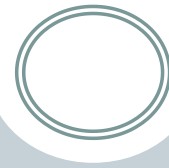


NATIONAL CONFERENCE 2013

SURVEY REPORT

Survey Report



- Part I
 - Overview and Participation
- Part II
 - Historical Perspectives
- Part III
 - 2012 Survey Analysis

Overview – Survey Objective



- To obtain consistent statistical data for measuring key activities of the affiliates and of ESC - US as a whole.
- To analyze the information and return it to the membership in a format that allows individual affiliate bench-marking.
- To show trends and comparisons both historically and between affiliates as a tool for affiliates in their operations.
- To share ideas and experiences that can serve affiliate members as we evaluate our activities.

Overview – Reporting Factors



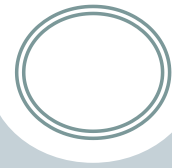
- Annual Surveys have been conducted for the past 8 out of 9 years – there was no survey for our 2008 data.
- The history of the survey questions, while generally consistent for the various years, does have some variations in the data collected.
- The level of participation in each survey varied from a high of 22 affiliates for 2009 to a low of 14 for 2007.
- Sadly, some affiliates who previously participated are no longer in existence or not currently active members of ESC-US.

Overview – Impact to this Report



- In order to provide some 2008 financial data, public Form 990 information was obtained where available.
- Historical summary graphs and tables do include prior ESC-US affiliates.
- For certain graphs and averages, the missing data was calculated as the average between the available years' data.
- Graphs and tables of individual affiliate's results are presented only for those who participated in the current 2012 survey.

Participation



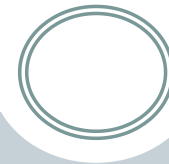
- This report reflects a **78%** participation in the survey for 2012 data.
- While **21** of the **27** affiliates submitted reports, the statistics are based on the 18 affiliates with 2012 activity. Our newer affiliates had no 2012 activity to report.
- While we have history back to 2004, the following graphs and tables only reflect the last **6 years**.
- Next year can we get 100% participation?

Historical Perspective – For ESC-US



- **Summaries – 2007-2012**
 - Financial History
 - Operational History
 - Return on Investment History

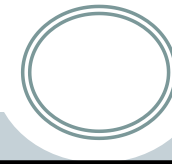
Historical Summary - Financial



Network Cumulative Information for the Years of:

	2007	2008	2009	2010	2011	2012
No. of Participants	19	16	20	16	18	18
Revenue:						
Contributions	4,047,325	2,489,005	2,866,169	3,050,313	2,840,976	3,510,637
Fees	2,465,458	2,053,563	2,124,826	2,060,867	1,978,810	2,040,338
Other	553,269	375,722	274,240	267,105	588,991	730,229
Total Revenue	7,066,052	4,918,290	5,265,235	5,378,285	5,408,777	6,281,204
Total Expenses	(5,940,963)	(5,243,414)	(5,726,522)	(5,162,430)	(5,278,077)	(5,933,788)
Net	\$ 1,125,089	\$ (325,124)	\$ (461,287)	\$ 215,855	\$ 130,700	\$ 347,416

Historical Summary - Operational



Network Cumulative Information for the Years of:						
	2007	2008	2009	2010	2011	2012
No. of Participants	14	N/A	22	17	19	18
Paid Staff FTE	48.0	N/A	58.7	61.7	63.6	84.2
Total Volunteers	988	N/A	1,584	1,522	1,603	1,646
Active Volunteers	616	N/A	1,029	898	956	896
No. of Projects	N/A	N/A	1,273	1,395	1,275	1,321
No. of Clients	N/A	N/A	1,157	1,017	924	1,119
Annual Hours:						
Clients	N/A	N/A	74,268	80,915	89,240	87,395
Administration	N/A	N/A	12,847	6,114	9,964	14,500
Total Hours	50,831	-	87,115	87,029	99,204	101,895
Value of Services	N/A	N/A	\$12,784,400	\$11,945,670	\$14,952,210	\$17,727,035
Value / Hour						
Average	\$182	\$177	\$172	\$148	\$168	\$201

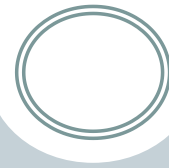


Every dollar "spent" by an ESC provides almost **TRIPLE** the benefits to the community!

Every dollar "invested" in an ESC delivers over **FIVE TIMES** the benefits to your community!

Note: 2007 and 2008 data was extrapolated for these calculations.

Historical Perspective – For ESC-US



- **Graphs – 2007-2012 for the Network as a whole**
 - Affiliate Revenue by Major Component
 - Average Affiliate Revenue and Net Income (Loss)
 - Affiliate Activity – Hours, Clients, Volunteers
 - Average Affiliate Activity – Hours, Clients, Volunteers
 - Project Types – 2009, 2010, 2011, 2012
- **Growth Progress**

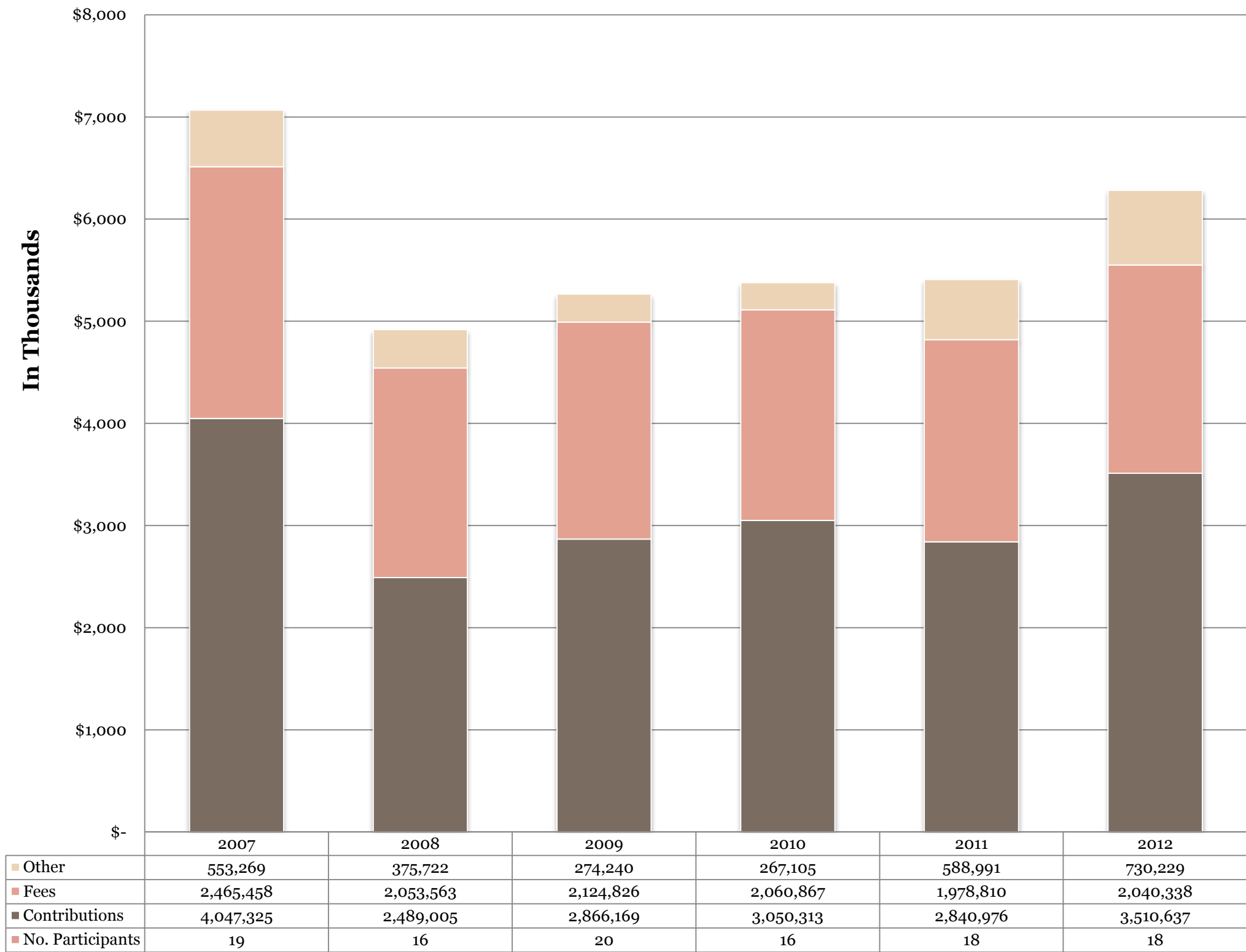
Affiliate Revenues by Major Components

Contributions, including grants, consistently comprise a slight majority of our revenue.

The combination of Fees and Other has historically represented over 40% of our total revenue.

The banner year of 2007 still stands out.

Affiliate Revenues
By Major Components





Affiliate Averages of Revenue and Net Income (Loss)

While averages may not be truly reflective of any one affiliate, the trend lines are generally representative.

The past 3 years shows us back in the black after the difficult 2008-2009 years.

The growth in 2012 revenue exceeded the growth in expenses to continue to yield positive net results.

Affiliate Averages
Revenue and Net Income (Loss)



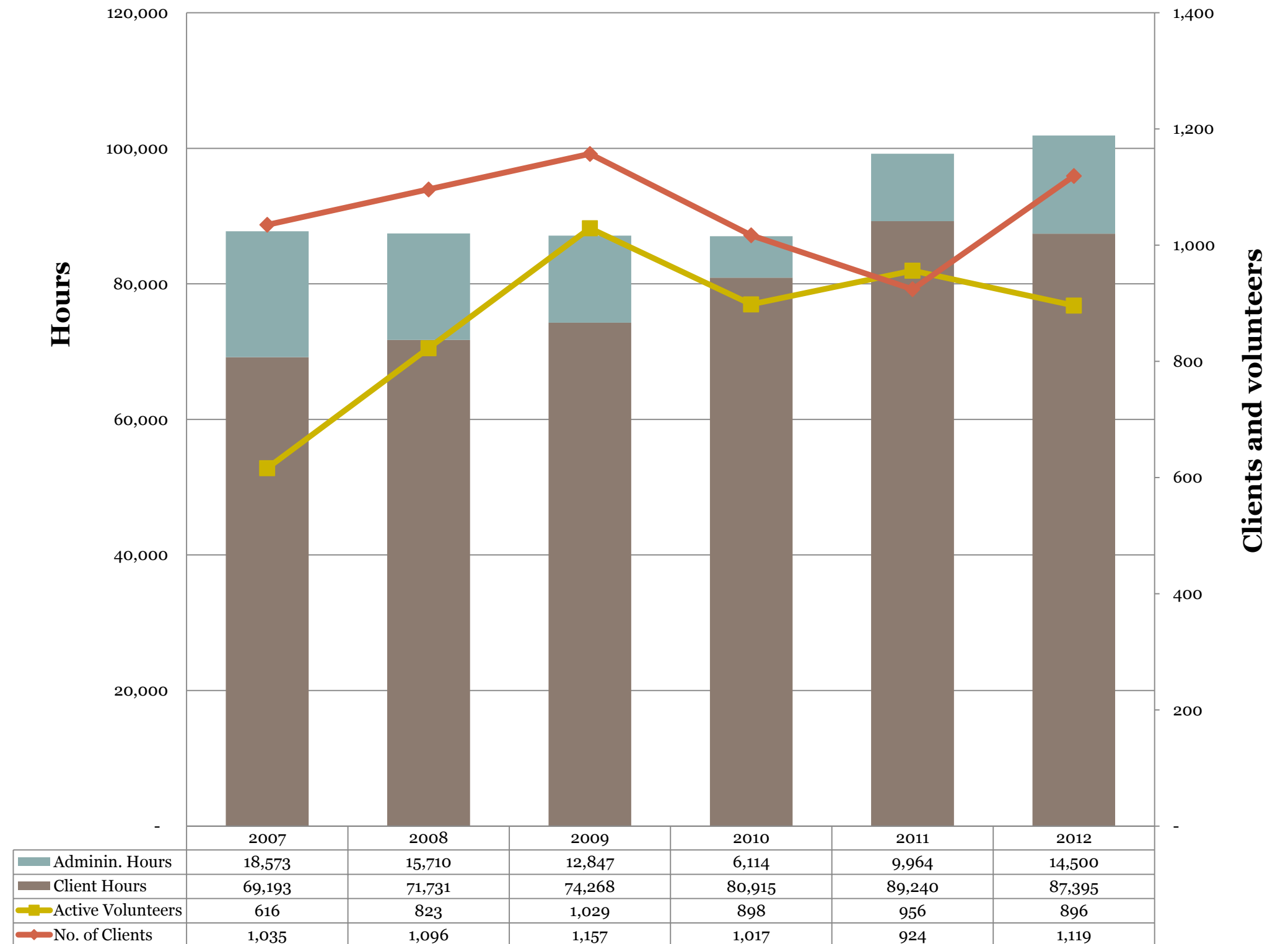
Affiliate Activity - Hours, Clients & Volunteers

For 2012 we see a recovery in our number of clients from the drop of 2010 & 2011. While our number of volunteers continues the past 4 year trend of a 900-1,000 range.

2012 saw our hours for internal administration increase with project hours experiencing a slight decline.

The increase in hours for administration may reflect a focus on building our own capacity.

Affiliate Activity - Total Level Hours, Clients and Volunteers



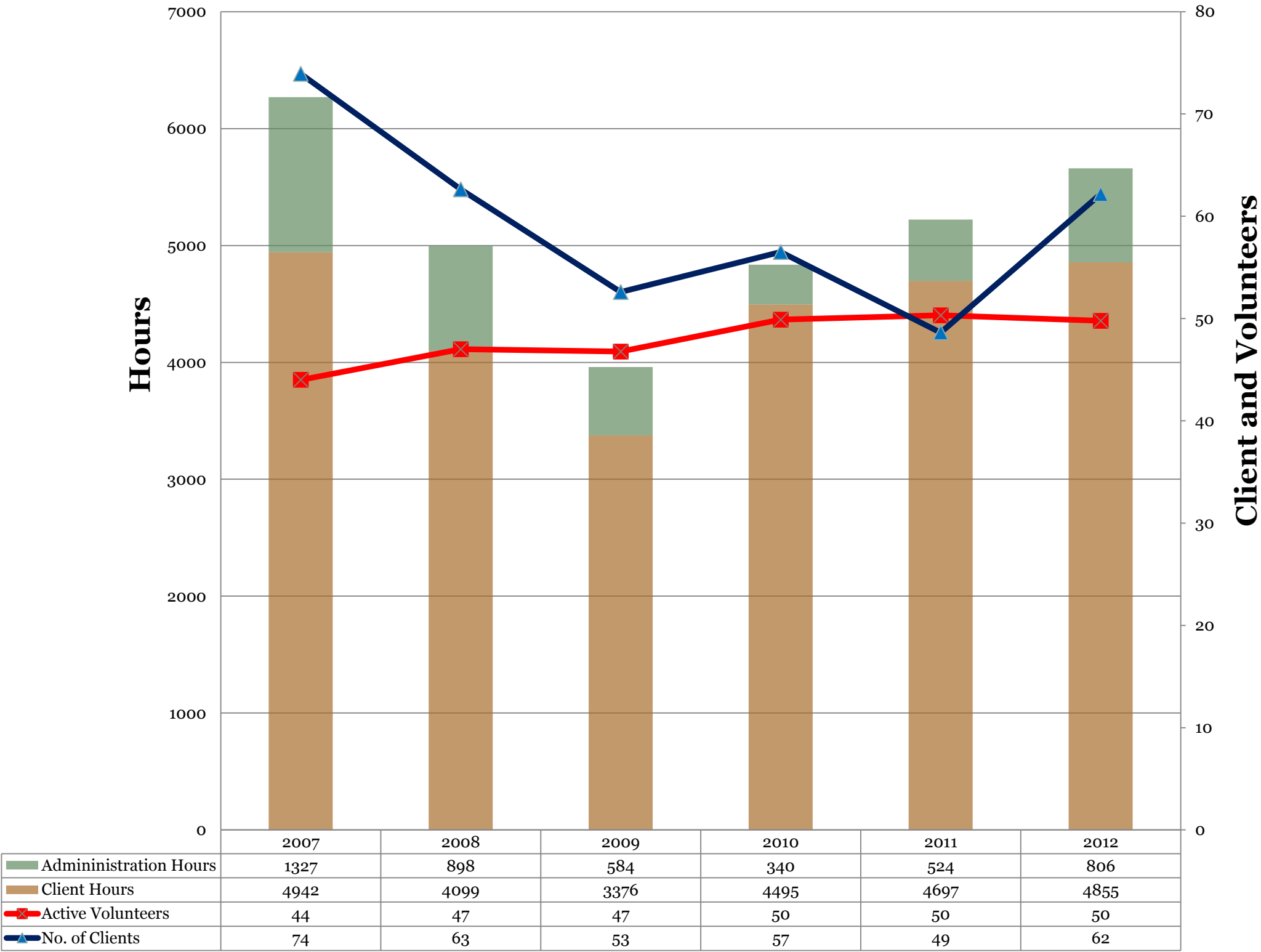
Affiliate Averages - Hours, Clients & Volunteers

Our averages charts tend to highlight the constancy of our active volunteers numbers and a recovery and boost in our client levels.

Our average client hours are still holding up with our best years records.

Again, some of the 2007 & 2008 data is extrapolated for graph purposes.

Affiliate Activity - Averages
Hours, Clients and Volunteers



Affiliate Project Types

Project information for the past 4 survey years shows a fluctuating trend with 2012 totals looking closer to 2010.

Other projects types continue to contribute significantly.

The average number of projects were:

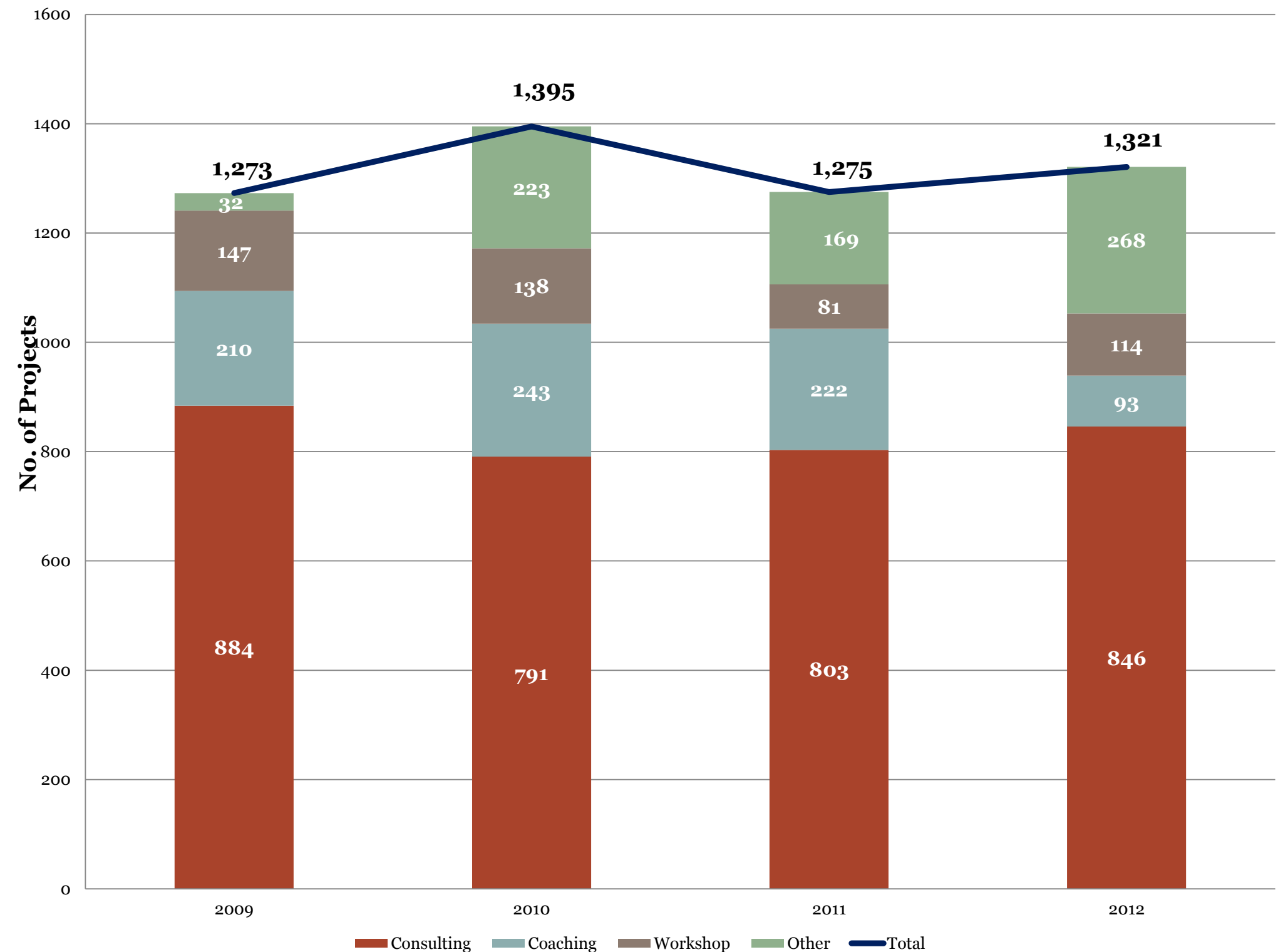
54.7 for 2009

82.1 for 2010

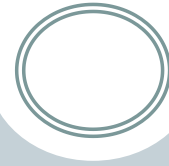
67.1 for 2011

73.4 for 2012

**Affiliate Project Types
For Years of Collected Data**

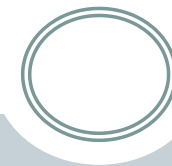


Historical Perspective – By Affiliates



- **Group Identifications**
 - Groups A, AB and B
- **By Affiliate Trend Graphs – 2009-2012**
 - Revenue Trends (2007-2012)
 - Volunteer Trends
 - Client Trends
 - Project Trends
 - Hours Trends

Historical Perspective – Affiliate Groups



- For graphing purposes it was necessary to break the activity for affiliates into three groups using the 2012 natural breaks between levels as shown below.

Activity	Group A	Group AB	Group B
Revenue	over \$600,000	under \$600,000 over \$100,000	under \$100,000
Volunteers	over 100	under 100 over 30	under 30
Clients	over 130	under 130 over 50	under 50
Projects	over 100	under 100 over 50	under 50
Hours	over 10,000	under 10,000 over 3,000	under 3,000

- Note that a) members of each group can change depending on the activity and b) we are only reporting history for those who participated in this year's survey.



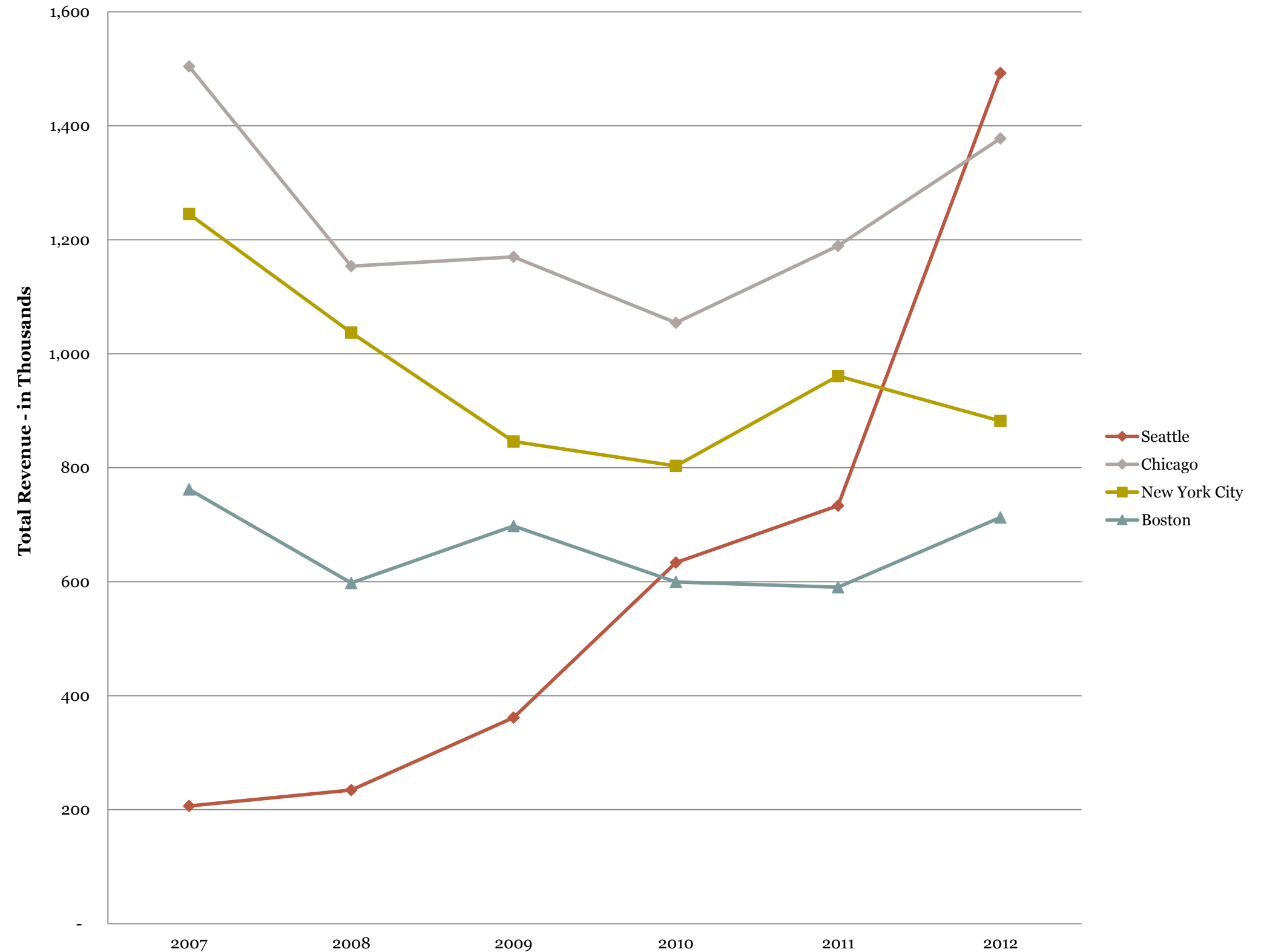
Revenue Trends Group A

Group A, reflects our largest ESC affiliates.

Seattle shows sharp revenue growth.

The upward trend of 2012 was experienced by several in Group A.

Revenue Trends - Group A > \$600,000





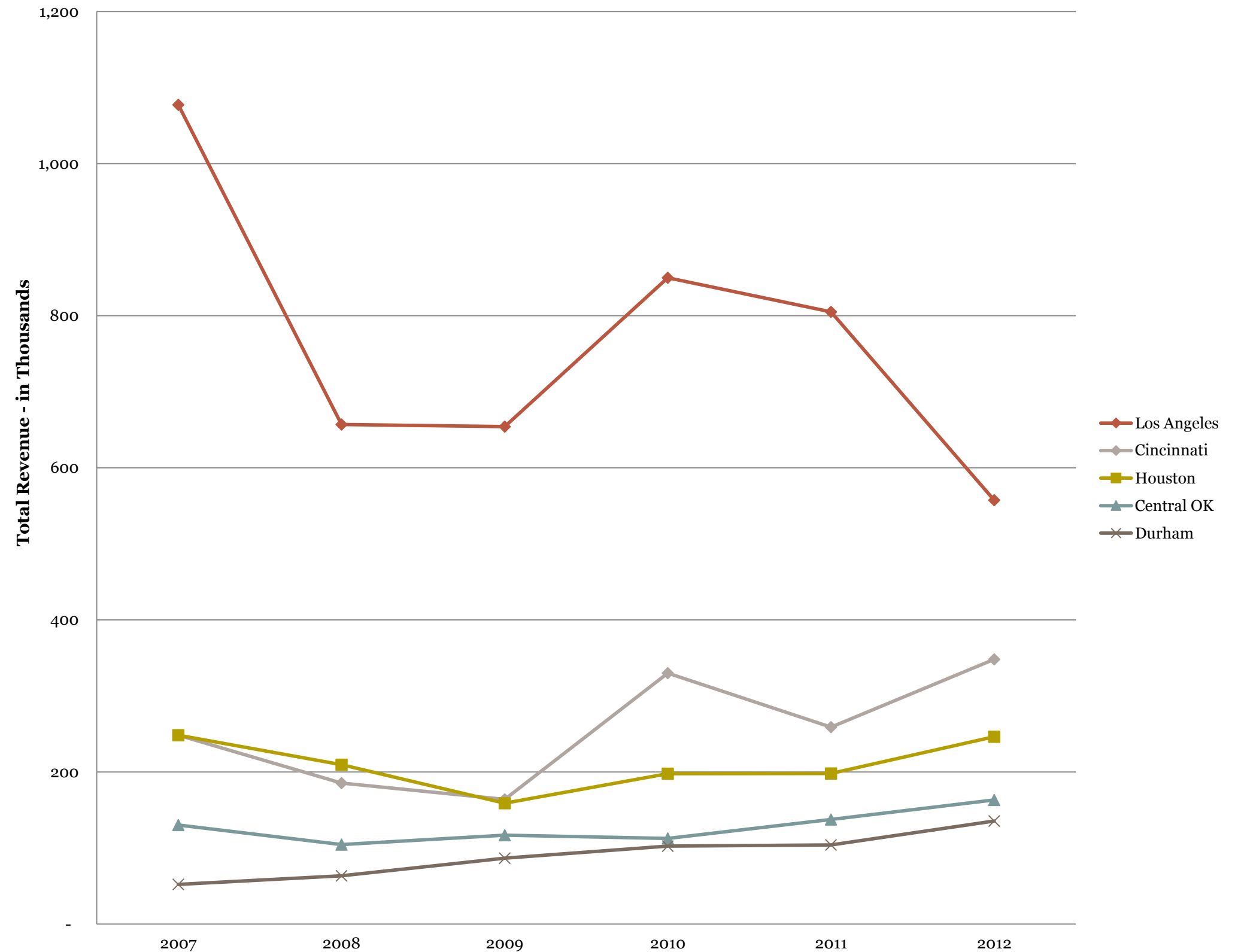
Revenue Trends Group AB

Group AB generally has hovered consistently in the \$50K to \$400K range.

Most of Group AB continued to experience an upward trend since 2009.

The trend has been varied for Los Angeles.

Revenue Trends - Group AB \$100,000 - \$600,000





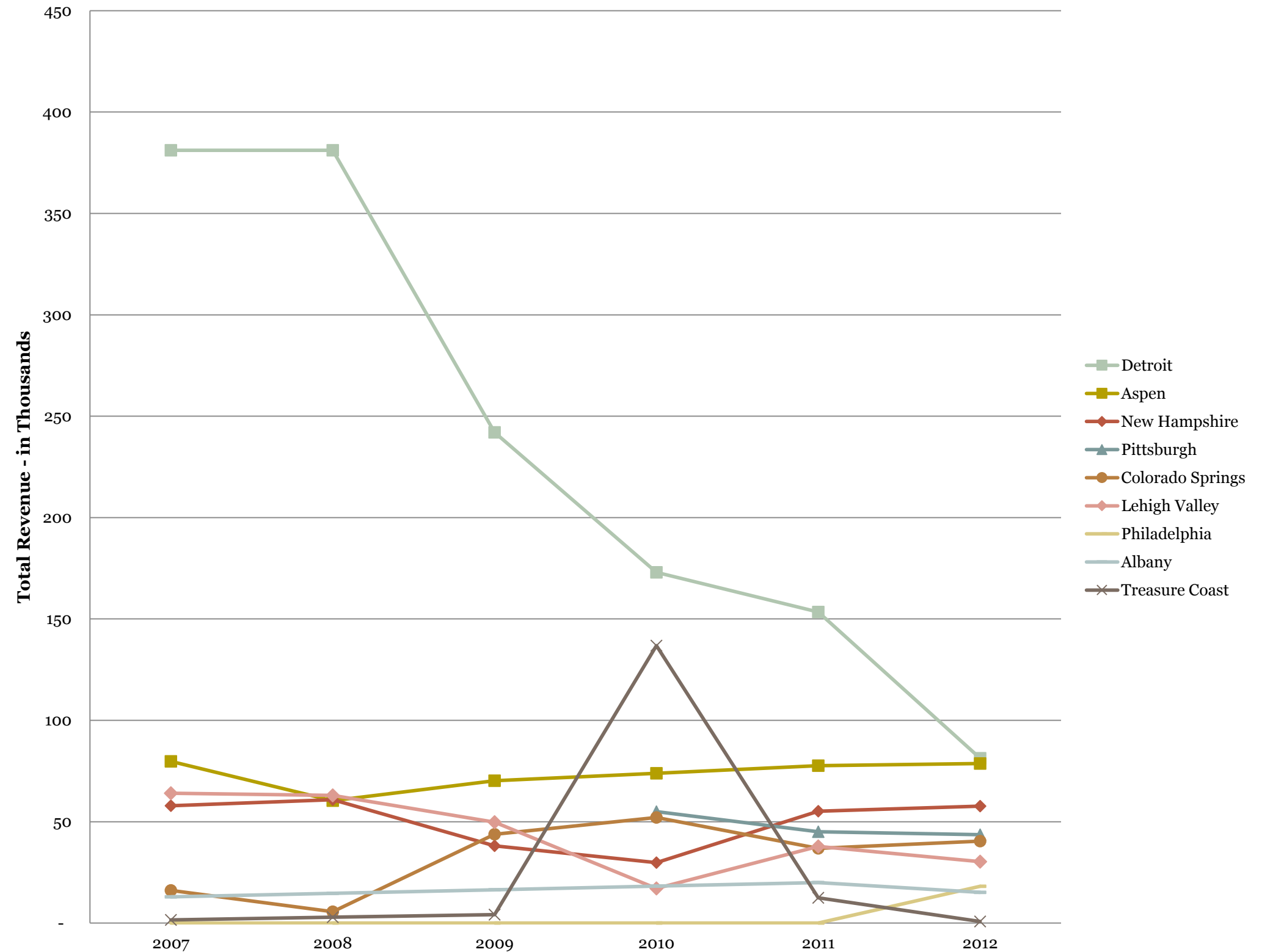
Revenue Trends Group B

Group B generally has hovered consistently in the \$10K to \$80K range.

The two exceptions of Detroit and Treasure Coast have had declining or spurt times which set them apart with recent declines

Most others in Group B reported slightly upward or slightly flat trends for 2012. This year is Philadelphia's first revenue reporting period.

Revenue Trends - Group B < \$100,000

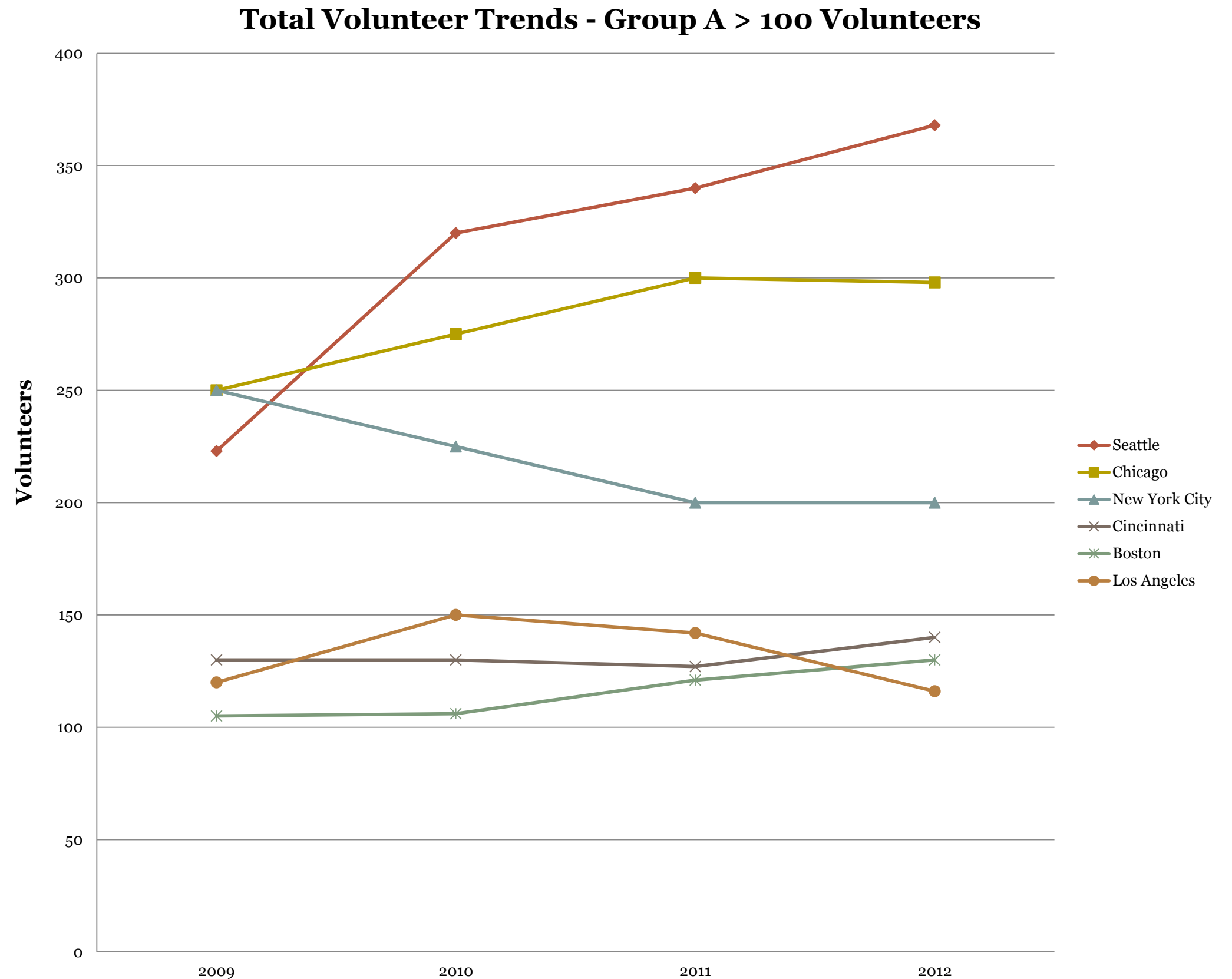


Total Volunteer Trends Group A

Group A splits between the 200-350 range and the 100-150 range.

Seattle continues a consistent upward trend.

The past several years for the others in Group A have reflected nominal changes up or down although the percentage change could be significant to the ESC.



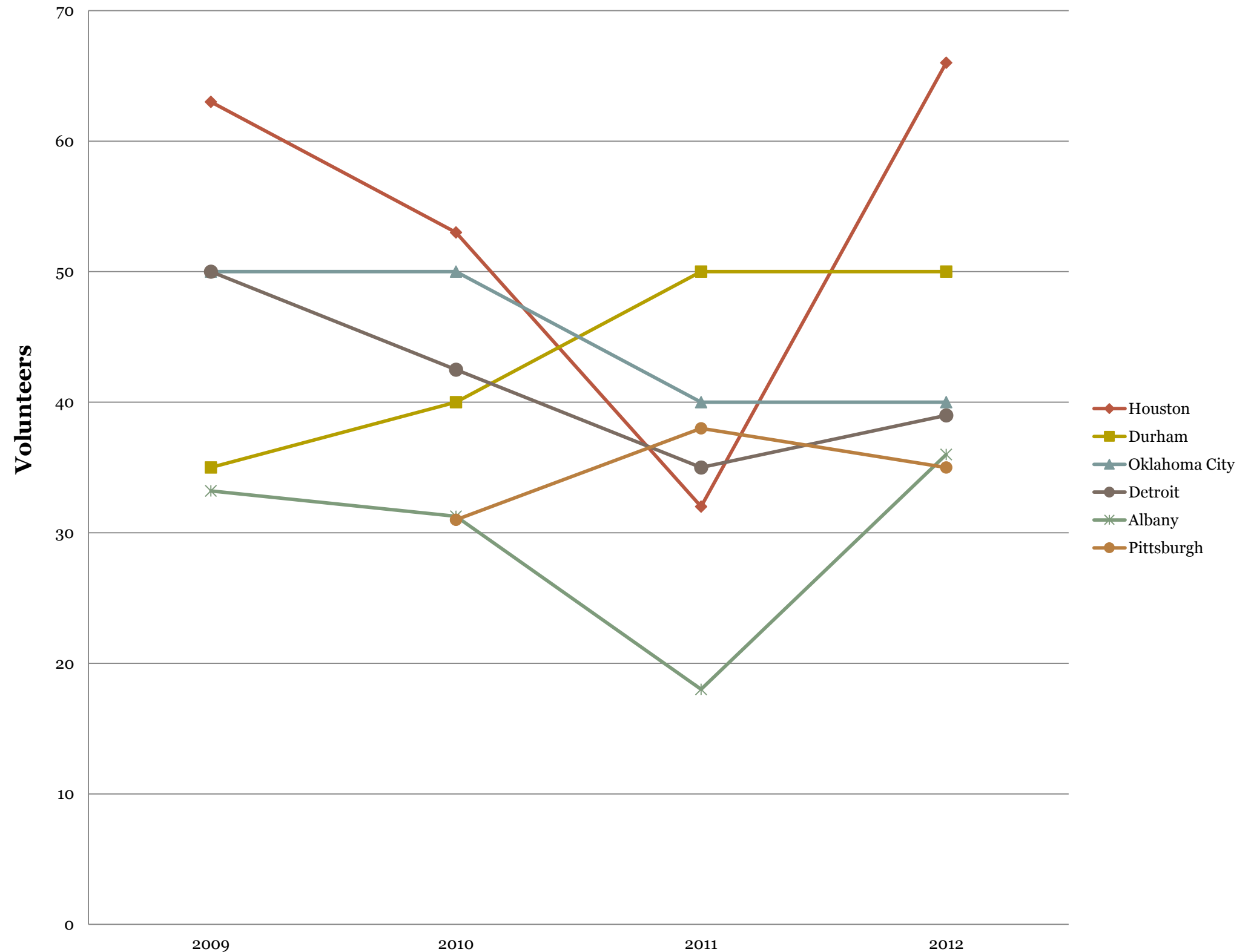
Total Volunteer Trends Group AB

Group AB tends to converge in the 35-50 volunteers range.

The exception is Houston which is returning to its more typical level of over 60.

Almost all in Group AB had noticeable drop in volunteers in 2011 from which they are clearly recovering.

Total Volunteer Trends - Group AB 30 - 100 Volunteers

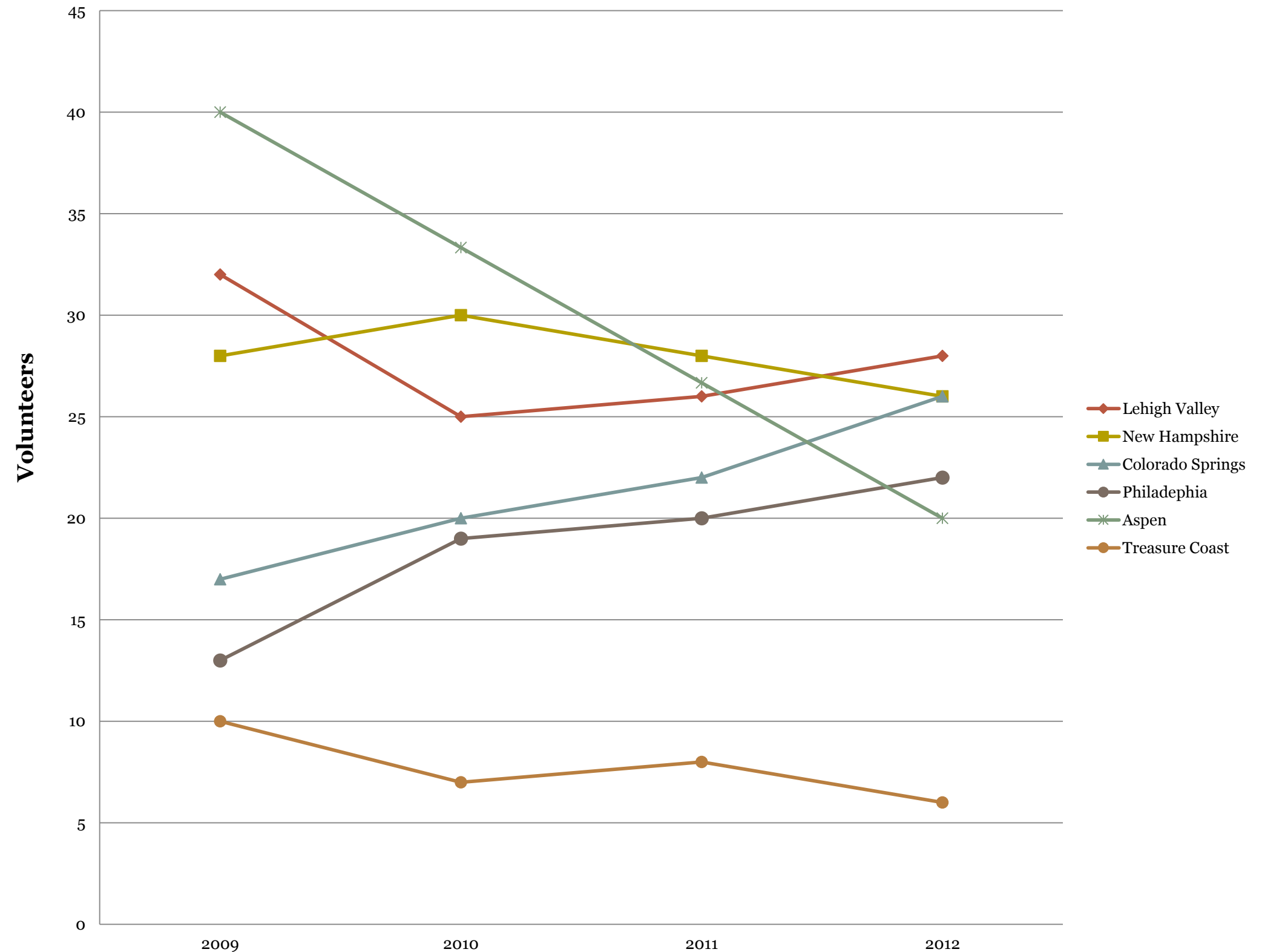


Total Volunteer Trends Group B

Group B, although broadly ranging in its history, continues to average in the range of 20-30 volunteers.

Treasure Coast is on the lower end for number of volunteers.

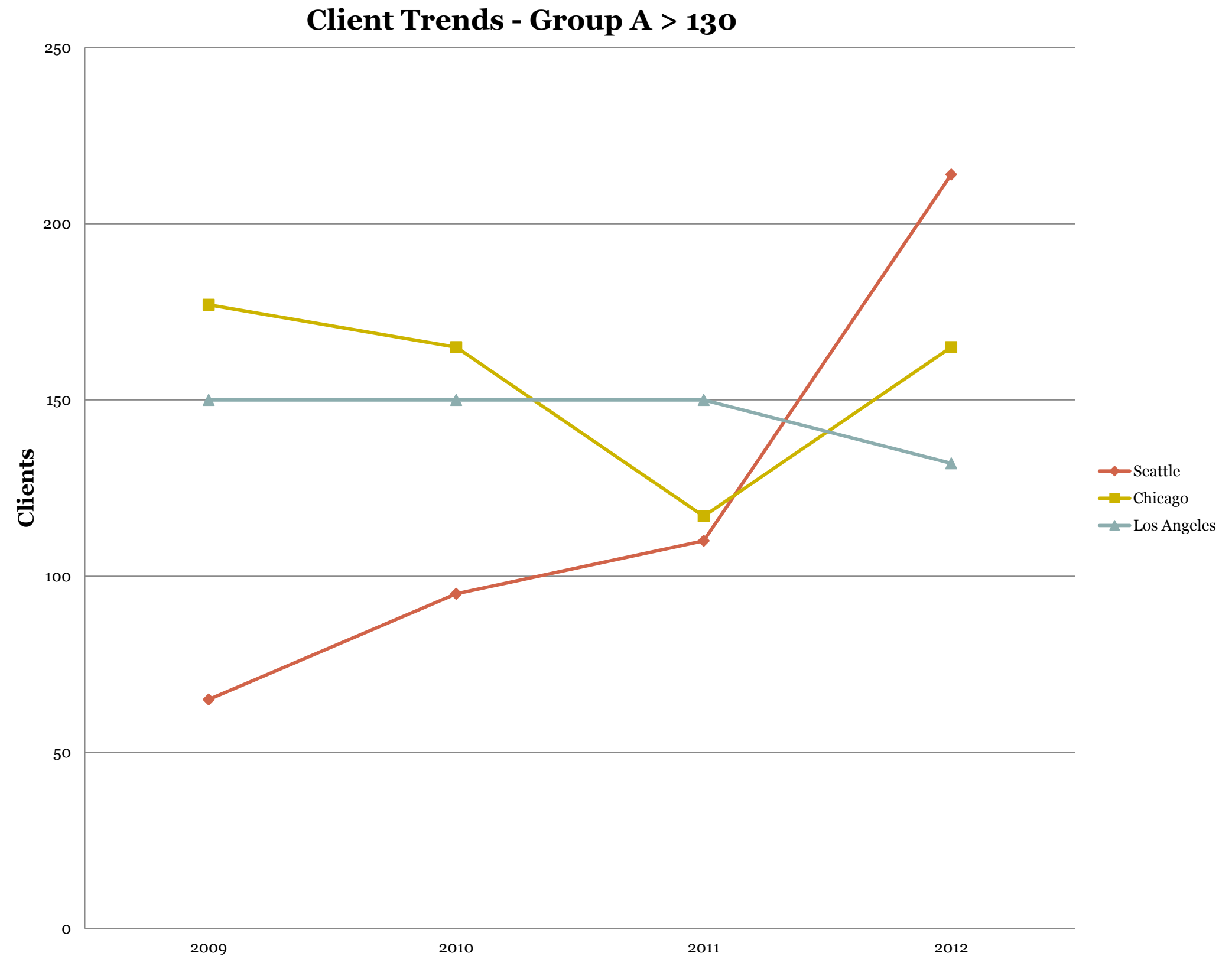
Total Volunteer Trends - Group B < 30 Volunteers



Client Trends Group A

The upward trend for Seattle and Chicago are dominant in Group A for 2012.

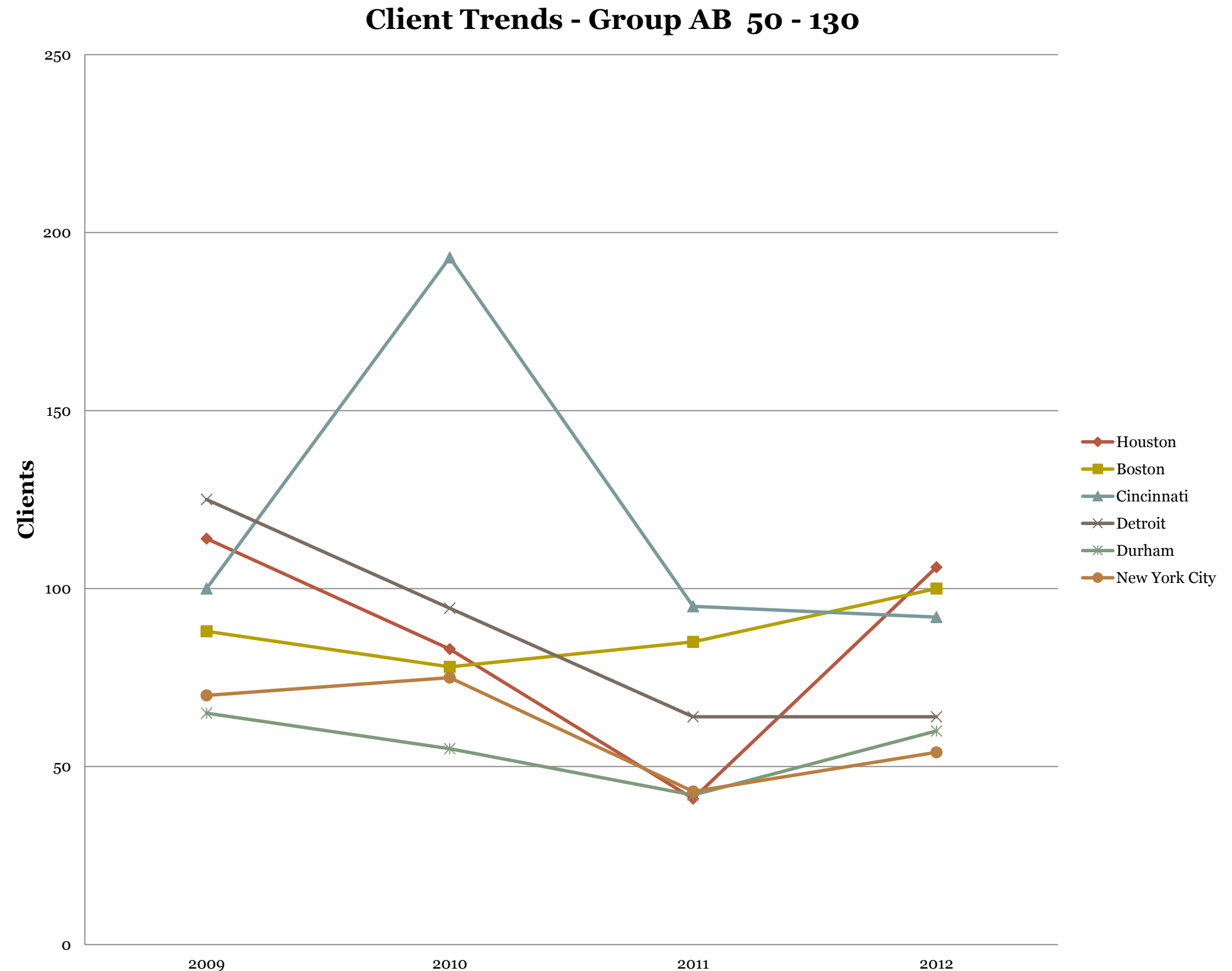
The range of their client numbers set this group significantly above the other ESCs.



Client Trends Group AB

This Group AB has been solidly in the 50-100 range of clients for several years.

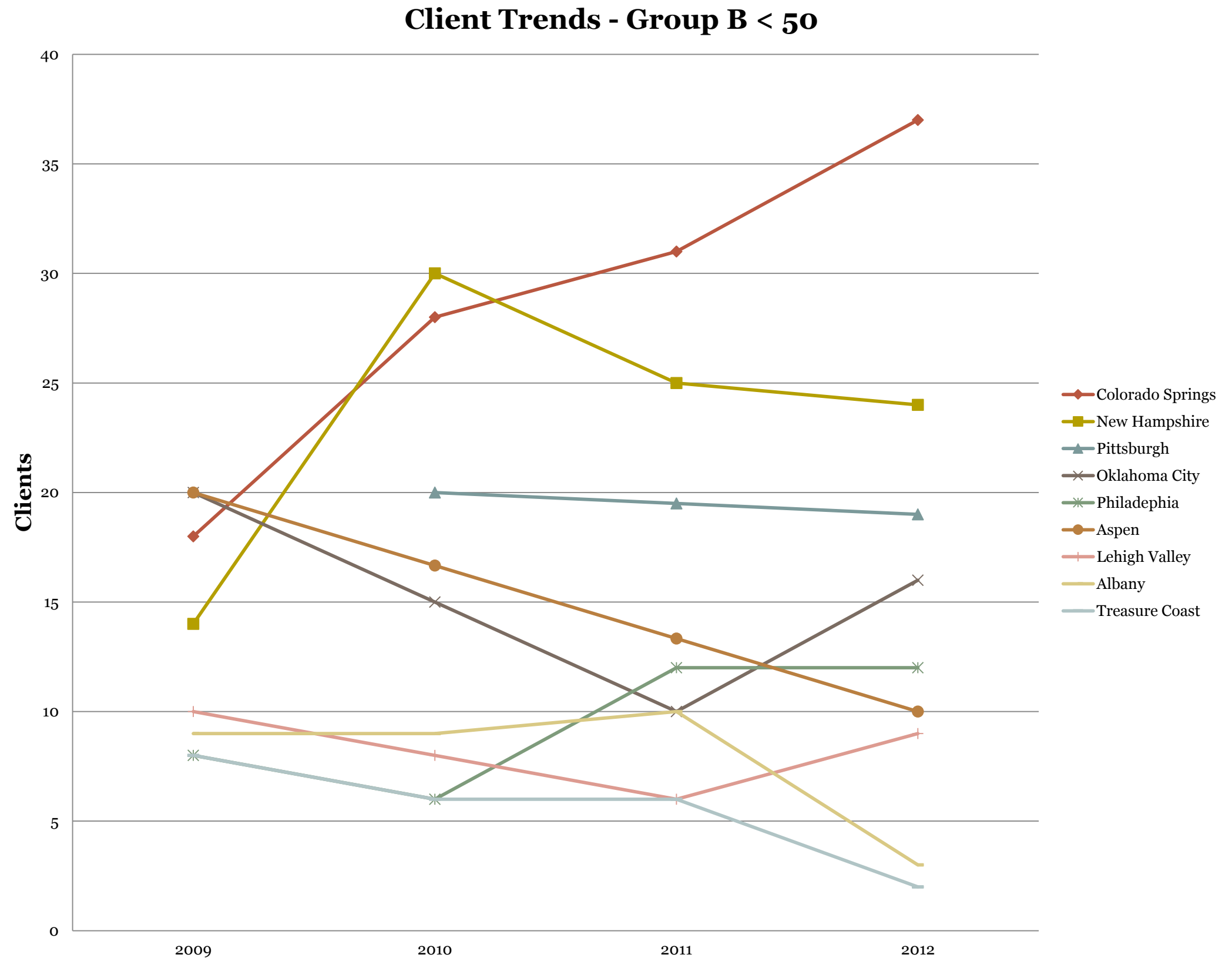
Most of Group AB are trending upward for 2012 with a few that are flat.



Client Trends Group B

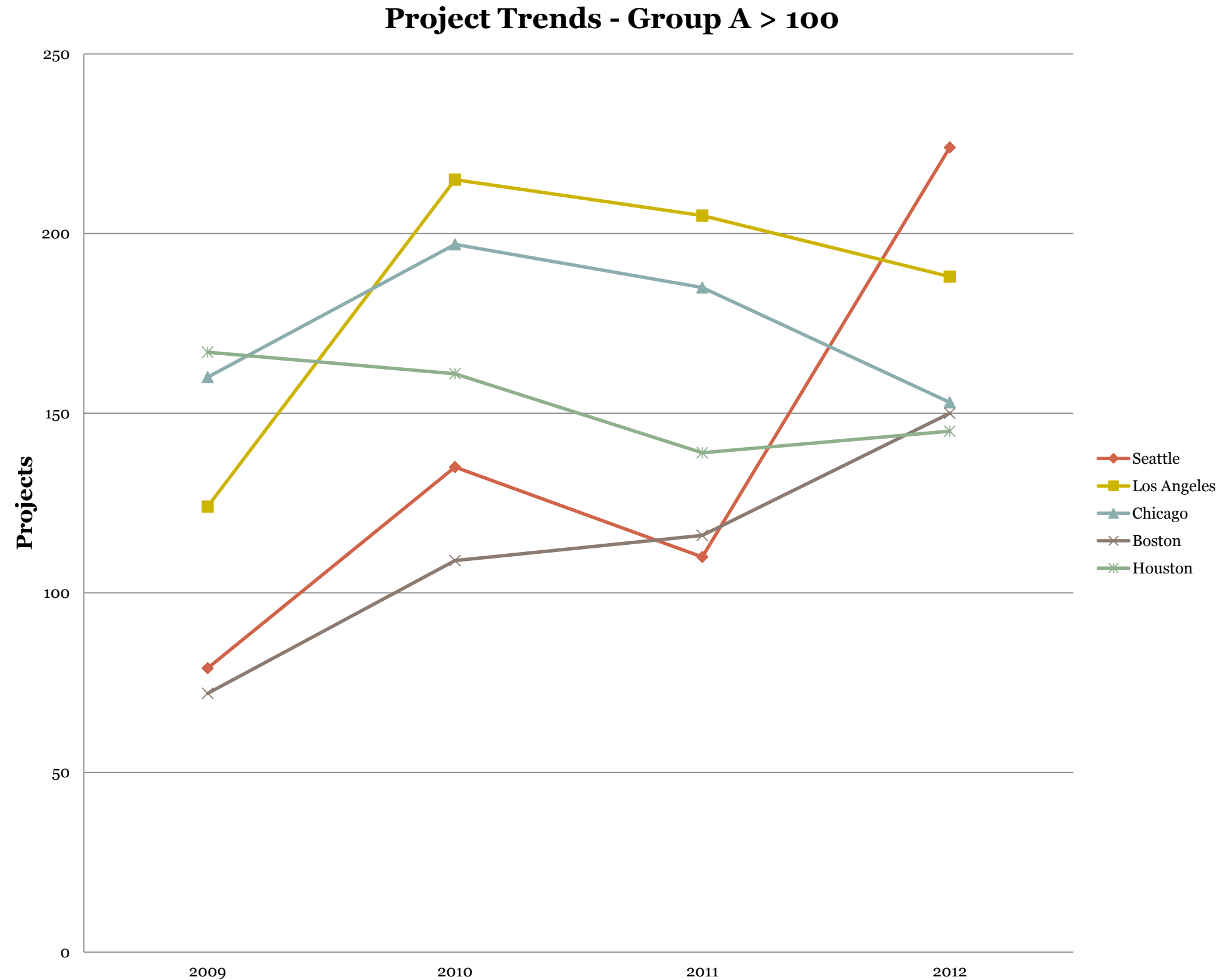
Group B covers a wider range from 3-38 for 2012.

The majority of this group experienced slight declines. Colorado Springs, Oklahoma City and Lehigh Valley had noticeable growth in number of clients.



Project Trends Group A

Group A seems split into two trend groups – 3 with slight declines in number of projects while 2 had noticeable increases.



Project Trends Group AB

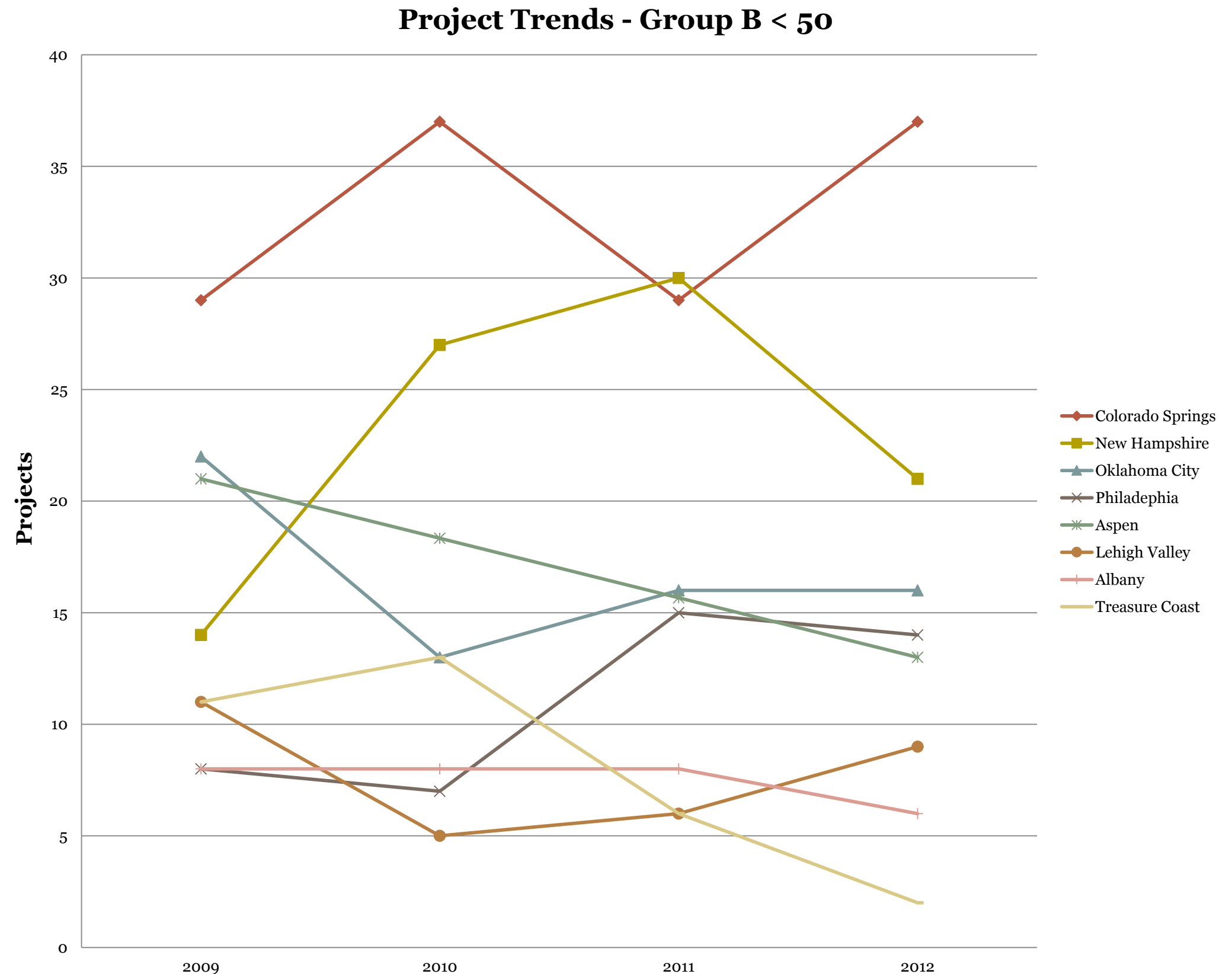
Despite a wide variety in their histories, Group AB for 2012 coalesces at 54-76 projects.



Project Trends Group B

Group B has its peaks and valleys as did the other Groups. There is a natural split between those over 20 projects and those with under 20 projects.

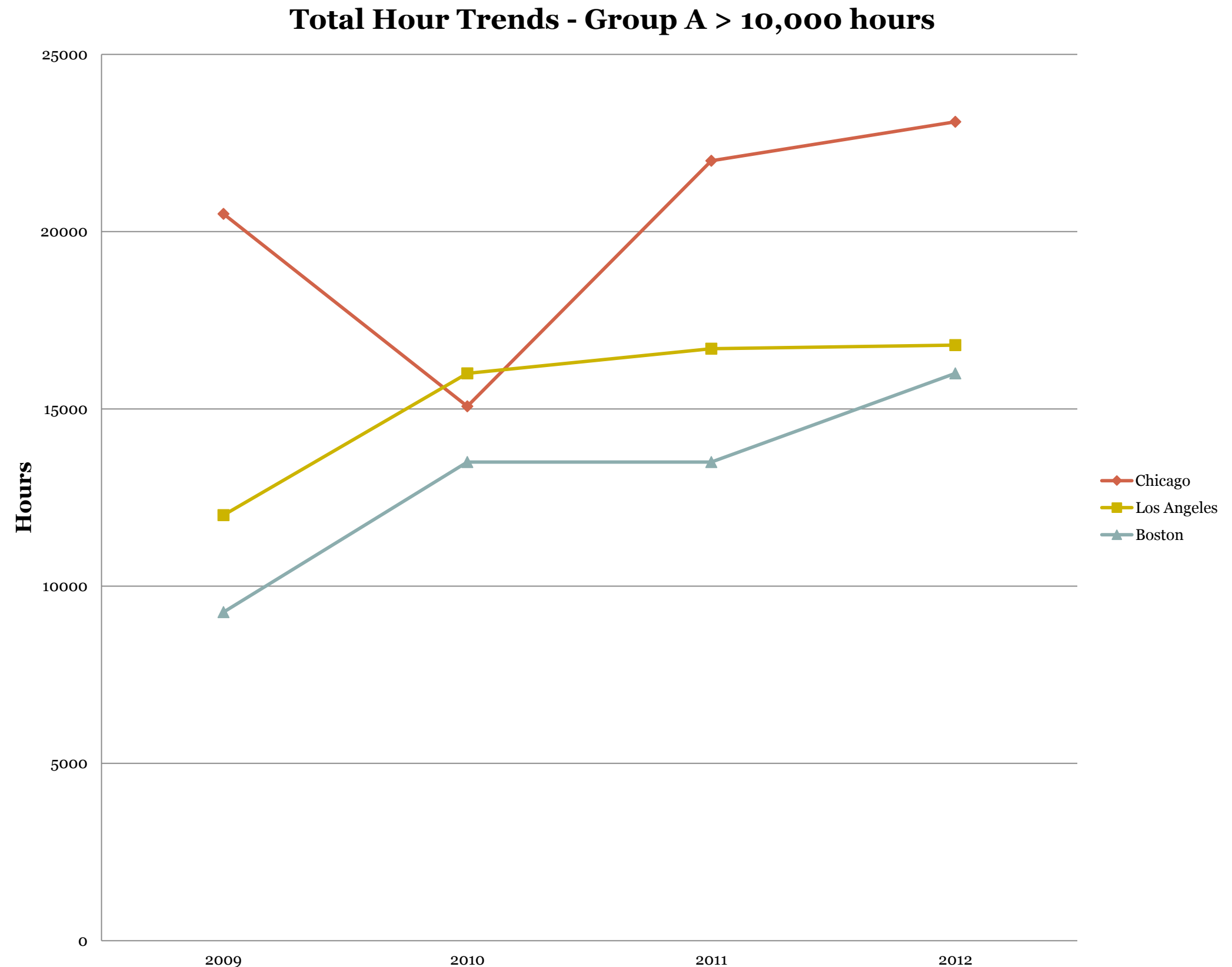
While Colorado Springs and Lehigh Valley show upward trends, the others reflect flat or slight declines in number of projects.



Total Hour Trends Group A

The actual total hours for Group A are above 15,000 for 2012. This level clearly set them apart from the next Group.

Chicago's 2011 growth continued for 2012 and Boston showed sizeable growth for this year.

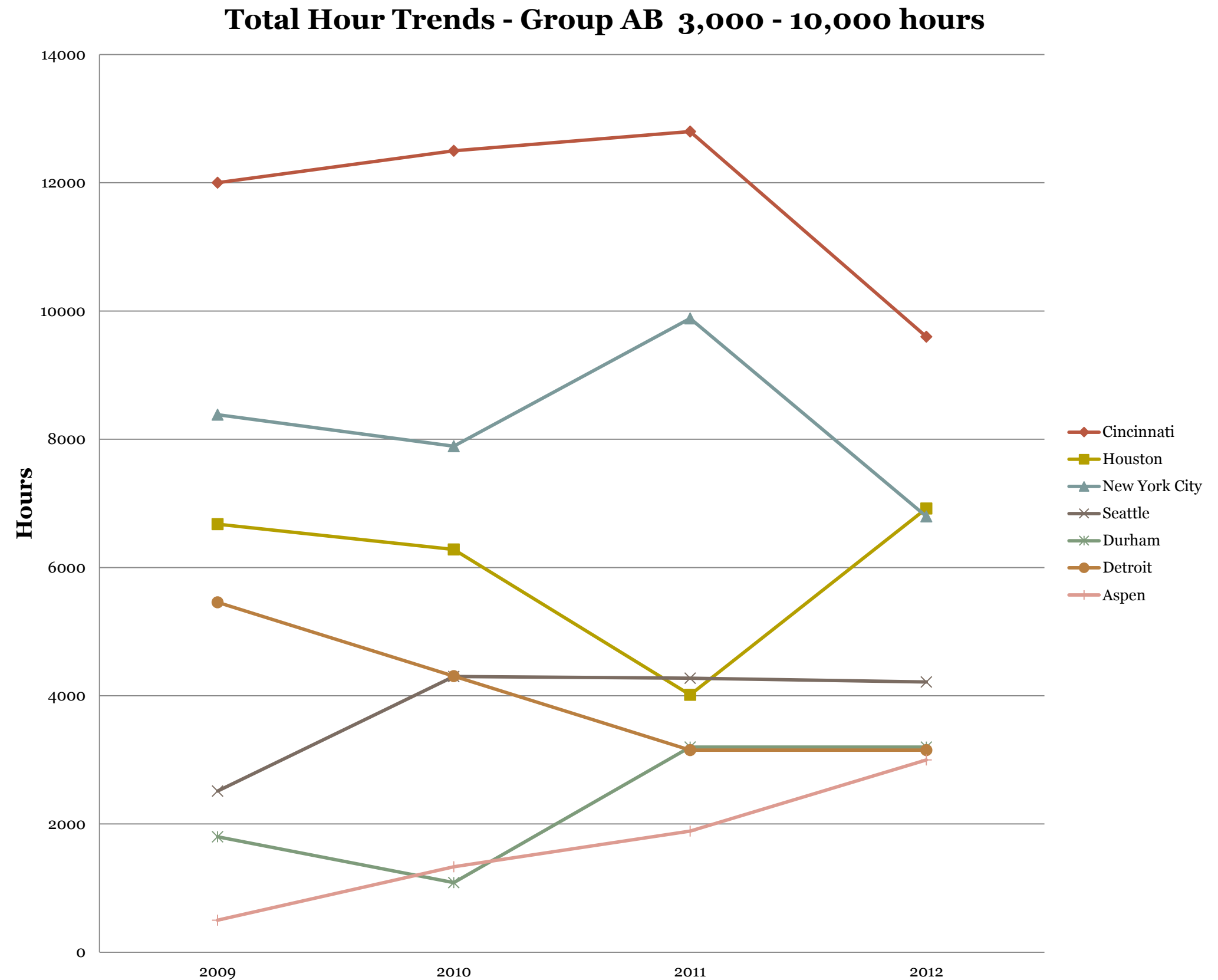




Total Hour Trends Group AB

Group AB could be subdivided into two categories: those above 5,000 and those below 5,000.

There is one upward trending ESC in the each of these two categories, Houston and Aspen.



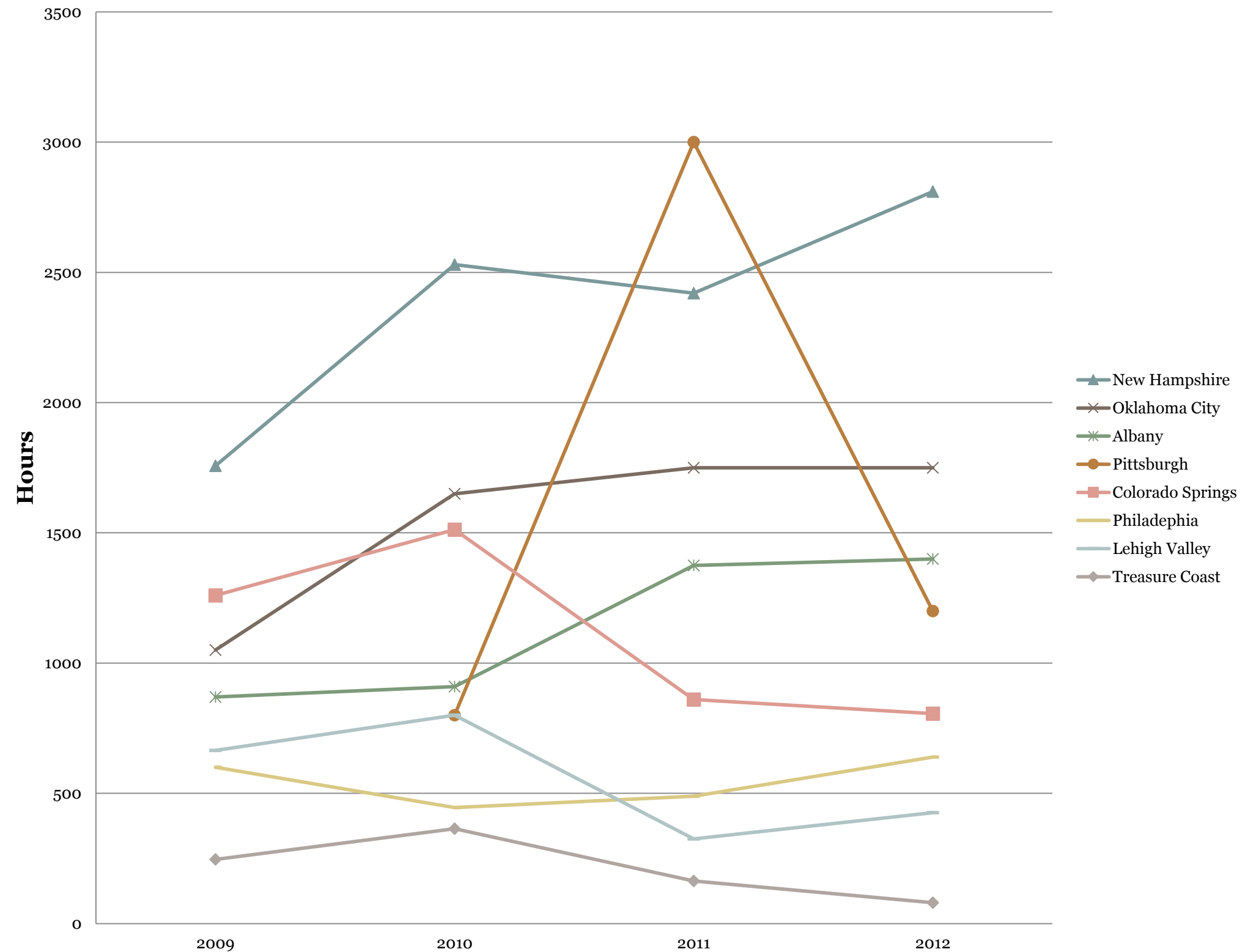
Total Hour Trends Group B

Most of Group B held relatively steady for 2012 regarding their total hours.

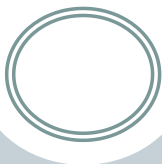
Some had slight improvements while others were flat or minimal declines.

The two exceptional trends are New Hampshire and Pittsburg.

Total Hour Trends - Group B < 3,000 hours



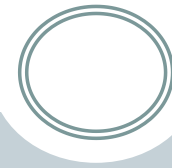
Steady and Consistent Growth of the Groups!



While this chart has evolved, for 2012 it shows strength in not only the breadth of the ranges of each group but solid representation of affiliates in each group. Congratulations and keep it up!

Activity	Group A	Group AB	Group B
Revenue <i>Affiliates</i>	\$1,500-700K 4	\$600-135K 5	under \$85K 9
Volunteers <i>Affiliates</i>	370-100 6	70-35 6	under 30 6
Clients <i>Affiliates</i>	215-130 3	110-50 6	Under 50 9
Projects <i>Affiliates</i>	230-140 5	80-50 5	under 40 8
Hours <i>Affiliates</i>	23,100-16,000 3	9,600-3,000 7	under 3,000 8

2012 Survey Analysis – Quantifiable Data



- Characteristics and Categories
 - What We Look Like
 - Where We Fit
 - Comparisons of the Averages

2012 Characteristics and Categories



- The compiled survey responses presented a picture of **What We Look Like** based on the natural range breaks in the quantifiable data.
- Our expanded levels from 2010 are generally still applicable for 2011 and 2012 although there are some gaps for a few categories.
- There has been some upward shifting of affiliates with more even groupings in the middle ranges.

What We Look Like

	Total Revenue	Number of Projects	Number of Clients	Number of Staff	Volunteers		Volunteer Total Hours	Average Hours / Volunteer*
					Total	Active		
Range 1	>1 M	>200	>200	>20	>350	>200	>20,000	>200
No. of Affiliates	2	1	1	2	1	0	1	1
Range 2	500–900K	100–200	90–170	10–15	200–300	100–180	14,000–17,000	100–150
No. of Affiliates	3	4	5	2	2	3	2	5
Range 3	300–350K	50–80	70–90	6–9	100–150	80–100	5,500–7,500	
No. of Affiliates	1	5	0	2	3	3	3	
Range 4	100–250K	35–50	40–70	3–5	70–100	35–55	3,500–5,000	50–100
No. of Affiliates	3	1	3	3	0	3	1	6
Range 5	50–100K	25–35	15–40	2–3	50–70	20–25	1,500–2,500	
No. of Affiliates	3	0	4	1	2	3	5	
Range 6	25–45K	10–25	10–15	1–2	20–50	41567	500–1,000	25–50
No. of Affiliates	3	4	2	4	9	4	4	6
Range 7	< 25K	<10	<10	<1	<20	<10	<400	<25
No. of Affiliates	3	3	3	4	1	2	2	0

Ranges 2 and 6 are the highest; Ranges 3, 4, 5 & 7 are almost even; Range 1 is the lowest.

* Calculated as Total Hours / Active Volunteers
Most of the parameters of each range were slightly revised from the 2011 table

2012 Characteristics and Categories



- Categorizing each affiliate by the majority of their ranges led to three categories: Large, Medium and Small, allowing us to see **Where We Fit**.
- These groupings are based on formulas weighting or ranking each affiliate for each of the attributes but might be slightly over-weighted on the volunteer and/or hours attributes.

Where We Fit

Affiliates	Total Revenue	Number of Projects	Number of Clients	Number of Paid Staff	Volunteers		Volunteer Total Hours	Average Hours / Volunteer
					Total	Active		
	7 LARGE							
Chicago	>1 M	100-200	90-170	10-15	200-300	100-180	>20,000	100-150
Seattle	>1 M	>200	>200	>20	>350	100-180	3,500-5,000	25-50
Los Angeles	500-900K	100-200	90-170	6-9	100-150	80-100	14,000-17,000	> 200
Boston	500-900K	100-200	90-170	3-5	100-150	100-180	14,000-17,000	100-150
New York City	500-900K	50-80	40-70	>20	200-300	80-100	5,500-7,500	50-100
Cincinnati	300-350K	50-80	90-170	3-5	100-150	80-100	5,500-7,500	50-100
Houston	100-250K	100-200	90-170	2-3	50-70	35-55	5,500-7,500	100-150
	7 MEDIUM							
Durham	100-250K	50-80	40-70	2-3	50-70	35-55	1,500-2,500	50-100
Detroit	50-100K	50-80	40-70	1-2	20-50	20-25	1,500-2,500	50-100
Oklahoma City	100-250K	10-25	15-40	1-2	20-50	35-55	1,500-2,500	25-50
New Hampshire	50-100K	10-25	15-40	1-2	20-50	20-25	1,500-2,500	100-150
Pittsburgh	25-45K	50-80	15-40	<1	20-50	20-25	500-1,000	25-50
Colorado Springs	25-45K	35-50	15-40	<1	20-50	10-20	500-1,000	50-100
Aspen	50-100K	10-25	10-15	1-2	20-50	10-20	1,500-2,500	100-150
	4 SMALL							
Philadelphia	< 25K	10-25	10-15	<1	20-50	10-20	500-1,000	25-50
Lehigh Valley	25-45K	<10	<10	1-2	20-50	10-20	< 400	25-50
Albany	< 25K	<10	<10	<1	20-50	<10	500-1,000	50-100
Treasure Coast	< 25K	<10	<10	1-2	<20	<10	< 400	25-50
* Calculated as Total Hours / Active Volunteers								

2012 Characteristics and Categories



- Within these categories, we can see **How We Compare** regarding our key activities:
 - Financially
 - Operationally
 - Internally

How We Compare Financially

Number of Affiliates:		7 Large	7 Medium	4 Small
Revenues	Grants:			
	Government	\$ 8,092	\$ 1,357	\$ -
	Foundations	305,616	16,663	1,125
	Contributions:			
	Corporate	70,314	12,200	1,250
	Individuals	34,240	14,441	1,338
	Fees:			
	Project Services	154,357	35,672	11,695
	Workshops/Training, etc.	5,230	2,054	249
	Other	87,241	-	173
Expenses	Special Events	35,822	513	244
	Other revenue	101,483	2,836	-
	Total Revenues	802,394	85,737	16,072
	Program expenses	482,601	41,547	7,480
	Mgmt & gen'l expenses	159,792	52,590	11,873
	Fundraising expenses	96,998	3,097	-
	Total Expenses	739,391	97,234	19,353
	Net income (loss)	\$ 63,003	\$ (11,497)	\$ (3,281)
	Balance Sheet			
	Assets	\$ 941,758	\$ 98,866	\$ 6,842
	Liabilities	(102,288)	(16,865)	-
	Net Assets	\$ 839,470	\$ 82,001	\$ 6,842

How We Compare Operationally

Number of Affiliates:	7 Large	7 Medium	4 Small
PROJECTS TOTAL	141	43	8
Consulting/Facilitation	86	30	7
Coaching/Executive advisors	9	4	0
Seminars/Workshops	13	3	0
Other	32	6	0
CLIENTS TOTAL	123	33	7
% of repeat clients	43%	31%	27%
VOLUNTEERS TOTAL	188	34	23
VOLUNTEERS ACTIVE	98	25	10
Retired %	60%	67%	71%
People of Color %	8%	7%	3%
Female %	30%	40%	31%
Training Sessions per year	15	3	1
Training Hours per year	82	7	2
HOURS TOTAL	11,882	1,673	326
Project Hours	10,593	1,618	480
Non-project Hours	1,326	656	156
VALUE OF EACH HOUR	\$184.71	\$128.57	\$116.25
TOTAL SERVICE VALUE	\$2,194,749	\$215,043	\$37,878

How We Compare Internally

Number of Affiliates:	7 Large	7 Medium	4 Small
Total FTE Staff	13.1	2.0	0.8
Professional - Full-time	7.9	0.4	0.5
Professional - Part-time	1.1	0.5	0.3
Staff - Full-time	1.1	0.0	0.0
Staff - Part-time	0.4	0.2	0.0
Paid Staff Totals	10.5	1.1	0.8
Volunteer - Full-time	0.7	0.0	0.0
Volunteer - Part-time	1.9	0.9	0.0
ED Compensation Package			
Lowest Range	\$60-\$80K	\$20-\$40K	\$10K
Highest Range	>\$150K	\$60-\$72K	\$60-\$70K

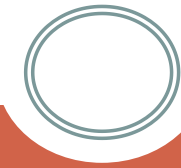
Informational Data



The following tables provide a view of the participating affiliates' responses to a variety of questions presented in hopes of giving each affiliate a comparison to their peers or insight into activities and ideas of other ESCs.

The list of National Organizations that we have served over the past years has grown to over 75 organizations and is provided as a separate document.

2012 Survey Analysis – Informational Data



Tables of Affiliate Responses for:

- | | |
|--|---|
| <ul style="list-style-type: none">○ Comparison of 2012 to 2011○ Services Provided○ Client Service Fields – Constituents Served○ Training, Pro Bono Practices and Expertise○ Board & Insurance Information for 2012 | <ul style="list-style-type: none">○ Outcomes Measurement Methods○ Communication Methods○ Marketing Methods○ Collaborations○ Competition○ Survey Report Usage |
|--|---|

How did 2012 Compare to 2011?

Answers for each	Overall how was 2012 vs 2011?			Did you have more		
	Better	About the same	Worse	Projects than Consultants	Consultants than Projects	Equal Balance of Both
	10	6	2	2	9	7
	10 Affiliates thought that 2012 was generally Better					
Albany	X				X	
Boston	X				X	
Cincinnati	X				X	
Colorado Springs	X					X
Durham	X			X		
Houston	X			X		
New Hampshire	X					X
Oklahoma City	X					X
Philadelphia	X					X
Seattle	X				X	
	6 Affiliates thought that 2012 was About the Same					
Aspen		X			X	
Detroit		X				X
Lehigh Valley		X			X	
New York City		X			X	
Pittsburgh		X				X
Treasure Coast		X			X	
	2 Affiliates thought that 2012 was generally Worse					
Chicago			X		X	
Los Angeles			X			X

Types of Services Provided in 2012

With the Affiliates Listed from Most to Least												
No. of Affiliates for each activity	Board develop.	Strategic planning	Org. audit, assessment	Financial mgmt.	Coaching, exec.	Human resources	Marketing, P/R, comm.	Leadership development	Ops.	Info. systems	Facilities mgmt.	Other (notes)
	17	16	16	15	15	14	14	14	10	5	3	4
Cincinnati	X	X	X	X	X	X	X	X	X	X		X ⁽¹⁾
Houston	X	X	X	X	X	X	X	X	X	X	X	
Pittsburgh	X	X	X	X	X	X	X	X	X	X	X	
New York City	X	X	X	X	X	X	X	X	X		X	X ⁽²⁾
Seattle	X	X	X	X	X	X	X	X	X	X		X ⁽³⁾
Boston	X	X	X	X	X	X	X	X	X			X
Chicago	X	X	X	X	X	X	X	X	X			
Durham	X	X	X	X	X	X	X	X	X			
Los Angeles	X	X	X	X	X	X		X	X			
New Hampshire	X	X	X	X	X	X	X		X			
Oklahoma City	X	X	X	X	X	X	X	X				
Philadelphia	X	X	X	X	X	X	X	X				
Colorado Springs	X	X	X		X	X	X			X		
Detroit	X	X	X	X	X		X	X				
Aspen	X	X	X		X			X				
Lehigh Valley		X	X	X				X				
Albany	X			X			X					
Treasure Coast	X					X						

Notes:

(1) Social Venture

(2) Branding, Business Advisory, Executive Search, Board Chair Round Tables

(3) Cohort programs; Volunteer mgmt; Arts org mgmt; Fundraising; Emergency planning; Mtg/retreat facilitation; Resource development

Client Service Fields – Constituents Served

	Affiliates Listed in Descending Order of Service Fields Served								
	Education	Arts & Humanities	Healthcare	Social/Human Services	Children & Youth	Environment	Community Development	Civic & Gov't	Other
	13	14	13	16	15	13	13	13	3
Totals	X	X	X	X	X	X	X	X	(1)
Boston	X	X	X	X	X	X	X	X	(2)
Cincinnati	X	X	X	X	X	X	X	X	(3)
Seattle	X	X	X	X	X	X	X	X	
Chicago	X	X	X	X	X	X	X	X	
Colorado Springs	X	X	X	X	X	X	X	X	
Durham	X	X	X	X	X	X	X	X	
Houston	X	X	X	X	X	X	X	X	
Los Angeles	X	X	X	X	X	X	X	X	
Pittsburgh	X	X	X	X	X	X	X	X	
New Hampshire	X	X	X	X	X	X	X		
New York City	X	X	X	X	X	X		X	
Aspen	X	X		X	X		X	X	
Oklahoma City	X	X	X	X	X			X	
Lehigh Valley			X	X	X	X	X		
Philadelphia		X		X	X	X	X		
Albany				X				X	
Detroit	NP	NP	NP	NP	NP	NP	NP	NP	
Treasure Coast	NP	NP	NP	NP	NP	NP	NP	NP	

(1) Workforce Development, Economic Development, Trade Associations, Faith-based Organizations

(2) Animal Welfare

(3) Churches

NP - Not Provided

Training, Pro Bono Practices and Expertise

	Training		%age of Pro Bono Projects	Expertise Services	
	<u>Total sessions</u>	<u>Total hours</u>		<u>Descriptions</u>	
Averages	11	38	11.2%		
Albany	-	-	10.0%	Local Government Consulting	
Aspen	6	25		Capital Campaign Readiness	
Boston	25	80		Strategic Planning, Governance, Executive Coaching	
Chicago	53	150	0.9%	Board Development, Strategic and Business Planning, Transition Managment	
Cincinnati	20	140	10.0%	Strategic Planning; Business Improvement Planning	
Colorado Springs	6	12			
Detroit	3	20		Strategic Planning, Financial Management Solutions	
Durham	4	20		Coaching and Board Development	
Houston	4	12	10.0%	Strategic Planning	
Lehigh Valley	-	-	22.0%		
Los Angeles	55	140		Coaching and Implementation support	
New Hampshire	7	26	12.5%	Compensation, Sustainable Business Plans	
New York City	3	9		Executive Search, Social Enterprise	
Oklahoma City	2	8	10.0%		
Philadephia	3	20	7.0%	Organizational Assessment	
Pittsburgh	4	15	10.0%	Emerging Organizations	
Seattle	6	9	20.0%	Policy Governance (Carver), Cohort Program Model, Staff Climate Survey for NPOs, Volunteer Management, Technology Services incl Salesforce & Plone, Financial Services, Human Resources, Emergency Planning, Info and Referral Services	
Treasure Coast	-	-			

Board & Insurance Information for 2012

Affiliates:	Number of Board Members	Percentage:		Boards Practices			Types of insurance coverages				
		Director & Consultant	Director Only	Term limits	Rotation	Conflict of Interest	For Board members (D&O)	For Staff (Health, Life, AD&D)	For Consultants (Professional Liability)	General Liability	Staff Health Insurance > 50%
	Ranked by Larger to Smaller Boards										
				Boards following each practice			Affiliates with the above coverages				
				12	4	10	16	12	8	12	9
New York City	23	4%	96%	Y		Y	Y	Y	Y	Y	Y
Los Angeles	22	9%	91%		Y	Y	Y	Y	Y	Y	Y
Boston	20	45%	55%	Y		Y	Y		Y	Y	Y
Oklahoma City	18	83%	17%	Y			Y			Y	Y
Durham	17	24%	76%	Y	Y	Y	Y	Y		Y	
Cincinnati	16	50%	50%	Y	Y		Y	Y	Y	Y	Y
Chicago	15	47%	53%	Y			Y	Y	Y	Y	Y
Houston	15	47%	53%			Y	Y	Y		Y	Y
Albany	12	67%	33%			Y	Y			Y	
Aspen	12	100%	0%	Y	Y	Y	Y				
New Hampshire	12	83%	17%	Y		Y	Y		Y	Y	Y
Seattle	11	36%	64%	Y		Y	Y	Y	Y	Y	Y
Detroit	8	0%	100%	Y			Y	Y	Y		
Lehigh Valley	8	100%	0%	Y			Y				
Colorado Springs	7	NP	NP	Y			Y	Y			
Treasure Coast	6	100%	0%			Y		Y			
Philadelphia	NP	NP	NP					Y			
Pittsburgh	NP	NP	NP				Y	Y		Y	

Outcomes Measurement Methods

Affiliate	Measurement Methods	“I received high quality services from ESC.”	“Working with ESC helped our organization operate more effectively.”	“I would work with ESC again if our organization had a need in the future.”
	<u>Descriptions</u>			
Albany	We follow-up with clients to ask for their feedback/outcomes from our consulting services	33%	67%	0%
Aspen	We measure performance with an evaluation form, and personal interviews conducted by someone not involved in the project team. We have struggled with how to measure outcomes, but haven't come up with a satisfactory solution.	85%	90%	75%
Boston	We distribute a post-project online evaluation and have begun conducting 6-month and 1-year phone follow-ups to determine more specific and longer-term impacts of our work.	100%	92%	93%
Chicago	360 Degree evaluation process put into place at the end of 2012; stage one is internal measures (client milestones, project team evaluation etc); stage two is working with a third party to identify markers of sector and community impact.	N/A	N/A	N/A
Cincinnati	Share final report with client requesting feedback at conclusion of projects. Client evaluation interviews. Six month follow-up with clients after project completion. Invite clients to provide "Mission Moment" at our board meetings. Payment from client.	N/A	N/A	N/A
Colorado Springs	We do 30 day follow up and a 90 day	N/A	N/A	N/A
Detroit	Not Provided	N/A	N/A	N/A
Durham	We do post engagement evaluations through Survey Monkey. We do not have stats above since we just started using these questions in 2013.	N/A	N/A	N/A
Houston	ESCH consultants offer a McKinsey & Co. Organizational Assessment Tool to nonprofit leaders and their key staff/board in need of strategic planning. The results of those are tallied, analyzed and tracked. Follow-up project evaluations are submitted at close of project.	N/A	N/A	N/A
Lehigh Valley	End-of-project client evaluation document with request for testimonial; any community impact is extrapolated via estimated number of constituents client serves	100%	100%	100%
Los Angeles	Closing meeting, survey monkey feedback form	95%	95%	95%
New Hampshire	Follow up interview, evaluation form, case studies of 10% of projects	100%	100%	100%
New York City	We have used a formal questionnaire at the conclusion of the consultancy. Also, conduct post-project meetings with the clients.	90%	90%	90%
Oklahoma City	Post project Client Survey	90%	90%	90%
Philadelphia	Follow up Q and A	90%	90%	90%
Pittsburgh	We send out evaluations to all clients and after all training sessions. We call the ED for larger contracts.	N/A	N/A	N/A
Seattle	Our primary data source is via surveys following client engagements and some trainings, as well as tracking metrics for web traffic and social media.	96%	94%	96%
Treasure Coast	No formal evaluation at this time	90%	100%	100%

Communication Methods

	Website	Linked in	Twitter	Facebook	Blog	Other Technology communications	Newsletters & Frequency	
							Email	Print
							<i>ESCs who send newsletters send to both consultants and clients</i>	
No. of Affiliates =	18	12	7	9	4			
Albany	X	X					Yes-quarterly	
Aspen	X	X					Yes-quarterly	
Boston	X	X	X	X			Yes-monthly	
Chicago	X	X	X	X	X		Yes-monthly	Yes-Annual Report
Cincinnati	X	X	X	X		LinkedIn Group (as well as company page)	Yes-monthly	Yes-quarterly
Colorado Springs	X						Yes	
Detroit	X					E- blasts		
Durham	X	X		X				
Houston	X	X	X	X			Yes	
Lehigh Valley	X							
Los Angeles	X	X				Email thought piece, monthly	Yes-monthly	Yes-3/year
New Hampshire	X	X					Yes-3/year	
New York City	X	X	X	X	X	Eventbrite (online registration for events)	Yes-quarterly	
Oklahoma City	X						Yes	
Philadelphia	X	X		X	X		Yes-3/year	
Pittsburgh	X		X	X		E- blasts (not newsletters)	Yes-monthly	Yes-monthly
Seattle	X	X	X	X	X		Yes-2/month	
Treasure Coast	X						Yes-periodically	

Marketing Methods

	What was your most successful marketing tool/event?
Albany	Word of mouth
Aspen	Most successful is always word of mouth, through the work we do and the buzz it gets. But a marketing survey of local nonprofits also positioned us well.
Boston	We receive the greatest percentage of our business through word-of-mouth, but also hosted a successful 30th Anniversary Event this year.
Chicago	Relationship Marketing/Consultant
Cincinnati	National Volunteer Week - week long campaign that included editorial in Business Courier by-lined by Andy McCreanor; daily e-mail blasts to all volunteers featuring different volunteer each day. Also received coverage from Soapbox (an online magazine) in an interview with one of our volunteers. Posted banner on the home page of our website honoring our volunteers. Also used social media to
Colorado Springs	Word of mouth
Durham	25th anniversary event, free gathering for community nonprofits
Houston	IContact and partnering w/Leisure Learning (20,000 emails)
Lehigh Valley	volunteer appreciation event
Los Angeles	Executive Insights, referrals
New Hampshire	Repeat Business - Referrals for State Associations
New York City	Board Chair Roundtables, due to frequency and attendance, receptions and workshops
Oklahoma City	Annual Awards Program, e-newsletters
Pittsburgh	e-news
Seattle	Website, including best practice resources.
Treasure Coast	Word of mouth from clients

Collaborations

	Collaborative Organizations and ESC Affiliates
Albany	Community Foundation, United Way, NY Council of Non-Profits
Aspen	Colorado Mountain College, Pitkin County, Aspen Community Foundation
Boston	Association of Developmental Disabilities Providers, Jericho Road, Kennedy Center Alliance for Arts Education (KCAAEN), New Directions, United Way of Massachusetts Bay & Merrimack Valley
Cincinnati	Talbert House, Flywheel Social Enterprise Hub and National Executive Service Corps (NESC): Project participation for organizational assessment for national client (Dominican Sisters)
Colorado Springs	National Executive Service Corps (NESC)
Detroit	Partnerships with community-wide organizations
Durham	NESC and ESC Chicago (Kennedy Center Coaching contract); did org assessments in VA and LA for NESC
Houston	Harris Co. Dept. of Education - Texas Dept. of Grants, Leisure Learning Unlimited, University of Houston, Marathon Corporation, Stoller Foundation
Lehigh Valley	Muhlenberg College
Los Angeles	LA Works (Points of Light initiative)
New York City	Fairfield County Community Foundation, Sobel & Co. LLC, Cabrini Westchester, Citibank, The Community Fund in Westchester, Baruch, Sea Change Partners
Oklahoma City	United Way, Oklahoma Center for Nonprofits, RSVP
Pittsburgh	Allegheny County Bar Association, Pittsburgh Cares
Seattle	Washington Nonprofits, United Way of King County, Everett Com Foundation, Vol Centers of WA, WA Commission for National & Community Service
Treasure Coast	UW and Childrens Services Council

Competition

Primary competition in your community

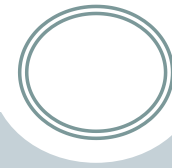
	Primary competition in your community
Albany	NY Council of Non-Profits
Aspen	JVA Consulting, Denver-based firms, plus a host of individuals, most of whom we've trained, who have started their own consulting operations.
Boston	Third Sector New England, Root Cause, TDC, New Sector Alliance, Common Impact, The Bridgespan Group, Interaction Institute for Social Change, Harvard Community Action Partners
Chicago	"Mom & Pop" Consultants, TCC, Donors Forum, Taproot
Cincinnati	Several private consultants in region
Colorado Springs	Mostly Individual Consultants
Detroit	Not Provided
Durham	CatchAFire, moss+ross, Armstrong McGuire
Houston	Deloitte, Rice University-MBA Capstone, United Way Houston, Taproot Foundation , Dini Partners, Sterling & Assoc. and many other private consultants
Lehigh Valley	Commercial vendors
Los Angeles	Center for Nonprofit Management
New Hampshire	Over 120 single people
New York City	Community Resource Exchange, Harvard Business School Community Partners, Taproot
Oklahoma City	For Profit Consulting firms
Philadelphia	Individual consulting groups and persons
Pittsburgh	Pittsburgh Cares, Forbes Funds, Carnegie Library, private consultants
Seattle	Only for-profit consulting companies, many of which we also promote through our consultant listing service
Treasure Coast	Several former Nonprofit executives attempted to start their own consulting business and were successful in the beginning with some disbanding this past year.

Survey Report Usage

	Board	Consultants	Others	Funders
No. of Affiliates =	12	8	5	2
Aspen	X	X		
Chicago			Senior staff	
Cincinnati	X		Staff	
Colorado Springs	X	X		
Durham	X	X		
Houston	X	X		X
Lehigh Valley	X			
Los Angeles	X		Staff	
New Hampshire	X	X		
New York City	X	X	Staff	
Oklahoma City	X			
Seattle	X	X	Staff	X
Treasure Coast	X	X		
Albany				
Boston				
Detroit				
Philadephia				
Pittsburgh				

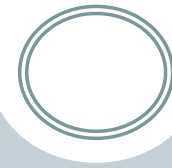
Note: None of the respondents circulate the survey report to Clients

Definitions and Measurements of Success?



- What is the definition of success and how is it best measured?
- For the charts and graphs, the focus was on easily identified key data: Revenue, Volunteers, Clients, Projects and Hours.
- What are YOUR key measurements of success?
- Do you have formulas which correlate these or other key data for measuring YOUR progress?

Survey Report



- This Power Point file will be emailed to all affiliates.
 - Graphs can be extracted as a jpeg file
 - Tables can be extracted as excel files
- Along with other Conference material it will be available on the ESC-US website.
- Suggestions for future surveys are always encouraged.
- Next year goal – 100% participation.

THANK YOU!