



STRATEGIC PLAN 2021-2023

Rebuilding Together Silicon Valley

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INTRODUCTION

Who We Are

Rebuilding Together Silicon Valley (RTSV) believes that everyone deserves to live in a safe and healthy home. Through a vast network of volunteers, corporate sponsors, and sub-contractors, RTSV provides critical home repairs to over 600 clients per year. In addition, we assist nonprofit organizations with facility maintenance and repairs so that they can dedicate their time and resources to helping our community.

What We Do

Since our establishment in 1991, Rebuilding Together Silicon Valley has renovated nearly 3,000 homes and community facilities. Our work preserves affordable housing by transforming homes and lives through critical repairs and accessibility modifications for low-income homeowners and community centers, at no cost to the service recipient. The majority of the low-income homeowners we serve are elderly seniors and/or people with disabilities, who are physically and financially unable to maintain safe and warm living conditions for themselves and their families. Our impact extends beyond the individuals served to revitalize and stabilize vulnerable neighborhoods in our community. During the COVID19 pandemic of 2020, RTSV pivoted very quickly to design new programs to help those in need in our community. We have become a primary source of delivering emergency home repairs to neighbors including families with young children, seniors, people with disabilities, and other at-risk populations.

In addition to the work we do in our neighborhoods, repair and maintenance work for nonprofit facilities assists these organizations to direct their resources to help our community. Each fall and spring during our Rebuilding Days, we gather donated materials and rally hundreds of volunteers to help repair and rehabilitate homes and nonprofit facilities. Our program provides both major and minor repairs and renovations that result in life-changing improvements for the homeowners and organizations served.

We help our neighbors in need by improving the safety and health of their homes.

Looking Ahead

In the winter of 2020, Rebuilding Together Silicon Valley engaged in a comprehensive planning process focusing on growth. Encouraged by the growing need for our services, and a new leadership change, we wanted to serve more marginalized individuals in our immediate communities and build a broader strategic directive and brand for the organization. While the growth imperative was clear the details needed to be clearly defined and prioritized. How should we grow? How could we scale for impact? What changes do we need to make to our current organization to support this growth?

To answer these questions, Rebuilding Together Silicon Valley sought the assistance of Christine Jeffers, a certified Fundraising Executive of Elevating Good to help guide staff and board through a seven-month strategic planning process. The process included gathering extensive data from internal and external interviews, as well as a survey completed by Bay Area nonprofit leaders who manage organizations with a similar focus. This data along with a SWOT analysis and internal organizational audit identified trends and influences in the organization's operating environment.

The board and staff participated in a series of facilitated conversations that led to the writing and completion of this strategic plan that includes mission, vision and values statements; strategic priorities; goals; objectives, and outcomes to measure progress. Additional components of the plan include a dashboard for tracking progress. There was an extraordinary level of cooperation and shared commitment among board and staff in developing an exciting plan for the future.

The new vision is very ambitious. Achieving this vision will require broader and deeper community engagement and increased financial support. Rebuilding Together Silicon Valley will need to embrace change and new ways of doing business while leveraging what it knows works for its clients and partners.

Sustainability - We believe the world is a better place when we are all good stewards of resources: economic, environmental, and social.

STRATEGIC PRIORITIES

To achieve our vision and address the needs in the community the following strategic priorities will define our direction over the next three years.

- **Create Innovative Program Models** that reflect our mission, vision and values.
- **Increase our Brand Awareness** to encourage broader support and participation from the community.
- **Strengthen Human Capital** by focusing on infrastructure, tools, and resources to support our staff and volunteers, while building a culture of innovation that allows for risk-taking to advance our organizational impact.
- **Focus on Fundraising** by building a more sustainable, resilient and long-term, revenue mix with a particular focus on individual donors.
- **Protect our Future** by developing a Business Continuity Plan for disaster preparedness, pandemics and other global and community threats.

Our priorities were informed by our SWOT analysis:

EXTERNAL FACTORS

Opportunities

- Broader funding sources not capitalized
- Build brand awareness
- Seek other grant support than CDBG
- Expand skilled volunteers and contractors
- Cultural equity and community
- Leverage data for sustainability

Threats

- Funding Competition
- Larger nonprofits in the same service area
- Volunteers living out of the Bay Area
- Economy
- Donors not fully engaged

INTERNAL FACTORS

Strengths

- Stellar reputation with cities and funders
- Clients love us
- Our mission is relevant
- Strong financial reserves/fiscal health
- Excellent leadership and staff
- A strong donor base

Weaknesses

- Dependence on government support
- Lack of skilled volunteers; volunteers aging out
- No branding identity
- Need for more skilled subcontractors
- Aging equipment

GOALS AND OBJECTIVES

Priority: Create Innovative Program Models

Goals

1. Revitalize one designated community as a demonstration zone for how changing housing changes lives.
2. Be actively receptive to new ideas and evaluation of new services either generated within the organization or from the community.
3. Leverage the COVID-19 pause to re-imagine Rebuilding Days/Team Builds/Safe at Home Volunteer Days to expand our base of volunteer support and deliver services to homeowners.

Short term Objectives – 2020-2021

1. Develop Partnerships (community, trades, funders, etc.)
2. Prototype individual elements of “Demonstration Zone” for the first two years that might be incorporated into larger “community revitalization” effort. These efforts may include: a community garden, accessory dwelling units, etc.
3. Designate a geographic zone.
4. Create decision matrix or map for reviewing new opportunities or programs.
5. Implement, evaluate and refine new COVID19 solutions and approaches for volunteer engagement.

Long term Objectives – 2022-2023

1. Expand on Partnerships developed in previous year.
2. Develop Partnerships with DEI (diverse, equitable, inclusive) focused community organizations to help guide appropriate and productive investment in Black, Indigenous, and people of color (BIPOC) communities, as well as enhance participation and input from representatives of BIPOC, systemically underrepresented and underfunded communities.
3. Continue to implement successful practices from prototyping on as wide a scale as possible within the demonstration zone.
4. Redefinition and Refinement of Volunteer Engagement Programs.

Outcomes by 2023:

1. Increased number and diversity of volunteer opportunities for 200+ regular volunteers.
2. Completion of one designated demonstration zone with two individual elements.
3. Our demonstration zone will become a national model for other RTSV affiliates and Bay Area organizations.

4. We have successfully partnered with 3-6 new DEI partners in the community.

Priority: Increase our Brand Awareness

Goals

1. Create a Bay Area Coalition to do a joint campaign that garners media attention building our brand across the Bay.
2. Increase our audience via social and new subject matter expert campaigns, to convert followers and emails to dedicated donors.
3. Diversify our homeowner, volunteer, and donor base to more accurately reflect Santa Clara County and our populations in need.
4. Engage the board to understand the value of a strong brand, and act as ambassadors of the brand to the community and their networks.

Short Term Objectives – 2020-2021

1. Approach Bay Area RTSV affiliates about a Bay Area-wide brand-level campaign that includes television, radio, print, and social media.
2. Perform an audit of Salesforce to determine number of unique emailable households.
3. Audit website.
4. Build an “influencer list” of key members of the BIPOC communities. Connect with them.
5. Purchase polo shirts for all Board and Staff to wear to community engagements.
6. Create an easy to understand scorecard to report on social media followers, emailable database, and brand reach. Report out at each board meeting and adopt mantra of “if we measure it, we will care about it”.

Long Term Objectives – 2022-2023

1. Secure partners for Bay Area wide media campaign. Determine scope, cost and return on project.
2. Volunteers convert to donors via drip campaign post-Rebuilding Day for newly acquired emails.
3. Increase outreach to black neighborhoods with a goal of 6% black homeowners in 2022.
4. RTSV Board represents Santa Clara County ethnic makeup.

Outcomes by 2023:

1. Our Bay Area-wide brand campaign is active in all Bay Area Counties.
2. Double followers on Instagram (398 to 800), 25% increase on Facebook (1480 to 1850), and increase emailable database 5%.
3. Our board make-up is 10 white, 5 Hispanic, 2 Asian, 2 African American, 1 Native American or Pacific Islander.

Priority: Strengthen Human Capital

Goals

1. Develop staff expertise to support strategic direction and values.
2. Increase board effectiveness and expertise to support strategic direction and values.
3. Attract and retain quality volunteers to support our strategic direction.
4. Improve technology to support strategic growth.
5. Create a diverse and inclusive organization.

Short term Objectives- 2020-2021

1. Determine staff competencies needed to support strategic growth. Evaluate competencies and create plan to hire, contract, train or fill gaps.
2. Complete board assessment (skills, effectiveness, demographics/diversity, and structure).
3. Create potential board member evaluation to ascertain interest and skills to fill gaps and support strategic direction.
4. Assess volunteer needs (current and future, numbers, demographics, and skills needed) to support strategic direction.
5. Develop a volunteer strategy (targeting skill sets, sourcing, on-boarding, training, etc.) to fulfill current and future needs. Develop a volunteer strategy to engage and retain them.
6. Conduct a technology audit and evaluation and develop a plan to address needs and recommendations.
7. Benchmark our DEI practices against other organizations/experts to determine best practices. Evaluate current practices and make recommendations for improvement and adoption of new practices.

Long Term Objectives – 2022-2023

1. Reevaluate all plans as necessary and make adjustments.
2. Complete annual board assessment and review.
3. Provide ongoing training and education necessary for board, staff, and volunteers.
4. Reevaluate volunteer strategy as necessary and make adjustments.
5. Perform annual technology audit.
6. Complete annual staff and board DEI training.

Outcomes by 2023:

1. The board, staff and volunteers reflect the diversity of the community we serve.
2. The board, staff and volunteers are equipped with competencies and skill sets to achieve our strategic vision.
3. Our technology, software, hardware, resources are sufficient to allow us to do our work better.

Priority: Focus on Fundraising

Goals

1. Increase individual giving.
2. Increase corporate sponsorship.
3. Increase nongovernmental grant funding.
4. Define roles and responsibilities of Board, RDC and staff around fundraising.
5. Increase Human Capital Dedicated to Fundraising.

Short Term Objectives – 2020-2021

1. Create a donor cultivation plan.
2. Create a robust Planned Giving program.
3. Annual assessment and review of economic climate due to pandemic and recession.
4. Develop and implement an annual impact partnership model. Based on current programs and new sponsorship model in roll out, \$450,000 projected in year 1.
5. Increase the number of grants submitted and awarded; research additional buckets of funding through use of a grant research platform.
6. Analyze possibility of Board Give & Get.
7. Create gift acceptance policies.
8. Provide ongoing Board training around Development holistically; Streamline Board & Committee talents and resources.
9. Streamline hierarchical leadership structure around decision-making to ensure timely progress of goals and objectives giving staff more ownership and leadership development.
10. Work in partnership with Human Capital Work Group to ensure that the development function for RTSV is fully staffed in order to achieve the strategic priorities of this plan.

Long Term Objectives – 2022-2023

1. Invest in Wealth Screening. Target donor advised funds and high net worth individuals.
2. Launch Planned Giving program.
3. Review, and join high impact organizational memberships.
4. Tap into the 80% of corporate funders who believe strong partnerships with reputable nonprofits improve their brand identity.

Outcomes by 2023

1. Grow Individual Giving: Grow 5% in year 1, 8% year 2, 12% year 3.
2. Grow Corporate Sponsorship: Grow 5% in year 1, 10% year 2, 12% year 3.
3. Increase nongovernmental grant funding. 25% growth year-over-year for 3 years.

Priority: Protect Our Future

Goals

1. Develop a Business Continuity Plan.
2. Develop and implement a Disaster Plan to minimize the impact of a major earthquake, flood, fire or other disaster on RTSV and our clients.
3. Develop an emergency financial plan for how to rescale RTSV to operate at 50 % of today's revenue.
4. Develop a plan for protection of data within our IT Systems & Infrastructure.
5. Partner, collaborate, and plan with our Community Partners before, during, and after a disaster (natural or man-made).

Short Term Objectives – 2020-2021

1. Perform a business impact analysis, risk assessment and solutions planning.
2. Complete risk assessment for major earthquake, fire, flood, and develop and implement an emergency response plan.
3. Create a Protect the Future Task Force.
4. Create an evacuation plan and create a notifications plan for homeowners and contractors.
5. Develop policies & procedures following best practices set by the San Jose Fire Department, Osha, The Red Cross and engaging them as needed.
6. Identify potential data security issues, create policies and protocol around data security.
7. Partner, collaborate, and plan with similar organizations like Habitat for Humanity, prior, during and after a major disaster.

Long Term Objectives – 2022-2023

1. Continue mitigation and solutions planning as necessary.
2. Define a new business model for RTSV that would allow us to fulfill our vision and mission operating at 50% of current revenue.
3. Determine and identify vulnerabilities in current IT systems; identify if any additional computer equipment/software is needed.
4. Determine if RTSV needs to hire a computer consultant.

Outcomes by 2023

1. RTSV has a business continuity plan.
2. RTSV has plans in place for earthquake, fire, flood,
3. RTSV is part of a consortium of Bay Area affiliates and similar nonprofits for emergency response.

4. RTSV has a plan for protection of data security.

Strategic Planning Participants

Staff

Deanne Everton, Executive Director

Deb McClellan, Development and Communications Manager

Alaina Purcell, Partnership Development & Community Outreach Manager

Kevin McCarthy, Construction Services Manager

Linda Bostwick, Operations Manager

Sam Kennard, Program Manager

Crystal Moreno, Client Services Manager

Board

Cheryl Johnson, Chair

Emily Ransone, Vice Chair

Derek Cuschieri, Treasurer

Maureen Mellon, Secretary

Nick Baldwin

Tania DeVilliers

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Patricia Narciso

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