowledgement is that I did not immediately make the connection between my internship and the research seminar. It was not until a few weeks into the semester that Professor Bill Coplin, one of the Action Plan instructors (and my supervisor for STEP), encouraged me to use my work with THG to inform my research.

Reflecting on the Action Plan process and CCE overall, there is definitely a thread that runs throughout my time in the major: the lessons learned through real-world experience. I was fortunate enough to have taken particularly relevant CCE coursework while also participating in intern opportunities in Syracuse. These experiences in the classroom and outside together shaped my ideas about citizenship. Overall, CCE strengthened my belief that the effectiveness of societal change and social justice is dependent upon the agency of citizens and often, the network and resources available.

Advice to Future CCE Honors Students

To the CCE Honors students who seek to complete a Capstone, especially one that focuses on their Action Plan, I offer the following advice:

- You need a strong and genuine relationship with a community partner *before* you step foot into MAX 401.
- Your community partner for your Action Plan does not need to be your community placement organization. Think outside the box – what communities are you a part of?
- Get advice from your CCE peers. Genuinely consider their input, especially the critiques. Their criticism is not personal – trust their advice.
- Do your best to use the MAX 302 Research Seminar as a platform for studying the societal problem you seek to address in your Action Plan. This is the foundation of your work. As Professor Farhana Sultana once told my class one morning, good policy (your Action Plan) only comes from good theory. MAX 302 is where you will learn the theory!
- Trust the process.

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## Appendix

Winter 2017 Newsletter



Winter 2017  
Issue 3

# A TINY NEWSLETTER

## Inside this issue

- 1** Tiny Homes on Bellevue Ave.
- 2** A Note from Andrew Lunetta, THG Executive Director
- 2** Action Update: Slocum Ave.
- 3** Volunteer Highlight: Dale Spicer
- 3** Be a Part of Our Work!

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Jack Mannion  
Larry Stewart  
Andrew Lunetta

## Tiny Homes on Bellevue Ave.



In September of this year we broke ground on our most ambitious project to date: The Bellevue Corridor Project, a four-unit tiny home build in Syracuse's Southwest Side. Like our past projects, we have engaged hundreds of individuals and dozens of groups in the planning and construction of these four tiny homes. Thanks to their hands-on support, we will be opening the units in early December of this year.

Taking into account feedback from our current residents at Rose Ave and South Salina, the Bellevue units will be a hair larger (300 square feet), with additional

closet space, larger bathrooms, and two onsite washers and dryers. The changes reflect our continued commitment to provide housing that is smart, dignified, and supports long-term stability.

Three of the units have been made possible thanks to the Jesuit Community at Le Moyne College, the Central New York Community Foundation, and longtime partner, Operation Northern Comfort. Stay tuned for information on the ribbon cutting event.

Thank you so much.

1

## A Note from the Executive Director

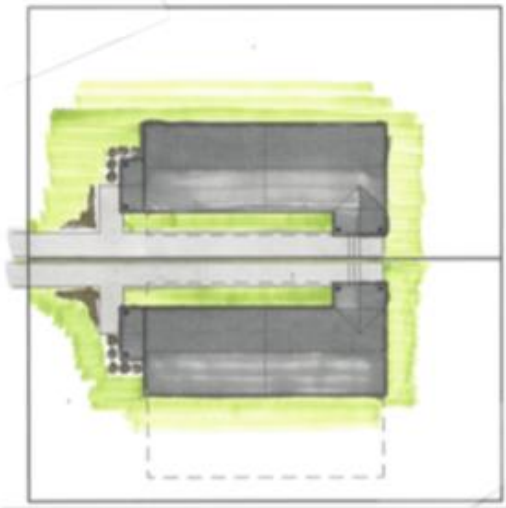
We don't say, "Gosh, I feel in my car right now." Or, "Wow, do I feel at school!" Further explanation is needed to make any sense of those sentences. However, we immediately know what "feeling at home" means. It is comfort, security and stability. It is the tangible and intangible warmth of a home, that makes the idiom "feeling at home" ring true.

A Tiny Home for Good is in the business of making people feel at home. In 2016 we opened the doors of five brand new tiny homes. Since opening the homes over a year ago, we have retained four of the five original residents, have had almost 100% attendance at our monthly Resident Dinners, and have had active participation from our current residents in our Bellevue Corridor Project. Our residents are working, volunteering, and some are active members of their neighborhoods.

The novelty of the five homes we built in 2016 has worn off.

Our residents are no longer giving tours of their homes like they are on HGTV's Tiny Home Nation. Cars don't slow down to a crawl when passing the homes to get a better look. They are simply small homes, with engaged residents, making a positive impact on their neighborhoods. I am proud. Our residents are comfortable. When our residents say they "feel at home," they really mean it.

-Andrew Lunetta,  
Executive Director



2

## Action Update from Slocum Ave. By Michelle Kincaid

We're excited to share the plans for our next build! Starting early next year, we'll break ground on a new project on Slocum Ave.

On what used to be two vacant properties will soon provide land for four new tiny homes. These homes will include important amenities like a bathroom, kitchen, a bed, a closet and a fair amount of living space.

This winter will be focused on completing all the permitting, zoning, and fundraising to bring this build to life in the spring.

We're grateful to be working on this new opportunity. Stay tuned to our website and social media for updates!



## Volunteer Highlight: Dale Spicer

By Michelle Kincaid



Dale, in front of one of the new homes on Bellevue Ave.

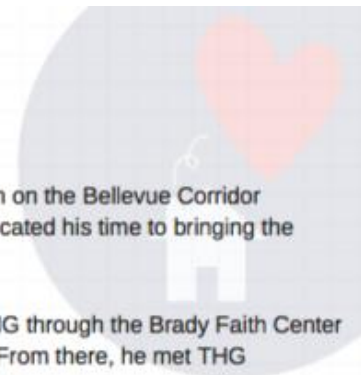
Dale Spicer has been an integral part of our team on the Bellevue Corridor Project. From sunset to sun down, Dale has dedicated his time to bringing the three new tiny homes to life.

Dale, originally from Marcellus, learned about THG through the Brady Faith Center and his involvement with Pedals to Possibilities. From there, he met THG Executive Andrew Lunetta, and the rest is history.

When asked about where he feels most helpful on the build, Dale says, "All over...That's the way I was brought up. I work and if it's beneath me, I do it and go on." But if Dale had to choose what he likes most about the build, he says it's working with Andrew. In Dale's words, "I like working with Andrew because we both make sure it's done right. I like being right along side him because he's learned from me and I've learned from him. I'm old school and he's new school."

Reflecting on his experience of working on the Bellevue project, Dale shared, "There's always something to do on a job site. No matter whether the boss takes a break or not you should still be working."

This enthusiasm and dedication to the build has been invaluable. We recognize Dale for his exceptional commitment and hard work.



Be a part of our work in 2018 by helping us build four tiny homes on Slocum Ave!

You can help us support individuals facing homelessness here in Syracuse. 100% of your donation will help build more tiny homes.

In addition to the construction, your gifts also go to amenities that truly make a house a home: a comfortable bed, linens, a reclining chair, a dresser, and kitchen appliances.

We simply cannot do it without you. Your support will make a real, lasting impact in the lives of those who are in need.

Your contribution can be made via the return envelope enclosed or at our website. If you're interested in making an in-kind donation, please reach out to us via email.

Thank you for your continued support and friendship!

With gratitude,  
A Tiny Home for Good



Be a Part!





## How We Work

We build and manage affordable, safe and dignified housing for individuals facing homelessness in Syracuse, New York.

How do we do it?

### PROPERTY ACQUISITION

We carefully research potential properties across Syracuse. We seek vacant city lots with zoning codes appropriate for building single-occupancy tiny homes.



### RESIDENT MOVE-IN

Each resident is connected with a professional care manager through a partnership with one of several care management organizations in the Syracuse Area.

### BUILDING

Homes are 300 sq. ft. and equipped with all the amenities of a regular-sized home.

We partner with local contractors and businesses to build from the ground up.



### SUPPORT SERVICES

Each home is rented to one individual who has faced homelessness. Recently, we focus on supporting U.S. Veterans. Rent is determined on a sliding scale, dependent on the resident's income.

### ENDING CHRONIC HOMELESSNESS

Bottom line: our approach is community-driven. We leverage local resources and connect with existing networks to provide a sustainable solution to reducing homelessness.

### Thank You to Our Donors

Alden Street Foundation  
Alise and Malachi Reardon  
AXA  
Bob and Joan Gardner  
Bruce and Gayla Crawford  
Buffalo Wild Wings  
Christine Porter  
Christopher and Gretchen Kinnell  
Daniel Saccocio  
David Chrisholm  
Dennis Hennessy  
Empower Federal Credit Union  
Eric Richardson

Gero Living Trust  
Joan Downes  
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St. Augustine's Church  
St. Joseph's Church  
St. Mary's Church  
Stephanie and David Ostrowski  
Susan Dailey  
Syracuse Corinthian Club  
Syracuse Ultimate Frisbee  
The Jesuits at Le Moyne, Inc.  
The Salvation Army  
VFW Auxiliary Post 9249  
William and Mary Kinne

Want to be involved?

Contact us!



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



@atinyhomeforgood



[tinyhomeforgood@gmail.com](mailto:tinyhomeforgood@gmail.com)



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A Tiny Home for Good, Inc.  
PO Box 69  
Syracuse, NY 13205

 Winter 2017  
Issue 3

# A TINY NEWSLETTER

We're excited to share our winter newsletter!  
Check out what we've been working on this past year and a new project for 2018.

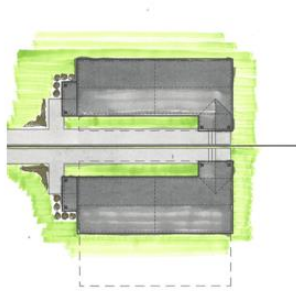
[Read it here!](#)



**Feature:**  
Tiny Homes on Bellevue Ave



**Director's Note from Andrew Lunetta**



**Action Update:**  
Slocum Ave.



**Volunteer Highlight:**  
Dale Spicer

[visit our blog](#)

[make a donation](#)

Our mailing address is:  
PO Box 69 Syracuse, NY 13205

Want to change how you receive these emails?  
You can [update your preferences](#) or [unsubscribe from this list](#).



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# Donate

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\$50

\$100

\$  Type custom amount

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One-time
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Next →

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Be a part of our work by helping us build and manage tiny homes for individuals facing chronic homelessness!

You can help support us through monetary and in-kind gifts. 100% of your donation will help build more tiny homes.

In addition to the construction, your gifts go to important amenities that truly make each house a home: a comfortable bed, linens, a reclining chair, a dresser, and kitchen appliances.

We simply cannot do it without you. Your support will make a real, lasting impact.

Thank you for your continued support and friendship!



Tiny Home for Good T-Shirt  
\$25.00

Help support A Tiny Home for Good and look fly at the same time!

Size:  
Select Size

Quantity:

ADD TO CART

## How We Work Graphic



**A Tiny Home FOR GOOD**

## HOW WE WORK

We build and manage affordable, safe and dignified housing for individuals facing homelessness in Syracuse, New York.  
How do we do it?

**PROPERTY ACQUISITION**

We carefully research potential properties across Syracuse. We seek vacant city lots with zoning codes appropriate for building single-occupancy tiny homes.



**BUILDING**



Homes are 300 sq. ft. and equipped with all the amenities of a regular-sized home. We partner with local contractors and businesses to build from the ground up. Volunteers from around the community also lend a hand in construction efforts.

**RESIDENT MOVE-IN**

Each home is rented to one individual who has faced homelessness. Recently, we focus on supporting U.S. Veterans. Rent is determined on a sliding scale, dependent on the resident's income.



**SUPPORT SERVICES**



Each resident is connected with a professional care manager through a partnership with one of several care management organizations in the Syracuse area.

**ENDING CHRONIC HOMELESSNESS**

Bottom line: our approach is community-driven. We leverage local resources and connect with existing networks to provide a sustainable solution to reducing homelessness.

**LEARN MORE AT  
ATINYHOMEFORGOOD.ORG**