



# ESC-US Affiliate Survey Report

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OCTOBER 2018

# Overview & Participants

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- Survey Objectives
- Responding Affiliates
- 2017: A Year in Review

- Survey Overview & Participants
- 2017 Financial Data & Resources
- Project Information
- Evaluation of Projects
- Consulting Corps
- Staffing & Operations
- Internal (ESC-US) Data

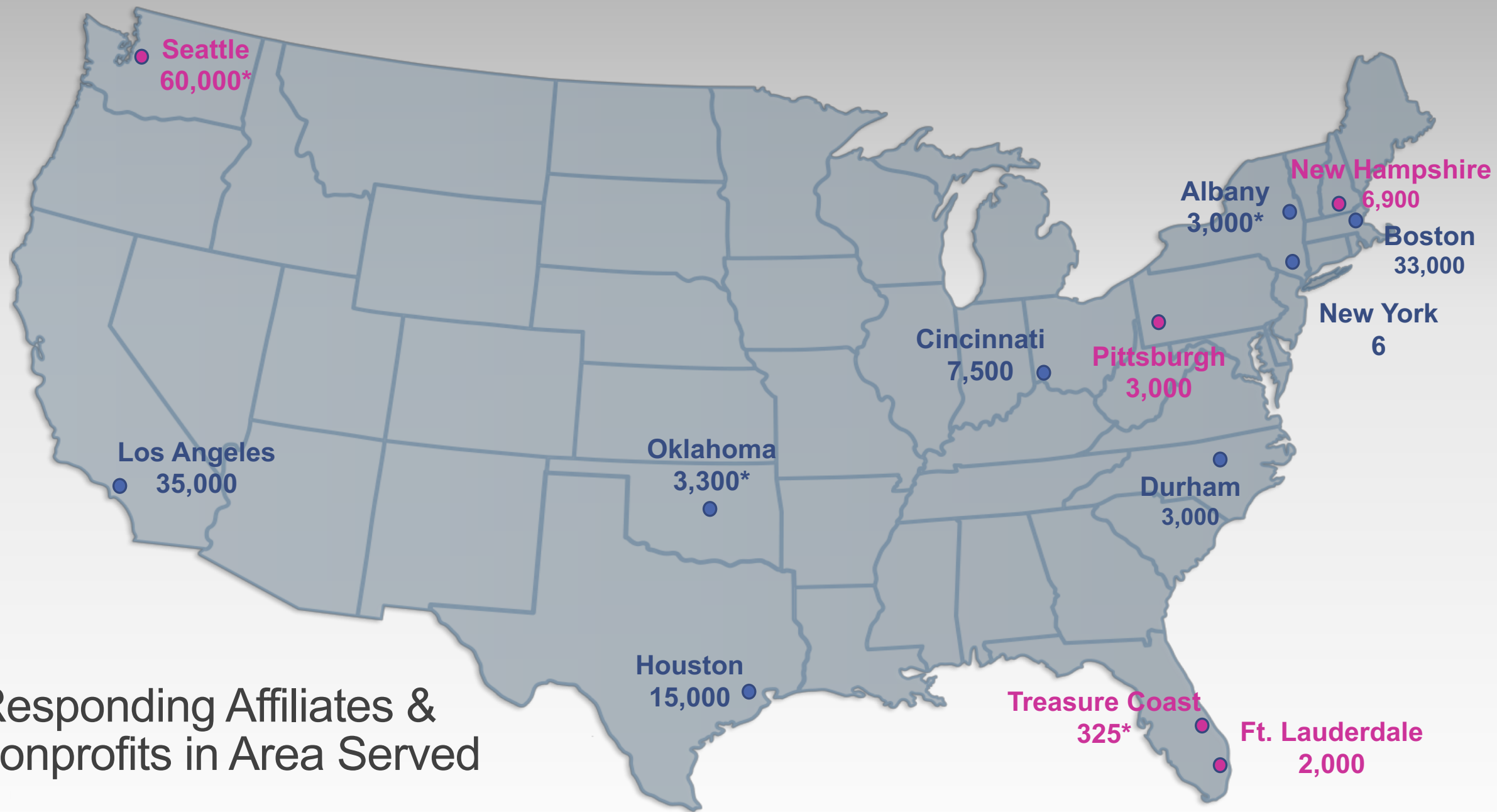
# Survey Objectives

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- Obtain data for measuring key network-wide activities
- Enable individual affiliate bench-marking
- Show trends and comparisons – between affiliates and over time
- Jumping off point for sharing ideas and experiences

# Responding Affiliates

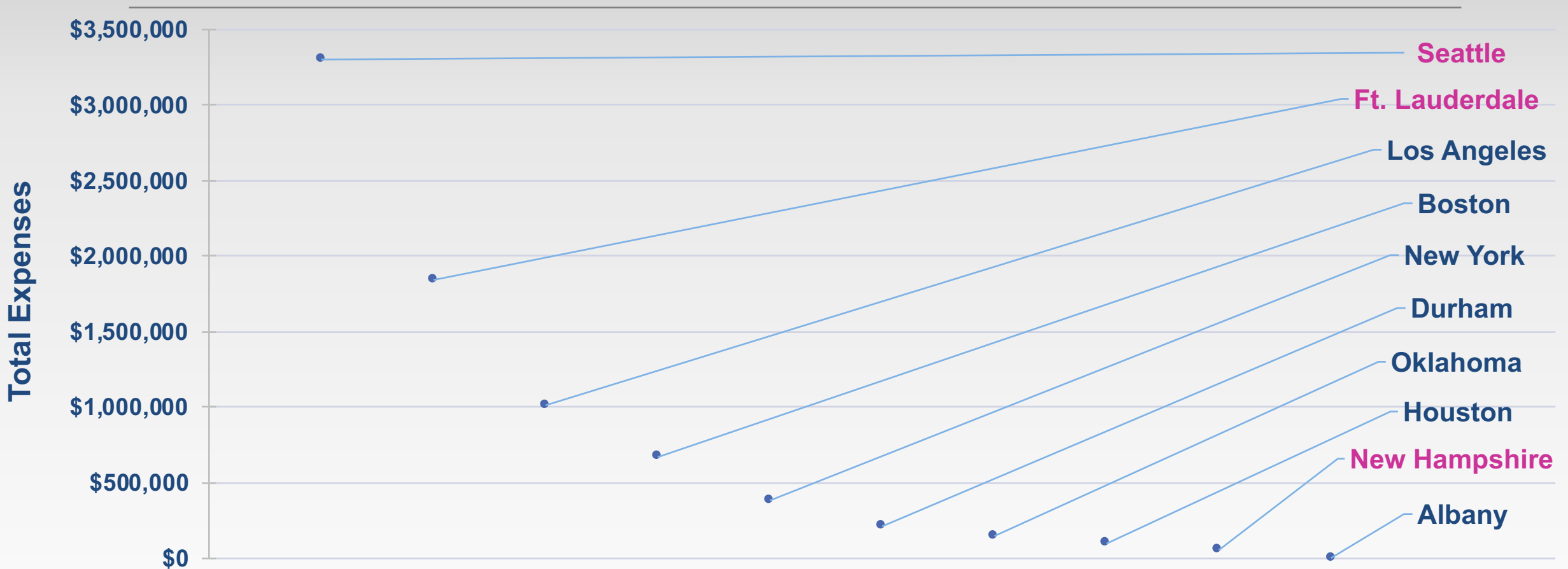
Location	Affiliate Name
Albany (NY)	ESC of the Tri-Cities
Boston (MA)	Empower Success Corps
Cincinnati (OH)	OneSource Center for Nonprofit Excellence
Durham (NC)	ESC of the Triangle
Ft. Lauderdale (FL)	South Florida Institute on Aging
Houston (TX)	ESC of Houston
Los Angeles (CA)	ESC of Southern California
Hollis (NH)	ESC of Northern New England
New York (NY)	National ESC
Oklahoma City (OK)	ESC of Central Oklahoma
Pittsburgh (PA)	Bayer Center for Nonprofit Management
Seattle (WA)	501 Commons (ESC of Washington)
Stuart (FL)	ESC of the Treasure Coast



## Responding Affiliates & # Nonprofits in Area Served

Note: Highlighted names indicate affiliates where ESC programming is part of a larger organization.  
 \*Indicates affiliates who focus on serving a particular segment or target of the nonprofits in their geographic region.

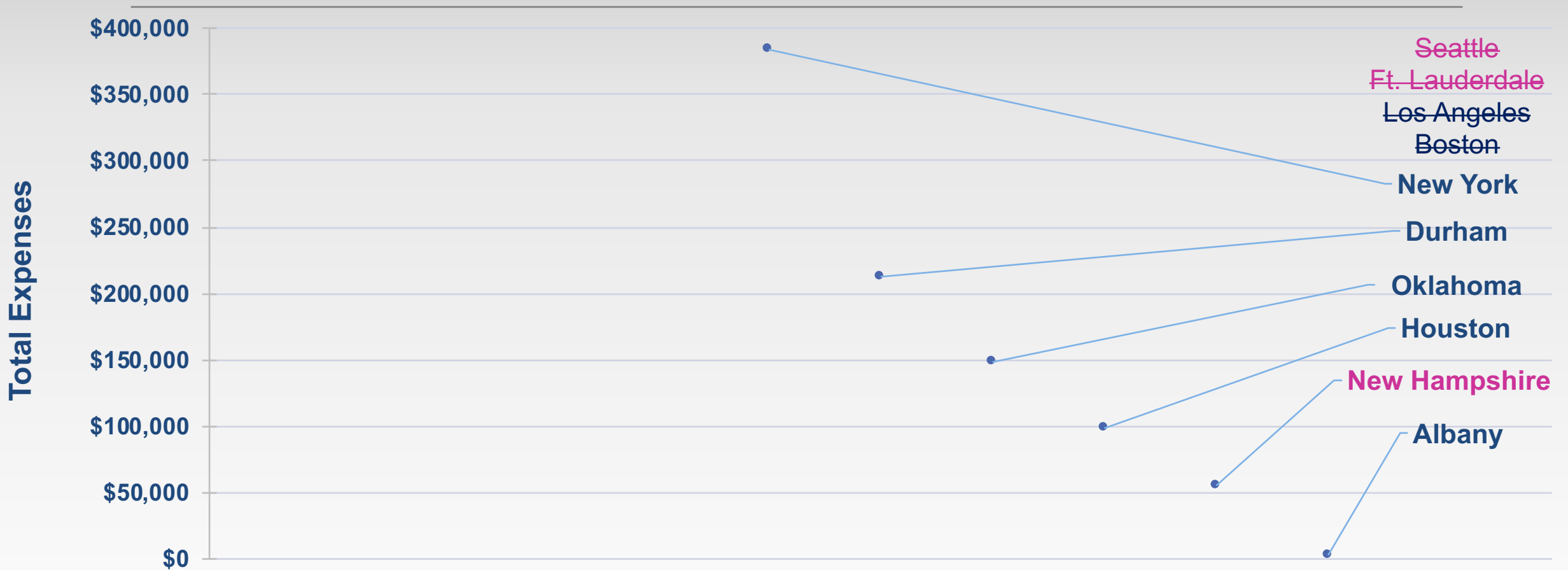
# Responding Affiliates by Size



Note: No expense data received from Cincinnati, Pittsburgh, or Treasure Coast.

# Responding Affiliates by Size

(up to \$400,000)



Note: No expense data received from Cincinnati, Pittsburgh, or Treasure Coast.

# Another Successful Year

In 2017, the ESC-US Network recorded...



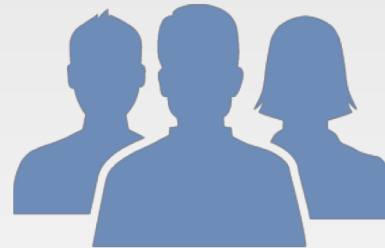
**\$7.9 million**  
in services



**1,187**  
clients



**1,828**  
projects



**1,362**  
consultants



**45,251\***  
hours



**>93%**  
positive ratings

\*Includes only hours served on client projects. Total with administrative/non-client hours was 55,199.



# Financial Data & Resources

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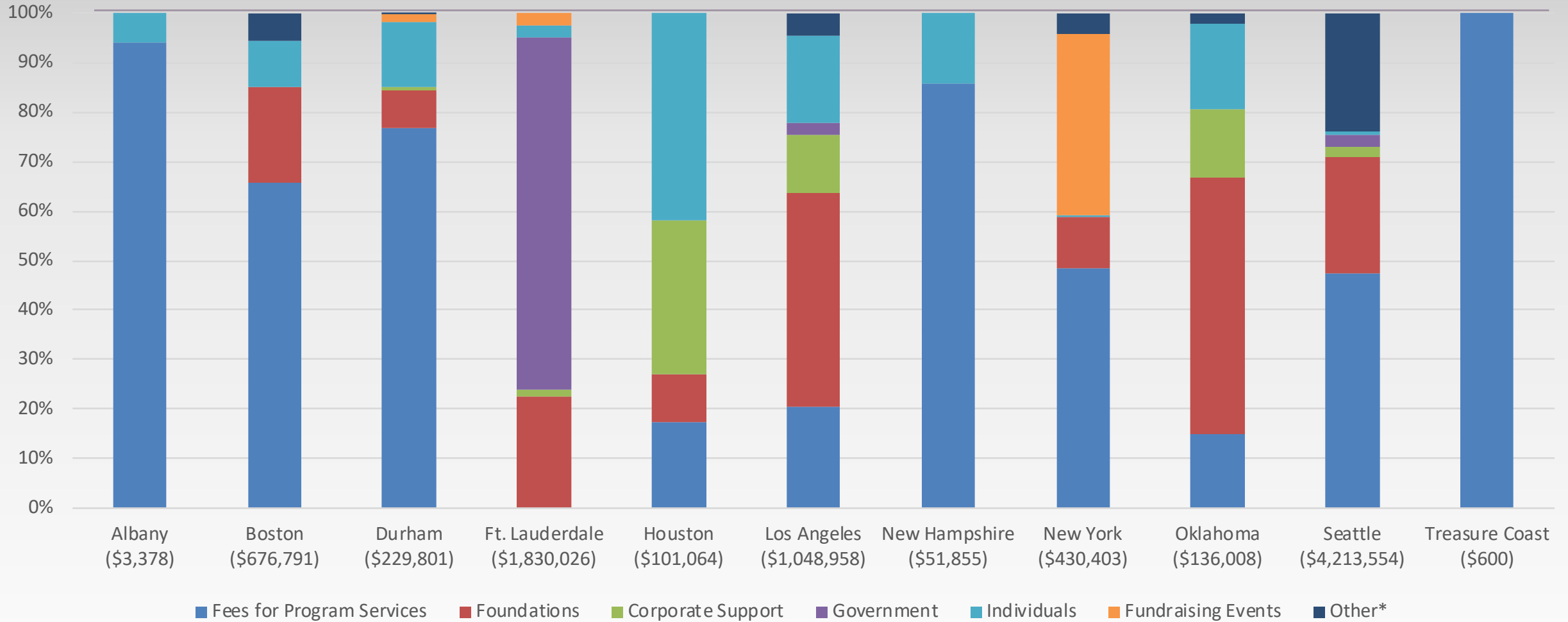
- Net Revenue
- Revenue by Source
- Expense Breakdown
- In-kind Revenue

- Survey Overview & Participants
- 2017 Financial Data & Resources
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# Net Revenue (%)

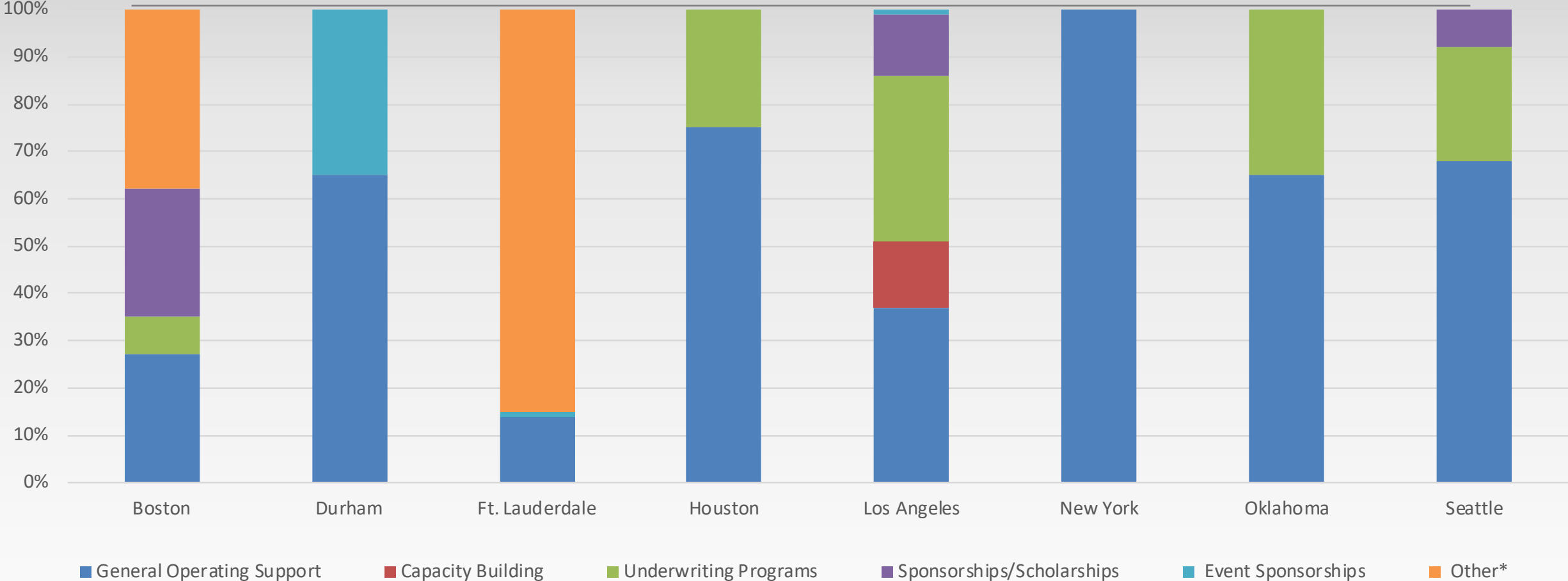


# Revenue Source Breakdown



\*Included: interest (Boston, Ft. Lauderdale, Seattle), write-offs (New York), Endowment income (Oklahoma), and prior year contributions transferred (Seattle)

# Grant Revenue by Area



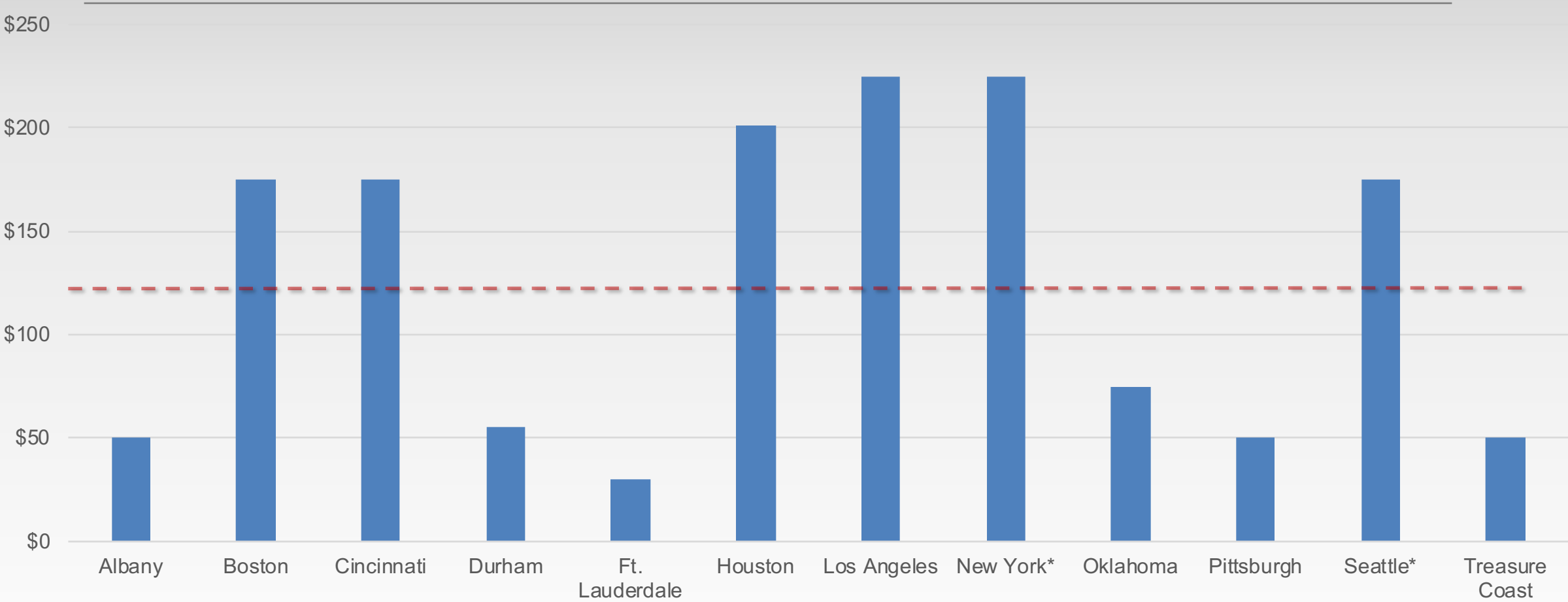
\*Included: Fiscal sponsor for Encore Boston Network (Boston)

# Fees for Service Breakdown



\*Included: ESC Discovery (Boston), Executive Search (New York), and HR/Technology/Data Solutions/Financial Services (Seattle)

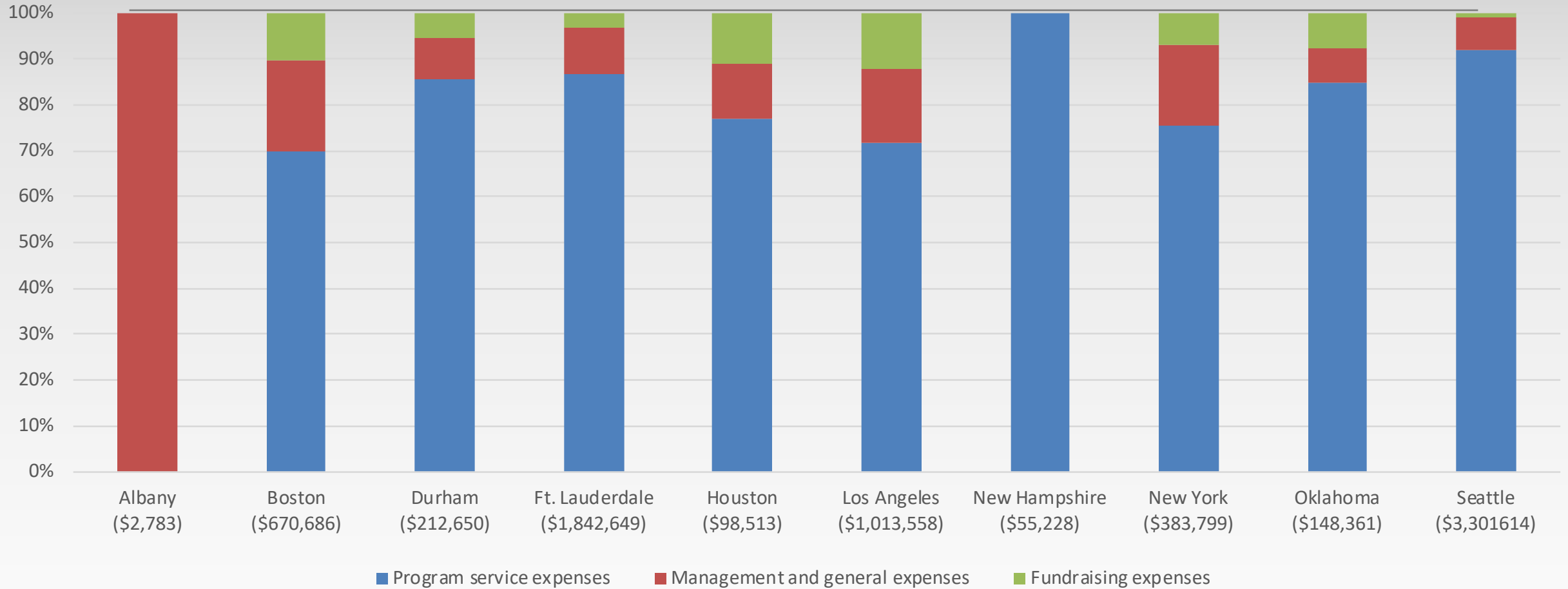
# Consulting Market Rate (\$/hr)



\*Indicates affiliates who use different market rates for specialty areas of consulting.

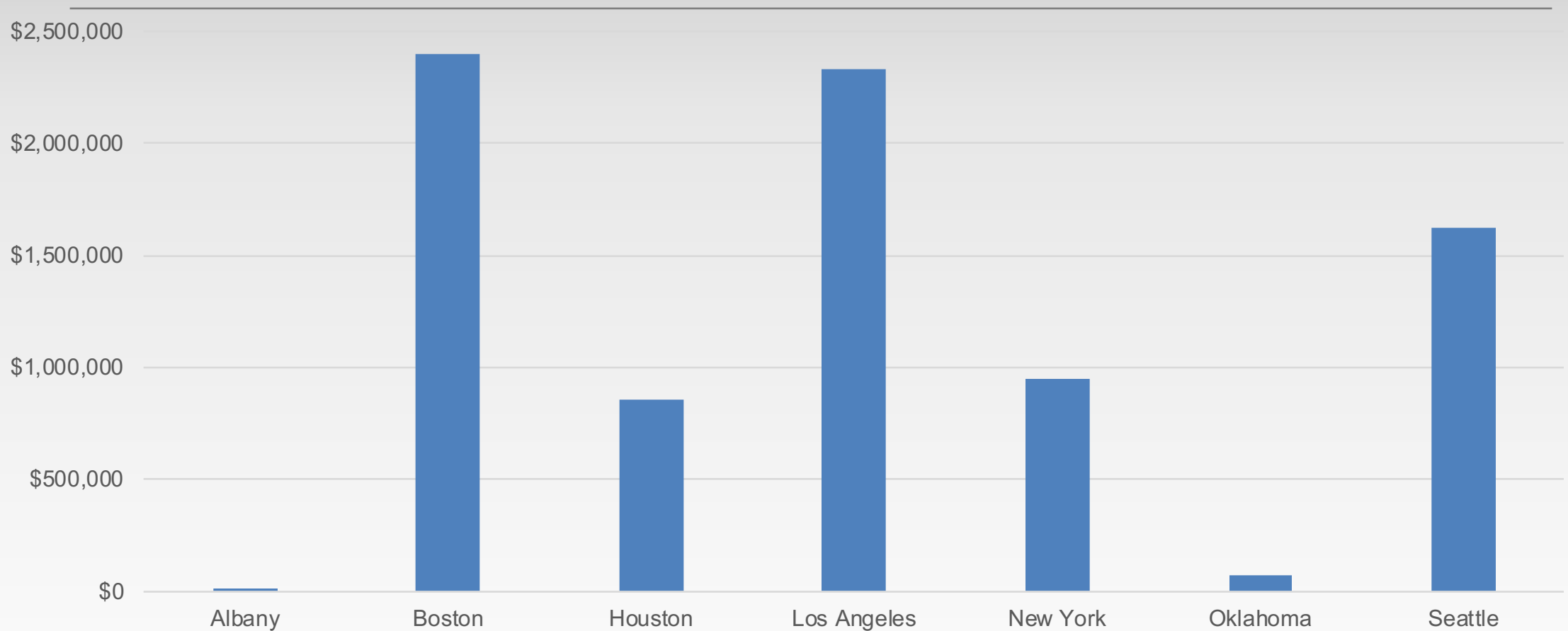
# Expense Breakdown

(990 Categories)



# In-Kind Revenue

(Value of Consultant Service Hours, if quantified)





# Project Information

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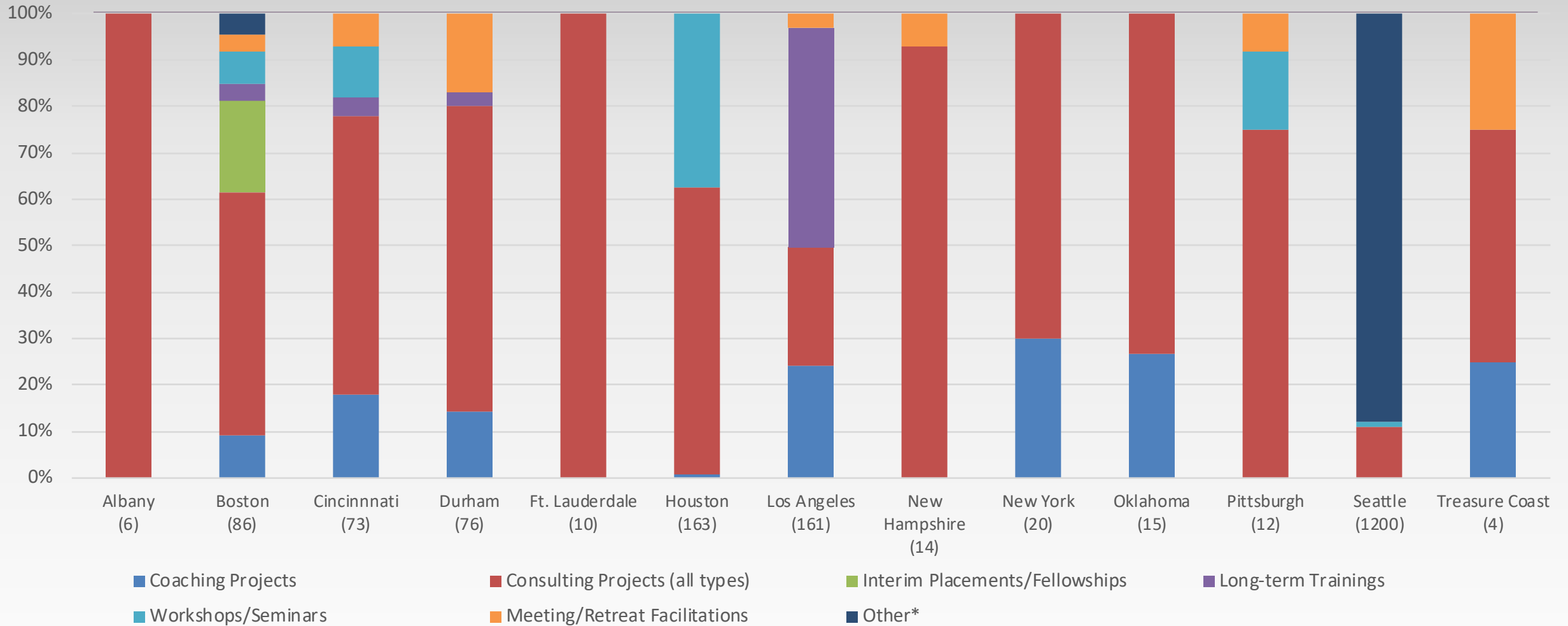
- 2017 Clients & Projects
- Project Breakdown
- Value of Services
- Project Delivery
- New Services

- Survey Overview & Participants
- 2017 Financial Data & Resources
- Project Information
- Evaluation of Projects
- Consulting Corps
- Staffing & Operations
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# 2017 Clients and Projects

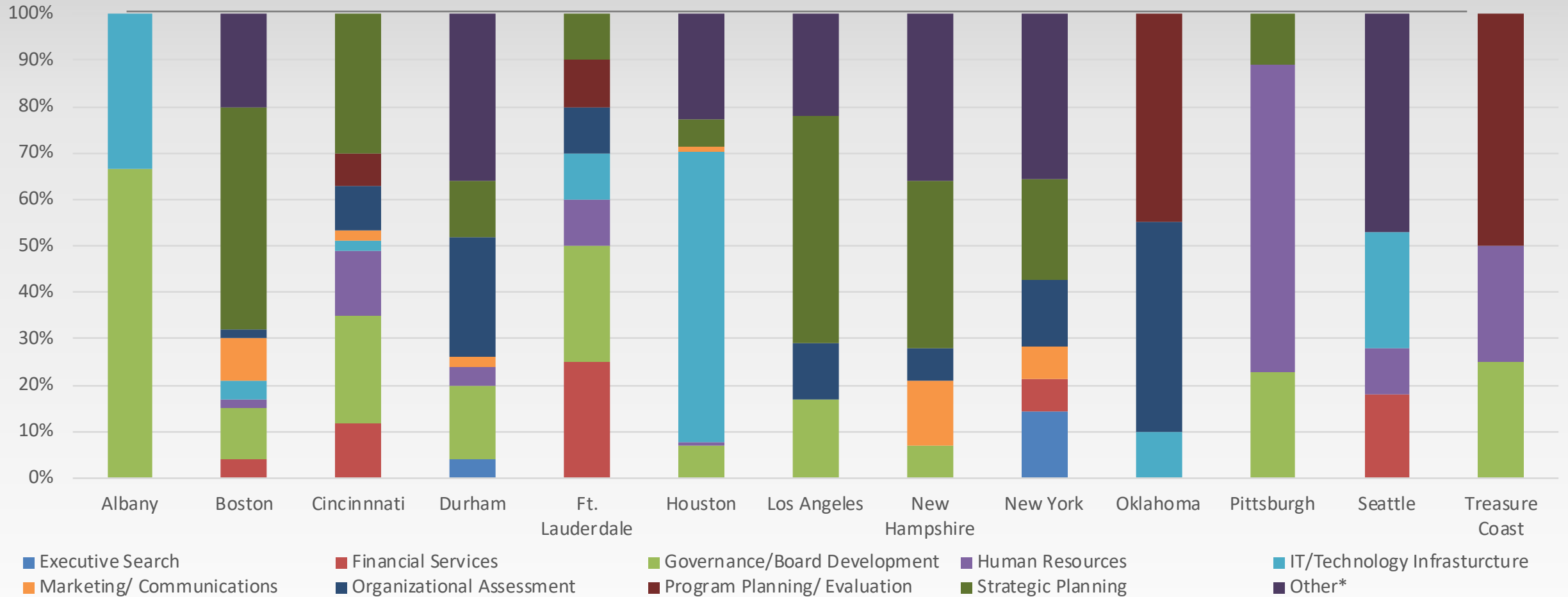
	Total Clients	Repeat Clients (% of total)	Total Projects	Pro-bono projects (% of total)
Albany	6	67	6	0
Boston	76	41	14	0
Cincinnati	90	40	73	0
Durham	66	37	76	0
Ft. Lauderdale	10	10	10	100
Houston	74	50	163	50
Los Angeles	118	53	161	0
New Hampshire	13	1	14	0
New York	17	13	20	0
Oklahoma	14	2	15	30
Seattle	700	50	1200	40
Treasure Coast	3	100	4	25

# Types of Projects



\*Included: 3<sup>rd</sup> party clients (Boston) and HR/Technology/Data Solutions/Financial Services (Seattle)

# Types of Consulting Projects



\*Included: Fundraising (Boston, New Hampshire), Operations (Boston, New York), Nonprofit Startups (Houston), Management Consulting (Seattle), Information & Referral (Seattle), Real Estate (New York), and "Blended projects" (Los Angeles)

# Average Fee per Project



\*New York is an outlier and so is not plotted on the graph itself. This is due to a high percentage of costly executive search projects, which skews the average fee per project.

# Average Fee per Client



\*New York is an outlier and so is not plotted on the graph itself. This is due to a high percentage of costly executive search projects, which skews the average fee per client.

# Who delivers your Coaching/Consulting?

	Volunteer Consultants	Paid Consultants	Staff Members	Independent Contractors	Paid Student Interns	Unpaid Student Interns
Albany						
Boston						
Cincinnati						
Durham						
Ft. Lauderdale						
Houston						
Los Angeles						
New Hampshire						
New York						
Oklahoma						
Pittsburgh						
Seattle						

# Who delivers your external training?

	Volunteer Consultants	Paid Consultants	Staff Members	Independent Contractors	Paid Student Interns	Unpaid Student Interns
Albany						
Boston						
Cincinnati						
Durham						
Ft. Lauderdale						
Houston						
Los Angeles						
New York						
Oklahoma						
Pittsburgh						
Seattle						



# New Programs/Services in 2017

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Affiliate	Description
Durham	Partnered with local universities to offer Executive Coaching to participants in a Leadership Fellowship program.
Oklahoma	Organizational Coaching, in which we assign a consultant to advise across the full scope of operations, including engaging with staff and Board.
Seattle	Staff Development Coalition – coalition members (generally larger nonprofit social service organizations) pay a membership fee to access full-day staff and leadership development programs at reduced rates that they select and help plan/promote. Programs are open to non-coalition members at a higher rate.

# Evaluation of Projects

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- Common Questions
- Methods & Timing

- Survey Overview & Participants
- 2017 Financial Data & Resources
- Project Information
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# 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	% of projects evaluated
Albany	100	100	100	100
Boston	89	89	89	19
Durham	100	100	100	100
Ft. Lauderdale	50	50	50	50
Houston	100	100	100	30
Los Angeles	100	100	100	100
New York	100	100	100	100
Oklahoma	95	95	95	100
Seattle	100	98	100	75
Treasure Coast	100	100	100	75
<b>ESC-US Average</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>75</b>

# Evaluation Methods

During Engagement

Post Engagement

	No Evaluations	Phone Check-ins	Email Check-ins	Surveying CLIENTS	Surveying CONSULTANTS	Interviewing CLIENTS	Interviewing CONSULTANTS
Albany							
Boston							
Cincinnati							
Durham							
Ft. Lauderdale							
Houston							
Los Angeles							
New York							
Oklahoma							
Pittsburgh							
Seattle							
Treasure Coast							

# Evaluation Timing

	Immediately after completion	6 months after completion	1 year after completion	>1 year after completion	Multiple Post-Engagement Evaluations (or Varies by Project Type)
Albany					
Boston					
Cincinnati					
Durham					
Ft. Lauderdale					
Houston					
Los Angeles					
New Hampshire					
New York					
Oklahoma					
Pittsburgh					
Seattle					

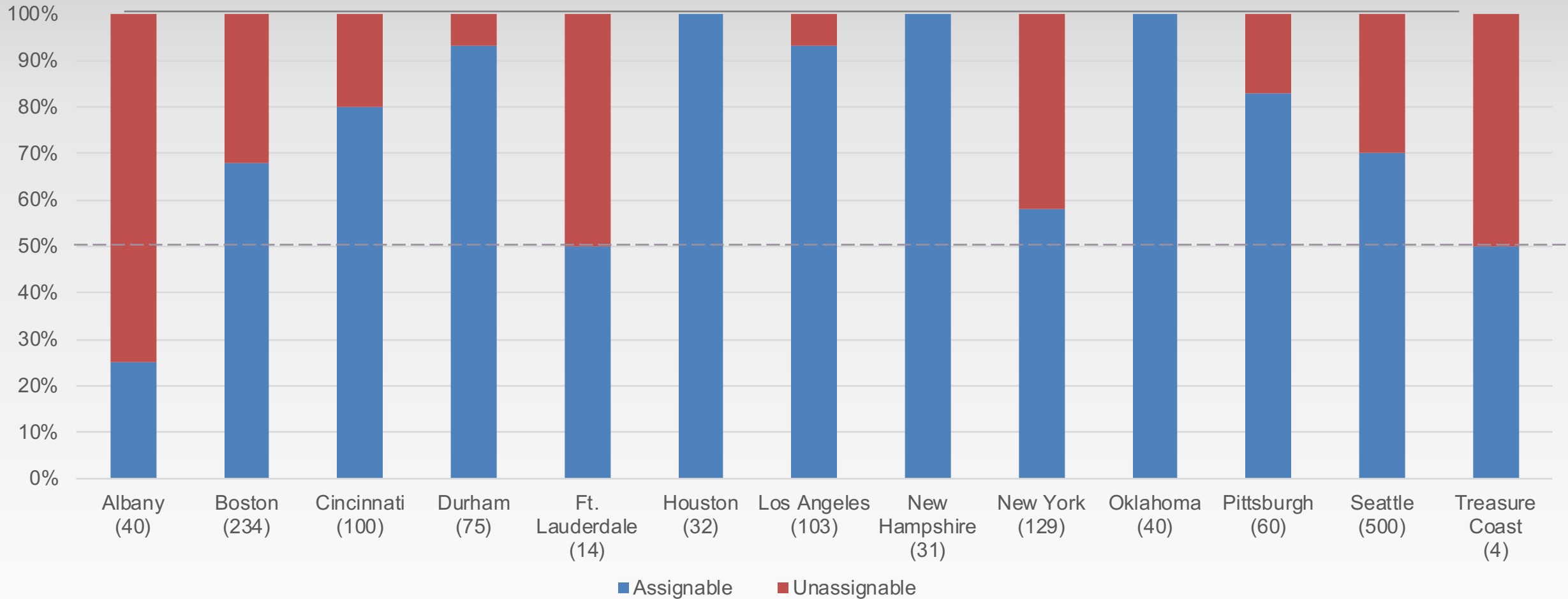
# Consulting Corps

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- Corps Members
- Experience & Demographics
- Training
- 2017 Volunteer Hours

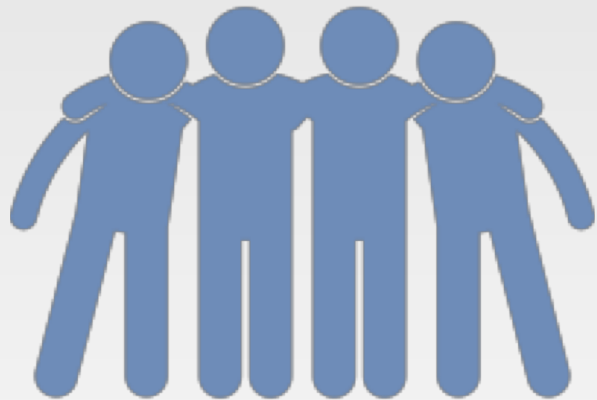
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# Consulting Corps Members



Note: Number listed in parentheses reflects total Consulting Corps members.

# Consultant Experience & Demographics



**1,231**

ESC-US Consultants\*

**41%**

Retired



**31%**

Full-time Jobs



**15%**

Part-time Jobs



**11%**

Nonprofit Staff



**26%**

Board Service



**5%**

Nonprofit Consultants

**44%**

Female



**8%**

People of Color



**2%**

Bilingual



\*Note: Percentages based on 1,231 consultants for which experience/demographic data was reported. Total number of consultants reported across the ESC-US Network is 1,362.



# Consultant Experience & Demographics

	Total Corps Members	% Retired	% with FT jobs (outside ESC)	% with PT jobs (outside ESC)	% are (or were) staff at a nonprofit	% who serve (or have served) on a board	% who are (or were) nonprofit consultants (outside of ESC)	% people of color	% bilingual	% female
Boston	234	59	8	12	0	98	0	3	5	45
Cincinnati	100	45	15	30	0	20	10	-	-	-
Durham	75	-	-	-	-	-	-	8	0	35
Ft. Lauderdale	14	100	25	-	-	100	50	5	5	50
Houston	32	40	40	20	12	12	12	12	1	25
Los Angeles	103	76	12	14	34	6	21	1	5	44
New York	129	80	-	-	-	-	-	4	0	40
Oklahoma	40	80	10	10	10	30	0	10	5	15
Seattle	500	16	64	20	18	7	3	15	-	58
Treasure Coast	4	75	0	25	50	100	50	0	0	75
<b>ESC-US Average</b>	<b>1,231</b>	<b>41%</b>	<b>31%</b>	<b>15%</b>	<b>11%</b>	<b>26%</b>	<b>5%</b>	<b>8%</b>	<b>2%</b>	<b>44%</b>

Note: Experience and demographic data was not reported for consultants from Albany, New Hampshire, or Pittsburg.

# Consultant Training

	# Training Sessions	×	Average # Hours/Session	×	Average # Attendees/Session	=	Total Consultant Training Hours
Boston	28		2		13		728
Cincinnati	15		4		8		480
Durham	7		3		15		315
Los Angeles	13		5		30		1,950
New York	4		2		8		64
Oklahoma	1		2		21		42
Pittsburgh	2		2		8		32
Seattle	6		3		20		360
<b>ESC-US Total*</b>	<b>76</b>		<b>3.1</b>		<b>15.4</b>		<b>3,971</b>

\*ESC-US totals have been calculated by adding or averaging columns. Total ESC-US Consultant Training Hours was not calculated by multiplying across.

# Types of Training

	No Training	Required Basic Training/ Initial Onboarding	Optional Basic Training/ Initial Onboarding	Required Continuing Education (1/2 day or more)	Optional Continuing Education (1/2 day or more)	In-person Training (<1/2 day)	Online Training/ Webinars
Albany							
Boston							
Cincinnati							
Durham							
Ft. Lauderdale							
Houston							
Los Angeles							
New York							
Oklahoma							
Pittsburgh							
Seattle							
Treasure Coast							

# Consultant Service Hours

	Hours on Client Projects	Administrative/ Non-client Hours	Total Service Hours
Albany	100	500	600
Boston	13,205	518	13,723
Cincinnati	8,000	2,000	10,000
Durham	3,300	2,100	5400
Ft. Lauderdale	350	-	350
Houston	4,256	400	4,656
Los Angeles	8,011	2,346	10,357
New York	4,100	-	4,100
Oklahoma	1,000	-	1,000
Seattle	2,809	1,884	4,693
Treasure Coast	120	200	320
<b>ESC-US Total</b>	<b>45,251</b>	<b>9,948</b>	<b>55,199</b>

# Staffing & Operations

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- Staff Configurations
- Board Members

- Survey Overview & Participants
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# Affiliate Staff Configurations


	PAID Professional* Staff		PAID Support/Admin Staff		UNPAID Professional* Volunteers		UNPAID Support/Admin Volunteers		PAID Interns (Total in 2017)		UNPAID Interns (Total in 2017)	
	FT**	PT**	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Albany	-	1	-	-	-	4	-	-	-	-	-	-
Boston	2	3	2	-	-	-	-	-	1	-	2	-
Cincinnati	2	2	0	1	-	-	-	-	-	-	-	-
Durham	2	-	0	1	-	-	-	-	-	-	-	-
Ft. Lauderdale	12	2	0	-	-	1	-	2	-	-	4	-
Houston	0	0	1	-	1	-	-	-	-	-	-	-
Los Angeles	8	2	2	-	-	-	2	-	-	1	-	2
New Hampshire	1	-	0	-	-	-	-	-	-	-	-	-
New York	-	-	2	-	19	-	-	-	-	-	-	-
Oklahoma	-	3	0	-	-	-	-	-	-	-	-	-
Pittsburgh	7	1	1	-	-	30+	-	-	1	-	-	-
Seattle	30+	4	4	-	2	-	-	-	-	-	-	-
Treasure Coast	-	1	0	-	-	-	-	-	-	-	-	-


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

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

# Board Members

Albany			(4/5)
Boston			(7/14)
Cincinnati			(6/12)
Durham			(0/17)
Ft. Lauderdale			(0/10)
Houston			(5/10)
New Hampshire			(8/8)
Los Angeles			(1/17)
New York			(4/20)
Oklahoma			(8/15)
Pittsburgh			(0/13)
Seattle			(1/8)
Treasure Coast			(1/5)

Board Member = 

Board Member & Consultant = 

# Internal (ESC-US) Data

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- Benefits of Network
- Historical Data
- Considerations for Next Year

- Survey Overview & Participants
- 2017 Financial Data & Resources
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# Use and Benefit of Affiliate Network

	<b>Did not Participate/Use</b>	<b>Used/Participated No benefit</b>	<b>Used/Participated Some benefit</b>	<b>Used/Participated Moderate benefit</b>	<b>Used/Participated Great benefit</b>
Peer Conference Calls	<b>1</b>	<b>-</b>	<b>2</b>	<b>6</b>	<b>4</b>
ESC-US Conference (Boston)	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>9</b>
ESC-US Website (General)	<b>2</b>	<b>-</b>	<b>7</b>	<b>2</b>	<b>2</b>
ESC-US Website (Member Lounge)	<b>3</b>	<b>-</b>	<b>5</b>	<b>3</b>	<b>2</b>
Network of ESC peers/colleagues	<b>1</b>	<b>-</b>	<b>2</b>	<b>5</b>	<b>5</b>

# ESC-US Historical Data

	2013	2014	2015	2016	2017
No. of Survey Respondents	18	12	12	12	13
No. of Consultants	1,630	1,567	1,567	1,564	1,362
No. of Service Hours*	98,918	96,243	84,832	67,358	55,199
Average Value of Services	\$166	\$171	\$197	\$166	\$175
No. of Projects	1,376	1,251	1,411	1,310	1,828
No. of Clients Served	1,911	1,238	995	928	1,187

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

# Considerations for Next Year

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- What data is useful? How often should we collect this data?
- How can we use the data – locally and/or network-wide?
- What other topics should be discussed further?

THANK YOU!

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

Thank you to John Kriese, 501 Commons Consultant, for assisting with data analysis.

For questions or comments on this survey report, contact:

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