



The Giving Common

An Initiative of the Boston Foundation

www.thegivingcommon.org

Rebuilding Together Boston Inc



General Information

PO Box 301209

Jamaica Plain, MA 02130

(617) 3089395

Website

www.rebuildingtogetherboston.org

Organization Contact

Karen Clay kclay@rebuildingtogetherboston.org

Year of Incorporation

1991

Statements & Search Criteria

Mission Statement

Working with skilled labor, volunteer teams and the community, Rebuilding Together Boston provides repair and renovation services for the homes of low-income Boston homeowners and non-profit-owned facilities. We do this at no cost to our recipients. We serve economically disadvantaged Boston residents including veterans, the elderly, the physically challenged, families with children and others in need. Our services also enable the City's non-profits to continue to deliver their much-needed community services.

Background Statement

Since 1991, Rebuilding Together Boston has collaborated with skilled laborers and volunteer teams to repair and renovate the homes of economically disadvantaged homeowners (including the elderly, veterans, families with children, single parent households, the physically challenged and others in need) as well as non-profit-owned facilities (community centers, schools, worship centers, etc.) in the City of Boston. RTB provides its services at no cost to recipients due to the generous support of foundations, corporations, individuals and vendors. For every dollar received, Rebuilding Together Boston has traditionally leveraged at least three dollars of donated materials, equipment, skilled labor and other project-related contributions.

RTB's goals are to:

- Preserve affordable housing and homeownership;
- Reduce the risk of homelessness;
- Support a non-profit's ability to provide needed community services;
- Reduce energy costs for those we serve; and,
- Stabilize and revitalize neighborhoods.

To date, RTB has completed repairs and renovations, often top to bottom, of over 350 homes and non-profit facilities in the City with an aggregate value of work estimated at over \$6.5 million. We have involved over 20,000 volunteers in our programs.

The organization operates three major initiatives: (1) *Year-Round Program* for major repairs utilizing only skilled labor; (2) *Special Service Days (May through early November)* -- a day of volunteer service for corporate, school, faith-based or other affinity groups, and (3) *National Rebuilding Day (NRD)* held the last Saturday in April of each year. Our largest program, NRD involves some 500-800 skilled laborers and skilled and unskilled volunteers to repair and restore sites across the City. The types of work that RTB undertakes includes: installation of new or repair of roofs and gutters, energy-efficient windows, doors, lighting and appliances, and kitchens and baths; interior and exterior painting; home modifications including grab bars, stair railings and handicapped ramps; safety-related items such as fire and CO2 detectors; masonry, plumbing, electrical and carpentry work; and, landscaping and planting, among other activities.

Some of the non-profits served by RTB include: Spontaneous Celebrations, JP; Casa Esperanza, South End; South Boston Boys and Girls Club; Pine Street Inn; Project Hope; New England Center for Homeless Veterans; Aids Action; Little Brothers Friends of the Elderly; Haitian Multi-Service Center; Bethel AMC Church and School; Dorchester Nazarene Compassionate Care Center; Horizon House Children's Aids Program; and Cristo Rey High School. In 2010, RTB received the "*Battlefield Citation Award*" from the New England Center for Homeless Veterans for its major renovation work on the Center's Main Hall and Retail Store for veterans

Impact Statement

Accomplishments: (1) Involved some hundreds skilled and unskilled volunteers each year in our programs to give back to the community; (2) Provided over thousands of dollars in work value of services to low-income homeowners and Boston's non-profits -- improving the quality of life for both individual homeowners and their families as well as those served by community organizations; (3) Selected by Boston Magazine in 2018 as their nonprofit partner; and, (4) Selected by our national organization as one of 12 affiliates (out of over 200) to participate in the "Communities of Promise" program to help take our organization to the next level as a non-profit.

Goals for coming year are to: (1) continue to help those in need in our city by seeking funding in order to serve recipients on our waiting list and the many new potential recipients who have applied; (2) continue developing partnerships with state, city, and community organizations to better leverage our services; (3) diversify the Board of Directors; (4) better engage young professionals in organization's work

Needs Statement

(1) diversify our funding stream to serve as many homeowners as possible on our waiting list for services (most have waited over a year as number we can serve each year is dependent on funding since we do not charge our recipients); (2) Board diversity; (3) support for communications-related needs; (4) increased low cost office space; (6) administrative help

CEO/Executive Director Statement

Rebuilding Together Boston is the only organization providing home repairs and renovations to low-income Boston homeowners at no cost to the service recipients.

Service Categories

Home Improvement/Repairs

Urban & Community Economic Development

Geographic Areas Served

All of City of Boston neighborhoods, but primarily Roxbury, Dorchester, Mattapan, Hyde Park, Dorchester, Jamaica Plain, and South Boston.

Please review online profile for full list of selected areas served.

Programs

Senior Health and Safety Updates, Service Days (May-October), National Rebuilding Day (April)

Description	Through its three programs, RTB repairs and renovates homes and non-profit facilities at no cost to our recipients in need. This work involves both paid contractors, and skilled and unskilled volunteers, dependent on the program. Repairs include: Repair of roofs and gutters, energy-efficient windows, doors, lighting and appliances, and kitchens and baths; interior and exterior painting; home modifications including grab bars, stair railings and handicapped ramps; safety-related items such as fire and CO2 detectors; masonry, plumbing, electrical and carpentry work; and, landscaping and planting, among other health and safety updates.
Budget	10,000 per site
Category	Housing, General/Other Home Repair Programs
Population Served	Elderly and/or Disabled, Families, At-Risk Populations
Program Short Term Success	RTB has deepened its service delivery by including a comprehensive review and implementation of its research based 25 point Health and Safety Checklist that addresses both physical and environmental challenges in the house. We have increased our partnerships with community groups across the city to better leverage our services and outreach to community members who were not aware of our services.
Program Long term Success	The organization is broadly known for its outstanding work and service to the City of Boston. It is able to serve, within a reasonable period of time, most applicants who apply for services. It has a centrally-located office with a staff of 2: Executive Director and AmeriCorps Member. The organization provides outstanding opportunities for volunteerism and volunteers regularly donate their time, talent and dollars to support the organization.
Program Success Monitored By	(1) Projects are completed on time and on budget; (2) Through evaluations (forms and discussions) by project recipients; (3) Through evaluations (forms and discussions) by Project Supervisors, House Captains and Neighborhood Coordinators who participate in our projects; (4) Through evaluations by general volunteers who participate in our programs; (5) Through on-going discussions and evaluations by the Executive Director and Board of Directors; and, (6) Through reporting to and review by the Rebuilding Together national office.

Examples of Program Success

Positive evaluations from recipients and volunteers; have a waiting list of applicants and volunteers; were able to leverage some three dollars in donated labor, equipment, materials, and other costs for every dollar donated to the organization. Testimonials: "Volunteers were able to do a lot to my home and yard. They put up all the equipment that my husband will need when he comes home from the hospital. The work they did made a big difference; everything looks good and is working. My husband and I thank you."-Homeowners, Dorchester "Our pride as homeowners is restored ... Rebuilding Together was instrumental in greatly improving the appearance of our home and did in one day what we could not have accomplished because of our health and lack of funds."-Homeowners, Jamaica Plain "The House Captain was the best. The volunteers were courteous and complete in what was given as the scope and as instructed. I would love to be a part of this program in the future."-Volunteer

Program Comments

CEO Comments

The greatest challenge to our organization is obtaining the financial support needed to serve our constituents in need who apply for services each year which has been growing each year. Our Board has grown and is active and committed -- each participates in two or more aspects of the organization -- and the challenge is to assure diversity and obtain new members who are especially focused on fundraising, including sponsorships. Our other challenges are continuing to positively brand the organization (the continued focus of our Marketing/Communications Committee) and the need for administrative help so as to free up the Executive Director to focus on other duties.

Management

CEO/Executive Director

Executive Director Ms Karen Clay
Term Start July 2016
Email kclay@rebuildingtogetherboston.org

Experience

Karen has extensive experience in Program Management through her work at a project manager at WGBH where she managed a \$2M project and EDC, where she managed several federally funded projects. She also has been successful with grant writing through her work at EDC.

Co-CEO

Co-CEO Karen Clay
Term Start Sept 2015
Email kclay@rebuildingtogetherboston.org

Experience

Karen Clay, Project Manager, joined RTB in September 2015. Her career experience for the past 20 years has been in the non-profit world primarily in education and media in the project director/manager position. She comes to RTB from WGBH where she oversaw a \$2M project working with 10 television stations to complete a national collaborative project.

Former CEOs

<u>Name</u>	<u>Term</u>
Ms Simone Auster	Aug 2008 - Sept 0
Ms. Martine Taylor	Feb 2005 - Sept 2008

Senior Staff

Ms Karen Clay

Title Program Manager

Experience/Biography

Staff Information

Full Time Staff	1
Part Time Staff	1
Volunteers	800
Contractors	2
Retention Rate	100%

Staff Demographics - Ethnicity

African American/Black	1
Asian American/Pacific Islander	0
Caucasian	1
Hispanic/Latino	0
Native American/American Indian	0
Other	0

Staff Demographics - Gender

Male	1
Female	1
Unspecified	0

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Annually
Senior Management Formal Evaluation	N/A
Senior Management Formal Evaluation Frequency	N/A
NonManagement Formal Evaluation	N/A
Non Management Formal Evaluation Frequency	N/A

Plans & Policies

Organization has a Fundraising Plan?	Yes
Organization has a Strategic Plan?	Yes
Years Strategic Plan Considers	3
Date Strategic Plan Adopted	June 2017
Does your organization have a Business Continuity of Operations Plan?	No
Management Succession Plan?	No
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	Yes
Directors and Officers Insurance Policy	Yes
Is your organization licensed by the Government?	No
Registration	Yes

Risk Management Provisions

Workers Compensation and Employers' Liability
 Directors and Officers Policy
 Employee Dishonesty
 General Property Coverage
 Accident and Injury Coverage

Collaborations

RTB collaborates with other non-profit organizations (such as AARP, ABCD, National Association for Remodeling Industry) and actively looks to partner/collaborate with other organizations. RTB also collaborates volunteer groups (faith-based organizations, youth groups, corporate employee groups, high school and college groups, and other affinity groups) to carry out its mission and work. We also collaborate with the City of Boston's various departments including the Mayor's Office, Neighborhood Development, Neighborhood Services, Veterans Services and Elderly Services related to potential applicants and program delivery.

Awards

Awards

Award/Recognition	Organization	Year
"Battlefield Citation Award"	New England Center for Homeless Veterans	2011
"Celebrate Volunteerism"- Outstanding Organization	New England Patriots/Foundation	2013
Nonprofit Partner	Boston Home Magazine	2018

Affiliations

Affiliation	Year
Affiliate/Chapter of National Organization (i.e. Girl Scouts of the USA, American Red Cross, etc.) - Affiliate/chapter	1991

Comments

CEO Comments

The greatest challenge faced by our organization is having the funding to help those applicants, in a timely manner, selected as potential recipients of our work. We currently have a waiting list of 30 sites in need of our services who have been accepted as recipients and many new applications continue to be received. We need to better get the word out to potential sponsors about the continued need for this important work. In addition, continue to establish a Board of Directors that can increase our funding from corporations and individuals. The second greatest challenge is obtaining capacity-building funding to hire additional program staff who can help meet the growing needs of low income homeowners.

Board & Governance

Board Chair

Board Chair	Mr. Michael Potter
Company Affiliation	Jones Lang LaSalle Americas, Inc.
Term	July 2013 to June 2018
Email	michael.potter@am.jll.com

Board CoChair

Board CoChair	Ms. Janice Walker
Company Affiliation	JD Walker Communications
Term	July 2013 to June 2018
Email	jdwalker@jdwalkercommunications.com

Board Members

<u>Name</u>	<u>Affiliation</u>	<u>Status</u>
Mr. Aaron Carty Secretary	Legislative Counsel, Office of State Senator Karen Spilka	Voting
Mr. Travis DeMar	Boston College	Voting
Mr. Neil McCullagh	Boston College	Voting
Ms. Kaitlin Morris-Sprong	City Year	Voting
Mr. Thomas O'Grady	Pro Teck Valuation Services	Voting
Mr. Chris Pedersen	Grand Circle Corporation	Voting
Mr. Chris Pederson	Grand Circle Corporation	Voting
Mr. Michael Potter Chair	Jones Lang LaSalle	Voting
Mr. Nick Starusky	Skanska USA	Voting
Ms. Caroline Staudt	Boston Home and Garden RE-Shanahan Group	Voting
Ms. Reilly Zlab	Boston City Hall	Voting

Board Demographics - Ethnicity

African American/Black	0
Asian American/Pacific Islander	0
Caucasian	10
Hispanic/Latino	0
Native American/American Indian	0
Other	1

Board Demographics - Gender

Male	7
Female	3
Unspecified	0

Board Information

Board Term Lengths	3
Board Term Limits	2
Number of Full Board Meetings Annually	6
Board Meeting Attendance %	85%
Written Board Selection Criteria?	Yes
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	80%
Percentage Making In-Kind Contributions	80%
Constituency Includes Client Representation	No

Standing Committees

Board Development / Board Orientation
 Communications / Promotion / Publicity / Public Relations
 Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
 Finance
 Program / Program Planning
 Executive
 Operations

Youth Board Members

Additional Boards: Youth Board Members

<u>Name</u>	<u>Affiliation</u>
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Comments

CEO Comments

The Board is working to provide diversity in its membership.

Impact

Goals

- Provide quality and cost-effective repairs and accessibility modifications, ensuring our neighbors in need live in safe and healthy homes and communities;
- Increase community support and our impact through strong relationships with city agencies, community groups, nonprofit partners, and local businesses;
- Increase the number of volunteers engaged each year and raise their awareness of the issues surrounding affordable housing; and
- Increase our capacity and expand our programs to meet the growing need in our community.

Strategies

Collaboration with other affordable housing agencies and community groups

Better use of social media

Enhancing our volunteer experience

Diversifying our funding stream

Capabilities

Involved board

increased staff capacity with inclusion of AmeriCorps member

Engaged volunteers

Better marketing materials

Indicators

Reduce our waiting list

satisfied homeowners

satisfied volunteers

satisfied sponsors

diversify funding stream

Progress

address our waiting list

continue to work to diversify funding

completing systems to measure success

Financials

Fiscal Year

Fiscal Year Start	July 01, 2017
Fiscal Year End	June 30, 2018
Projected Revenue	\$225,000.00
Projected Expenses	\$200,000.00
Endowment?	No
Spending Policy	N/A
Credit Line?	No
Reserve Fund?	Yes
Months Reserve Fund Covers	0

Detailed Financials

Revenue and Expenses

Fiscal Year	2016	2015	2014
Total Revenue	\$135,229	\$143,941	\$188,082
Total Expenses	\$149,475	\$113,151	\$208,555

Revenue Sources

Fiscal Year	2016	2015	2014
Foundation and Corporation Contributions	--	--	--
Government Contributions	\$0	\$0	\$0
Federal	--	--	--
State	--	--	--
Local	--	--	--
Unspecified	--	--	--
Individual Contributions	\$135,229	\$138,561	\$138,090
Indirect Public Support	--	--	--
Earned Revenue	--	--	--
Investment Income, Net of Losses	--	\$4	\$103
Membership Dues	--	--	--
Special Events	--	\$5,376	\$49,889
Revenue In-Kind	--	--	--
Other	--	--	--

Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$89,420	\$81,453	\$155,006
Administration Expense	\$56,017	\$26,682	\$26,210
Fundraising Expense	\$4,038	\$5,016	\$27,339
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	0.90	1.27	0.90
Program Expense/Total Expenses	60%	72%	74%
Fundraising Expense/Contributed Revenue	3%	3%	15%

Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$41,001	\$57,813	\$36,549
Current Assets	\$41,001	\$57,813	\$36,549
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$8,918	\$11,484	\$21,010
Total Net Assets	\$32,083	\$46,329	\$15,539

Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	4.60	5.03	1.74

Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

Top Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

Capital Campaign

Currently in a Capital Campaign?	No
Capital Campaign Anticipated in Next 5 Years?	Yes

Comments

CEO Comments

The in-kind donations of labor, supplies, equipment, and other project-related costs each year amount to approx. \$150,000 to \$250,000, which is not included in the cash budget of income and expense projections above. The challenge is developing the capacity to leverage our in-kind donations to meet more or our clients' needs. Due to illness of our auditor (heart surgery) our 2017 990 is delayed but will be completed by May of 2018.

Foundation Staff Comments

Financial summary data in the charts and graphs above are per the organization's IRS Form 990s. Contributions from foundations and corporations are listed under individuals when the breakout was not available.