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Moving Past Growing Pains

TogetherSC Nonprofit Summit

March 6, 2018



The Growth of Rebuild Upstate

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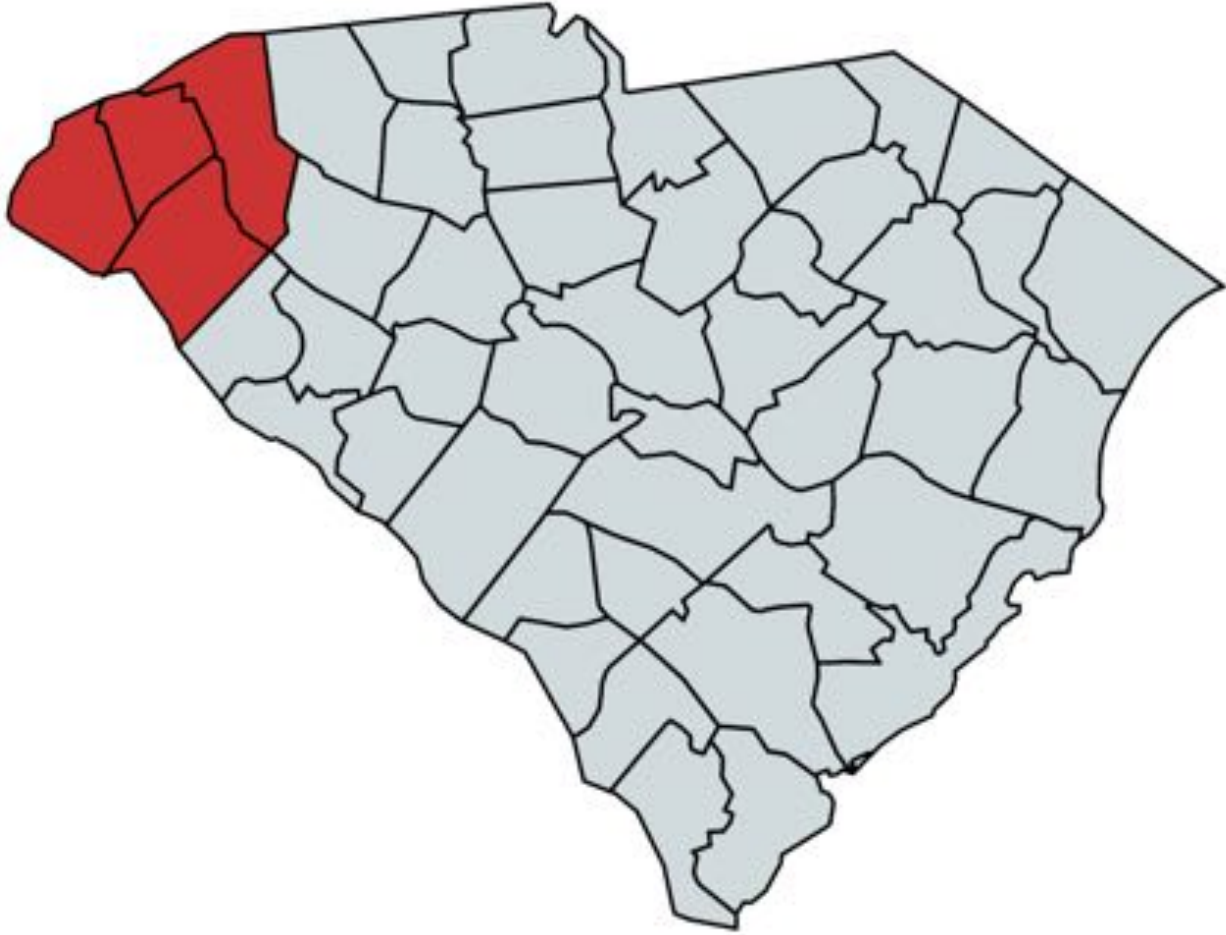
Where We Are Now

Mission & Statistics

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Rebuild Upstate Mission & Vision

- **Rebuild Upstate repairs the houses of our low-income neighbors to make homes safer, healthier and more livable.**
- **We envision an Upstate where everyone has the opportunity to live a life of dignity in a safe home environment in order to maintain and foster strong, sustainable communities.**



2017 Vital Stats

- ~\$700,000 budget
- 160 homes repaired in 2017
- 477 projects completed at 160 homes
 - 202 Skilled Projects (roofs, HVAC, floors, electrical, plumbing)
 - 192 Other Projects (grab bars, interior repairs, windows, doors, and more)
 - 83 Ramps
- 1,489 volunteers giving 21,740 hours of service
 - 60 core & skilled volunteers
- 4 full-time staff, 2 part-time staff, 1 VISTA

A green graphic consisting of a horizontal bar at the top, a larger rectangular area below it, and a downward-pointing triangle at the bottom center. The text "Flashback" and "To 2012" is centered within the larger rectangular area. The background features several concentric, overlapping circles and arcs, some solid and some dashed, in a light gray color.

Flashback

To 2012



2012 Vital Stats

- **\$41,507 budget**
- **26 homes repaired in 2012**
- **26 projects completed at 26 homes**
 - **Mostly ramps**
- **~250 volunteers giving 1,674 hours of service**
- **2 very part-time staff**

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Challenges

- **Growing Need**
- **Minimal Infrastructure**
- **We had to either throw in the towel or actually try to meet the need in the community**



We Chose to Try to
Meet the Need

2012 to 2017

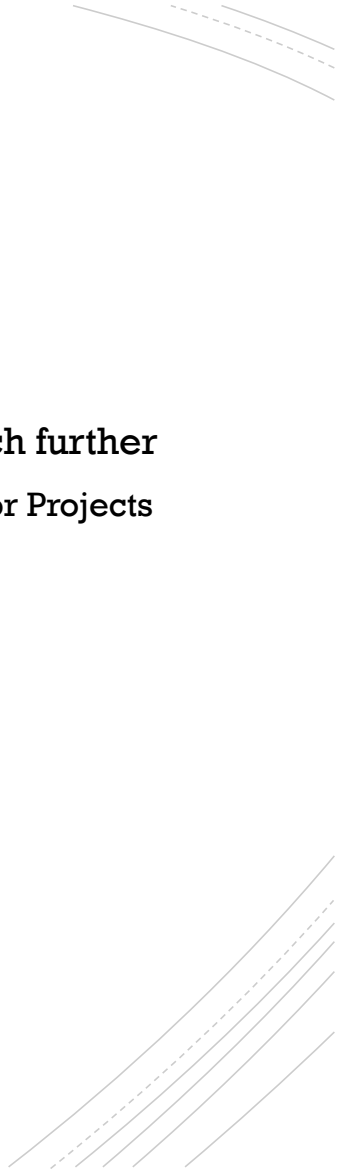
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5 Key Steps to Growth

2012 to 2017



Local Government Partnerships

- Identifying existing funding that we can stretch further
 - Volunteer Projects cost 2/3 less than Contractor Projects
 - Area Agency on Aging
 - City of Greenville (largest municipality)
 - Greenville County (largest county)
- 

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Local Foundations

- Seeking close relationships & having conversations
- Matching need with their priorities
- Asking for referrals & introductions
- Saw foundations as partners, not parents
- Leveraging governmental contracts



Staff Putting Down their Hammers

- **Challenge: go out and do more projects, but don't do any of them yourself.**
- **Led to creation of core & skilled volunteer programs**
 - 60+ volunteers serving in staff-like roles a few hours a week
 - Has saved us from creating at least 3 FT staff roles to do the same amount of work

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Keeping the Vision Alive

- **Ensure your CEO/ED keeps the vision front and center**
 - Hired an Assistant Director two years ago to manage the day-to-day
- **Keep your Board focused on the long-term, not short-term, operational items**
 - Established Policy Governance in 2012

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Willingness to Invest

- **It's okay to slow down or take a step back**
 - In 2014, we decreased the number of homes served by one-third over the prior year in order to restructure
- **Growth is exciting; remember the tortoise**
 - Some organizations grow so fast they burn out
 - Ensure you are planning your growth (Strategic Plan)



What next?

2018 & onward


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Knowing the Need

- **There are 265,000 homes in our service area.
How many need repairs?
We know of 1,100 now and repaired over 500**



Individual Philanthropy

- **Building our individual donor base**
Starting with volunteers
... and turning donors into volunteers!
- 



Serving All Counties Proportionally

- **Most of our funding & volunteers come from Greenville**
Our three other counties are more rural

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Innovative Staffing

- **Continuing to engage volunteers in roles that traditionally would require staff**
- **Seeking alternatives to FT staff that also benefit the community in other ways**

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Engaging in Sector-wide Conversations

- **ReFrame Association (National Home Repair Assn)**
- **Greenville Habitat for Humanity**
- **Engaging the local nonprofit community & being connected, involved (NPA, Capacity Building)**
- **Documenting our Affordable Housing Continuum**



Keep on
Keeping
on

