



# The Giving Common

An Initiative of the Boston Foundation

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

## Rebuilding Together Boston Inc



### General Information

PO Box 301209

Jamaica Plain, MA 02130

(617) 971-0058

**Website**

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

**Organization Contact**

Karen Clay [info@rebuildingtogetherboston.org](mailto:info@rebuildingtogetherboston.org)

**Year of Incorporation**

1991

# Statements & Search Criteria

## **Mission Statement**

Working with skilled labor, volunteers 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 volunteers 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 four 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 800 skilled and unskilled volunteers in our programs to give back to the community; (2) Provided over \$150,000 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 the New England Patriots as an outstanding organization to honor as part of their "Celebrate Volunteerism" campaign to honor the legacy of Myra Kraft; 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) update the Strategic Plan and continue to carry out its goals and activities; (3) diversify the Board of Directors; (4) turn volunteers into donors (continue these efforts)

**Needs Statement**

(1) funding 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) donated or low cost office space; (5) donated or low cost warehouse space; (6) administrative help

**CEO/Executive Director Statement**

As far as we know, RTBoston 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

## **Year-Round, Special Service Days (May-October), National Rebuilding Day (April)**

<b>Description</b>	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: 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.
<b>Budget</b>	\$.00
<b>Category</b>	Housing, General/Other Home Repair Programs
<b>Population Served</b>	Elderly and/or Disabled, Families, At-Risk Populations
<b>Program Short Term Success</b>	RTB will increase its service delivery by at least 5 new home repair projects and increase its visibility in the community (to potential applicants, donors, volunteers, vendors and skilled labor, etc.) through improved communications and branding.
<b>Program Long term Success</b>	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, all applicants who apply for services. It has a centrally-located office with a staff of four: Executive Director, Construction Manager, Volunteer and Communications Coordinator and Development Director. The organization provides outstanding opportunities for volunteerism and volunteers regularly donate their time, talent and dollars to support the organization. Two successful events are held each year which substantially help to support the organization's general operations.
<b>Program Success Monitored By</b>	(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 President 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 support needed to serve our constituents in need who apply for services each year which has been growing each year. Our Board is evolving 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 Program Manager to focus on other duties.

# Management

## CEO/Executive Director

<b>Executive Director</b>	Mr Michael Potter
<b>Term Start</b>	Aug 2012
<b>Email</b>	mpotter@rebuildingtogetherboston.org

## Co-CEO

<b>Co-CEO</b>	Karen Clay
<b>Term Start</b>	Sept 2015
<b>Email</b>	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

<b>Name</b>	<b>Term</b>
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

<b>Full Time Staff</b>	0
<b>Part Time Staff</b>	1
<b>Volunteers</b>	800
<b>Contractors</b>	0
<b>Retention Rate</b>	100%

## Staff Demographics - Ethnicity

<b>African American/Black</b>	1
<b>Asian American/Pacific Islander</b>	0

<b>Caucasian</b>	1
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0

### Staff Demographics - Gender

<b>Male</b>	0
<b>Female</b>	1
<b>Unspecified</b>	0

### Formal Evaluations

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

### Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	3
<b>Date Strategic Plan Adopted</b>	June 2008
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	Yes
<b>Is your organization licensed by the Government?</b>	No
<b>Registration</b>	Yes
<b>Permit?</b>	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, Boston Society of Architects) and actively looking 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**

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
"Battlefield Citation Award"	New England Center for Homeless Veterans	2011
"Celebrate Volunteerism"- Outstanding Organization	New England Patriots/Foundation	2013

## Affiliations

<b>Affiliation</b>	<b>Year</b>
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 work 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

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

## Board CoChair

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

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mr. Aaron Carty Secretary	Legislative Counsel, Office of State Senator Karen Spilka	Voting
Mr. Michael Marcella	Gilbane Building Company	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 Co-Chair	Jones Lang LaSalle	Voting
Mr. Anthony Salandino Treasurer	Community Volunteer	Voting
Mr. Nick Starusky	Skanska USA	Voting
Ms. Janice Walker Co-Chair	JD Walker Communications	Voting

## Board Demographics - Ethnicity

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

## Board Demographics - Gender

<b>Male</b>	10
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<b>Female</b>	3
<b>Unspecified</b>	0

### Board Information

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	2
<b>Number of Full Board Meetings Annually</b>	6
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	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

### Comments

#### **CEO Comments**

The Board is working to provide diversity in its membership as well as to add a past recipient of our services to the body.

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01, 2016
<b>Fiscal Year End</b>	June 30, 2017
<b>Projected Revenue</b>	\$225,000.00
<b>Projected Expenses</b>	\$200,000.00
<b>Endowment?</b>	No
<b>Spending Policy</b>	N/A
<b>Credit Line?</b>	No
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	0

## Detailed Financials

### Revenue and Expenses

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

### Revenue Sources

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

### 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 of our clients' needs.

### 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.