ESC-US Affiliate Survey Report

OCTOBER 2017

Overview

- Survey Objectives
- Responding Affiliates (by Size)
- A Year in Review
- Common Evaluation Questions

- Overview

- 2016 Financial Information

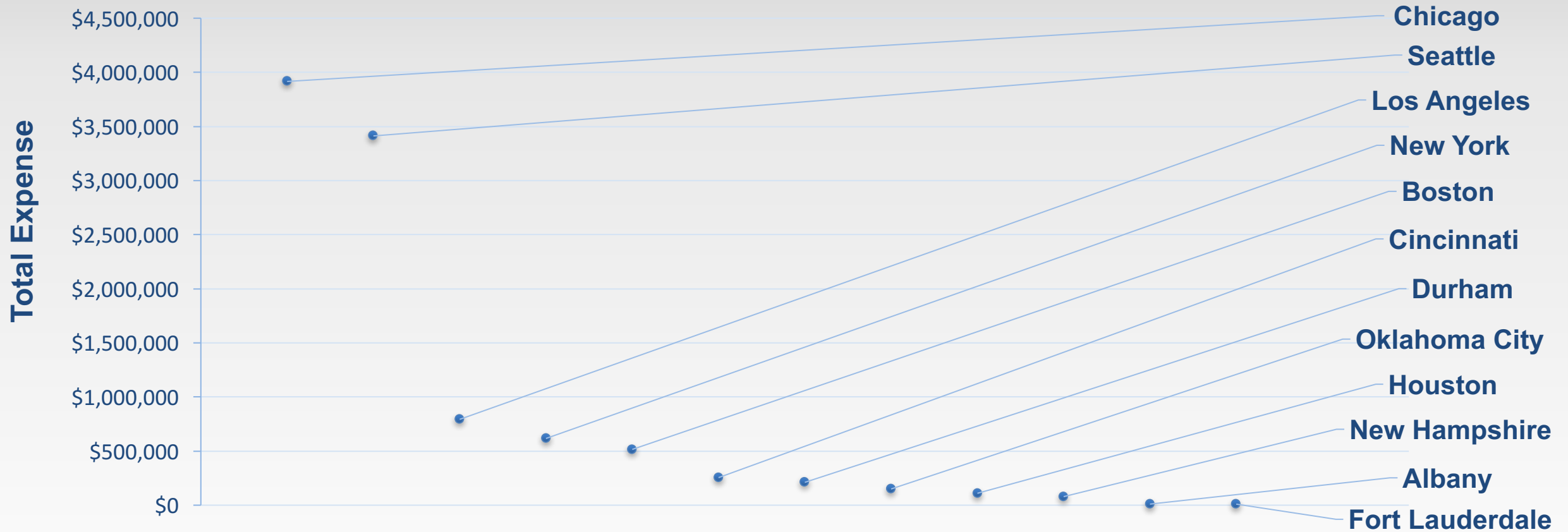- Project Information

- Consultant Information

- Operational Information
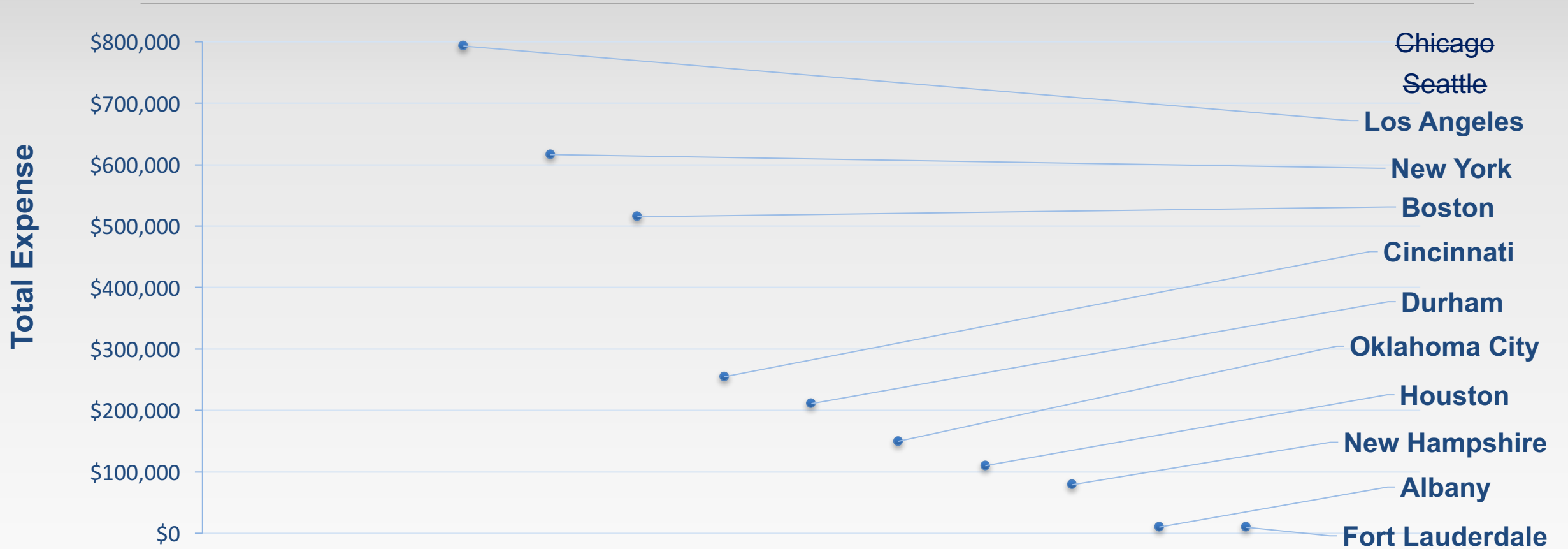
- Internal (ESC-US) Data

Survey Objectives

➢ Obtain data for measuring key network-wide activities

➢ Enable individual affiliate bench-marking

➢ Show trends and comparisons

➢ Jumping off point for sharing ideas and experiences

Responding Affiliates by Size

Responding Affiliates by Size
(up to $800,000)

Total Expense

- $800,000
- $700,000
- $600,000
- $500,000
- $400,000
- $300,000
- $200,000
- $100,000
- $0

Chicago
Seattle
Los Angeles
New York
Boston
Cincinnati
Durham
Oklahoma City
Houston
New Hampshire
Albany
Fort Lauderdale

Another Successful Year

In 2016, the ESC-US Network recorded…
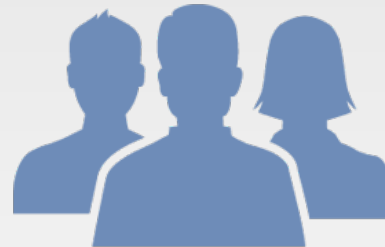
$11 million | **928** | **1,310** | **1,564** | **60,679*** | **>95%**
in services | clients | projects | consultants | hours | positive ratings

*Note: Includes only hours served on client projects. Total with administrative/non-client hours was 67,358.

6

Common Evaluation Questions

A. "I received high quality services from ESC."

B. "Working with ESC helped our organization operate more effectively."

C. "I would work with ESC again if our organization had a need in the future."

Percent that Agree →	A	B	C
Albany	-	-	-
Boston	89	100	78
Chicago	98	98	100
Cincinnati	100	94	100
Durham	99	99	100
Fort Lauderdale	100	100	100
Houston	100	100	100
Los Angeles	97	81	100
New Hampshire	95	90	90
New York	100	100	100
Oklahoma City	100	100	100
Seattle	97	91	97
ESC-US Average	**98**	**96**	**97**

2016 Financial Information

➢ Revenue Sources Breakdown

➢ Fees for Service Breakdown

➢ Expense Breakdown (990 Categories)
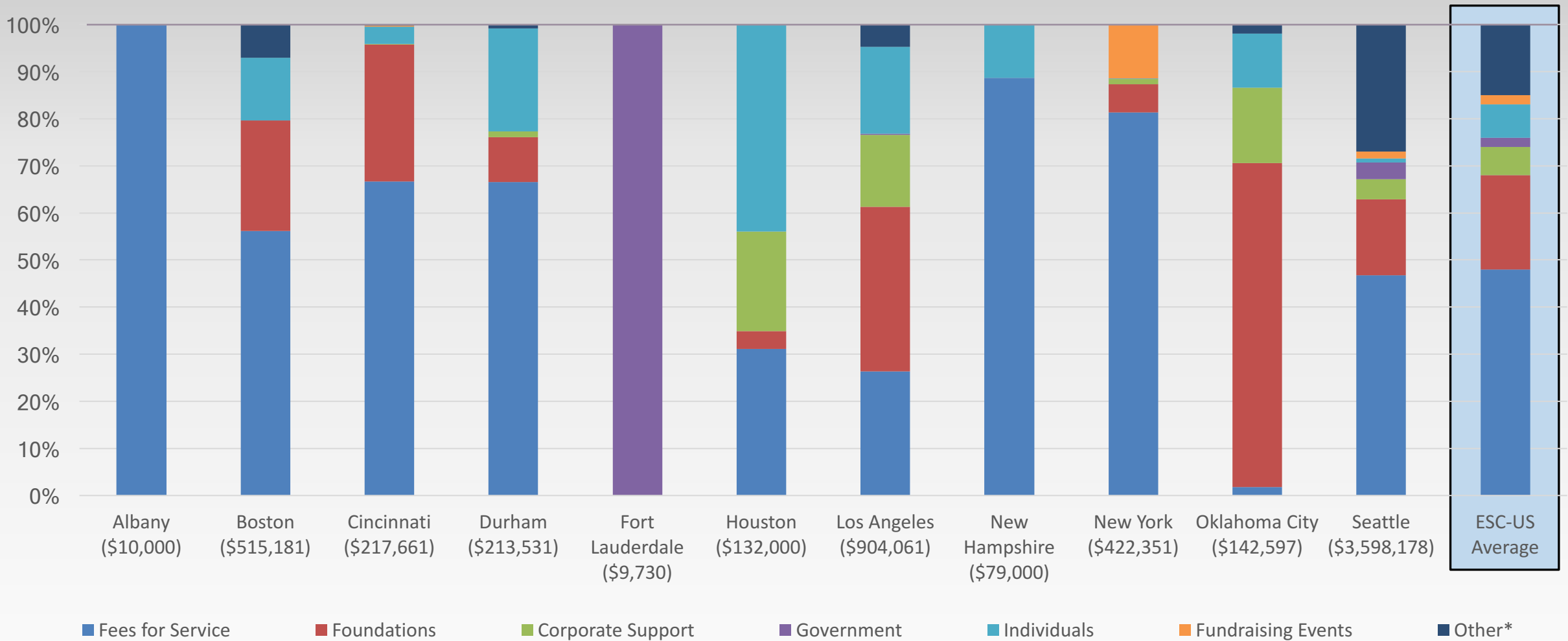
➢ Net Revenue

➢ Overview

➢ 2016 Financial Information

➢ Project Information

➢ Consultant Information

➢Operational Information

➢ Internal (ESC-US) Data

Revenue Source Breakdown

Legend: Fees for Service, Foundations, Corporate Support, Government, Individuals, Fundraising Events, Other*

Categories: Albany ($10,000), Boston ($515,181), Cincinnati ($217,661), Durham ($213,531), Fort Lauderdale ($9,730), Houston ($132,000), Los Angeles ($904,061), New Hampshire ($79,000), New York ($422,351), Oklahoma City ($142,597), Seattle ($3,598,178), ESC-US Average
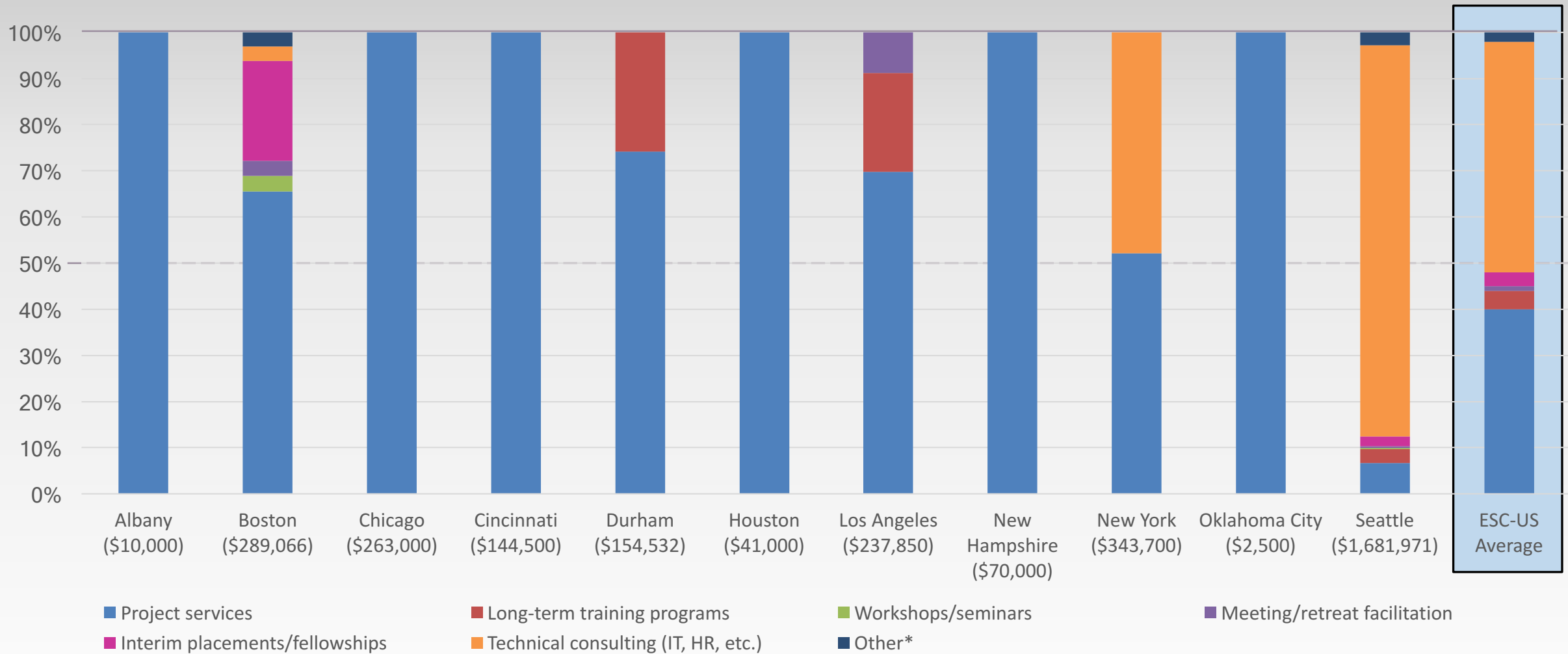
*Included: interest (Durham), investment income (Boston, Los Angeles, Oklahoma), and net assets released from restriction (Seattle)

9

Fees for Service Breakdown

Legend:
- Project services
- Long-term training programs
- Workshops/seminars
- Meeting/retreat facilitation
- Interim placements/fellowships
- Technical consulting (IT, HR, etc.)
- Other*

Categories (x-axis):
- Albany ($10,000)
- Boston ($289,066)
- Chicago ($263,000)
- Cincinnati ($144,500)
- Durham ($154,532)
- Houston ($41,000)
- Los Angeles ($237,850)
- New Hampshire ($70,000)
- New York ($343,700)
- Oklahoma City ($2,500)
- Seattle ($1,681,971)
- ESC-US Average

Expense Breakdown
(990 Categories)

Net Revenue (%)

Net/Revenue (%)

- Houston
- Los Angeles
- Durham
- New Hampshire
- Seattle
- Chicago
- Albany
- Fort Lauderdale
- Oklahoma City
- Boston
- Cincinnati
- New York

ESC-US Average -1.7%
(w/o NY, 0.1%)
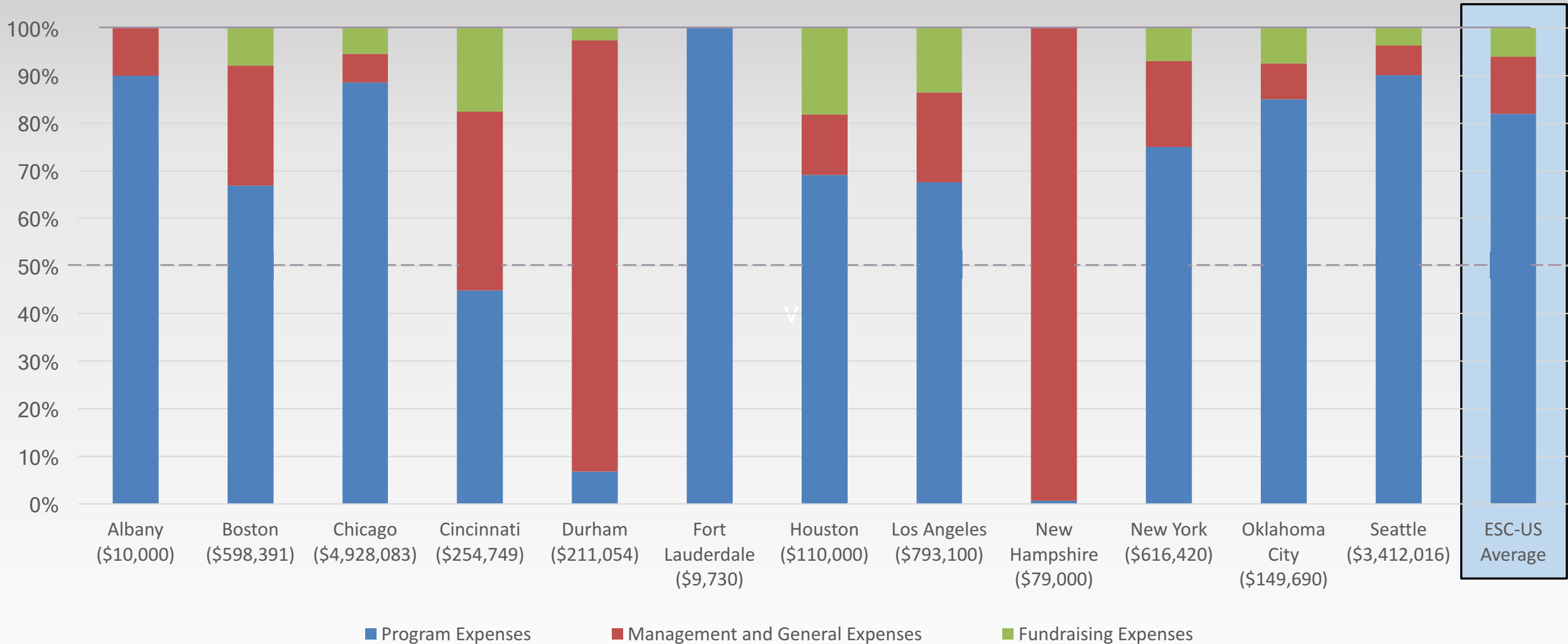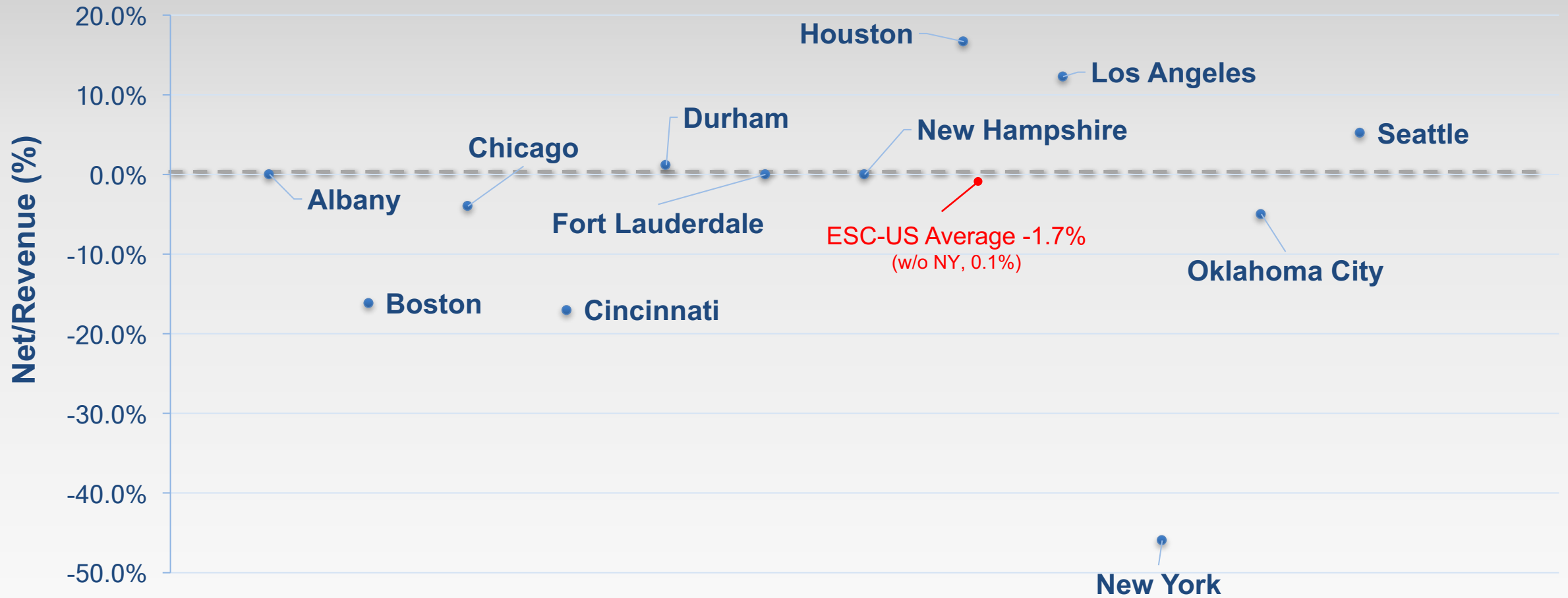
Project Information

- Project Type Breakdown
- Who Delivers Services and Training?
- Project Evaluation
- Value of Services

- Overview

- 2016 Financial Information

- Project Information

- Consultant Information
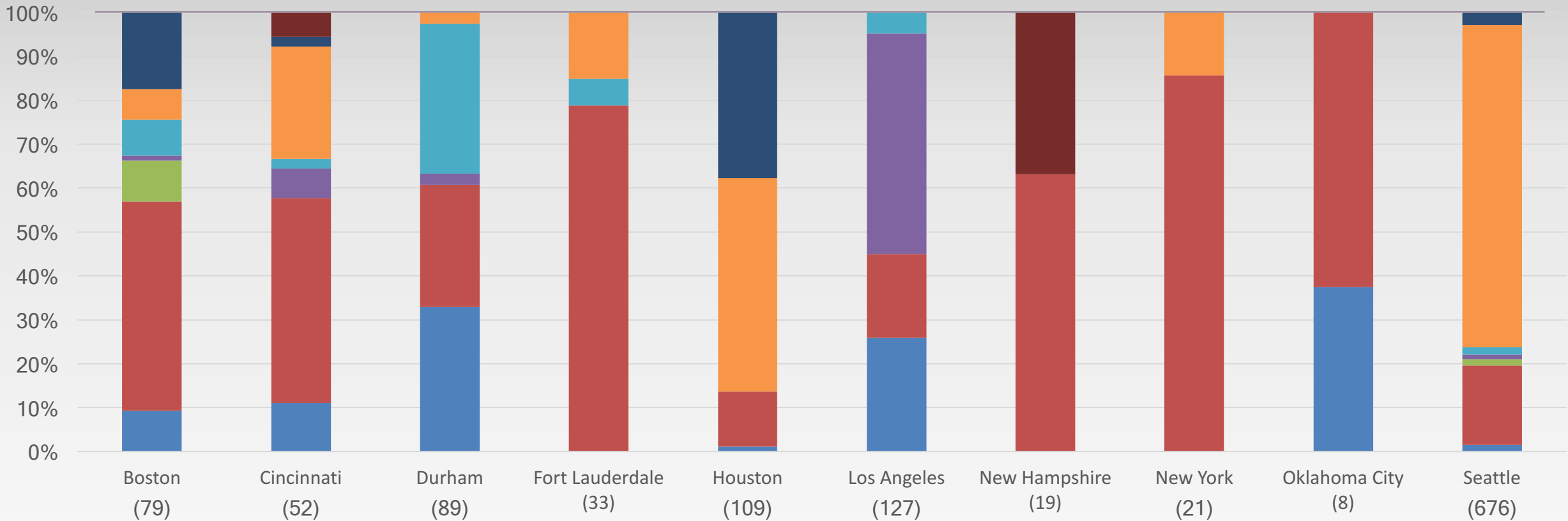
- Operational Information

- Internal (ESC-US) Data

Types of Projects

*Included: fundraising (New Hampshire)

14

Who delivers your Coaching/Consulting?

	Volunteer Consultants	Paid Consultants	Staff Members	Independent Contractors	Paid Student Interns	Unpaid Student Interns
Boston	■					
Chicago	■					
Cincinnati	■					
Durham	■					
Fort Lauderdale	■					
Houston	■					■
Los Angeles	■					
New Hampshire	■					
New York	■		■			
Oklahoma	■					
Seattle	■		■	■		

Who delivers your Training?

	Volunteer Consultants	Paid Consultants	Staff Members	Independent Contractors	Paid Student Interns	Unpaid Student Interns
Boston	■		■			
Chicago	■					
Cincinnati	■		■			
Durham	■		■			
Fort Lauderdale						
Houston	■		■	■		
Los Angeles	■		■	■		
New Hampshire	■					
New York	■		■			
Oklahoma			■			
Seattle	■		■	■		

Evaluating Projects

	During Engagements		Post Engagements			
	Phone Check-ins	**Email Check-ins**	**Surveying CLIENTS**	**Surveying CONSULTANTS**	**Interviewing CLIENTS**	**Interviewing CONSULTANTS**
Boston						
Chicago						
Cincinnati						
Durham						
Fort Lauderdale						
Houston						
Los Angeles						
New Hampshire						
New York						
Oklahoma						
Seattle						

Average Fee per _Project_

Total fees/Number of projects

New York ($16,367)

$4,000

Cincinnati

$3,500 — Boston

$3,000

ESC-US Average ($2,685)

$2,500 — Seattle

$2,000 — Los Angeles

Durham

$1,500

$1,000

Houston

$500 — Oklahoma City

$0

Average Fee per _Client_

- New York ($16,367)

Total fees/Number of clients

- $4,500
- $4,000
- $3,500
- $3,000
- $2,500
- $2,000
- $1,500
- $1,000
- $500
- $0

Boston

Seattle

New Hampshire

Cincinnati

ESC-US Average
($3,665)

Durham

Los Angeles

Houston

Oklahoma City
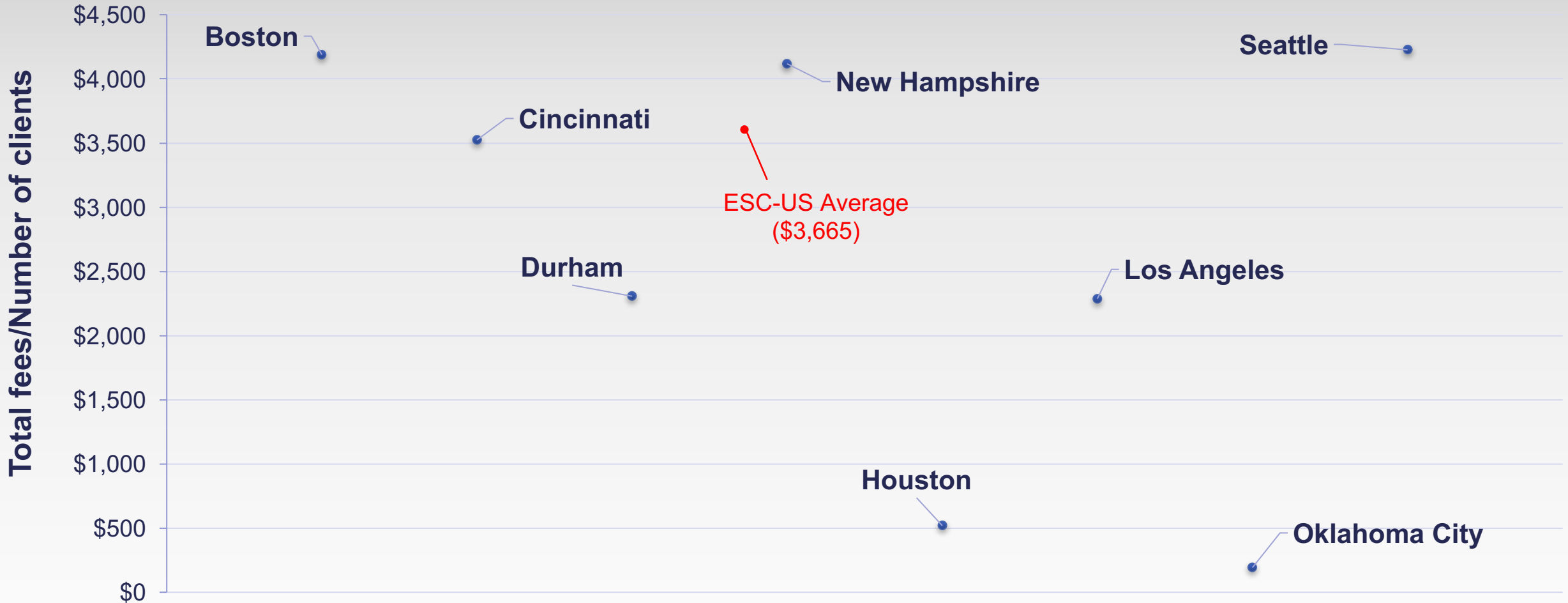
Value of Services Relative to Total Contributions

- Cincinnati (2550%)
- New Hampshire
- Boston
- New York
- Houston
- Durham
- ESC-US Average (453%)
- Los Angeles
- Oklahoma City
- Seattle

2000%
1500%
1000%
500%
0%
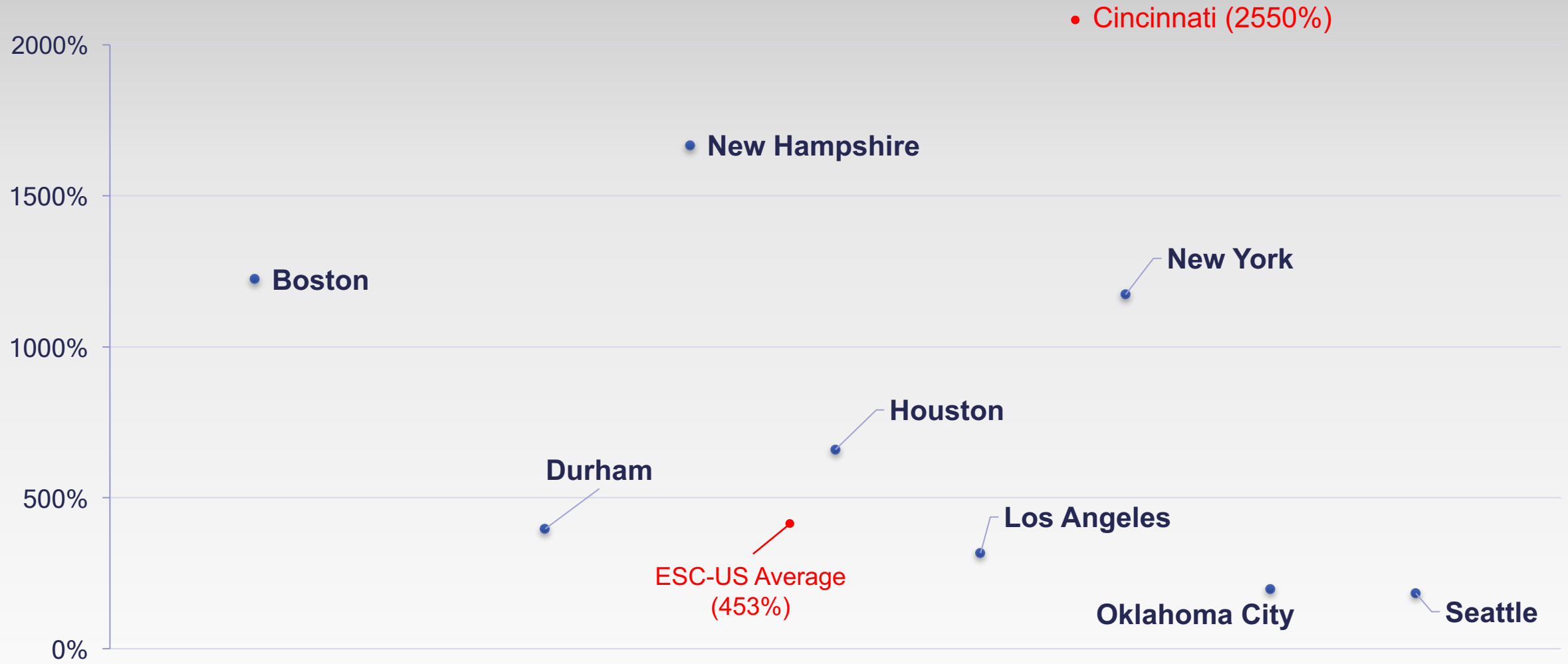
Consultant Information

- Consulting Corps Members
- Consultant Demographics
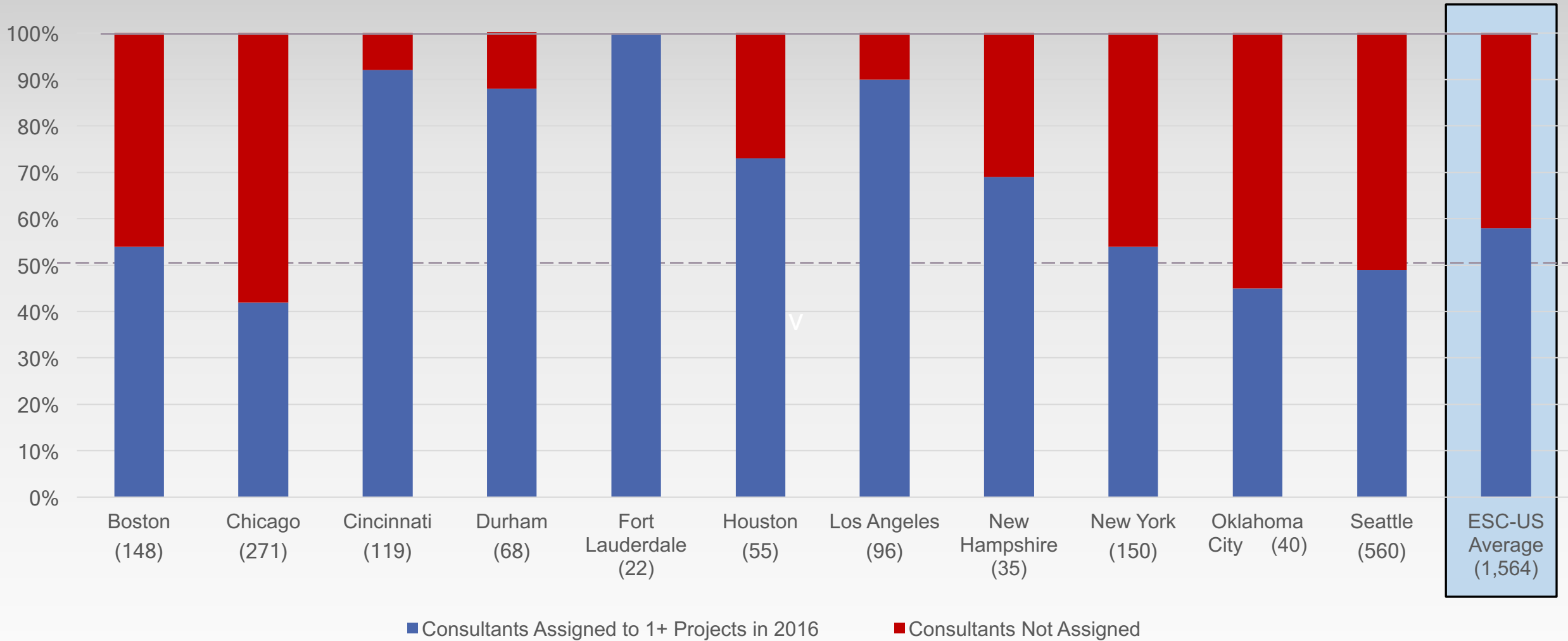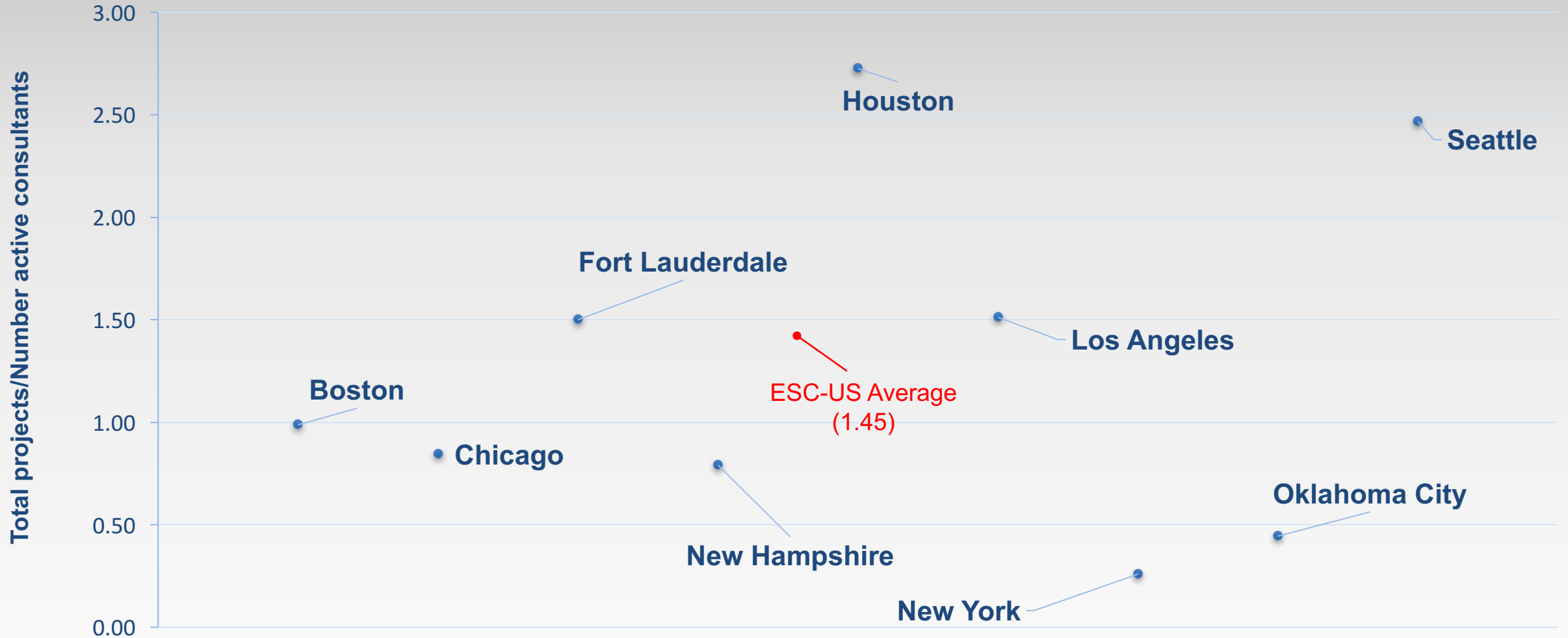- Consultant Service Hours
- Consultant Training

- Overview

- 2016 Financial Information

- Project Information

- Consultant Information

- Operational Information

- Internal (ESC-US) Data

21

Consulting Corps Members

Chart: Stacked bar chart showing percentage of Consultants Assigned to 1+ Projects in 2016 (blue) vs Consultants Not Assigned (red) by location.

Y-axis: 0% to 100%

Location	Assigned (approx)
Boston (148)	54%
Chicago (271)	42%
Cincinnati (119)	93%
Durham (68)	88%
Fort Lauderdale (22)	100%
Houston (55)	73%
Los Angeles (96)	90%
New Hampshire (35)	69%
New York (150)	54%
Oklahoma City (40)	45%
Seattle (560)	49%
ESC-US Average (1,564)	58%

Legend: ■ Consultants Assigned to 1+ Projects in 2016   ■ Consultants Not Assigned

Average number of projects worked on by an active consultant

Total projects/Number active consultants

- Houston
- Seattle
- Fort Lauderdale
- ESC-US Average (1.45)
- Los Angeles
- Boston
- Chicago
- Oklahoma City
- New Hampshire
- New York

ESC-US Consultant Demographics

52%
Retired

5%
Full-time Jobs

7%
Part-time Jobs

44%
Female

13%
People of Color

12%
Bilingual

*Note: Percentages based on a total of 1,564 consultants for the ESC-US Network.

24

Consultant Demographics

	% Retired	% with Full-time jobs (outside ESC)	% with Part-time jobs (outside ESC)	% people of color	% bilingual	% women
Boston	57	14	23	2	2	50
Chicago	80	10	5	25	10	40
Cincinnati	52	17	24	8	-	26
Durham	72	4	14	9	4	32
Fort Lauderdale	22	0	0	10	20	30
Houston	75	5	5	5	5	10
Los Angeles	80	2	25	15	10	40
New Hampshire	80	15	5	0	0	35
New York	84	-	-	5	-	43
Oklahoma City	90	0	0	15	0	12
Seattle	17	-	-	16	25	58
ESC-US Average	**52**	**5**	**7**	**13**	**12**	**44**

Consultant Demographics
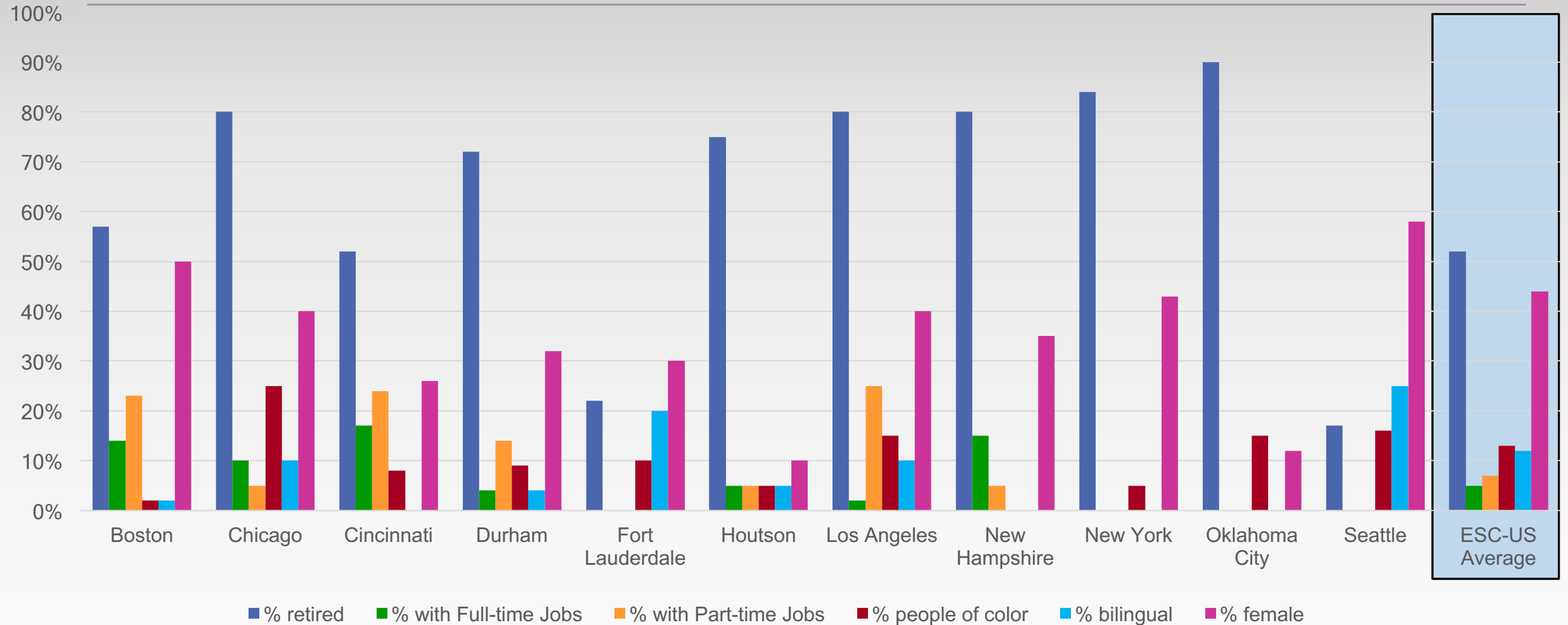
*Note: The data displayed on this slide is the same as that found on the previous slide; it is just displayed differently as another way to view the information.

26

Consultant Service Hours

	Hours on Client Projects	Administrative/Non-client Hours	Total Service Hours
Boston	13,270	-	13,270
Chicago	4,500	1,800	6,300
Cincinnati	9,000	1,000	10,000
Durham	3,000	1,500	4,500
Fort Lauderdale	1,800	400	2,200
Houston	3,000	1,000	4,000
Los Angeles	8,765	80	8,845
New Hampshire	1,500	100	1,600
New York	4,100	300	4,400
Oklahoma	1,810	185	1,995
Seattle	9,934	314	10,248
ESC-US Total	**60,679**	**6,679**	**67, 358**

Consultant Training

	# Training Sessions	×	Average # Hours/Session	×	Average # Attendees/Session	=	Total Consultant Training Hours
Boston	10		6		22		1,320
Chicago	35		4		15		2,100
Cincinnati	12		4		10		480
Durham	7		4		25		700
Fort Lauderdale	3		2		4		24
Houston	10		2		10		200
Los Angeles	11		6		20		1,320
New York	1		2		12		24
New Hampshire	0		0		0		0
Oklahoma	2		2		23		92
Seattle	6		3		15		270
ESC-US Total*	**97**		**3.2**		**14**		**6,530**

Operational Information

- Board Best Practices
- Insurance Coverage

- Overview

- 2016 Financial Information

- Project Information

- Consultant Information

- Operational Information

- Internal (ESC-US) Data

Board Best Practices

	# Board Members	Conflict of Interest/ Inurement	Give or Get Policy	New Member Commitment Letter	New Member Orientation	Structured Committees	Term Limits
Boston	14	✓	✓	✓	✓	✓	✓
Chicago	17	✓	✓	✓	✓	✓	✓
Cincinnati	11	✓	✓	✓	✓	✓	✓
Durham	16	✓		✓	✓	✓	✓
Fort Lauderdale	7	✓	✓	✓	✓		✓
Houston	8	✓	✓	✓	✓	✓	✓
Los Angeles	19	✓	✓	✓	✓	✓	
New Hampshire	8	✓				✓	✓
New York	17	✓	✓			✓	
Oklahoma	15	✓	✓	✓	✓	✓	✓
Seattle	12	✓					

Insurance Coverage

	General Liability	Board Members (D&O)	Consultants (Professional Liability)	Staff (Health, Life, AD&D)	For Staff Health Insurance – employer contribution is 50+%
Boston					
Chicago					
Cincinnati					
Durham					
Fort Lauderdale					
Houston					
Los Angeles					
New Hampshire					
New York					
Oklahoma					
Seattle					

Internal (ESC-US) Data

- Historical Data

- Current Affiliate Staff Configurations

- Use & Benefit of Affiliate Network Resources

- Thoughts to Consider

➢ Overview

➢ 2016 Financial Information

➢ Project Information

➢ Consultant Information

➢Operational Information

➢ Internal (ESC-US) Data

ESC-US Historical Data

	2012	2013	2014	2015	2016
No. of Survey Respondents	18	18	12	12	12
No. of Consultants	1,646	1,630	1,567	1,567	1,564
No. of Service Hours*	101,895	98,918	96,243	84,832	67, 358
Average Values of Services	$201	$166	$171	$197	$166
No. of Projects	1,321	1,376	1,251	1,411	1,310
No. of Clients Served	1,119	1,911	1,238	995	928

*Note: Includes hours served on both client projects and administrative/non-client work.

Affiliate Staff Configurations

	PAID Professional* Staff		PAID Support/Admin Staff		UNPAID Professional* Volunteers		UNPAID Support/Admin Volunteers	
	FT**	PT**	FT	PT	FT	PT	FT	PT
Boston	2	2	2	-	-	-	-	-
Chicago	7	-	1	6	10+	-	10+	-
Cincinnati	1	3	-	1	-	-	-	1
Durham	2	-	-	1	0	10+	-	1
Fort Lauderdale	-	1	-	1	-	10+	0	2
Houston	1	-	-	-	1	-	-	-
Los Angeles	6	1	1	-	-	-	2	-
New Hampshire	1	-	-	-	10+	-	-	-
New York	-	10+	-	3	-	10+	-	-
Oklahoma	-	3	-	-	-	-	-	-
Seattle	10+	3	4	-	-	-	-	2

*Note: Professional Staff/Volunteers include those in management and/or client-facing roles.

**Note: FT (Full-time) equals 30+ hours/week; PT (Part-time) equals <30 hours/week.

Use and Benefit of Affiliate Network
(11 responses)

	# Participated (of total responses)	Received Moderate or Great Benefit (of # participated)
Peer Conference Calls	**11** (100%)	**9** (82%)
ESC-US Conference	**8** (73%)	**8** (100%)
ESC-US Website (General)	**11** (100%)	**6** (55%)
ESC-US Website (Member Resource Lounge)	**8** (73%)	**6** (75%)
Network of ESC peers/colleagues	**10** (91%)	**10** (100%)

Some Thoughts to Consider

➢ What should we include/exclude in next year's survey?

➢ How can affiliates more easily track, store, and retrieve data for survey submissions?

➢ What resources and/or 'tools' can ESC-US provide to affiliates for implementing best practices?

THANK YOU!

This PowerPoint and the Word file containing general comments will be available on the ESC-US website.

For questions or comments on this survey report, please contact:

- John Kriese, 501Commons (jtkriese@gmail.com)
- Marissa Belau, ESC Southern California (mbelau@escsc.org)