

Telling the Unique Story of a Local Nonprofit

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Abstract

Creating an intimate connection with local residents is a challenge for Habitat for Humanity MetroWest/Greater Worcester (Habitat). To address this, Habitat partnered with the Worcester Community Project Center to tell the story of the local affiliate and bridge the knowledge gap among local residents. Our goal was to explore the knowledge gap, produce videos that tell the story of Habitat, and propose a no cost media plan. We surveyed local residents, analyzed over 50 nonprofit videos, and consulted with Habitat staff. We found most misconceptions about the local Habitat involved its' mission and inner workings. Consequently, we developed three videos highlighting different aspects of the local Habitat affiliate and a plan for their distribution.

Acknowledgements

We recognize this project would not have been completed without the invaluable support of numerous individuals. We are grateful for the assistance of our advisors, Professors Corey Dehner and Purvi Shah, whose professional guidance and input were influential in the success of our project. Similarly, we would like to thank our sponsor, Molly Pietrantonio, whose insight and experience made the development of our videos possible. We would also like to thank Jim Monaco, Video Production Specialist, whose tireless efforts and wise guidance was critical to the success of our venture.

We would also like to convey our gratitude to all the staff, volunteers and homeowners who were gracious enough to allow us to film them and include their empowering testimonials in our promotional videos. An additional thank you to Worcester Polytechnic Institute and the Worcester Community Project Center for making this experience possible.

Executive Summary

Background

From 2012 to 2015 housing prices increased by 23.1 percent across the United States, creating a short supply of affordable and safe housing (Neal, 2015). Habitat for Humanity is an international nonprofit organization that is actively addressing this problem by building and repairing affordable homes for people who live in *worst case housing*. The U.S. Department of Housing and Urban Development defines *worst case housing* needs as “renters with incomes below 50 percent of the Area Median Income, who do not receive government housing assistance and who pay more than one-half of their household income for rent, live in severely inadequate conditions, or both” (U.S. Department of Housing and Urban Development, 2015).

More than 19 million families are living in housing insecurity in the U.S. and approximately 11.97 million (63 percent) are living in *worst case housing* (Housing Insecurity, 2016). Living in substandard housing is a violation to a person’s basic needs as shown in the famous psychologist, Abraham Maslow, theory of the hierarchy of needs. If families had access to livable and affordable housing it would influence their ability to progress in mental and social capabilities (Kenrick et al. 2010).

In the MetroWest/Greater Worcester (MW/GW) area Enterprise Community Partners, Inc., a charitable organization that educates the public about affordable housing, recorded that 45,722 households were living with housing insecurity in the MW/GW area as of 2014. Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW) circumvents this problem by being involved in the community and improving families’ living situations through their many programs (Habitat, 2016).

Since 1976, Habitat for Humanity has helped more than 6.8 million people obtain safe and stable housing (Habitat, 2016). Habitat for Humanity, founded upon the “Hand Up, Not a Hand Out” model, does not simply give away houses, rather they partner with families through sweat equity (completion of 500 hours of community service with Habitat for Humanity) and work with families to develop an affordable mortgage that goes towards funding other Habitat for Humanity homes (Habitat, 2016). Habitat MW/GW is a growing organization, in need of more exposure to the local MW/GW community, and is hoping to reach a greater number of donors, volunteers, and homeownership applicants to better address the housing insecurity problem.

In order to do so, our sponsor initiated the production of a series of promotional videos that Habitat MW/GW can utilize to educate the public on their mission: every man, woman, and child should have a safe, decent and affordable place to live (M. Pietrantonio, Personal Communication, October 27, 2016). The creation of promotional videos is an effective tool for a nonprofit like Habitat MW/GW. According to advertising guru Will Royall, “The average nonprofit marketing budget across the board is 3 percent of the total revenue – in the for profit world it’s 10 percent” (Royall, 2014). With this in mind, the availability of newer and less-expensive video methods can provide a much needed inexpensive means of advertising.

In an effort to engage the community better Habitat for Humanity MW/GW reached out to the Worcester Community Project Center to develop these promotional videos. These videos focus on educating the local public about the unique story of Habitat MW/GW and how their leading programs work.

Methodology

In order to achieve the goal of telling the story to give a localized feel of Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW), we interviewed and surveyed key stakeholders, recorded all data, and lastly created the three promotional videos. We followed a set of eight objectives; This eight step process included determining the content and target audiences for each video, producing and developing the videos, presenting the videos to Habitat MW/GW staff, receiving feedback, and revising accordingly. Lastly, we created a media plan to help Habitat for Humanity MW/GW reach the target audience.

We triangulated our methodology to help us compare the different sources of data and validate the legitimacy of our findings (Berg & Lune, 2012). According to Berg and Lune, experts in the field of qualitative research methodology, it is important to use triangulation, the use of multiple data-collection methods to measure a single concept, when conducting research (Berg & Lune, 2012). The data we collected presented the common misconceptions of Habitat MW/GW as well as what people already knew to be true about the local affiliate. These findings helped guide the direction of the three promotional videos.

Using the data from the key stakeholders, which included the local Habitat for Humanity affiliate staff and residents of the local community, we produced three promotional videos, one video telling the story of Habitat MW/GW (*Story video*), one about the Habitat for Humanity homeownership process (*Homeownership video*), and one about the Habitat for Humanity ReStore in Worcester (*ReStore video*). After the creation of these videos we presented them to our sponsor, Habitat for Humanity MW/GW.

Results and Analysis

Based on our background research, analyses of interview and survey data, and analysis of nonprofit videos, we developed our findings. Our most important findings included understanding the story of Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW), determining the target audience, determining the video format (animated vs. live action), and the development of a media plan. Through our analysis of the surveys **we found that many local residents do not have a clear understanding of the mission and day-to-day practices of Habitat for Humanity MW/GW.** The Habitat MW/GW staff reiterated this, indicating that the most common area of confusion was “Habitat’s partnership program in which they do not give away houses, but provide an affordable mortgage of zero percent interest at about 30 percent of household income” (Bonnie Biocchi, Personal Communication, November 3, 2016).

Through the use of focus groups and sponsor meetings we determined that the target audience was different for each video: The target audience for the *Homeownership video* was potential homeowners, the target audience for the *ReStore video* was shoppers, donors and volunteers, and the target audience for the *Story video* was those uninformed about Habitat for Humanity’s mission. **We found that the purpose of the videos should match the target audiences.** For example, the purpose of the *Homeownership video* is to educate potential program applicants, which matches the target audience, potential homeowners, who are confused or misinformed about the qualifications of the program. Additionally, **we found that the format of the video (live action vs. animations) should be modified to align with the purpose of the video** as well. For example, we found it best to utilize animations to explain the homeownership process because the visualization of the information is easier to digest.

During our video analysis and research of the local affiliate, **we found that the Habitat MW/GW website could be updated to provide users with a more effortless and straightforward experience.** In particular we found that they could use Habitat for Humanity St. Augustine/St. John County's website (<http://www.habitatstjohns.org>) and the Habitat for Humanity International website (<http://www.habitat.org/>) as models.

Lastly, we found it important to develop a media plan to better reach the aforementioned target audiences. We identified a list of media outlets through meetings with our advisors and sponsor. To keep the distribution of the videos low cost, it was important to share the story through local organizations to specifically target the local audience.

Recommendations

Our work with Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW) gave us an understanding of the knowledge base of the local greater Worcester community and guided the development of the three promotional videos. Through the production of the promotional videos, we identified areas for further development. **We recommend that Habitat MW/GW not only follow the proposed media plan but also expand on the number of partnerships with organizations willing to share or promote these videos** and other promotional/educational materials for little to no cost. **We also recommend that Habitat MW/GW consider conducting a future project to develop videos featuring other programs that Habitat MW/GW offers.**

Conclusion

At the end of our project with Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW) we produced three promotional videos. We believe that the three videos we created will help bridge the knowledge gap between Habitat MW/GW and Worcester residents. These videos will be shared with the local community using the media plan we developed in collaboration with our sponsor, consisting of local networks and organizations. The distribution and use of the three promotional videos will help Habitat MW/GW achieve their mission of providing “A Hand Up, Not A Hand Out” for families in need of safe decent affordable housing.

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1.0 Introduction

A 2014 report by the United States Census Bureau states that 48.2 million people in the United States are living in poverty. Wages provided by low income jobs have failed to keep up with the rising costs of living, resulting in many workers struggling to afford decent housing. According to Matthew Desmond, an assistant professor of sociology and social studies at Harvard University, families should put no more than 30 percent of their household income towards housing cost. Unfortunately, most Americans are not able to meet this standard. From 1991 to 2013, the percentage of renters in America that dedicated more than 30 percent of their income to housing costs rose 11 percent. Devoting more than 30 percent of household income to housing usually results in relocation to substandard housing that poses a risk to the health, safety and security of the occupants (Desmond, 2015).

Our sponsor, Habitat for Humanity, addresses the growing issue of housing insecurity in the United States. Habitat is a global nonprofit organization founded on the idea that every man, woman, and child should have a place to live in dignity and safety. Habitat works towards this mission by uniting affiliate chapters with families in need, to restore and build stable homes. Our group will be working closely with the Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW) affiliate to assist in telling the story of Habitat for Humanity and providing a localized feel of the Habitat MW/GW location.

As shown in the famous psychologist Abraham Maslow's theory of the hierarchy of needs, living in substandard housing is a violation to a person's basic needs. Maslow's theory is often depicted as a pyramid (Figure 1) that "places physiological needs (such as food, water and air) at the base, followed by safety, belonging, and esteem needs moving up the pyramid"

(Kenrick et al. 2010). The theory states that the lower level needs must be fulfilled before a person is able to move up the pyramid towards self-actualization and cognitive needs (e.g., achieve one's full potential). Unfortunately, a failure to meet lower level needs can halt personal progress. According to Ronni Michelle Greenwood, a professor of psychology at the University of Limerick,

“In keeping with Maslow’s (1947) hierarchy of needs, the model is based on the assumption that until an individual has a home, and unless their basic safety and security needs are met, she or he will not have an adequate platform from which to successfully address other challenges, such as psychiatric symptoms, addiction or employment” (Greenwood et al. 2013, p. 648).

With nearly 600,000 homeless people nationwide in 2015, and 206,286 people experiencing family homelessness, national and local nonprofit housing organizations are needed to address homelessness and its challenges (Henry et al., 2015).

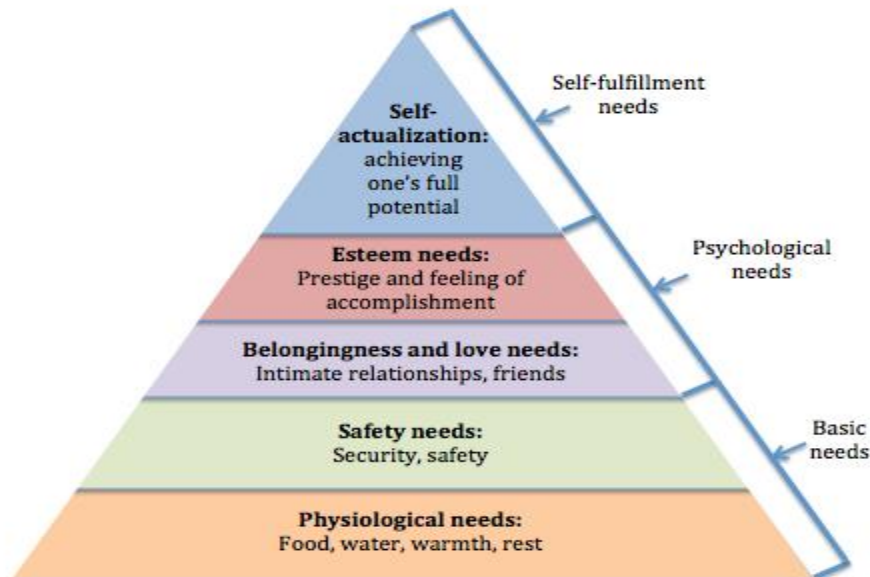


Figure 1. Maslow's Pyramid (McLeod, 2007)

Habitat for Humanity generates and creates stable homes for families with housing insecurity, specifically those living in poverty housing. People are considered to be living in poverty housing if more than 30 percent of their income goes towards their housing costs (Housing Insecurity, 2016). For the sake of our research, poverty housing is not a strictly defined term so we will extend this to people living in *worst case housing*; defined as allocating more than 50 percent of the household income to housing costs. An independent study conducted in 2016, by Enterprise, a national housing corporation, found that more than 32,000 households in the MetroWest/Greater Worcester (MW/GW) area are living in worst case housing (Housing Insecurity, 2016). As the Habitat MW/GW affiliate continues to grow to meet the local housing needs, they must have an increase in community support.

Creating an intimate connection with the local community is a challenge for many nonprofits across the nation. It is important for nonprofits to have effective but inexpensive advertising due to their budget constraints and their need for volunteers. Dan Pallotta, an expert in nonprofit sector innovation and a pioneering social entrepreneur, stated that:

“Spending money to build demand for the great causes of our time is as central to those causes as direct service — maybe more central, as it is the only way nonprofits have any hope of reaching the scale of the problems they confront” (Dan Pallotta, 2009).

While a lot of work has been done to optimize Habitat for Humanity’s promotional material, the majority of the efforts address the organization as a whole and do not capture the local community feel of each affiliate. This void of localized promotional material will serve as our research space. In collaboration with Molly Pietrantonio, Volunteer Coordinator at Habitat MW/GW, we chose to develop this research space by creating a series of promotional videos that would help local residents visualize and understand the MW/GW Habitat affiliate. Our hope is

that through the MetroWest/Greater Worcester focused promotional material we developed, that Habitat MW/GW can now tell their story and subsequently increase their number of volunteers, donors and homeowner applicants.

In the following chapters, we describe our plan to accomplish the aforementioned objectives. In Chapter 2.0 we explain homelessness in the U.S. and in MW/GW, and provide information about Habitat and other organizations that work to address housing insecurity. We also introduce the benefits and uses of video marketing in the nonprofit industry, as well as some of the most successful strategies to advertise a nonprofit organization. Next, in Chapter 3.0, we review our methods and explain why these methods were the most effective in helping us meet our goals. Following our methodology, we discuss our results and recommendations regarding our participatory research in Chapter 4.0 and Chapter 5.0, respectively. Finally, in Chapter 6, we discuss our conclusions and reflect on the project as a whole.

2.0 Background

From 2012 to 2015 house prices rose by 23.1 percent across the nation, making affordable and safe housing more scarce (Neal 2015). The increase in housing prices directly correlates to the number of homeless people, as well as the number of people living with *worst case housing* (Quigley, J. M., Raphael, S. & Smolensky, E, 2001). The U.S. Department of Housing and Urban Development defines *worst case housing* needs as “renters with incomes below 50 percent of the Area Median Income, who do not receive government housing assistance and who pay more than one-half of their income for rent, live in severely inadequate conditions, or both” (U.S. Department of Housing and Urban Development, 2015). Habitat for Humanity (Habitat) is an organization actively building and repairing affordable homes for people living in worst case housing.

In this chapter we describe Habitat’s role in providing affordable homes for families without safe and stable housing across the nation. We explain trends in homelessness and poverty housing in the U.S. and in Worcester, Massachusetts. Next, we introduce nonprofits in the MetroWest/Greater Worcester (MW/GW) area that have a similar mission to Habitat in serving the community to reduce housing insecurity. We then discuss how Habitat caters to the needs of families in the MW/ GW area. Lastly, we explore the possibilities and best techniques for developing an informational video that will educate Worcester residents about the story of Habitat for Humanity.

2.1 Habitat for Humanity Nationwide

Habitat for Humanity is a nonprofit housing organization that is on a mission to end poverty housing across the U.S. In this section, we explain Habitat's roots, central mission, and how it is assisting those living in worst case housing nationwide.

Habitat for Humanity was founded in 1976 by Millard and Linda Fuller (The History of Habitat, 2016). Habitat's mission stems from the idea that every man, woman, and child should have a place to live in dignity and safety. The staff and volunteers of Habitat work to fulfil this mission by providing families "A Hand Up, Not a Hand Out" to directly address the growing issue of poverty housing (Habitat for Humanity MW/GW, 2013).

Since 1976, Habitat has helped more than 6.8 million people obtain safe and stable housing (Habitat, 2016). According to Habitat for Humanity, Habitat does not simply give homes away to families in need, instead, they work with families to provide them a stable and affordable housing solution (Habitat, 2016). Habitat builds in all 50 states and U.S. territories with more than 1,500 U.S. affiliates of the nonprofit (Habitat, 2016).

Habitat improves families living situations by helping them repair and restore their current homes, or by building new homes that will be sold to eligible families at an affordable price (Habitat for Humanity International, 2016). In fiscal year 2014, Habitat in the United States, completed 2,685 community projects, including neighborhood cleanups, job training and urban vegetable gardens. During the 2014 fiscal year Habitat completed construction on all 1,245 homes that were planned under the Neighborhood Stabilization Program 2 (Habitat Milestones, 2014). The Neighborhood Stabilization Program 2 was introduced in 2008, when the U.S. housing market crashed resulting in 19 million homes in distress. With the constant

unpredictability of the U.S. economy, there is an increased risk that families living in worst case housing will become financially unstable and end up homeless.

2.2 Housing and Security

Livable and affordable housing is a fundamental human need that influences an individual's ability to progress in mental and social capabilities. In a 2009 press conference given by President Obama he recognizes that, "It is not acceptable for children and families to be without a roof over their heads in a country as wealthy as ours." (The White House, Office of the Press Secretary, 2009). To explore America's housing security issue in more detail we discuss homelessness in the U.S. since the turn of the century, the impact of homelessness as it relates to Maslow's hierarchy of needs, and housing insecurities in 2016.

In January 2015, there were 564,708 homeless people, of which 36 percent were homeless families with children (Henry et al., 2015). Henry et al. commented that at that time homeless shelters accommodated 69.3 percent of the homeless population. As seen in Figure 2, most of the people left without shelter were individuals (a one-person party), representing 27 percent of the homeless population, while 3.6 percent of those without shelter were families (parties of two or more). The total number of homeless people has been declining. From 2007-

2015 the national homeless population was estimated to have decreased by 13 percent, i.e., 82,550 people on a given night (Henry et al., 2015).

Homeless Population, By Household Type and Sheltered Status, 2015

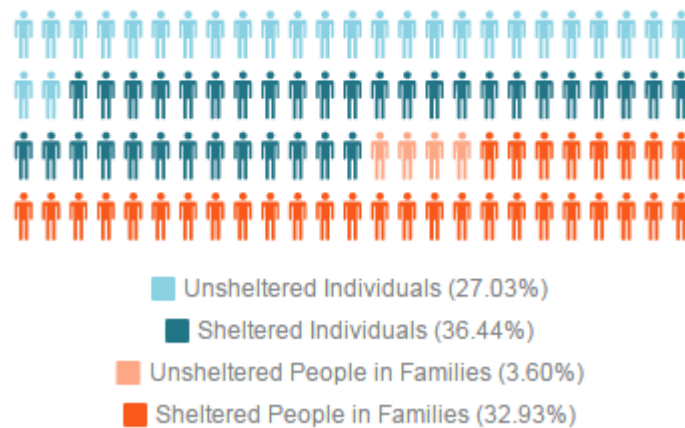
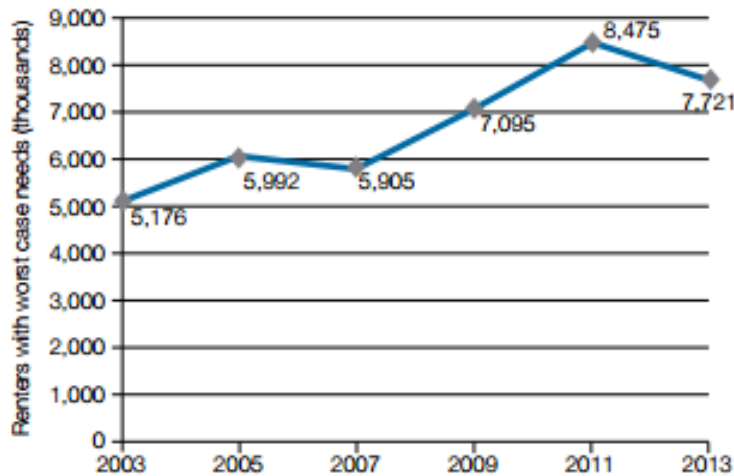


Figure 2 Homeless Population, By Household Type and Sheltered Status (U.S. Department of Housing and Urban Development, 2015)

Although homelessness is declining nationally, many Americans across the nation are struggling with housing insecurity. This population includes people who are living paycheck to paycheck as well as families who are on strict budgets. Families who are affected by housing insecurity are often forced to move multiple times in a year and live in overcrowded conditions. A study led by Cutts, Doctor of Pediatrics at Hennepin County Medical Center in Minnesota, found that living with housing insecurity has been directly correlated with poor health, malnourishment, and developmental risk among young children (Cutts et al., 2011). More than 19 million families are living in housing insecurity in the U.S. and approximately 11.97 million (63 percent) are living in *worst case housing* (Housing Insecurity, 2016). Renters are considered to be living in *worst case housing* if more than 50 percent of their income goes towards their rent

and are not receiving government housing assistance. According to a report by the U.S. Department of Housing and Urban Development (HUD) “The number of renter households with worst case needs decreased to 7.7 million in 2013 from the record high of 8.5 million in 2011” (U.S. Department of Housing and Urban Development, 2015). Although the number of people living without shelter is declining, that does not convey the whole story. Individuals living in *worst case housing* are more susceptible to becoming homeless because of low-income challenges. Unfortunately, there are a limited number of affordable units available for these individuals in need. According to Doctor Katherine M. O’Regan, HUD Assistant, as of 2015, “Only 65 affordable units [were] available per 100 very-low income renters, and only 39 units are available per 100 extremely low-income renters” (Steffen et al. 2015). As seen in Figure 3, during the year 2013 there were fewer renters with *worst case needs* after a long period of increase in renters with *worst case needs* from 2003 to 2011. Only 3 percent of *worst case needs* are caused by severely inadequate housing. The primary problem for worst case housing families in 2013 was the cost of rent in the properties available.

EXHIBIT 1-1. CHANGE IN WORST CASE HOUSING NEEDS, 2003–2013



Source: HUD-PD&R tabulations of American Housing Survey data

Figure 3 Change in Worst Case Housing Needs

According to Maslow’s Hierarchy of Needs, the lower level needs must be fulfilled before a person is able to move up the pyramid towards self-actualization. The base of the pyramid contains basic needs, such as physiological and safety needs, which a person must achieve before they can reach self-actualization. Maslow’s pyramid shows how important it is for a human to have a safe and secure place to live and thrive in (Greenwood et al., 2013). Lindsey, professor and department chair of social work at The University of North Carolina Greensboro, laments that children, the future of the United States, “are at grave risk for various health, developmental, and psychological problems including depression, anxiety, and serious behavior problems” (Lindsey, 1998). These at risk kids never have the chance to grow up in a suitable and safe housing environment and in accordance with Maslow’s theory, cannot achieve these higher tiers on the pyramid.

The issue of nationwide housing insecurity addressed above, can also be observed in Massachusetts. In 2010, according to an independent study by the U.S. Census Bureau, approximately 30 percent of the nation's emergency and transitional shelter population was located in the northeastern states, with those in Massachusetts, making up 3 percent of the nation's total emergency and transitional shelter population (Symens Smith, Holmberg, & Jones-Puthoff, 2010). In the 2014 "Out of Reach" report produced by the National Low Income Housing Coalition, Massachusetts was ranked the 7th most expensive state to live in (Homelessness in Worcester County, 2015). Due to the rising housing prices in Massachusetts, families are more likely to be forced into rental property and increasing their chance of developing worst case housing needs.

2.3 Housing needs in MetroWest/Greater Worcester

Homelessness and housing insecurity affect a variety of populations throughout the MW/GW area. In this section we discuss the specific demographics that are affected by homelessness and housing insecurity in the MW/GW area.

The 2010 United States Census estimated the number of people in emergency and transitional shelters in Massachusetts through a Service-Based Enumeration (SBE) operation (Symens Smith, Holmberg, & Jones-Puthoff, 2010). The SBE was conducted at service locations and targeted non-sheltered outdoor locations including emergency and transitional shelters, soup kitchens, and regularly scheduled mobile food vans. The Census Bureau assessed these locations on three separate days; on the first day, emergency and transitional shelters; on the second day, soup kitchens and mobile food vans; and on the last day non-sheltered outdoor locations. According to the 2010 US Census, there were approximately 6,368 individuals in

emergency or transitional shelters across Massachusetts, making up 3 percent of those affected across the nation. Of this total, 2,440 are female and 1,340 are under the age of 18 (Symens Smith, Holmberg, & Jones-Puthoff, 2010). In March of 2015, there were over 3,000 families in Emergency Shelter Units in the Commonwealth, not including the nearly 1,400 families staying in motels due to lack of stable housing (Homelessness in Worcester County, 2015).

Although homelessness is common in the MW/GW area, housing insecurity, those individuals who may be a paycheck away from becoming homeless, also has a large presence. Enterprise Community Partners, Inc., a charitable organization that educates the public about affordable housing, recorded that 45,722 households were living with housing insecurity in the MW/GW area as of 2014. Of the almost 50,000 households living in unstable conditions, 59 percent are renters as opposed to homeowners, and 70 percent are classified as extremely low income. 26,404 of the households struggling are made up of unmarried individuals, without children (Enterprise, 2016). These realities do not go unnoticed, there are a number of organizations actively working to combat housing insecurity in Central Massachusetts.

2.4 Nonprofits Working to Decrease Housing Needs in Central Massachusetts

Despite the housing insecurities in Massachusetts, and the Greater Worcester area specifically, there are several organizations trying to help people struggling to find stable housing. Some of these nonprofit organizations located in the Greater Worcester area include Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW), the South Middlesex Opportunity Council Triage Center (SMOC), Abby's house, Friendly House, NeighborWorks, Dismas House and Matthew 25. Though these nonprofit organizations are headed in the same

direction, to help people find stable housing, each has a unique mission and approach to solving the problem of housing insecurity.

The organizations can be divided into two groups: (1) those that meet specific needs in the community; and (2) those that are non-exclusive. Dismas House, Abby's House, and SMOC are all shelter organizations that serve the MW/GW area and meet a unique need. The SMOC assists youth and adult populations in Central Massachusetts struggling with alcohol and substance abuse (SMOC, 2016). Dismas House, is similar in that it caters specifically to prisoners who are transitioning from imprisonment to everyday life (Dismas House, 2016). Abby's House on the other hand serves as a shelter for women and children and provides them with the individualized support they need to gain independence and stable housing (Abby's

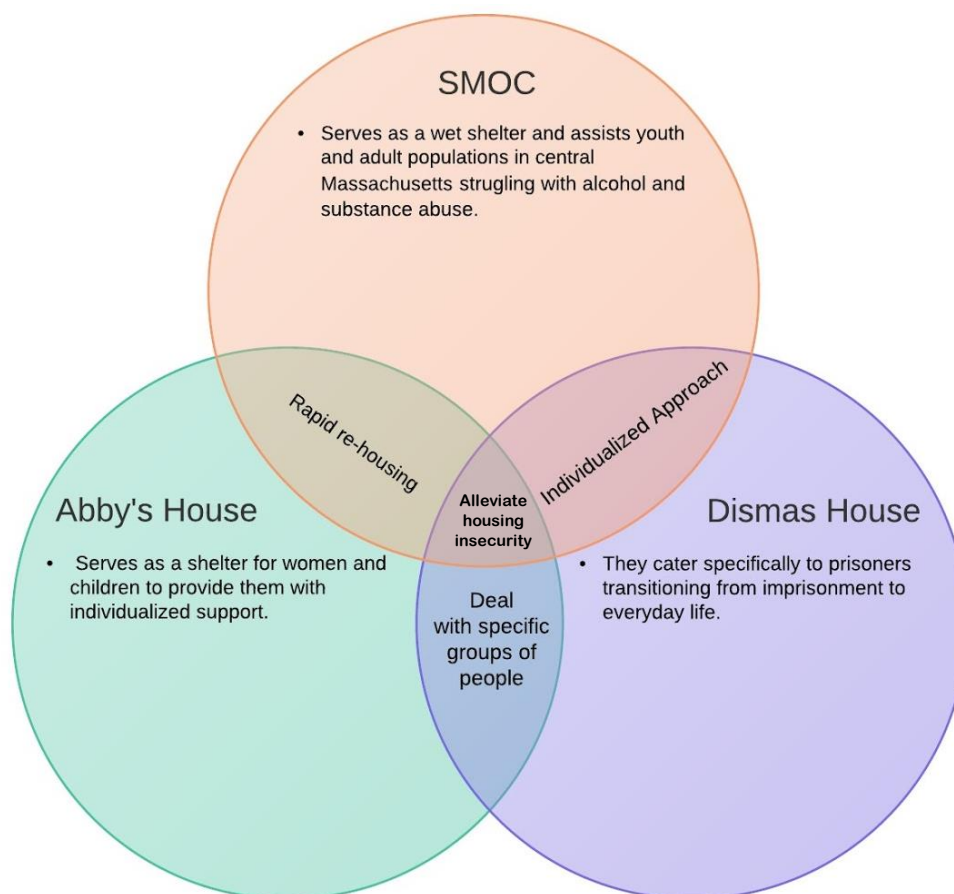


Figure 4 Venn Diagram of SMOC, Abby's House, and Dismas House

House, 2016). These organizations are all similar in that they work to tackle one piece of the puzzle that leads to homelessness and housing insecurity, and their similarities and differences can be seen in Figure 4 above. Because these organizations target one population, they are suited to help individuals in their respective categories, but are limited when it comes to helping in other regards.

In contrast, NeighborWorks and Matthew 25 are non-exclusive organizations that both assist people in achieving and retaining their housing goals. The NeighborWorks Home Ownership Center of Central Massachusetts (HOCCM) provides programs to train, counsel, and finance both first-time and recurring homeowners (NeighborWorks, 2016). As shown in Figure

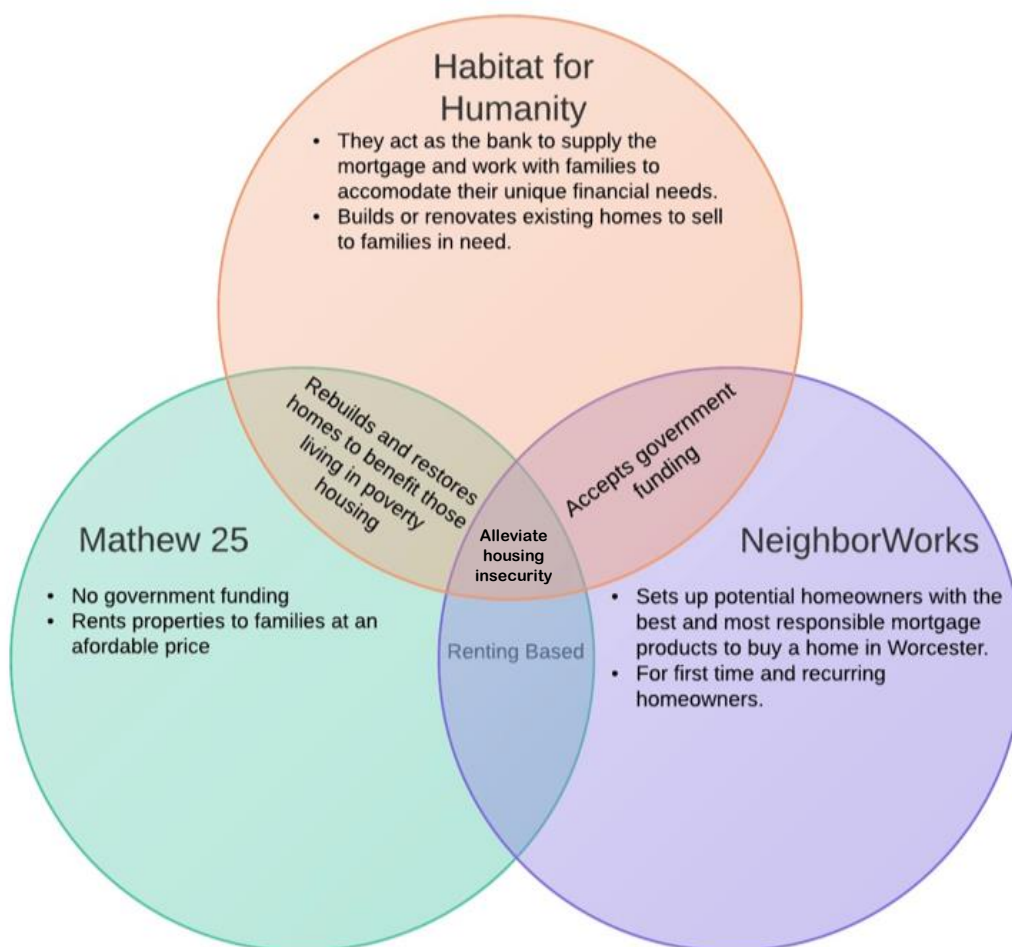


Figure 5 Venn Diagram of Habitat for Humanity, Mathew 25, and NeighborWorks

4, Matthew 25 is similar to NeighborWorks HOCCM in that Matthew 25 helps low-income families struggling with their housing needs by offering them a way to rent the homes they build at affordable prices (Matthew 25, 2016). A comparison of these organizations, as well as Habitat for Humanity, can be seen in Figure 5 below.

According to Beth Weitzman, a professor at New York University with the Center for Community Research and Action, families struggle with eviction or inability to pay rent, conflict with the people who are helping them, their family or friends, and job loss just before becoming homeless (Weitzman et al., 1990). Habitat for Humanity does not evict their partner families when something goes wrong, for example when a family member loses their job. Habitat works with the family to find a solution so they can get back on track (M. Pietrantonio, personal communication, Sept 13, 2016). Habitat and the aforementioned organizations have a similar mission; to reduce housing insecurity in Worcester. Habitat is different, however, in that its mission is to end poverty housing.

2.5 Habitat for Humanity MetroWest/Greater Worcester

In comparison to the other local nonprofit organizations, that work to provide families with temporary housing, Habitat sells homes to families in need, at a rate of thirty percent of family income and zero percent interest mortgage for the lifetime of the loan. Habitat is unique from other organizations combatting poverty housing because Habitat serves as the bank and will work with a family in the event that they encounter financial instability. This style of mortgaging allows families to more successfully achieve long term, and independent housing (Habitat, 2013).

Habitat for Humanity MetroWest/Greater Worcester's efforts do not stop with building and restoring homes; Habitat is active in many different facets of community improvement. One of their most notable programs include Mission Playhouse, a program that builds playhouses for children of Veteran families to increase their quality of life for years to come ("Operation Playhouse," 2016). Habitat also assists with Veteran housing needs through the Veterans Build Initiative, which helps to educate Veterans on housing literacy ("Veterans," 2016).

The ReStore is an essential element of the MW/GW Habitat program because it supplies a majority of the funds needed to finance the Habitat build program. This store is connected to the local Habitat affiliate and resells donated housing items to the community at a discounted rate ("ReStore," 2016). Since 2013, Habitat MW/GW has made it a primary goal to intake sufficient funds from the ReStore to cover the full costs of new builds ("Habitat for Humanity Programs," 2013). Through the build program Habitat builds and renovates homes to be sold to families who are accepted through the applicant process. Families apply for a Habitat home, and, if accepted, Habitat partners alongside the family, complete the build and secure an affordable mortgage based on the family's income (Habitat, 2013). With six active builds in 2016 alone, for Habitat MW/GW needs to have a steady influx of donations for the ReStore and sufficient volunteers to support the various Habitat initiatives (Habitat, 2013).

Habitat MW/GW, like all nonprofits, needs volunteers to participate in their programs and Habitat gets a majority of them for the build sites from local corporate partners according to Molly Pietrantonio, volunteer coordinator of Habitat MW/GW (M. Pietrantonio, personal communication, Sept 13, 2016). Companies can easily sign up anywhere from 5-50 volunteers to build any of the build sites throughout central Mass ("Volunteer," 2016). These build events often provide a comfortable environment for coworkers to interact outside the office and donate

their time to a worthy cause. Additionally, Dane Peterson, professor at Missouri State University, concluded that employees who participate in corporate volunteer programs express higher levels of job satisfaction and demonstrate greater levels of commitment towards the company (Peterson, 2004). Corporate partner volunteers are especially beneficial to organizations like Habitat MW/GW because they ensure a more consistent volunteer presence (M. Pietrantonio, personal communication, Sept 13, 2016).

In comparison to the build program, the highest volunteer population at the ReStore is college age students living in Worcester (M. Pietrantonio, personal communication, Sept 13, 2016). This high concentration student volunteers can be attributed to many factors. The close proximity of the MW/GW ReStore to the thirteen consortium colleges in the Greater Worcester area is just one reason why the donation center sees such a high population of young people (“Colleges and Universities,” 2016).

In their study, Erin W. Moore, Samantha Warta, and Kristen Erichsen, professors of psychology at Stetson University, concluded that the most common volunteers are, those who have completed higher levels of education, and individuals below the age of thirty. Other demographics suggesting a higher inclination to volunteer include identifying as a minority race, majoring in a social science field, and having a tendency for agreeableness and openness according to the “Big Five” personality scale (Moore, E. W., Warta, S., & Erichsen, K., 2014). Gage, from Department of Recreation at Pennsylvania State University, and Thapa, a Professor at the University of Florida, agree that gender and area of study are influential factors when predicting a person’s likelihood to volunteer. In their 2012 report they concluded that a student’s experience with volunteering prior to college was a more influential indicator (Gage& Thapa, (2011, 2012)). Since only 18 percent of graduating college students in Worcester in 2014

planned on staying in the city after graduation, the volunteer population of college students fluctuates (Bird Jr., 2014). This fluctuation in the ReStore volunteer base is a primary motivation for Habitat MW/GW's desire to expand their use of video to attract new volunteer demographics.

2.6 Content Marketing for Nonprofits through Video

Marketing strategies allow nonprofit organizations to form a relationship with their target audience. According to Network for Good, an online fundraising platform for charities and nonprofit organizations, although nonprofit organizations seem to struggle with marketing themselves, it is crucial to do so because it is an efficient tool to engage your audiences both physically and mentally (Network for Good, 2016). Putting the audience first creates a connection with the audience so that they can feel good about themselves and want to continue the mission of the nonprofit. Many nonprofits benefit from the production of videos because they tell a compelling story in a succinct and personal way (Hartstein, D., 2012).

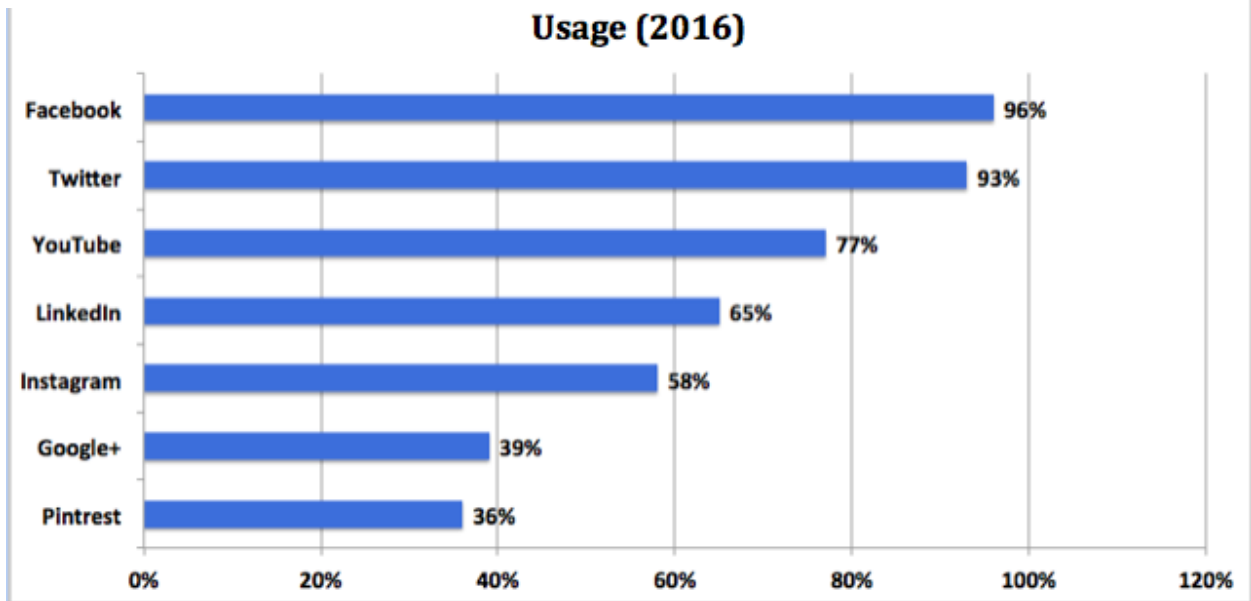
2.6.1 The Importance of Video in Marketing

Video serves many functions for nonprofit's, including educating the public about the ins and outs of the organizations. While video production used to require technical skill that only professional filmmakers could carry out, this is no longer the case. New technology in filming and editing software has revolutionized the video production industry. According to Jim Monaco, video production specialist, an important advantage of programs like Camtasia is that they are easy to pick up and user-friendly (Jim Monaco, Personal Communication, Oct 31, 2016). It is becoming increasingly easier to create professional quality video without the need for expensive equipment and large budgets, a benefit for nonprofits. According to advertising guru Will Royall, "The average nonprofit marketing budget across the board is 3 percent of the total

revenue – in the for profit world it's 10 percent" (Royall, 2014). Although these percentages suggest all nonprofits have a lower than average marketing budget, mere percentages of a company or organization's total budget does not provide a clear picture of how much money companies have to spend on marketing materials. Still, according to nonprofit marketing and communications expert John Stuart, "the averages [of the marketing budgets] didn't tell the story. Nonprofit marketing spending is all over the map" (Stuart, 2011). Regardless of the budget allocated to marketing, for nonprofits with very limited funds, the availability of newer and less-expensive video methods can provide a much needed inexpensive means of advertising.

In addition to being low cost, video has the advantage of being easily shareable through multiple forms of media outlets. For instance, when utilizing social media there is a potential for a video to reach millions of people. YouTube, an online video database, is considered the second largest search engine on the internet, behind Google. In 2014, consumers used YouTube to watch on average more than one hundred million hours of video each day (Shehu, 2015). Facebook, another leading form of social media, is the largest video sharing network on the web. According to technology journalist, Josh Constine, "[Facebook] now sees 8 billion average daily video views from 500 million users" (Constine, 2015). In the nonprofit world social media is the most popular content marketing tactic with 97 percent of nonprofits utilizing various social media outlets (Nonprofit Content Marketing, 2016). A breakdown of the most popular social media outlets that nonprofits utilize is shown in Figure 6 below.

Figure 6 Nonprofit Content Marketing Social Media Platform Usage (Nonprofit Content Marketing, 2016).



However, this marketing strategy's downfall is that it may not reach your specific target audience due to basic demographic factors. Social media advertising relies on the fact that viewer is an active internet user, while this may not always be the case. For example, if the video is targeting people aged 65+ (shown in Figure 7 below) who do not use the internet as much as other age groups, social media may not be the best platform to reach this particular audience (Perrin, 2015).

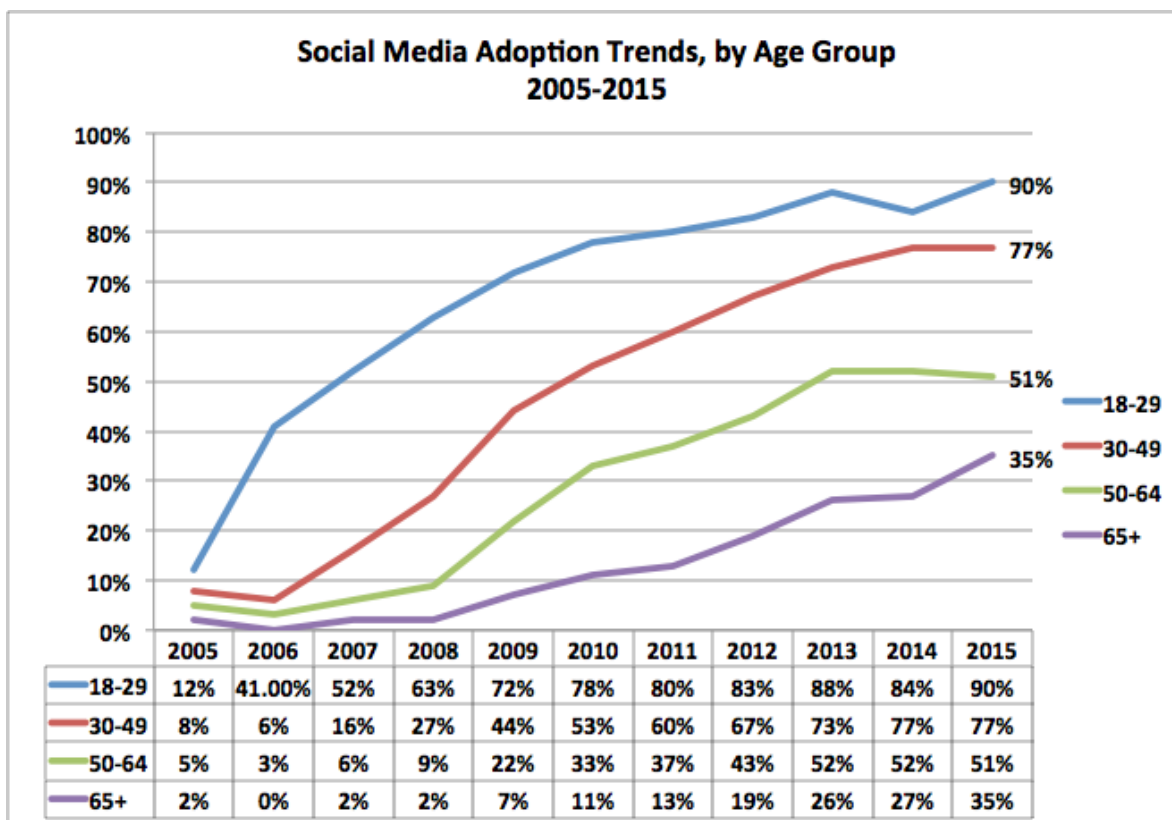


Figure 7 Social Media Adoption Trends, by Age Group (2005-2015) (Marketing Charts, 2015)

Habitat has a large demographic of 65 and over residents that volunteer and donate to the affiliate (M. Pietrantonio, personal communication, Sept 13, 2016). Although social media is an important content marketing tactic, not-for-profits should explore other tactics as well.

With the prevalence of social media and the shareability of videos, it may come as a surprise that many nonprofits are struggling with content marketing exposure. A 2016 report from the Content Marketing Institute reveals that 86 percent of nonprofit organizations use content marketing strategy while only 35 percent believe their tactics are effective (Nonprofit Content Marketing, 2016). A breakdown of the different tactics used by nonprofits as well the tactics effectiveness is seen in Figure 8 below.

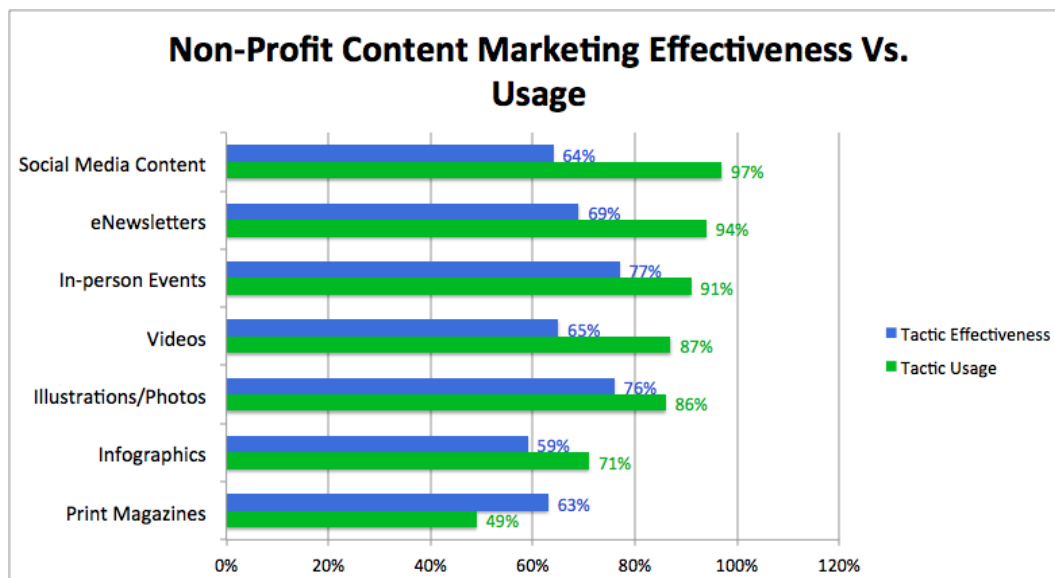


Figure 8 Non-Profit Content Marketing Effectiveness vs. Usage (Nonprofit Content Marketing, 2016)

A 2014 report by the Content Marketing Institute stated that “the most effective nonprofit professionals use all of tactics (in Figure 8) more often than their least effective peers do; however, they use some of these tactics a great deal more frequently, including videos” (Nonprofit Content Marketing, 2014). This report also showed that videos made up 71 percent of nonprofit content marketing, while only 53 percent of nonprofits believed their videos were effective (Nonprofit Content Marketing, 2014). As shown in Figure 8 above, there is an increase in video usage (87 percent) as well as effectiveness (65 percent) (Nonprofit Content Marketing, 2016). This shows how nonprofits are increasing their use and effectiveness of video content marketing. While video may not be able to be as effective as in person events, these statistics show the correlation of videos and success of nonprofits.

2.6.2 Video Creation Process

According to video production specialist, Jim Monaco, creating a video involves six steps: (1) Brainstorming the who, what and why about the topic; (2) Determining the key points and target audience to make the vision come to life; (3) Establishing the elements of the story

(exposition, rising action, climax, etc.); (4) Drafting the storyboard; (5) Writing the shot list; and (6) Gathering the footage and editing the video (James Monaco, personal communication, 2016). A not-for-profit must also consider the length of the video and the rhetoric they use throughout the video. Writing a script that is engaging and informative can make the difference between a successful video and a video that falls short of what you are trying to accomplish. The opening of a successful video should include a hook to capture the viewer's attention. A hook can be accomplished in many ways which include, a rhetorical question, a shock/surprise, or a story (Kruse, 2014). A conclusion to the video is just as important as a hook. In order to convert viewers into volunteers, the video should end with a call to action. A call to action is a statement to the viewer about what they can do to help the cause. Without a call to action, it is much more likely that the viewer will do nothing and your video will have failed to serve its purpose (Burger, 2015). Another important aspect of a video to consider is length. According to public relations and strategic communication expert Richard Waters, short videos are more likely to be fully viewed, as compared to longer videos (Waters, 2011). With advertising taking up such a large presence on the internet, it is important to quickly and succinctly grab the internet users' attention with a well edited video.

Another important aspect of a successful video is the type of rhetoric you use to persuade the viewer. Greek Philosopher Aristotle suggested that there are three main forms of persuasion, *ethos*, *logos*, and *pathos*. These forms of persuasion are shown in Figure 9.

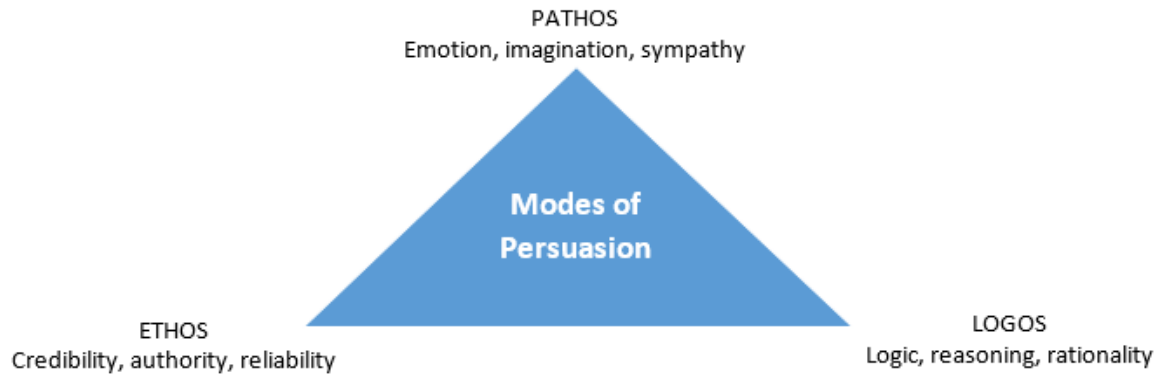


Figure 9 Modes of Persuasion (Agency, C., 2016)

Ethos, known as an ethical appeal, means to convince the viewer of the organization's credibility (OWL Purdue, 2012). Some nonprofits do this through the use of celebrities or people of high stature in their videos. It is important to note that *ethos* is rarely used in nonprofit videos because, according to the Cause Agency “it can be difficult to appeal to a person’s ethical stance on a nonprofit. People who do not feel it is important to donate to nonprofits will not be as persuaded by an *ethos* approach compared to the *logos* and *pathos* appeal” (Agency, C., 2016). *Logos* is an appeal to convince the viewer with logic or reason (OWL Purdue, 2012). This is done by incorporating facts and figures into the video. *Pathos* is an emotional appeal to persuade the viewer through appealing to his or her sentiments (OWL Purdue, 2012). An example of this is the sad animals and music in the ASPCA (American Society for the Prevention of Cruelty to Animals) commercials.

Many nonprofits use *pathos* as a form of persuasion in advertising because it is usually “easy to connect an emotion to the cause of a nonprofit” (Agency, C., 2016). This is especially important for a nonprofit organization like Habitat for Humanity. Habitat, an organization that helps families living in poverty housing, has the ability to include powerful emotional content.

Although it is most important to include pathos appeal, it is also important to include logos because pathos does not appeal to all audiences. Some people are more effectively persuaded through a logical argument utilizing facts, figures, and reason. An effective nonprofit video should include a mixture of pathos and logos (Agency, C., 2016). Once a nonprofit has produced a persuasive video, aimed at a specific target audience, the organization develops a path for circulating the video so it reaches the target audience. The path of circulation may be laid out in a media plan.

2.6.3 Media Plan

The uses of some or all of the aforementioned content marketing tactics are incorporated into a media plan. A company's media plan describes their objectives, strategies, tactics, resource allocation, media schedule, and media mix to reach their targeted audience(s) (Creating a Media Plan, 2016). Joan Schneider, the CEO and founder of Schneider Associates, one of the leading Boston Public Relations firms, explains that “[w]hen it comes to choosing media to support a new product launch, consider the target market” (Schneider, 2015). Although nonprofits do not have “products” to launch, they still need to determine their target audience based on the most important goals of the organization. For example, if an organization is primarily seeking donations or volunteers, they may need to target different audiences. Local nonprofits determine these target audiences based on their geographical location and unique community feel. For instance, a nonprofit in Worcester, MA seeking volunteers, surrounded by 16 colleges and over 30,000 students, may want to target this large population of young adults living in the immediate area (Worcester.gov, 2016).

2.7 Conclusion

In an effort to engage new groups, Habitat for Humanity MW/GW reached out to the Worcester Polytechnic Institute's Worcester Community Project Center to develop a series of informational videos. These videos focus on educating the local public on sharing the unique story of Habitat, what it means to build a Habitat home, and how the Habitat ReStore, as well as other programs run by the local Habitat affiliate, serves the community. In the next chapter we discuss our methodological approach to accomplishing our project goals.

3.0 Methods

The goal of our project was to tell the story of Habitat for Humanity and give a localized feel of Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW) location. The Worcester based nonprofit helps those living in poverty housing. Habitat MW/GW provides hardworking families with “A Hand Up, Not A Hand Out,” and works with them to schedule regular payments towards an affordable mortgage. Our team helped Habitat MW/GW better educate the residents of the MetroWest/Greater Worcester area about the local Habitat branch through the use of informational and promotional videos. These videos allowed Habitat MW/GW to not only inform the local population about the affiliate, but also to get the residents more involved with the organization through donating, volunteering, or simply buying items from the Habitat for Humanity ReStore, in Worcester.

We achieved our project goal by interviewing and surveying key stakeholders, recording all data acquired, and creating the aforementioned promotional videos. The Objectives that allowed us to reach this goal of telling the story of Habitat MW/GW are as follows:

- Objective 1: Identify the desired outcomes of the promotional videos (*Homeownership, ReStore, and Story*) that narrate the story of Habitat for Humanity MetroWest/Greater Worcester.
- Objective 2: Determine the audience the Habitat team would like to target with the videos.
- Objective 3: Determine Habitat for Humanity’s unique story and the most important threads that the local habitat team finds important and inspiring.
- Objective 4: Determine Worcester residents’ knowledge of the MetroWest/Greater Worcester Habitat affiliate.
- Objective 5: Using the findings from Objective 1 through Objective 4, determine the components of Habitat’s story to include in three promotional videos.

- Objective 6: Develop and produce the three promotional videos that include the content identified in Objective 5.
- Objective 7: Seek feedback from the Habitat MW/GW team and revise promotional videos based on feedback.
- Objective 8: Develop a media plan to reach the desired target audience efficiently and effectively.

According to Berg and Lune, experts in the field of qualitative research methodology, it is important to use triangulation, the use of multiple data-collection methods to measure a single concept when conducting research (Berg & Lune, 2012). We used triangulation in our methodology to obtain different sources of data in an effort to bolster the validity of each individual method (Berg & Lune, 2012).

In our first weeks, we worked with Habitat MW/GW first hand to get to know their staff and volunteers. We then gathered information from the Habitat MW/GW staff, specifically the desired content and the target audiences for the videos. This information gathering stage included a look into any knowledge gaps, about Habitat MW/GW, that are pervasive throughout the MetroWest/Greater Worcester population. To eliminate these knowledge gaps, we needed to balance the video elements that our sponsor, Molly Pietrantonio, Volunteer Coordinator of MW/GW, desired, with the informative and educational video elements we identified through our research.

The progression of the objectives is shown below in Figure 10. In the following sections we discuss each objective in more detail.

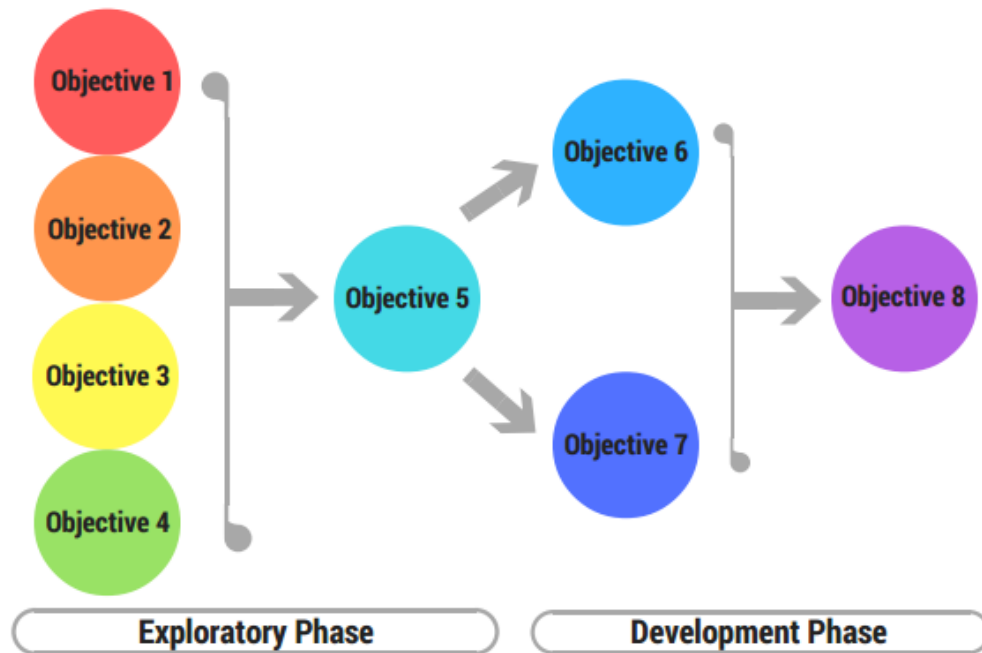


Figure 10 Flow Diagram of Objectives

3.1: Objective #1: Identify The Desired Outcomes of the Promotional Videos (*Homeownership, Restore, And Story*) That Narrate the Story of Habitat for Humanity MetroWest/Greater Worcester.

Our first Objective was to identify the desired outcomes of the promotional videos that narrate the story of Habitat MW/GW. These outcomes focused on telling Habitat for Humanity's story and highlighted content that the Habitat MW/GW team wanted local residents to know. Potential foci of the videos included: volunteering at the build sites, ReStore, Veteran Build Initiative programs, and other Habitat MW/GW programs. In order to identify the aspects of Habitat's story to include in the videos, we facilitated an exploratory focus group with the Habitat MW/GW staff.

An exploratory and semi-structured focus group served as our first analytical tool. The group consisted of four Habitat MW/GW staff members, Deborah Huegel, Director of Development – Greater Worcester, Bonnie Biocchi, Director of Development - MetroWest, Grace Warwick, Development Coordinator, and Molly Pietrantonio, Volunteer Coordinator Habitat MW/GW affiliate. These staff members were asked different prompts to facilitate discussion (as seen in Appendix C) by a team member, with the session totaling about 60 minutes in accordance with Berg and Lune’s research findings that 30-60 minute focus groups are the most effective (Berg & Lune, 2012). The conversation was allowed to flow naturally, but the members were encouraged to agree on a set of “story elements” they collectively wanted to see in the videos. As mentioned above, one member of our team acted as the facilitator and led the focus group asking open ended questions based on the objective, while another member of our team took notes on important details of the discussion (see Appendix C for focus group questions). We analyzed the responses for commonality and differentiation, and referenced them when we developed the video storyboards. We triangulated this approach by having follow up interviews with both Molly Pietrantonio and Emma Pietrantonio King, Family Coordinator at Habitat MW/GW, to corroborate our findings from the focus groups (see Appendix C for interview questions).

The use of a focus group was particularly helpful in this section because it provided us with a common set of goals for us to work towards, whereas a quantitative research approach would only offer a binary answer, a yes or no. The focus group allowed us to come to a definitive answer of creating three promotional videos, an educational video about the story of Habitat MW/GW (*Story video*), a video about how the Habitat for Humanity ReStore in Worcester works (*ReStore video*), and a video explaining the homeownership process of Habitat

MW/GW (*Homeownership video*). While also understanding the participants reasoning about the question through the open responses and discussion (Berg & Lune, 2012).

3.2: Objective #2: Determine the Audience the Habitat Team Would Like to Target with the Videos.

Our second objective was to determine the audience the Habitat team would like to target with the videos. The target audience for nonprofit organizations can be broken down into four groups: clients, donors, volunteers, and consumers (Mcleish, 2010). In particular, Habitat for Humanity has identified five donor groups that they feel are the most valuable to their cause. These groups include the “successful doers,” the “content traditionalists,” the “worldly idealists,” the “social influencers,” and the “showy strivers” (as defined in Appendix D). In order for the promotional videos to be successful, it was important that we kept these target audiences in mind and used appropriate methods of persuasion to call these targeted groups into action.

We conducted informal interviews with our sponsor Molly Pietrantonio regarding the target audience for each video and established the following target groups: The *Homeownership video*’s specified target audience should be potential homeowners (clients) in hopes to educate families on their eligibility to apply for a Habitat for Humanity home. The *Story video*’s target audience should be the MW/GW public (clients, donors, volunteers, consumers) and the *ReStore video*’s target audience should be residents interested in furthering the mission of Habitat through their purchase or donation of time and or goods (donors, volunteers, and consumers). The breakdown of the video reach can be viewed in the findings.

Table 1 Target Audiences

| | Homeownership | ReStore | Story |
|------------|---------------|---------|-------|
| Clients | ✓ | | ✓ |
| Donors | | ✓ | ✓ |
| Volunteers | | ✓ | ✓ |
| Consumers | | ✓ | ✓ |

3.3: Objective #3: Determine Habitat for Humanity MW/GW's Unique Story and The Most Important Threads That the Local Habitat Team Finds Unique and Inspiring.

Our third objective was to determine Habitat MW/GW's unique story and the most important threads that the local Habitat team finds unique and inspiring. We embraced the Habitat for Humanity story through participant observation and our first hand experiences as we worked with the Habitat MW/GW team and volunteered alongside fellow Worcester residents. We used this information to write the script for the *Story video*, which is about the local story of Habitat MW/GW. Again, we focused on Habitat MW/GW's history and mission on the local level, working exclusively with the MetroWest/Greater Worcester affiliate.

In order to understand Habitat MW/GW's unique story we completed participant observation, conducted informal interviews with volunteers at the build sites and ReStore, and held a debriefing session within our group. Molly Pietrantonio scheduled the first week of our seven-week project term to serve as an immersion week. During this time, our team visited a build site in Auburn for two full days, and volunteered at the ReStore located in Worcester for another two days. Through these interactions with volunteers, staff, and affiliates we gained greater insight on the narrative of Habitat MW/GW and began building trust between the Habitat staff, volunteers and ourselves. At a basic level, the Goose Approach is defined as the process of

doing research *with* an organization rather than doing research *on* an organization. In this case, our utilization of the Goose Approach helped us to collaborate with the Habitat MW/GW staff and volunteers, and make sure that they were as comfortable as possible when sharing their opinions and first hand experiences with the affiliate (Stoecker, 2005). This helped us share a sense of community with the staff and volunteers so that we can work towards a common goal more quickly and easily (Stoecker, 2005).

Throughout our immersion experience, we brought a camera, microphone and notebook to gather testimonials, informal interviews, still photographs and videos of volunteers in action. We learned what it was like to be a part of Habitat MW/GW first hand so that we could more accurately convey the story of the MW/GW affiliate. Participant observation was a key component of our project as it helped us to develop an understanding of the Habitat MW/GW volunteer experience. Each Habitat for Humanity location is unique and independent and has its own story to tell. Portraying this experience was precisely what the Habitat MW/GW affiliate asked us to help with. We held a debriefing with our team after our immersion week to share the experiences we had and discuss our new understanding of our sponsor's story.

3.4: Objective #4: Determine The Worcester Resident Knowledge Base On the MetroWest/Greater Worcester Habitat Affiliate.

In order to bridge the Worcester resident knowledge gap of Habitat MW/GW's story, we determined the Worcester resident knowledge base of the local affiliate. To accurately gauge the MW/GW resident knowledge base, we developed surveys and distributed them to the local Worcester population.

In order to persuade people to take our survey we designed it to take no more than three minutes to complete and used candy as an incentive to participate. We chose this time limit

based upon the understanding that participants tend to lose interest after about 5 minutes (Berg & Lune, 2012). We used an incentive because research shows incentives will entice people to participate and therefore it will increase the number of participants. The incentives we used include candy, seats for the elderly, and coloring sheets as an occupying activity for kids.

We created an initial survey to gauge the knowledge base of local residents, however after testing this survey on a population size of 75 participants, at two different locations (Home Depot and Price Chopper), we found that the questions were too open ended and did not yield comparable data. The sample questions of this “pre-survey” can be viewed in Appendix A.

We developed a second survey to minimize the breadth of answer choices available to participants and maximize the relevance of responses to more open ended questions (as seen in Appendix C). This survey was administered at another three different locations in the MW/GW area at different times, which residents frequent throughout the day (Shaw’s grocery store, Price Chopper, and The Home Depot). We chose to vary our survey locations and times to reduce bias; the locations and their distance relative to Habitat MW/GW can be viewed in figure 11 below.

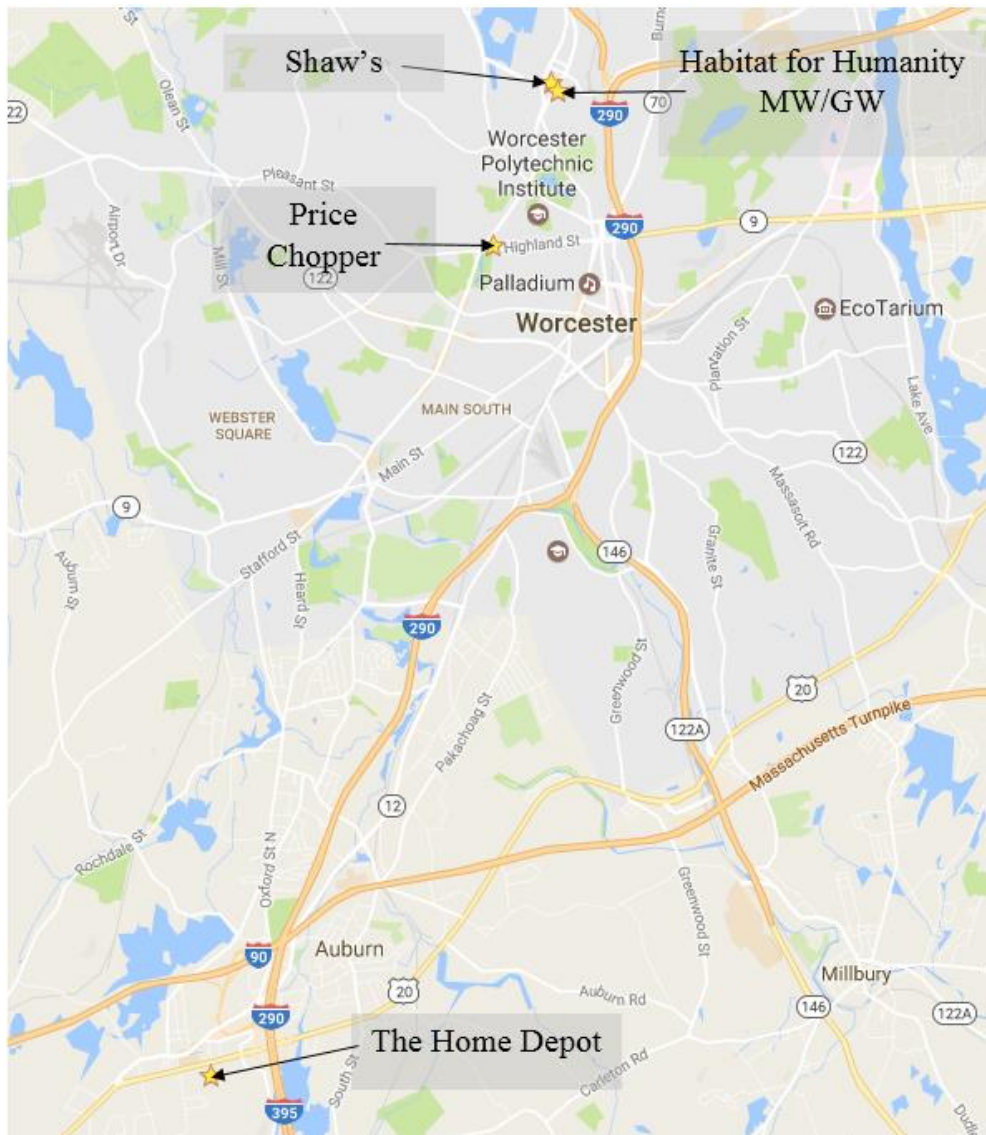


Figure 11 Map of Survey Locations

Both surveys included questions about Habitat MW/GW, as well as basic demographic information (as seen in Appendices A and B). We also included one free listing question on the survey in order to triangulate our research. In free listing, a participant is asked a certain question or phrase, and writes down what concepts first come to mind. Free listing questions only give a

snapshot of what participants think; we addressed this with our creation of the second survey (See Appendix B). It was not important for us to reach a statistically significant number of participants because our sample was exploratory. From this survey, we gathered more information about what knowledge gaps exist between the residents of the Greater Worcester area and Habitat MW/GW. We sent the final report to the residents that requested a copy. We compiled the information we gathered by utilizing physical paper copies of the surveys. We analyzed the data and identified the knowledge gap, we then determined the necessary video elements to begin bridging this gap.

3.5: Objective #5: Using the Findings from Objective 1 and 2, Determine the Components of Habitat's Story to Include in Three Promotional Videos.

The promotional videos needed to include sufficient detail, but also be succinct enough so that the audience will not lose interest. In order to achieve this balance, the Habitat MW/GW team identified the most important threads of their story, so that we could make these threads the focus of the videos. In addition to the focus group mentioned in Objective 1, we interviewed staff members in various branches of Habitat MW/GW to gain a wider view of Habitat's story.

We interviewed: Ms. Pietrantonio, Volunteer Coordinator; Tim Firment, Habitat MW/GW Executive Director; Deb Maruca Hoak, ReStore Director; and Bryan Clancy, President of the Board of Directors. In addition to gathering insight into their opinions, via snowball sampling, the aforementioned interviewees directed us to additional individuals to interview about Habitat MW/GW's most important threads. We asked the interviewees questions about what Habitat for Humanity means to them and what they would like to see in the promotional videos. With interviewee consent, we video and audio recorded the interviews to maintain for

our records (see Appendix F for a video consent form). These interview clips also served as footage to include in the promotional videos.

Following the interviews, we compared and contrasted the responses by comparing similar phrases and determining outliers. We used these responses in conjunction with our onsite experiences to give the video the best content to tell the unique story of Habitat MW/GW.

3.6: Objective #6: Develop and Produce the Three Promotional Videos That Include the Content Identified in Objective 5.

We addressed the misunderstandings and knowledge gaps identified in Objective 4 by developing and producing three promotional videos that provided a localized feel of the Habitat MW/GW affiliate. We reached out to other nonprofit organizations in the area that address housing insecurities, including Abby's House, Dismas House and Matthew 25, to see how these groups told their story and how successful their methods were in educating their target audiences. We recorded notes during conversations and established contacts at each respective organization.

Our team also conducted video analyses of 56 promotional and educational videos (See Appendix D). We analyzed the video content of the other nonprofit organizations in order to see the aspects that led to their success or failure. By investigating successful videos of the nonprofit organizations, we noted what video aspects lead to more views and a more successful video. We organized our analysis with characteristics, general descriptions, as well as critiques focusing on the success of each video. We compiled the video analysis, and worked alongside the Habitat MW/GW marketing staff to develop storyboards that embraced their vision through the video elements we identified.

As discussed in the previous objectives, we brought media equipment to the interviews, focus groups, build sites, ReStore, and other work locations. This variety of footage allowed us to provide the MW/GW area with a full and vivid picture of the staff, volunteer experience, and programs of Habitat MW/GW. The obstacles we had to overcome included technical difficulties, equipment availability, microphone and recorder malfunctions, and coordinating staff and team schedules. We found solutions for these problems by getting equipment in advance and asking for assistance in using them properly. To overcome the coordination issue, Molly Pietrantonio was able to coordinate mutually convenient meeting times for gathering footage and reviewing project progress.

In Objective 3 we identified the most important threads of Habitat MW/GW's story. As mentioned in section 2.6.1, it is important to tell the story, as well as to hook the viewer into watching the video in its entirety. We combined visually appealing editing, as well as information about Habitat MW/GW in order to hook the viewer as discussed in Objective 3. We drafted a storyboard to include many of the video elements highlighted in section 2.6.2. The storyboards included directions and dialogue, representing the basic structure of the video. We met with our sponsor and advisors weekly to discuss our progress and direction on the storyboards, and made changes in accordance with their advising. In order to edit the video, we utilized Adobe Premier. The edits made for a clean and simple interface, with interlacing audio and visual aids. It was crucial for us to make the video aesthetically pleasing to entice the target audience to watch it.

3.7: Objective #7: Seek Feedback from The Habitat MW/GW Team and Revise Promotional Videos Based On Feedback.

Our next objective was to evaluate and revise the promotional videos in collaboration with the Habitat MW/GW staff. We completed the first full iterations of the videos, showed them to relevant stakeholders and sought feedback. Additionally, we hosted focus groups with the Habitat MW/GW marketing staff in which we reviewed our completed videos and guided discussion to gather succinct and constructive feedback. We took the feedback from the focus groups and made the final edits to the three promotional videos.

3.8: Objective #8: Develop A Media Plan to Reach the Desired Target Audience Efficiently and Effectively.

Our final objective was to construct a media plan to reach the desired target audience both efficiently and effectively. We conducted research on what local programs could distribute or circulate the promotional videos for no cost. Our sponsor, Molly Pietrantonio, and our advisor, Professor Dehner, provided us with a list of possible organizations, including local access channels, the MetroWest and Worcester Chamber of Commerce, Discover Central Mass, and the Greater Worcester Foundation, that could advertise the promotional videos. We contacted the aforementioned local organizations and broadcasters to inquire about media opportunities they would be willing to provide at no cost to the local Habitat affiliate. We also coordinated with our sponsor, Molly Pietrantonio, to contact the local Habitat MW/GW clubs located at college campuses so that they could share the videos via social media.

We compared these local organizations to determine which were worthwhile and to what extent. We deemed the organizations worthwhile if they had the capabilities to distribute videos or promote them in the local area. We determined the main audiences covered by the combined

outlets include Framingham locals, Worcester nonprofits, Worcester government officials, Worcester philanthropists, college students, and local volunteers. For more information on choosing our target audience refer back to Objective #2.

4.0 Results and Analysis

Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW) recognized that the Greater Worcester community did not fully understand the breadth of services Habitat for Humanity, or the local affiliate (Habitat MW/GW), offered to the community. In an effort to bridge this knowledge gap, Habitat MW/GW collaborated with Worcester Polytechnic Institute's Worcester Community Project Center to develop informational videos that tell the story of the local Habitat for Humanity affiliate. In the following sections we discuss our findings developed during the video production and media plan development processes. These findings give insight into the local residents' knowledge base of Habitat MW/GW, explain how video content relates with target audience and video format, how to make a video timeless, what types of media outlets can be considered when creating a no cost media plan, and how website design can improve connection with local residents.

4.1 Video Production and Development

The story of a local nonprofit can be communicated to the public through a series of promotional videos that showcase the organization as a whole and address specific aspects in additional videos. Through guided discussions during the exploratory focus group, which included six staff members - Molly Pietrantonio, Volunteer Coordinator; Emma King, Family Services Coordinator; Grace Warwick, Development Coordinator; Bonnie Biocchi, Director of Development- MetroWest; Deborah Huegel, Director of Development- Greater Worcester; and Debbie Maruca Hoak, Director of the ReStore - Habitat MW/GW staff members agreed that Habitat MW/GW would benefit most from an educational video about the story of the local

Habitat for Humanity affiliate (*Story video*) with supplemental videos branching into the ReStore program (*ReStore video*) and the homeownership process (*Homeownership video*).

Additionally, the reasoning behind the longer *Story video* was explained by Bonnie Biocchi who stressed that the *story* of the local affiliate would require more time and explanation than videos that only highlight specific programs (B. Biocchi, personal communication, October 25, 2016). Deborah Huegel also commented on the importance of the ReStore and Homeownership program being the backbone of the organization and that these programs should be highlighted independently in two shorter videos (D. Huegel, personal communication, October 25, 2016). The other staff members agreed that the *Story video* should be longer as it will need to cover a greater diversity of topics, while the additional videos should likely not exceed a couple minutes.

Finding 1: Local residents do not have a clear understanding of who Habitat for Humanity MetroWest/Greater Worcester serves, how it operates, or who is involved in the founding of the organization.

Habitat for Humanity's partnership program was created with the mission of ending poverty housing. Habitat for Humanity sells homes to families in need of decent affordable housing, at a rate of thirty percent of family income and a zero percent interest mortgage for the lifetime of the loan. Habitat for Humanity is unique from other organizations combatting poverty housing because Habitat for Humanity serves as the bank and works with a family in the event that they encounter financial instability. This style of mortgaging allows families to more successfully achieve long term, and independent housing (Habitat for Humanity, 2013). As we surveyed the MW/GW population and interviewed Habitat MW/GW volunteers, it became clear that local residents have a limited knowledge of what Habitat MW/GW does, how their program works, and who is involved. Through the exploratory focus group, we were informed of the

knowledge gap that existed between local residents and Habitat MW/GW. This knowledge gap was confirmed through the use of surveys and interviews with the MW/GW population.

The Habitat MW/GW staff who participated in the exploratory focus group indicated the most common area of confusion to be Habitat MW/GW homeownership program. Of seven volunteers interviewed during the immersion week, all admitted to confusion regarding the homeownership program, and five out of the seven build site volunteers commented that prior to volunteering they had thought “Habitat for Humanity gave away homes to homeless people”. The results from our revised survey showed that of the 102 MW/GW residents surveyed, 43 respondents (42%) believed that Habitat for Humanity provides shelter for the homeless, 27 of 102 (26%) said they did not know what Habitat for Humanity does, and 34 of 102 (33%) believed Habitat for Humanity gives houses away. The open response surveys conducted at local supermarkets revealed other misconceptions about Habitat for Humanity. For example, 15 of 102 respondents (15%) stated that they thought Habitat for Humanity protects animal Habitats. However, these misconceptions were few with a majority of 65 out of 182 respondents mentioned home building/improvement and 51 out of 182 respondents mentioned helping people in need which are both accurate responses. See Figure 12 for a visual representation of respondent beliefs of what Habitat for Humanity does.

The surveys and volunteer interviews also revealed that there was a misconception of how Habitat MW/GW operates. ReStore volunteers explained that prior to volunteering they had little knowledge of the ReStore program or how the profits helped to fund Habitat MW/GW’s mission of providing affordable housing in local communities. The most common misconceptions amongst interviewed volunteers included: (1) not understanding the three main qualifiers for an individual to be eligible for the Habitat MW/GW homeownership process; and

(2) not knowing that Habitat MW/GW builds throughout all 42 cities and towns in Worcester and Middlesex counties, regardless of the affluence in each community. While 35.71% of 182 residents surveyed were able to attribute building houses to Habitat for Humanity's organization, the majority failed to understand important components of the Habitat for Humanity mission including their implementation of the "Hand Up, Not a Hand Out" motto. The most prominent representations of this discrepancy can be seen with 61% of respondents not knowing that families pay back an affordable mortgage and 59% being unaware of the sweat equity component.

The final most common mistaken belief about Habitat for Humanity found through our focus groups, Habitat MW/GW staff interviews, and surveys, was the knowledge of who is involved with the organization. Ten survey respondents believed that former U.S. President, Jimmy Carter, founded the organization, however this mistaken belief seems to be much more popular than our surveys show. Molly Pietrantonio, Habitat MW/GW's Volunteer Coordinator, commented that she frequently corrects local residents who believe that former U.S. President, Jimmy Carter, founded Habitat for Humanity. According to the experiences of Molly this is one of the most common assumptions made about the organization. While President Carter played a key role in Habitat for Humanity's success, Habitat for Humanity was founded by Millard and Linda Fuller and is not a Government funded organization (M. Pietrantonio, personal communication, November 3, 2016). Molly Pietrantonio also had other similar experiences, noting that she often speaks to people who do not understand the Habitat for Humanity and ReStore programs overall. Another common misconception is that Habitat for Humanity serves the homeless living locally or internationally. The Habitat MW/GW staff expressed that they are often asked to clarify the population they serve and that they are commonly confused for an

organization that feeds and shelters the homeless around the world (Habitat MW/GW staff, Personal Communication, November 3, 2016). Build site volunteers expressed a similar sentiment that “Before volunteering with Habitat for Humanity I was under the impression that [Habitat for Humanity] gave homes to homeless people” (Denise Griffiths, Personal Communication, October 28, 2016). The most common open responses and their frequencies can be seen in Graph 12 below.

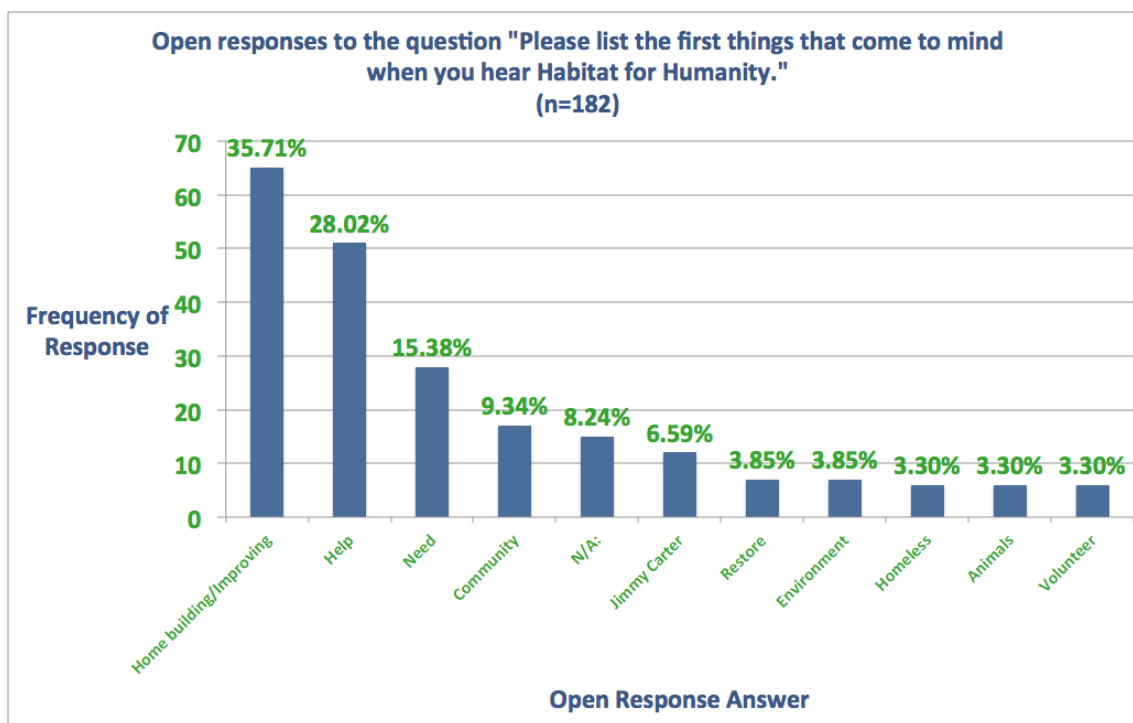


Figure 12 Open Responses to Survey

After conducting the surveys, focus groups and interviews it was evident that there was indeed a knowledge gap. The checkbox survey results supported the findings from the exploratory focus group and the volunteer interviews. Our research shows that there is a small population of people in the area that are well informed on the core values of the local nonprofit and that there is a larger population that is informed but continues to misunderstand many crucial

aspects of the affiliate. With these common confusions regarding Habitat for Humanity's mission and everyday practices, it is important that the promotional videos address these areas of confusion specifically and directly with clear and correct content.

4.2 Video Content

Nonprofit organizations use video to provide their audience with a unique, captivating, and alluring experience. Video is a successful marketing tool when the proper content is aligned with the desired target audience(s). To be sure the three videos included appropriate content we referenced Habitat for Humanity's branding guidelines to appeal to the target audiences they view are most aligned with Habitat for Humanity's mission. The branding guidelines specified that the most effective content to include to reach the desired audiences are a sense of urgency, a clearly defined role, a meaningful outcome to donors and volunteers, and a strong call to action (Brand User Guide, 2016). We also performed video analysis of 56 nonprofit promotional videos and concluded that when trying to portray a localized feel it is best to utilize local families to tell their story of how they have benefitted by the help of the nonprofit. Additionally, through this analysis we found that animations are helpful when explaining how the Habitat MW/GW homeownership process works. These analyses are explained in more detail in findings two through five.

Finding 2: The content of the videos should appeal to the target audience and content must include urgency, a clearly defined role, a meaningful outcome to donors and volunteers, and a strong call to action.

From a marketing standpoint it is necessary to advertise differently to specific groups of people in a way that appeals to their particular interests and needs. When producing promotional

videos, the video content should be focused on a pre-determined target audience, and address their specific needs and interests.

Through the use of focus groups and sponsor meetings, in addition to our findings listed in Finding 1, we agreed that it would be most helpful to produce three promotional videos that feature the Habitat MW/GW mission and highlight two of their leading programs, ReStore and Homeownership. Through additional meetings with Habitat MW/GW staff and Molly Pietrantonio, we then determined the target audiences and the most relevant content to highlight for each group. The target audience for the *Homeownership video* is potential homeowners, the target audience for *ReStore video* is shoppers, donors and volunteers, and the target audience for the *Story video* includes all residents of the MW/GW area uninformed about Habitat for Humanity's mission.

The purpose of the videos should engage the target audiences, but also align with Habitat for Humanity's story. For the donor and volunteer target audiences we found that it was useful and necessary to use Habitat for Humanity's branding guidelines to include factually accurate content that will appeal to groups of people aligned with Habitat for Humanity's work. These groups are defined by Habitat for Humanity's Branding Guidelines as *successful doers*, *social influencers* and *worldly idealists* (Brand User Guide, 2016). According to the Habitat for Humanity's Branding Guidelines, *successful doers* are hands-on, hardworking people who see charities as a way to gain real results and make an impact on other's lives. According to the same document, *worldly idealists* are globally aware, compassionate people and see charities as a way to contribute to the world being a better place. A third group, *social influencers*, are adventurous younger people who see charities as a way to be actively involved and participate in something fun.

In order to appeal to these groups Habitat for Humanity has four clear brand and messaging opportunities which are: (1) content that conveys a sense of urgency describing the need Habitat for Humanity serves, (2) a clearly defined role, (3) a meaningful outcome to donor and volunteer efforts, and (4) a strong call to action (Brand User Guide, 2016). These brand and messaging opportunities were determined by Habitat for Humanity through the use of focus groups consisting of three groups of Successful Doers, three groups of Worldly Idealists and two groups of Social Influencers (Brand User Guide, 2015).

For the *Homeownership video* the main target audience was potential homeowners. This target audience differs from the groups discussed in the branding guidelines, which concentrates on donor and volunteer groups. During discussion with Habitat for Humanity's staff we concluded that this *Homeownership video* should also adhere to Habitat for Humanity's branding guidelines by utilizing the four clear brand and messaging opportunities when telling the story of the Habitat MW/GW homeownership process.

Finding 3: Regional families and stories provide a localized feel of the story of a local nonprofit organization.

Through our analysis of 56 videos from Habitat for Humanity and other nonprofit organizations, we found that regional families and stories provide a localized feel of the story of a local nonprofit organization. The breakdown of videos we analyzed is as follows: 19 Videos produced for Habitat for Humanity International, 28 videos produced for different Habitat for Humanity affiliates, and 9 videos produced for other nonprofit organizations with diverse missions. A complete table of all the videos we reviewed can be seen in appendix E.

Through the analysis of the aforementioned videos, we concluded that most localized videos utilize local images, local residents and local stories to educate their target audience about

their mission, impact, etc. Of the videos we felt developed a local feel, we determined whether or not they contained local information and local people. Seen in table 2 below is our analysis of whether videos that developed a localized feel contained local information and local people.

Table 2 Localized feel video analysis

| Video Link and Title | Organization Type (Local, National, Intl) | Local Information | Local People |
|--|---|-------------------|--------------|
| Include video titles. 2014 Inspirational Video - Habitat for Humanity, Greater Orlando https://www.youtube.com/watch?v=9c1JRNh66Ro&t=1s | Local | ✓ | ✓ |
| Affordable Housing Matters @ Habitat for Humanity https://www.youtube.com/watch?v=VW-7ZXVnySs | Local | ✓ | ✓ |
| Volunteering for Habitat for Humanity https://www.youtube.com/watch?v=CFaODvxmCS4 | Local | ✓ | ✓ |
| Habitat for Humanity Commercial https://www.youtube.com/watch?v=kcbD22CO0qs | Local | ✓ | |
| Habitat for Humanity Tucson Women Build https://www.youtube.com/watch?v=3WMSL3C5QOq | Local | ✓ | ✓ |
| Habitat for Humanity of Greater Orlando - 2016 Home Builders Blitz https://www.youtube.com/watch?v=dstL_9U3UoA | Local | ✓ | |

During this review process we found that when it came to global nonprofits, that have many individual affiliates, such as Habitat for Humanity, the videos tend to publicize the international organization, rather than the local chapter, as they cannot include local stories from

every affiliate. Molly Pietrantonio and Emma King, Habitat for Humanity staff members, confirmed the results of our online video content analysis. Given these findings, we determined it best to utilize local images, local residents and local stories throughout the *Story video* and *ReStore video*.

Finding 4: Animated informational videos allow audiences to understand and remember information more easily than testimonials or filmed interviews.

Through video analysis of local and national non-profit videos our team recorded instances of informational themes and video layout. After reviewing 56 videos, we found that three out of six of those that explained the Habitat for Humanity homeownership process, utilized animations to explain their content. These videos can be seen in table 3, below describing the positive and negative attributes of each video.

Table 3 Attributes of Habitat for Humanity Homeownership Video's

| Video | Positive Attributes | Negative Attributes | Link |
|--|---|---|---|
| Homeownership Application Information (Slide Show Animation) | Full of information | Too long, Doesn't capture the viewer's attention, monotone voice, slideshow only, not impactful | https://www.youtube.com/watch?v=VgYZFMZtGhk |
| Habitat for Humanity Edmonton Home Ownership (Animation) | Upbeat, interesting, friendly voice, animations | Talked about what type of jobs potential homeowners may have | https://www.youtube.com/watch?v=T3hm1zqV9ko |
| Habitat for Humanity Canada Homeownership Video (Animation) | Good script for explaining the process | Whiteboard animation doesn't look professional | https://www.youtube.com/watch?v=EGORuA1WfwY |
| Mr. Lewis Talks About His Homeownership Process (Live Footage) | Gives a personal story of a homeowner | Editing is choppy, video quality is low resolution, hard to hear and understand | https://www.youtube.com/watch?v=15l-BYQkYhM |

| Video | Positive Attributes | Negative Attributes | Link |
|---|--|---|---|
| Honolulu Habitat for Humanity Homeownership (Live Footage) | Good explanation of the Habitat for Humanity homeownership process | The charts used are hard to read | https://www.youtube.com/watch?v=3XajdNfui3Q |
| Habitat for Humanity Los Angeles Homeownership Process (Live Footage) | Live footage provides a humanized feel | Poor audio quality and contains limited content | https://www.youtube.com/watch?v=Rwsme1Taeao |

Working collaboratively with our sponsor Molly Pietrantonio, we collectively agreed that of the six videos above, those utilizing animations were more entertaining and successful in accurately communicating the homeownership process to the audience. The below images were taken from an international Habitat for Humanity video about the homeownership process that served as the main inspiration for the *Homeownership video*.



Figure 13 Habitat for Humanity Edmonton Video Snippets (Habitat for Humanity Edmonton Home Ownership program, 2013)

After reviewing the 2013 video, produced by the Edmonton Habitat for Humanity affiliate, Molly Pietrantonio and the Family Services coordinator of Habitat MW/GW, Emma Pietrantonio King, both stated that this was a much easier way to educate the target audience of potential homeowners (E. King, personal communication, October 25, 2016). When considering specific visual content to include in the video, we interviewed Habitat for Humanity staff about the greatest difficulties the organization has in attracting homeowner applicants. Emma King, Family Services Coordinator at Habitat MW/GW, and Molly Pietrantonio, Volunteer Coordinator at Habitat MW/GW, both agreed that many qualified homeowner applicants misjudge the qualifications of the program based off of other families who have been selected (E. King, M. Pietrantonio, personal communication, November 3, 2016). For this reason, we chose an animated video format to eliminate the variability and individuality of homeowner testimonials that might discourage people of differing backgrounds from applying.

In addition, as a group, we analyzed and discussed the pros and cons of utilizing live footage vs. animations. See table 4, below for our comparative list. Consequently, given the depth of information Habitat MW/GW wanted the video to communicate and our findings on informational videos, we decided animation would be the best format for developing the *Homeownership video*. See appendix E for additional video analysis.

Table 4 Live Footage Vs Animations

| Live Footage vs. Animation Comparative Chart | | |
|--|--|--|
| | Pros | Cons |
| Live Footage | <ul style="list-style-type: none"> • Humanizes the Production • Easier to get started • Quicker editing time • Easier to convey emotional content | <ul style="list-style-type: none"> • You rely on good acting • Requires knowledge of matching camera settings to different scenery • Background noise may affect audio depending on environment |
| Animation | <ul style="list-style-type: none"> • No need to depend on actors • More control over the mood of the setting • Full control over audio quality • Easy to explain information | <ul style="list-style-type: none"> • More skills are needed to edit • Takes longer to produce • Harder to convey emotional content |

Finding 5: Statistical projections, as opposed to “current” values, keep videos relevant/accurate for a longer period of time.

Through video analysis of local and national non-profit videos our team recorded instances of impactful values that created a sense of importance around non-profit causes. After reviewing 56 videos we found that while only one of those utilized projection values over “current” values, projection values allow the meaning of the video to carry on beyond the year it was made and create a more “*timeless*” importance surrounding the non-profit's cause. A comparison of two statistical figure scenes, in which one is “current” and the other projected, are compared below.



Figure 14 Projected Values vs. Current Statistics (What Will You Build, 2013)

During discussions with Molly Pietrantonio we collaboratively agreed that showing statistics with the year they were taken gives credibility to the video when viewers watch the video close to the date these statistics were obtained. However, we concluded that projections would give a lasting credibility since they are not tied to the date that the videos are produced. See figures four through six for additional examples of “current” and less timeless values used in Habitat for Humanity promotional videos.

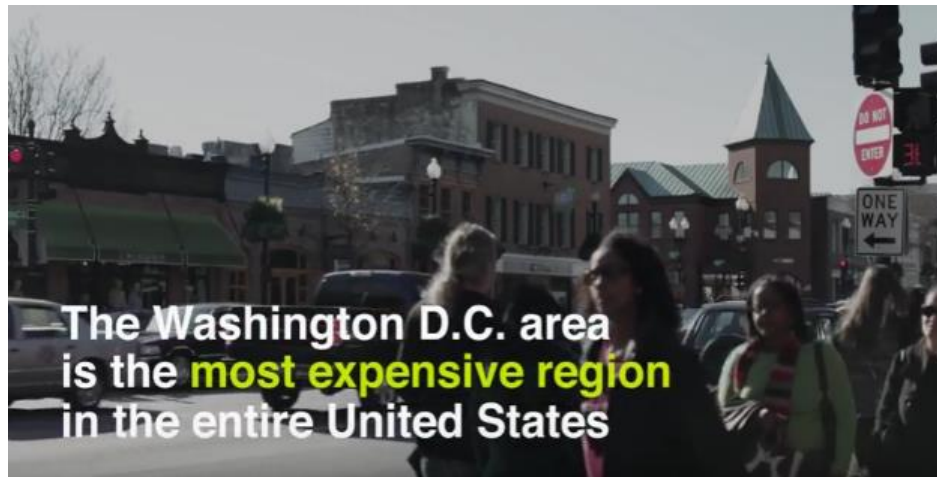


Figure 15 Habitat for Humanity NOVA Video *Habitat for Humanity NOVA Video, Explaining the Cost of Living in DC in 2016*
(Habitat for Humanity of Northern Virginia)



Figure 16 Habitat for Humanity International, *Explaining the Number of People Living in Poverty in 2012* (We Build, 2014)

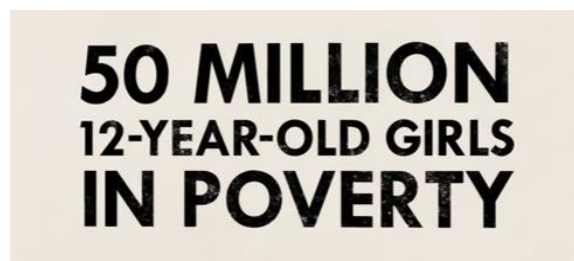


Figure 17. *The Girl Effect Video, Explaining the Number of Young Women Living in Poverty in 2010*
(The girl effect: The clock is ticking 2010)

4.3 Media Plan

Through consultation with marketing expert, Purvi Shah, we learned that it was important to include a media plan in our research (P. Shah, personal communication, November 3, 2016). According to Purvi Shah, a media plan can help an organization distribute informational material so it reaches the desired target audiences. A media plan can also determine which media platforms to use in order to achieve the best results. For the purposes of this project, media platforms that yield *'the best results'* includes outlets for video distribution that are both impactful and cost effective. Through our research, we discovered numerous cost effective venues for circulating the *Story video*, *Homeownership video* and *ReStore video*. Through our research and discussion with our sponsor, Molly Pietrantonio, we settled on four organizations to share the videos through. The organizations are as follows: Worcester Regional Chamber of Commerce, Greater Worcester Community Foundation, local college Habitat for Humanity teams/clubs and Access Framingham.

Finding 6: Local organizations can serve as a no cost way to share the story of a local nonprofit organization with the local target audience.

After contacting many local public organizations that have active social media outlets and personalized web pages, we found that many were willing to post, share and comment on the finalized promotional videos at no cost to Habitat MW/GW. Most organizations stipulated that the offer would be pending approval of the finalized promotional videos, but gladly offered to partner with the cause.

Laurel Moss, Administrative Assistant of Access Framingham - a local access television station - explained that they would be willing to review the video upon completion and, if approved, they would broadcast these videos to their audiences (L. Moss, personal

communication). The audience of a local access station (residents of the surrounding areas) is an appropriate audience because the purpose of the videos is to inform local residents about the nonprofit in their area. In order to reach the target audience of potential shoppers and volunteers, we utilized previously established connections between Habitat MW/GW and schools in the Worcester area that have Habitat for Humanity clubs as well as volunteers through Habitat MW/GW. These colleges include Worcester Polytechnic Institute, Assumption College, and College of the Holy Cross. Representatives from each Habitat for Humanity club have agreed to like and share the videos on their social media accounts (M. Pietrantonio, Personal Communication, November 9, 2016).

While the main purpose of utilizing these connections is to reach local residents and college aged volunteers respectively. Secondly, these connections will also reach other people and organizations that regularly access these media outlets. In addition, we consulted the Worcester Regional Chamber of Commerce who offered to write a story about the project and post a link to the *Story video* (K. Pelletier, Personal Communication, November 6, 2016). This partnership with the Worcester Regional Chamber of Commerce will benefit Habitat MW/GW in particular due to its audience of Worcester philanthropists and Worcester Government officials, both of which can greatly impact Habitat MW/GW through donations and support.

Some organizations, however, such as Greater Worcester Community Foundation, offer resources to many local non-profits on an application basis and therefore were unable to publicize one non-profit over another. See table 5, below for a list of organizations that are able to distribute the informational videos.

Table 5 Media Plan Participant Capabilities

| | Like/Share video links | Draft story on video project | Broadcast video on TV |
|--|------------------------|------------------------------|-----------------------|
| Worcester Regional Chamber of Commerce | ✓ | ✓ | |
| Greater Worcester Community Foundation | ✓ | | |
| Local college Habitat for Humanity teams/clubs | ✓ | | |
| Access Framingham | | | ✓ |

Finding 7: Worcester nonprofits tend to utilize low cost media outlets over video based publicity.

Through interviews with other Worcester based not for profit housing organizations, we discovered that many organizations do not actively use a media plan that involves video marketing. Specifically, Abby’s House, Dismas House and Matthew 25 utilize low cost publicity including fliers, social media, and personalized web pages (Personal communication, November 6, 2016)

Finding 8: Website layouts, including the use of images, text and social media, influence user experience and affect the user’s ability to most efficiently use the website.

Our website analysis included a review of seven Habitat for Humanity websites. For each website, our team evaluated the content for inclusion and use of images, text and social media links, as seen in table 6 below. Overall we found that five of the seven websites utilized social media links on their homepage, five out of the seven included engaging visual components and another five utilized variations in text to show importance throughout the screen. However, only

three websites, Habitat for Humanity International, Habitat for Humanity Portland/Metro East and Habitat for Humanity Los Angeles, were able to successfully implement all three of these elevating web components. Two of these affiliate websites, Habitat for Humanity Portland/Metro East and Habitat for Humanity International, are analyzed below with accompanying screenshots depicting their aesthetics.

Table 6 Affiliate Website Components

| Affiliate Location (Website link) | Social media links on homepage | Engaging visual components on home page | Variation in text (Size, Color, Font) to show importance |
|--|---|--|---|
| MetroWest/Greater Worcester http://www.habitatmwgw.org/ | ✓ | | |
| Edmonton www.hfh.org | ✓ | | ✓ |
| Portland/ Metro East http://habitatportlandmetro.org/ | ✓ | ✓ | ✓ |
| Greater Los Angeles http://www.habitatla.org/ | ✓ | ✓ | ✓ |
| Greater Miami http://www.miamihabitat.org/ | | ✓ | |
| St. Augustine/St. Johns County http://www.habitatstjohns.org/ | | ✓ | ✓ |
| International http://www.habitat.org/ | ✓ | ✓ | ✓ |

In our analysis and research, we noticed other Habitat for Humanity affiliates have a different format to their website. In many cases, crucial information with regards to eligibility and involvement in programs is much more prominent on other affiliate websites when compared to the MW/GW affiliate's. Creating a website that is easy to navigate and that includes the most condensed and digestible explanations is a crucial step in maximizing accessibility of information about the nonprofit.

We analyzed the homepages of these websites, comparing if they included links to their social media, and how visually appealing and engaging it is. We concluded through our analysis that if the webpage is more aesthetically appealing, the information seems more interesting and engaging as well as easier to understand. An example of this being done well is found in Figure 7 (the Habitat for Humanity Portland/ Metro East Homepage). Visitors of Habitat for Humanity Portland Metro East's website are instantly greeted with a friendly, smiling face which captures their attention. This style of website is known as a *hero image* which takes advantage of the strongest human sense, sight, and is one of the fastest ways to grab a user's attention (CAO, 2015). As seen in figure 18 below on Portland/ Metro East's home page your attention is immediately brought to the picture of the little girl with Habitat for Humanity's tagline "Building Homes Building Lives". Within the first glance, the website educates you about the mission of Habitat for Humanity and elicits an emotional response. The same is true for Habitat for Humanity International's Homepage as shown in figure 20.

In contrast, while the Habitat MW/GW homepage offers many options for web visitors, the lack of central focus on a particular aspect of the affiliate creates an overwhelming experience. The busy layout and uniform typeface make it difficult to understand where you

should focus your attention, and subsequently falls short at conveying the mission of the MetroWest/Greater Worcester affiliate.



Figure 18 Habitat Portland Metro East Website Homepage (Habitat for Humanity Portland/Metro East, 2016)



Figure 19 Habitat MW/GW Website Homepage (Habitat MW/GW, 2016)

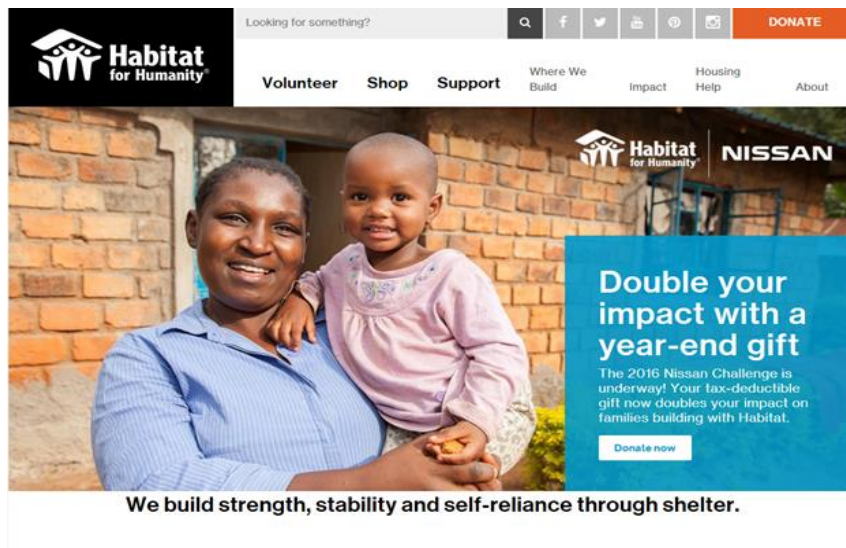


Figure 20 Habitat for Humanity International Homepage (Habitat International, 2016)

Many websites also include clickable links to their social media accounts as tools to elevate their web experience. These accounts help keep people up-to-date on recent posts and events that the affiliates share with their followers. As seen in the figures above, all of the Habitat for Humanity homepages we reviewed included links to their social media. Habitat MW/GW and Habitat for Humanity International displayed their links more prominently on banners at the top of the page, while Habitat for Humanity Portland/Metro East placed their links to a banner at the bottom of the page.

Variations in text (size, color, font) to show importance make it possible for viewers to quickly and easily find crucial information. Habitat for Humanity St. Augustine/St. Johns County's *do you qualify?* page, as seen in figure 21, includes different sized fonts with certain important information being bolded. It is also important to convey as much information as possible with minimal text. Habitat MW/GW's homeownership program page included a lot of helpful information but was a bit overwhelming to read through as seen in figures 22 and 23.

This could be better accomplished utilizing a table as shown on Habitat for Humanity St.

Augustine/ St. Johns County webpage shown in figure 21.

Qualify
DO YOU QUALIFY?
FAQ
EDUCATION
HOUSING
INFORMATION

Our next open enrollment period will be January 3rd through January 31, 2017. If you are interested in our home ownership program, please check back on January 3rd for access to our application.

The dates of open enrollment are as follows:

- January 2017
- April 2017
- July 2017
- October 2017

Click on the questions below for answers about whether or not you would qualify for a Habitat home:

+ 1. HAVE YOU LIVED OR WORKED IN ST. JOHNS COUNTY FOR AT LEAST THE PAST YEAR?

If YES, please proceed to question #2. If No, please consider waiting to fill out a questionnaire until you have lived or worked in St. Johns County for at least one year.

+ 2. DO YOU MEET THE INCOME REQUIREMENTS BASED ON THE NUMBER IN YOUR HOUSEHOLD?

+ 3. HAVE YOU HAD A CLEAN CRIMINAL AND SEX OFFENDER BACKGROUND FOR THE PAST 7 YEARS?

+ 4. IS YOUR CREDIT HISTORY OF MAKING PAYMENTS SATISFACTORY? (INCLUDING NO FORECLOSURES OR EVICTIONS IN THE PAST 7 YEARS)

+ 5. ARE YOUR SALEABLE ASSETS (INCLUDING LAND) VALUED AT LESS THAN \$20,000?

Figure 21 Habitat St. Augustine/ St. John's County Website Homeownership Page (Habitat St. John, 2016)

Homeownership

Simple, Decent, Affordable Homeownership Opportunities

Habitat for Humanity MetroWest/Greater Worcester is an equal opportunity home builder and seller. We provide simple, decent, affordable homeownership opportunities to low-moderate income families in central Massachusetts.

**IF YOU ARE INTERESTED IN HOMEOWNERSHIP PLEASE CALL THE OFFICE
AT 508-799-9259**

Habitat for Humanity MetroWest/Greater Worcester provides a unique opportunity for families to build their own homes. Qualifying families live in the MetroWest and Greater Worcester area, earn between 30% – 60% of the area median income, and typically would not qualify for other homeownership programs. In addition to paying a monthly mortgage, partner families contribute 400 or 500 hours of sweat equity prior to assuming ownership of their homes. These hours are put into the building of their home, attending home improvement and homeownership classes, as well as partnering with Habitat for various events and continued homeowner support.

Habitat homes are built with donations and volunteer labor, and are sold to families at no profit. We convey our homes to pre-qualified families with interest-free mortgages at a price based on 30% of family income, less the estimated costs of taxes, insurance and utilities.

Continue reading below for information on our Eligibility Criteria or to be added to our Contact List for Homeownership Opportunities.

Click to learn about the Application and Selection process.

Click for a larger image

donate

volunteer

homeownership

shop ReStore

operation playhouse

our builds

sponsorship

FAQs

about us

contact the staff

veterans

videos

events

cars for homes

careers

Join our eMailing List!

Email Address

Select the newsletter(s) you would like to receive

HFH-MW/GW affiliate updates

ReStore updates

Submit & Subscribe Now

Figure 22 Habitat MW/GW Website Homeownership Page (Habitat MW/GW Homeownership, 2016)

Eligibility Information

Eligibility Basics: You are eligible to apply for home ownership through our program if you are a documented resident of the United States, are a first time homebuyer, have a need for affordable housing, have an annual income falling between 30% and 60% of the Area Median Income Range for either Middlesex County or Worcester County (depending on the location of the home to which you are applying), and you have a willingness to partner with Habitat for Humanity. **For more information about eligibility, read about the three criteria used to select a partner family below.**

Please Note: Habitat for Humanity MetroWest/Greater Worcester ONLY builds homes in the below listed towns. If you are looking to live in a town not listed, please contact your local Habitat Affiliate. Click here to find your local Habitat for Humanity Affiliate.

Our service area: Ashland, Auburn, Barre, Boylston, Brookfield, Charlton, Douglas, Dudley, East Brookfield, Framingham, Grafton, Holden, Holliston, Hopkinton, Leicester, Marlborough, Millbury, Natick, New Braintree, North Brookfield, Northborough, Northbridge, Oakham, Oxford, Paxton, Rutland, Sherborn, Shrewsbury, Southborough, Southbridge, Spencer, Sturbridge, Sudbury, Sutton, Upton, Uxbridge, Webster, Wayland, West Boylston, West Brookfield, Westborough, and Worcester.

Habitat for Humanity MetroWest/Greater Worcester uses three criteria to select a partner family:

1) A Need for Adequate Shelter and Affordable Housing:

Need is determined on a case by case basis, below are just a few examples of what need might look like-

- Problems with your current building such as rotting wood, water damage, missing floorboards, unsafe/missing handrails, inadequate heating, electricity, plumbing, etc.
- Overcrowding: more than 3 family members in a bedroom, insufficient bedrooms
- Insufficient housing: family living with relatives/friends, in shelter, other temporary living situations, homelessness
- High rent: 50% or more of family gross income spent on housing
- Issue with landlord: inadequate landlord maintenance
- Safety issues: unsafe neighborhood, insufficient fire exits, hazardous or toxic materials

2) Ability to pay for a Habitat home:

- Income: Total family income is within 30% and 60% of the Area Median Income Range (listed below) based on the location of the homeownership opportunity you are applying to. For example, our upcoming Auburn homeownership opportunity will use the Worcester County income ranges.

| | Worcester County | Middlesex County |
|-------------|---------------------|---------------------|
| Family Size | Income Range FY2015 | Income Range FY2015 |
| 1 | \$18,400-\$36,790 | \$32,700-\$41,000 |
| 2 | \$23,000-\$42,000 | \$25,050-\$47,280 |
| 3 | \$23,640-\$47,280 | \$26,600-\$53,220 |
| 4 | \$24,250-\$53,500 | \$28,550-\$59,100 |
| 5 | \$28,350-\$56,700 | \$41,950-\$83,900 |
| 6 | \$30,450-\$60,900 | \$34,300-\$68,500 |
| 7 | \$32,700-\$65,400 | \$36,750-\$73,500 |
| 8 | \$40,800-\$81,600 | \$40,000-\$79,000 |

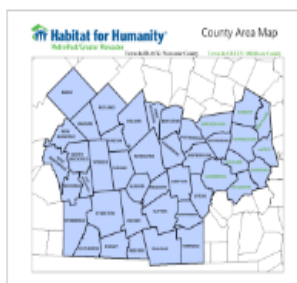


Figure 23 Habitat MW/GW Eligibility Information

4 do you QUALIFY for a Habitat Home?

BASIC FACTORS determine your eligibility

| NEED for the home | ABILITY to pay | WILLINGNESS to partner | RESIDENCY in St. Johns County | | | | | | | | | | |
|--|--|---------------------------|----------------------------------|---|---------|---|---------|---|---------|---|---------|---|--|
| <p>Examples:</p> <ul style="list-style-type: none"> unsafe building structure unaffordable rent (more than 30% of your income) overcrowded conditions undesirable neighborhood unable to qualify for conventional mortgage <p>(Need will be verified by a home visit.)</p> | <table border="1"> <thead> <tr> <th>How Many in Household</th> <th>Gross Monthly Income (Minimum)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>\$1,138</td> </tr> <tr> <td>2</td> <td>\$1,300</td> </tr> <tr> <td>3</td> <td>\$1,463</td> </tr> <tr> <td>4</td> <td>\$1,623</td> </tr> </tbody> </table> <p>(maximum income limits are located on website)</p> <ul style="list-style-type: none"> at least 6 months at same employer income must be verifiable with documents | How Many in Household | Gross Monthly Income (Minimum) | 1 | \$1,138 | 2 | \$1,300 | 3 | \$1,463 | 4 | \$1,623 | <ul style="list-style-type: none"> attend homeownership workshops and credit counseling volunteer 250 "sweat equity" hours per individual | <ul style="list-style-type: none"> Have you lived in St. Johns County for at least 1 year? <p>OR</p> <ul style="list-style-type: none"> Have you worked in St. Johns County for at least 1 year?  |
| How Many in Household | Gross Monthly Income (Minimum) | | | | | | | | | | | | |
| 1 | \$1,138 | | | | | | | | | | | | |
| 2 | \$1,300 | | | | | | | | | | | | |
| 3 | \$1,463 | | | | | | | | | | | | |
| 4 | \$1,623 | | | | | | | | | | | | |



Say YES to ALL 4?

Figure 24 Habitat St. Augustine/ St. John Eligibility Information (Habitat St. John, 2016)

4.4: Deliverables

Our main deliverables consisted of three promotional videos (General, ReStore and Homeownership) that tell the story of Habitat for Humanity MetroWest/Greater Worcester, and a media plan to ensure these videos reach the desired target audiences. The *Story video* tells the history and mission of Habitat MW/GW, addresses the knowledge gap between local residents and Habitat MW/GW and focuses on the core values of the Habitat for Humanity mission. The *ReStore video* encourages local residents to “Shop. Donate. Volunteer.” at their local Restore and support the mission of Habitat for Humanity as a global non-profit. The *ReStore video* included live footage of the Habitat for Humanity Restore in Worcester, and featured their ReStore Director Debbie Maruca Hoak as a narrator. We also incorporated interviews with a ReStore shopper and volunteer. The *Homeownership video* tells the story of the Habitat MW/GW homeownership process and encourages residents to consider applying to the program. To produce the *Homeownership video*, we used Adobe Photoshop to design all of the graphics and animated them in Adobe Premiere Pro. These videos have specific target audiences based on the goal of each individual video (see Table 1 in Section 3.2). We presented these educational videos to Habitat MW/GW’s staff during sponsor meetings and independent interviews, gathered their feedback and revised the videos accordingly.

In order to draft our no cost media plan, our advisor, Corey Dehner, and our sponsor, Molly Pietrantonio, both suggested various local media organizations that they had successfully partnered with in the past. This list grew to include the organizations listed in Appendix G, with media capabilities of sharing the videos through social media, broadcasting them to local access television, and sharing them to Worcester college Habitat for Humanity clubs.

5.0 Recommendations

Through the completion of our project's main goal, to tell the story of Habitat for Humanity and give a localized feel of the Habitat for Humanity MetroWest/Greater Worcester (MW/GW) location, we intimately learned the story of the local affiliate. Through our eight step methodological approach (see Chapter 3) we discovered a knowledge gap between the local residents and the Habitat MW/GW affiliate. During our research, we analyzed other Habitat for Humanity affiliates and the type of promotional material they used, and compared this to the materials used by the Habitat MW/GW affiliate.

Recommendation 1: We recommend Habitat for Humanity MetroWest/Greater Worcester expand the media plan and increase their collaboration with other local organizations

The three videos we produced are tools to bridge the knowledge gap between potential homeowners, potential volunteers, donors, and other area residents. Through the 182 survey responses gathered, we conclude that a small population of local residents are well informed on the local nonprofit, however, there is a larger population that is partially informed but lacks crucial knowledge of the inner workings of the affiliate. **In order to address this knowledge gap, we recommend Habitat MW/GW follow the media plan we developed and expand on the number of partnerships with organizations willing to share or promote these (and other) promotional/educational materials for little to no cost.** This is one of the ways to inform the general population about the local affiliate, increase the number of potential applicants, volunteers, and donations, as well as increase profits at the ReStore.

Recommendation 2: We recommend that a future project make videos highlighting the other programs and aspects of Habitat MW/GW.

At the beginning of our project term we discussed creating more than three videos, however we decided to create only three videos due to the time constraint of the seven-week

term. **We recommend that a future project continues making videos highlighting the other programs and aspects of Habitat MW/GW.** Similar to how we produced one video for the homeownership program, and one for the ReStore, we encourage Habitat for Humanity to continue seeking ways to produce short videos on programs and volunteer opportunities such as their ReStore, Homeownership program, Operation Playhouse, Critical Home Repair, A Brush with Kindness and Cars for Homes. These additional videos should then be distributed utilizing the media plan. This will ensure that there is media exposure and continued efforts to bridge the knowledge gap.

Recommendation 3: We recommend that Habitat MW/GW revise the format of their website to make information more accessible to donors, volunteers and homeownership applicants.

We recommend that Habitat MW/GW revise the format of their website to make information more accessible to donors, volunteers and homeownership applicants. While we reviewed many Habitat for Humanity websites, we recommend using Habitat for Humanity St. Augustine/St. Johns County's website ([http://www.Habitat for Humanitystjohns.org/](http://www.HabitatforHumanitystjohns.org/)) as a model, especially for its *do you qualify?* page linked directly to the front home page ([http://www.Habitat for Humanitystjohns.org/doyouqualify](http://www.HabitatforHumanitystjohns.org/doyouqualify)). We also noted the Habitat for Humanity International website ([http://www.Habitat for Humanity.org/](http://www.HabitatforHumanity.org/)) and Habitat for Humanity Portland/ Metro East website ([http://Habitat for Humanityportlandmetro.org/](http://HabitatforHumanityportlandmetro.org/)) as examples of an effortless and straightforward web experience.

6.0 Conclusion

At the end of our project with Habitat for Humanity MetroWest/Greater Worcester (Habitat MW/GW) we produced three promotional videos. These videos included a longer video, Telling the Story of Habitat MW/GW (*Story video*), and two shorter videos, one about the homeownership process (*Homeownership video*), and one about the ReStore (*ReStore video*). These videos represent the completion of our project's main goal, to tell the story of Habitat for Humanity and give a localized feel of the Habitat MW/GW location. These deliverables were the result of the multi-step process of our objectives presented in Chapter 3. These objectives were accomplished using focus groups, interviews and surveys to better understand the knowledge gap of the local resident population. The use of these research methods helped solidify what Habitat for Humanity staff already knew about the knowledge gap of Habitat MW/GW and shed light on some unexpected misconceptions.

Throughout our project we found that having local families portray the story of Habitat MW/GW gives a localized feel to Habitat for Humanity's target audiences for the *ReStore video* and *Story video*. Through our video analyses we found that the use of animations to portray the homeownership process was the most suitable. Through consultation with a Video Production Specialist, Jim Monaco, we found that Adobe Premiere Pro and Adobe Photoshop would provide the most flexibility and professional quality as opposed to other programs like iMovie and Camtasia because the Adobe Creative Cloud software has more capabilities.

We believe that the three videos we created will help bridge the knowledge gap between Habitat MW/GW and the local Worcester residents. We believe they will inspire the local

community to come together by offering financial support, time and effort to help bring independence to families in need of a decent place to live. These videos will be shared with the local community using the no cost media plan we developed in collaboration with our sponsor Molly Pietrantonio, consisting of local networks and organizations. Habitat for Humanity MetroWest/Greater Worcester continually strives to increase their public relations so that they can have access to more volunteers and more applicants for their many programs. In conclusion to this project we would like to call upon the inspiring words of one of Habitat for Humanity's founders, Millard Fuller.

“What Habitat for Humanity does is much more than just sheltering people. It's what it does for people on the inside. It's that intangible quality of hope. Many people without decent housing consider themselves life's losers. This is the first victory they may have ever had. And it changes them. We see Habitat for Humanity homeowners go back to school and get their GEDs, enter college, do all kinds of things they never believed they could do before they moved into their house. By their own initiative, through their own pride and hope, they change.” (Millard Fuller, 1995)

To sum up our groups feeling's as we complete this project, we are grateful in having the opportunity to assist Habitat MW/GW in reaching their goal of ending poverty housing.

Throughout the completion of this project we have gained invaluable insight on a real and undeniable issue, and through working with Habitat MW/GW, the Habitat for Humanity mission has touched our lives and left a lasting impression.

Appendix A- Local Resident Survey Draft 1

Preamble

We are a group of students from Worcester Polytechnic Institute in Worcester, Massachusetts. We are conducting a survey of Worcester residents about their knowledge of Habitat for Humanity and the MetroWest /Greater Worcester affiliates programs. We strongly believe that this kind of research will help the local Habitat affiliate better communicate the multitude of ways it works with the community. Your participation is completely voluntary and you may withdraw at any time. Please remember that your information will remain confidential. No names or identifying information will appear in any reports or publications. At the end you will have the option to disclose your email address if you would like to receive the report once it is finished, but like the rest of the survey, this is completely voluntary. We welcome all honest answers, whether positive or negative. This is a collaborative project between Habitat for Humanity and Worcester Polytechnic Institute and your participation is greatly appreciated.

Questions for MW/GW Residents Survey

Please Fill in Some Introductory Information

Age _____

Gender _____

Resident Country _____

Resident Town _____

Country of Origin _____

First Language _____

1. Please list the first things that come to mind when you hear “Habitat for Humanity.”

2. The mission of Habitat for Humanity is to build homes, communities and hope. What does this mean to you?

3. Circle the Habitat for Humanity MetroWest/Greater Worcester programs you are familiar with:
 - a. ReStore
 - b. A Brush with Kindness
 - c. Operation Playhouse
 - d. Critical Home Repair Program
 - e. Home Build Program
 - f. Cars for Homes
 - g. Veterans Build Initiative

I would like to receive the report once it is finished ____

Email Address: _____

Appendix B- Local Resident Survey Draft 2

Habitat for Humanity Survey

Please Fill in Some Introductory Information

Age _____ Gender _____ Resident Town and State _____

1. Please list the first things that come to mind when you hear "Habitat for Humanity."

2. Please check any of the below items that you believe to be true of Habitat for Humanity:

- They are a global non-profit organization
- They provide shelter for the homeless
- They give away houses
- They protect animal habitats
- They require homeowners to pay an affordable mortgage
- They repair, rehab, revitalize existing homes and neighborhoods
- They build playhouses for veteran families
- They build homes in the Worcester County and Middlesex County
- They require labor from homeowners

If you would like to receive a copy of our report once it's finished, please list your email address: _____

Appendix C-Interview and Focus Questions for Habitat MW/GW Staff

Focus Group Questions- HFH Marketing/Staff

1. Show the group a picture of Habitat and what emotions it gives them.
2. What does Habitat mean to you?
3. What do you feel is Habitat MW/GW greatest strength?
4. In your opinion, what is the most impactful program that Habitat MW/GW offers?

Interview Questions - HFH Marketing/Staff

1. What does Habitat mean to you?
 2. Why did you choose to work at Habitat for Humanity MW/GW?
 3. What is the most impactful program that Habitat MW/GW offers?
 4. What do you think is the most important aspect of the story of Habitat?
 5. What would you specifically want to see in the promotional video?
-
1. Why do you volunteer at Habitat for Humanity MW/GW?
 2. How did you hear about Habitat for Humanity MW/GW?
 3. What is your favorite part of volunteering at Habitat?
 4. What do you think the mission of Habitat for Humanity MW/GW is?
 5. What do you think should be included in a video portraying the story of Habitat for Humanity MW/GW?
 6. How long have you been volunteering with Habitat for humanity MW/GW?
 7. Have you ever volunteered with another Habitat affiliate?

Appendix D- Habitat for Humanity International Branding Survey

Study:

Habitat for Humanity conducted a segmentation study to understand what types of donors exist among the general U.S. population.

They surveyed 2,000 U.S. adults who have given money or donated time in the past year.

- 1/3 Gen Y (18-32 years old) — 50 percent female, 50 percent male
- 1/3 Gen X (33-48 years old) — 50 percent female, 50 percent male
- 1/3 Boomers (49+ years old) — 50 percent female, 50 percent male

The questionnaire explored demographics, attitudes toward charities and charity brands, general attitudes toward life, and giving behaviors.

Results:

Based on their responses, they identified five mindsets of potential donors.

SUCCESSFUL DOERS:

- Hands-on
- Hardworking
- Believe people need to work hard to help themselves
- More likely to have advanced degrees and higher incomes

CONTENT TRADITIONALISTS:

- Conservative
- Traditional
- Faith is a driving force
- Skew older and lower-income

WORLDLY IDEALISTS:

- Globally aware and compassionate
- Not religiously driven
- Skew into two groups: younger students or older and retired
- More likely to have advanced degrees and higher incomes

SOCIAL INFLUENCERS:

- Passionate and actively involved
- Enthusiastic catalysts within their social circles
- Adventurous
- Skew younger

SHOWY STRIVERS:

- Believe people get what they deserve in life
- Believe money is the best measure of success
- Like to get credit
- More likely to be employed, but not more educated and do not have higher incomes

Appendix E-Video Analysis Chart

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|---|--------|-------------------------------------|-------------------------------|---|---|
| 1) Non-Profit Organization Animation (WAO) https://www.youtube.com/watch?v=1nkWx5_WjnA | Women's Aid Organization | 2:05 | How the Organization benefits women | yes | Animation | Powerful message |
| 2) Homeownership Application Information https://www.youtube.com/watch?v=VgYZFMZtGhk | Habitat for Humanity Portland/ Metro East | 35:23 | Homeownership process | yes | Slideshow | Too lengthy, causes viewer to lose interest |
| 3) Habitat Tucson Women Build https://www.youtube.com/watch?v=3WMsL3C5QOg | Habitat for Humanity Tucson | 5:39 | Explanation of home building | yes | Live footage | Homeowner interviews were emotional and inspiring |

| Video name and Link | Organization name | Length | Storyline | Video name and Link | Organization name | Length |
|---|--|--------|--|---------------------|-------------------|---|
| 4) Habitat for Humanity Edmonton Home Ownership program https://www.youtube.com/watch?v=T3hm1zgV9ko | Habitat for humanity Edmonton | 3:17 | Explanation of the homeownership process | yes | Animation | Kept viewer's attention. Easy to understand explanations |
| 5) Mr. Lewis Talks About His Homeownership Process https://www.youtube.com/watch?v=15l-BYQkYhM | Habitat for humanity of the Mississippi Gulf Coast | 3:09 | Personal story of Habitat homeownership experience | yes | Live footage | Awkward transitions between questions and answers |
| 6) Honolulu Habitat for Humanity Homeownership https://www.youtube.com/watch?v=3XajdNfui3Q | Habitat for Humanity Honolulu | 5:28 | News interview about Habitat homeownership process | yes | Live footage | The homeowner in the video did a great job with the interview talking about her personal experience |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|------------------------------|--------|--|----------------------------|--|--|
| 7) Habitat for Humanity Commercial https://www.youtube.com/watch?v=kcbD22CO0qs | Habitat for Humanity | 1:10 | Call to action to donate/volunteer | no | Live action/photographs | Visuals were awkward and did not keep the viewer engaged |
| 8) Brick for Brick https://www.youtube.com/watch?v=YzArV6a412o&feature=youtu.be | Habitat for Humanity Canada | 1:30 | Point of view of a child living in inadequate living conditions | no | Live footage | Music matches up well with the content the video is sending. Symbolism of the Legos is appropriate |
| 9) Explainer Video for Habitat for Humanity Canada https://www.youtube.com/watch?v=EGORuAIWFwY | Habitat for Humanity Canada | 3:03 | Whiteboard animation of homeowner application | Sort of | Animation | The animations are not as professional quality as the Edmonton video but exact same script |
| 10) Habitat Orlando Inspirational 2008 https://www.youtube.com/watch?v=JSw6fj2Eymw&t=45s | Habitat for Humanity Orlando | 8:37 | Inspirational and empowering testimonials of homeowners and volunteers | yes | Live action | Introduction was too lengthy; viewer loses interest before important context starts |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|--|--------|---|----------------------------|--|--|
| 11) Affordable Housing Matters @ Habitat for Humanity https://www.youtube.com/watch?v=VW-7ZXVNYsS | Habitat for Humanity St. Augustine/ St. John | 1:54 | Explanation of how program works | yes | Live action | A bit harsh in the beginning of the video with the message being saying “When you give Habitat for Humanity money we won't give it to the poor” explain the Hand up not a hand out policy without as much negativity about “poor people” |
| 12) 40 years of families in 40 seconds https://www.youtube.com/watch?v=MROxRsir-Tc&feature=youtu.be | Habitat for Humanity | 0:40 | Shows families that have been helped by the homeownership program | no | slideshow | Succinct and no formal dialogue; However, the music and photos make it very emotional |
| 13) Volunteering with Habitat for Humanity https://www.youtube.com/watch?v=CFaODvxmCS4 | Habitat for Humanity | 2:41 | Habitat volunteer experience | no | Live footage | Video would have had a more localized feel if the affiliate was mentioned by name |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|---|--------|------------------------------|----------------------------|--|---|
| 14) Habitat for Humanity - Stories from our homeowners https://www.youtube.com/watch?v=DpGDLFY9O74 | Habitat for Humanity Lancaster area/ Lebanon County | 5:39 | Habitat homeowner experience | yes | Live footage | Personal stories were touching and inspirational |
| 15) Veronica's Story- The Habitat Philadelphia Building Luncheon https://www.youtube.com/watch?v=dcmTSLITyoI | Habitat Philadelphia | 2:34 | Personal Homeowner story | Yes | Live Action | Shows the long-term impacts Habitat can have. Does not, however, give a detailed explanation of what the organization is or does |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|---|--------|---|----------------------------|--|--|
| 16) Atlanta Habitat for Humanity, It Starts at Home https://www.youtube.com/watch?v=V9LWZ1YKIMY | Habitat for Humanity Atlanta | 5:26 | General video on local affiliate (Atlanta) explaining some of the inner workings of the organization and its programs | yes | Live action | Great video, visually appealing/engaging and informative with the use of local volunteers, homeowners, and staff members |
| 17) Habitat for Humanity of New Castle County Model Home Tour https://www.youtube.com/watch?v=C211XxHC81Y | Habitat for Humanity of New Castle County | 3:49 | Home tour done by a habitat New Castle County Family Services Associate | yes | Live action | Poor audio quality, poor camera quality, personal feel due to narration by a single Habitat associate |
| 18) Neighborhood Revitalization Initiative- Habitat for Humanity of Jacksonville, Inc. https://www.youtube.com/watch?v=yNLauQszjKI | Habitat for Humanity Jacksonville | 7:14 | Talking about the neighborhood initiative program | yes | Live action | Very impressive that the affiliate has built 1800 homes. they do a good job highlighting impressive facts to engage the viewer |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|-------------------------------|--------|--|----------------------------|--|--|
| 19) What is the Office of Letters and Light? https://www.youtube.com/watch?v=Rbjc338LTLg&feature=youtu.be | Office of Letters and Light | 1:58 | Educational video explaining the who what how and why of this nonprofit | no | animation | Very easy to understand and digest the information as well as short enough in length to maintain attention and interest. |
| 20) Be a Whistleblower for Peace https://vimeo.com/7351545 | The Falling Whistles Campaign | 2:09 | Calling out for peace in the Democratic Republic of Congo | yes | Animation | Very dramatic animation. Great call to action video even though there wasn't one at the end |
| 21) The girl effect: The clock is ticking https://youtu.be/1e8xgF0JtVg | The Girl Effect | 3:04 | The girl effect is about leveraging the unique potential of adolescent girls to end poverty for themselves, their families, their communities, their countries and the world | no | Animation | Animations portrayed the message very well and were easy to follow and understand |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|------------------------|--------|---|----------------------------|--|--|
| 22) African Men. Hollywood Stereotypes. [mamahope.org] https://www.youtube.com/watch?v=qSEImEmEjb4&feature=youtu.be | Mama Hope | 2:40 | Recognizing the harmful stereotypes Hollywood portrays of African men | no | Live footage | Entertaining to watch and humorous twist on a sad issue |
| 23) Danny from North Korea https://vimeo.com/57530325 | Liberty in North Korea | 1:19 | About the dangerous Journey North Koreans make over the border | yes | Live footage | Personal documentaries work well for emotional stories |
| 24) Follow the Frog https://youtu.be/3iIkOi3srLo | Rainforest Alliance | 3:09 | You don't have to go to the ends of the Earth to save the rainforest | no | Live footage | Humorous way to explain how you can help the rainforest without doing the things you shouldn't do anyway |
| 25) The 2011 September Campaign. Our 5-year-anniversary video https://vimeo.com/28104222 | Charity Water | 4:22 | Explanation of how charity water has provided water to those in need around the world | no | Live footage | Shows the impact the organization has had on the world with something we take for granted everyday |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|---|--|--------|--|----------------------------|--|---|
| 26) 25 Recap Video https://vimeo.com/25163061 | Invisible Children | 3:05 | Showing how Invisible Children to begin building the region's first rehabilitation center for child soldiers | yes | Live footage | Obviously had a large budget using top chart songs make it much easier for a video to gain popularity be successful |
| 27) Habitat for Humanity of Greater Portland Scarborough Drone Video https://www.youtube.com/watch?v=NZvmz5VKrD8 | Habitat for Humanity of Greater Portland Scarborough | 2:05 | Explanation of build program | Sort of | Live footage | Nice use of drones for good shots of build sites. Good length and informative |
| 28) A New Beginning https://www.youtube.com/watch?v=PdGtLpNuZuE | Habitat for humanity Portland/Metro East | 4:37 | Homeowner story of life before and after a Habitat home | yes | Live footage | Very touching story |
| 29) Meet the Sebastian/Pascual Family - Trillium Court Interfaith Build https://www.youtube.com/watch?v=cA6dtHL3hWo | Habitat for humanity Portland/Metro East | 2:44 | Local story of future habitat homeowner family | yes | Live footage | Poor quality and seemingly unenthusiastic/uncomfortable interviews |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|--|--------|---|----------------------------|--|--|
| 30) Building Our Community https://www.youtube.com/watch?v=9y80rknS18g | Habitat for Humanity Portland/Metro East | 10:38 | Explanation of why habitat is needed/ community coming together | yes | Live footage and animation | Local statistics do a great job highlighting local need |
| 31) [Commercial] Habitat for Humanity https://www.powtoon.com/online-presentation/csC9aFv6VJN/?mode=movie | Habitat for Humanity | 1:52 | Explanation of what habitat is | no | animation | No voiceover or music very boring to watch. Viewer loses interest |
| 32) What Will You Build https://www.youtube.com/watch?v=5QqV4R_AsPc&t=79s | Habitat for Humanity Greater Miami | 9:25 | Explanation of why Habitat builds | no | Live footage | Great video of Habitat International but didn't highlight Miami affiliate who made the video |
| 33) Our Community - Asheville Area Habitat for Humanity https://www.youtube.com/watch?v=wHvzcPXdsLE | Asheville Area Habitat for Humanity | 7:19 | Informational video explaining the way the organization works (general video) | yes | Live action | Informative and engaging educational video. A little lengthy though |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|---|----------------------------------|--------|--|----------------------------|--|--|
| 34) Habitat for Humanity of Greater Los Angeles PSA https://www.youtube.com/watch?v=diWcU7w5xD8 | Habitat for Humanity Los Angeles | 0:59 | Highlighting the local affiliate and what it's like to be part of it | yes | Live footage | Shorter videos are good so you don't lose interest but may sacrifice key information |
| 35) Habitat for Humanity of Greater Los Angeles ReStore https://www.youtube.com/watch?v=iZm8c5XsfPE | Habitat for humanity Los Angeles | 1:10 | Explanation of how to donate to the ReStore | yes | Drawing animation | Video quality and lighting was poor |
| 36) Join us in Building a Greater Los Angeles! https://www.youtube.com/watch?v=gSqIkaKUbv4 | Habitat for Humanity Los Angeles | 1:32 | Explanation of how the Restore works | yes | Animated | Projection |
| 37) How to Apply for A Habitat Home https://www.youtube.com/watch?v=Rwsme1Taeao | Habitat for Humanity Los Angeles | 1:13 | Explanation of how to apply for homeownership and qualifications | yes | Live action | Poor audio quality (just one outdoor interview) |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|--------------------------------------|--------|--|----------------------------|--|---|
| 38) Habitat for Humanity International: 2012 Year in Review https://www.youtube.com/watch?v=-D4NakRFrg4 | Habitat for Humanity International: | 10:23 | Accomplishments and acknowledgements from the year of 2012 | no | slideshow | Too long, no dialogue, only slideshow with words on screen. Boring and viewer lost interest |
| 39) Bank of America helps build affordable housing with Habitat for Humanity http://about.bankofamerica.com/en-us/partnering-locally/habitat-humanity-international-global-build.html#fbid=NSNj2P-4azL | Habitat for humanity/Bank of America | 2:23 | Explaining the partnership between habitat and B of A | no | Live action | Exciting and engaging. Good music to go with the video content. Good length |
| 40) Habitat for Humanity PSA 2013 (International) https://www.youtube.com/watch?v=Lx6x1W2ce9s | Habitat for Humanity International | 0:32 | Public service announcement for Habitat International | no | Live footage | Short, concise announcement. Gets the point across |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|---|------------------------------------|--------|--|----------------------------|--|---|
| 41) 2016 Habitat for Humanity public service announcement https://www.youtube.com/watch?v=SSVuN0tLJ84 | Habitat for Humanity International | 0:30 | Public service announcement for Habitat International | no | Live footage | Short, concise announcement. Gets the point across |
| 42) 2016 Jimmy & Rosalynn Carter Work Project https://www.youtube.com/watch?v=vwZIW8ugPk0 | Habitat for Humanity International | 2:25 | Promotional video to get the word out about habitat and what they do | no | Live action | Jimmy Carter helps gain publicity to get the word out there but it is unclear what his role is for habitat (I understand why there are misconceptions about his role in the organization) |
| 43) 2015 corporate social responsibility recap https://www.youtube.com/watch?v=FAGpftmjTsM | Habitat for Humanity International | 3:55 | A recap of the organization for the 2015 year | no | Live footage | Primary target audience is corporate partners rather than general public |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|---|------------------------------------|--------|--|----------------------------|--|---|
| 44) Habitat for Humanity's 2015 Year in Review https://www.youtube.com/watch?v=1bmTjkSz-fY | Habitat for Humanity International | 1:45 | Highlights milestones reached within the year 2015 | no | Live footage | A great recap of all that the organization has accomplished in one year |
| 45) A Habitat home gives families a new start https://www.youtube.com/watch?v=9BRnMOXn8Ps | Habitat for Humanity International | 1:10 | Testimonial of homeowner family | no | Live action | Emotional and empowering. Uplifting and good message with good length. Easy to stay engaged and maintain interest |
| 46) Habitat for Humanity Youth Programs 2015 milestones https://www.youtube.com/watch?v=JTqB3dYrkVg | Habitat for Humanity International | 2:56 | Highlights the positive impact programs and events had in 2015. Programs included: Collegiate Challenge, Campus Chapters, Youth United, Act! Speak! Build! Week, Learn and Build Experience and Habitat Young Professionals. | no | Live footage | Great transitions between text and footage |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|-----------------------|--------|---|----------------------------|--|---|
| 47) Who does it take to build a Habitat house? https://www.youtube.com/watch?v=vg8u5RII3ZU | Habitat International | 1:06 | Highlights how people come together to build a Habitat home | no | animated | Great explanation of all the pieces that comes together to accomplish the goals of the organization |
| 48) 40 years of building in 40 sec https://www.youtube.com/watch?v=MntqkSSAMNE | Habitat International | 0:40 | Pathos, evoke the emotional experience of Habitat | No | Live action | Generic, but allows you to see/feel the emotion associated with Habitat and the impact of a home |
| 49) Laying Strong Foundations for Future generations https://www.youtube.com/watch?v=xTW2aQLNm7w | Habitat International | 1:22 | Importance of Habitat, Pathos | No | Live action | Good personal story of Habitat, but no local feel or references, very generic |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|-----------------------|--------|---|----------------------------|--|--|
| 50) Habitat NOVA's Sandlot Gang at Douglas Ave https://www.youtube.com/watch?v=eOwq96e0CWQ | Habitat NOVA | 2:42 | Explain Habitat NOVA and importance of regular volunteers | Yes | Live Action | Low video quality, volunteer and site advisor interviews, utilizes B roll |
| 51) Everyone Deserves https://www.youtube.com/watch?v=fEaIxFR_o_Q | Habitat NOVA | 0:51 | Explain Habitat and its importance | No | Live action | Copied from international, Includes local logo and website at end |
| 52) Habitat for Humanity of Northern Virginia https://www.youtube.com/watch?v=DZB_rN7yf-s | Habitat NOVA | 4:20 | Explain Habitat NOVA program and the importance of affordable housing | Yes | Live action | Somber beginning sets the tone for struggle to find affordable housing |
| 53) Habitat. We Build https://www.youtube.com/watch?v=2op1RX2IsdU | Habitat International | 2:12 | Explains the role of habitat | No | Animated | Follows branding guidelines and uses key phrases appropriately to convey the message |

| Video name and Link | Organization name | Length | Storyline (Purpose of video) | Localized feel (Yes or no) | Process Sharing (Animations vs live footage) | Notes |
|--|-----------------------|--------|---|----------------------------|--|--|
| 54) Use Your Voice https://www.youtube.com/watch?v=EZkgsIHBd3M | Habitat International | 1:35 | Explains how Habitat Advocates locally and globally | No | Animated | Easy to understand and follow. Engaging |
| 55) Habitat Restores: How a donated doorknob helps Habitat do more https://www.youtube.com/watch?v=LjOBeygBYPg | Habitat International | 2:06 | Explains importance and role of ReStore Program | No | Animated | Easy to understand and digest the information, put important text on screen to reinforce the content |
| 56) What Will You Build? https://www.youtube.com/watch?v=fS9UOYb9p2M | Habitat International | 1:47 | Pathos, emotion/ importance of habitat | No | Live action | Generic, but usable for many locations/ affiliates |

Appendix F-Consent Form for Interviewees and Participants

Informed Consent Agreement for Participation in a Filmed Interview or Photograph

Team Habitat for Humanity, Worcester Polytechnic Institute Interactive Qualifying Project Video or Photograph Document

Purpose: We are a group of student researchers from Worcester Polytechnic Institute's Worcester Community Project Center. We are working collaboratively with Habitat for Humanity MetroWest/ Greater Worcester to help Habitat tell the story of the local affiliate. A requirement for the academic portion of our research is a video documenting the unique experiences of Habitat MW/GW. Your participation in this media production would be greatly appreciated and is entirely voluntary. Thank you.

Procedures to be followed: We will be videotaping/photographing staff and volunteers working/ volunteering at the local affiliate as well as at the various build sites. We will also videotape/photograph interviews with similar non-profits and Habitat homeowners. Interview questions will vary by participant.

Risks to interviewee: No direct risks as a result of filming/photographing/quoting in project report.

Record keeping and confidentiality: We are happy to keep any level of confidentiality in the postproduction of the video (e.g. changing of voice, names, and displayed image). If you are interested, information concerning the published video can be provided at the conclusion of the media project. The resulting video document will be available to the public and will be published to Worcester Polytechnic Institute's Worcester Community Project Center webpage, wp.wpi.edu/wcpc.

For more information about this recording contact:

Interviewer (Carlie Alfaro), Email: clalfaro@wpi.edu

The WPI Student Research Group Email: habitat4humanity@wpi.edu

Corey Denenberg Dehner, WCPC Director/WROC Co-Director and faculty advisor: cdehner@wpi.edu

Laura Roberts: WCPC Assistant Director, Interdisciplinary Global Studies Division: lroberts@wpi.edu

Purvi Shah: Faculty advisor: pshah@wpi.edu

IRB Chair, Professor Kent Rissmiller, Tel. 508-831-5019, Email: kjr@wpi.edu

University Compliance Officer Jon E. Bartelson, Tel. 508-831-5725, Email: jonb@wpi.edu

Your participation in this interview is voluntary. Your refusal to participate will not result in any penalty to you or any loss of benefits to which you may otherwise be entitled. You may decide to stop filming at any time without penalty or loss of other benefits.

By signing below, you acknowledge that you have been informed about and consent to be a participant in the study described above. Make sure that your questions are answered to your satisfaction before signing. You are entitled to retain a copy of this consent agreement.

| | | |
|---|---|----------------------------|
| _____ Participant Signature (If over 18) | _____ Participant Name Printed (If over 18) | _____ Date (mm/dd/yyyy) |
| _____ Signature of Parent or Guardian (If under 18) | _____ Parent or Guardian Name Printed (If under 18) | _____ Date (mm/dd/yyyy) |
| _____ Signature of Person who explained interview | _____ Date (mm/dd/yyyy) | |

Appendix G- Media Plan

1. Access Framingham
 - a. Contact:
 - i. Laurel Moss (Administrative Assistant)
 - ii. info@accessfram.tv
 - b. Capabilities:
 - i. Will broadcast video to local Framingham residents
 - ii. Video must be reviewed by Development Team in advance (can take ~1 week for review)
 - iii. Guidelines for video length and content is not strictly defined by the station and will be accessed during the review process
 - c. Audience:
 - i. Framingham locals
2. Worcester Regional Chamber of Commerce
 - a. Contact:
 - i. Karen Pelletier (Director of Higher Education – Business Partnerships)
 - ii. kpelletier@worcesterchamber.org
 - b. Capabilities:
 - i. Will draft a story about the project and post a link to the general video
 - ii. Can post via Facebook and Twitter
 - c. Audience:
 - i. Worcester government officials
 - ii. Worcester socialites
3. Greater Worcester Community Foundation
 - a. Contact:
 - i. Kelly Stimson (Director of Donor Services)
 - ii. kstimson@greaterworcester.org
 - b. Capabilities:
 - i. Will like via media
 - c. Audience:
 - i. Worcester nonprofits
 - ii. Worcester government officials
 - iii. Worcester philanthropists
4. WPI Habitat Team
 - a. Contact:
 - i. Megan Belval (WPI Chapter President)
 - ii. habitatexec@wpi.edu
 - b. Capabilities:
 - i. Will like and share via social media
 - c. Audience:
 - i. College students
 - ii. Local volunteers

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