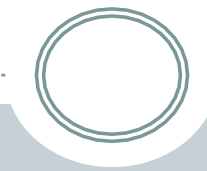


ESC-US

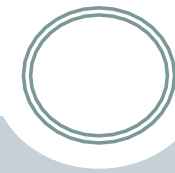
National Conference 2012



TO THE NEXT LEVEL

SURVEY REPORT

Survey Report



- **Part I**
 - Overview and Participation
- **Part II**
 - Historical Perspectives
- **Part III**
 - 2011 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 7 out of 8 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 24 affiliates for 2004 and 2005 to a low of 15 for 2006.
- 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 only presented for those who participated in the current 2011 survey.

Participation



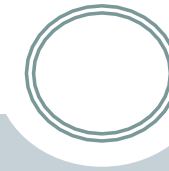
- This report reflects an 80% participation in the survey for 2011 data.
- While 21 of the 26 affiliates submitted reports, the statistics are based on the 19 affiliates with 2011 activity. Our newest affiliates, **ESC of Cedar Rapids** and **ESC of Charlotte County**, had no 2011 activity to report.
- This report is for the benefit of our affiliates in providing comparative and benchmarking information.
- Next year can we get 100% participation?

Historical Perspective – For ESC-US



- **Summaries – 2004-2011**
 - Financial History
 - Operational History
 - Return on Investment History

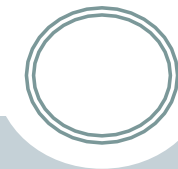
Historical Summary - Financial



Network Cumulative Information for the Years of:

	2005	2006	2007	2008	2009	2010	2011
No. of Participants	24	15	19	16	20	16	18
Revenue:							
Contributions	3,144,457	2,862,121	4,047,325	2,489,005	2,866,169	3,050,313	2,840,976
Fees	1,515,134	1,814,032	2,465,458	2,053,563	2,124,826	2,060,867	1,978,810
Other	808,221	480,154	553,269	375,722	274,240	267,105	588,991
Total Revenue	5,467,812	5,156,307	7,066,052	4,918,290	5,265,235	5,378,285	5,408,777
Total Expenses	(5,482,556)	(4,697,608)	(5,940,963)	(5,243,414)	(5,726,522)	(5,218,392)	(5,278,077)
Net	\$ (14,744)	\$ 458,699	\$ 1,125,089	\$ (325,124)	\$ (461,287)	\$ 159,893	\$ 130,700

Historical Summary - Operational



Network Cumulative Information for the Years of:

	2005	2006	2007	2008	2009	2010	2011
No. of Participants	24	15	14	N/A	22	17	19
Staff FTE	65.0	55.5	254.0	N/A	92.9	80.0	150.9
Total Volunteers	1,740	1,676	988	N/A	1,584	1,522	1,603
Active Volunteers	1,078	-	616	N/A	1,029	930	956
No. of Projects	N/A	1,287	N/A	N/A	1,273	1,395	1,275
No. of Clients	1,590	974	N/A	N/A	1,157	1,072	924
Annual Hours:							
Clients	82,123	66,656	N/A	N/A	74,268	80,915	89,240
Administration	52,011	21,436	N/A	N/A	12,847	6,114	9,964
Total Hours	134,134	88,092	50,831	-	87,115	87,029	99,204
Value of Services	\$ 13,971,106	\$ 12,430,975	N/A	N/A	\$ 12,784,400	\$ 11,945,670	\$ 14,952,210
Value / Hour							
Average	\$ 170	\$ 186	\$ -	\$ -	\$ 172	\$ 148	\$ 168

Historical Summary – Returns



Network Returns for the Years of:

	2005	2006	2007	2008	2009	2010	2011
Value of Services	\$ 13,971,106	\$ 12,430,975	\$ 9,200,411	\$ 10,992,406	\$ 12,784,400	\$ 11,945,670	\$ 14,952,210
Costs of Delivering Services	5,482,556	4,697,608	5,940,963	5,243,414	5,726,522	5,218,392	5,278,077
Communities' Return in Services (a)	255%	265%	155%	210%	223%	229%	283%
Every dollar "spent" by an ESC provides almost TRIPLE the benefits to the community!							
Contributions	3,144,457	2,862,121	4,047,325	2,489,005	2,866,169	3,050,313	2,840,976
Funders' Return on Contributions (b)	444%	434%	227%	442%	446%	392%	526%
Every dollar "invested" in an ESC delivers over FIVE TIMES the benefits to your community!							

Calculations: (a) Value of Services divided by Costs.

(b) Value of Services divided by Contributions.

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

Historical Perspective – For ESC-US



- **Graphs – 2004-2011 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 – 2004, 2006, 2009, 2010, 2011
- **The Growth Challenge**

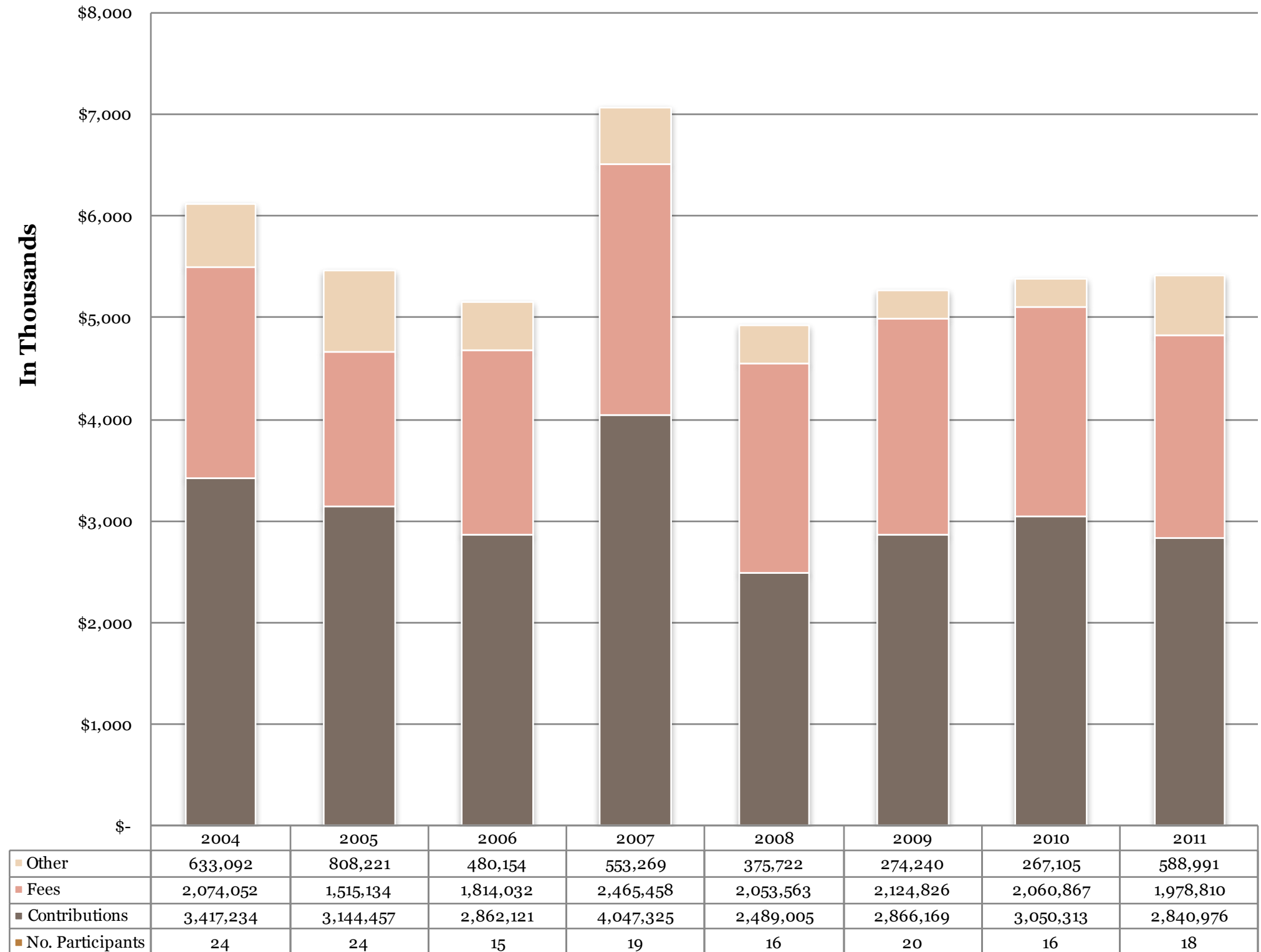
Affiliate Revenues by Major Components

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)

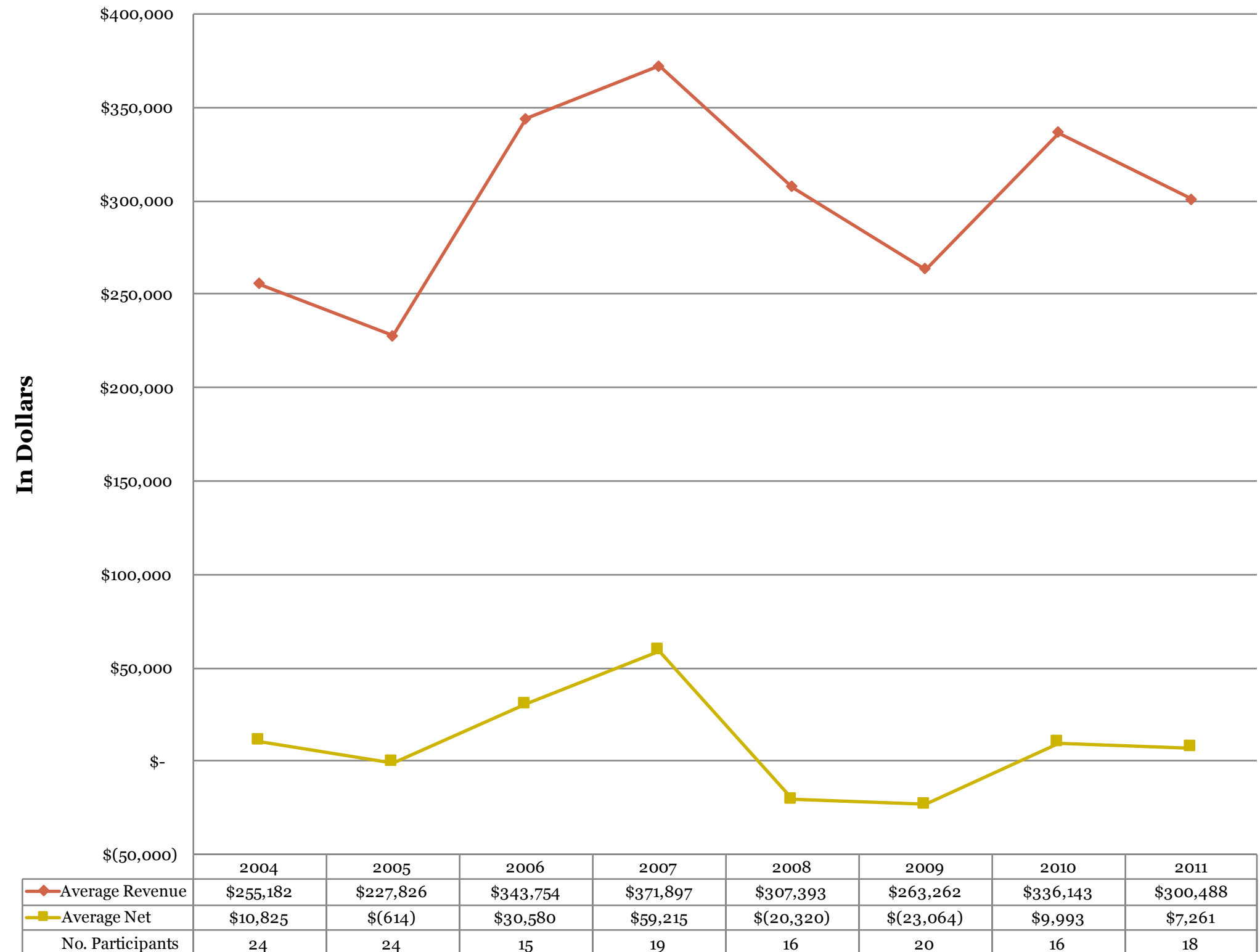
While averages may not be truly reflective of any one affiliate, the trend lines are generally representative.

Both 2011 and 2010 show us back in the black after the difficult 2008-2009 years.

The dip in 2011 revenues was sufficiently offset by expense reductions to continue with positive net results.

This continues to be a tribute to our ability to “do more with less”.

**Affiliate Averages
Revenue and Net Income (Loss)**



Affiliate Activity - Hours, Clients & Volunteers

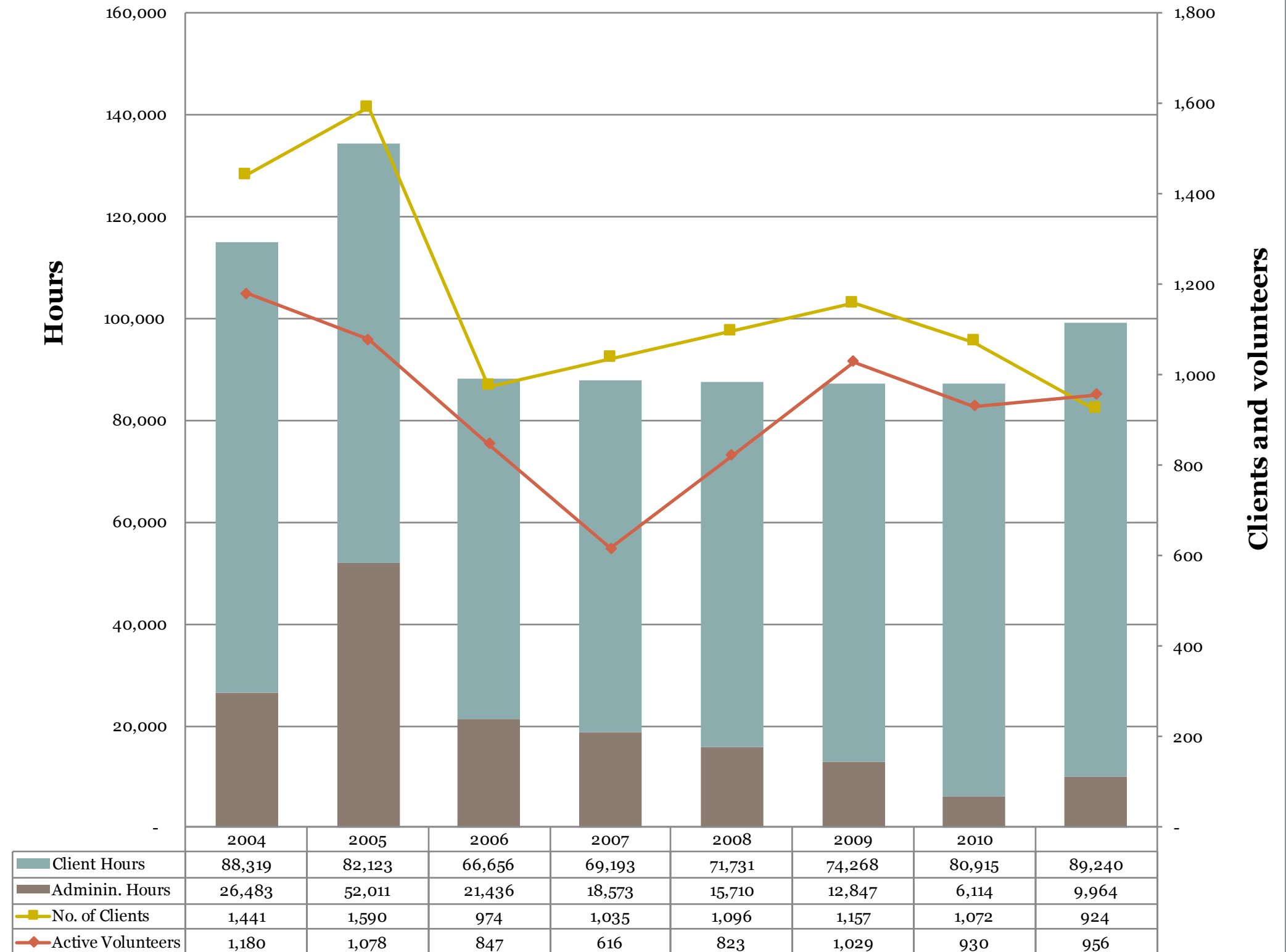
As a group, we have consistently had more clients than volunteers – until 2011 where the numbers converge.

2011 saw our hours for both projects and internal administration increase.

The increase in hours for administration may reflect more internal usage of our volunteers.

Looks like repeat clients with harder working volunteers.

Affiliate Activity - Total Level Hours, Clients and Volunteers



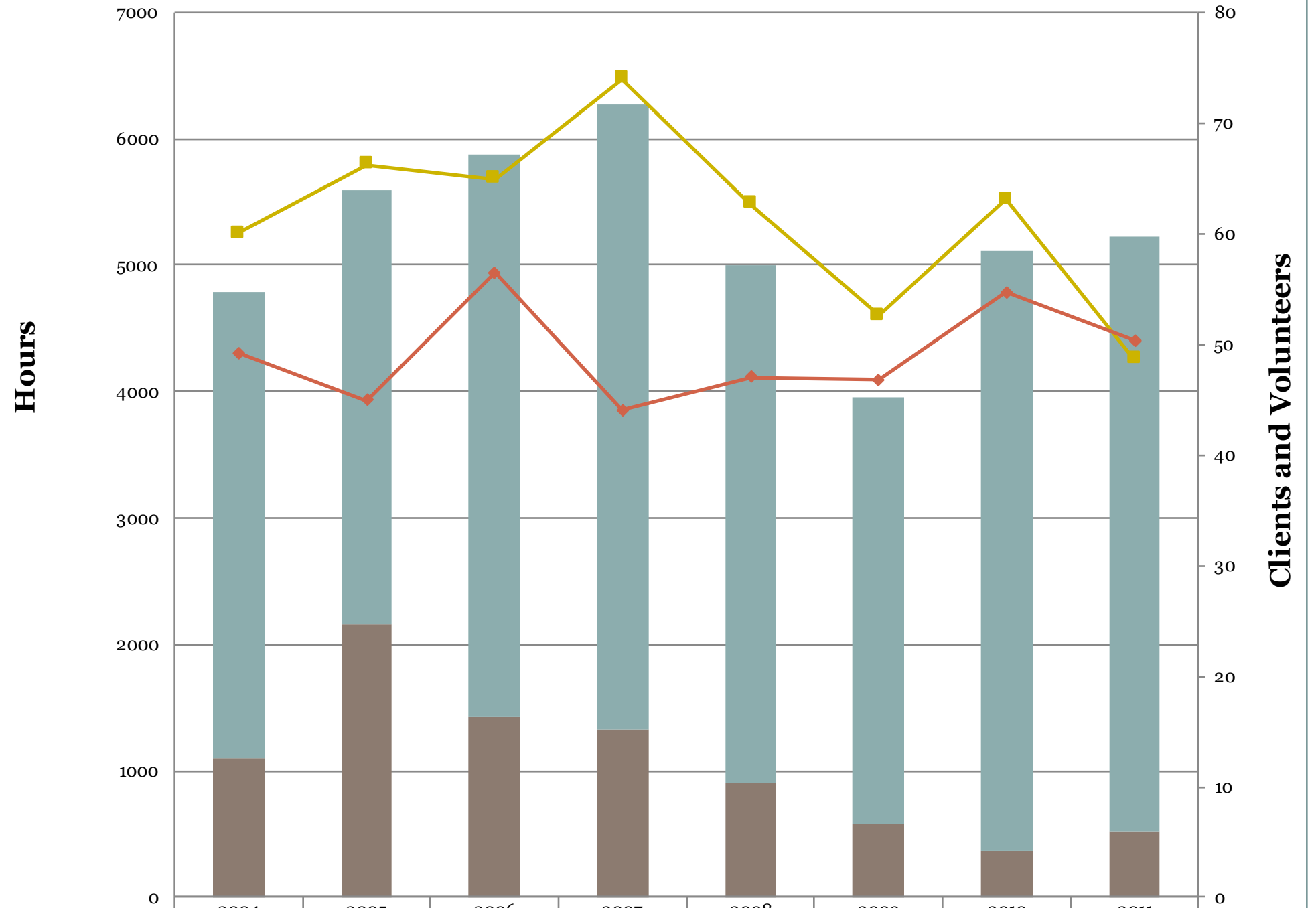
Affiliate Averages - Hours, Clients & Volunteers

Our averages charts tend to highlight the decline in both clients and active volunteers.

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

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

Affiliate Activity - Averages Hours, Clients and Volunteers



	2004	2005	2006	2007	2008	2009	2010	2011
Client Hours	3680	3422	4444	4942	4099	3376	4760	4697
Administration Hours	1103	2167	1429	1327	898	584	360	524
No. of Clients	60	66	65	74	63	53	63	49
Active Volunteers	49	45	56	44	47	47	55	50

Affiliate Project Types

Project information was only collected for 5 of the survey years, but the promising upward trend of 2010 seems to have slightly declined for 2011.

The average number of projects were:

63.5 for 2004

85.8 for 2006

54.7 for 2009

82.1 for 2010

67.1 for 2011

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

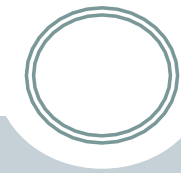


Historical Perspective – By Affiliates



- **Group Identifications**
 - Groups A and B
- **By Affiliate Trend Graphs – 2004-2011**
 - Revenue Trends
 - 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 two groups using the 2011 natural breaks between levels as shown below.

Activity	Group A	Group B
Revenue	over \$100,000	under \$100,000
Volunteers	over 100	under 100
Clients	over 50	under 50
Projects	over 50	under 50
Hours	over 4,000	under 4,000

- 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.



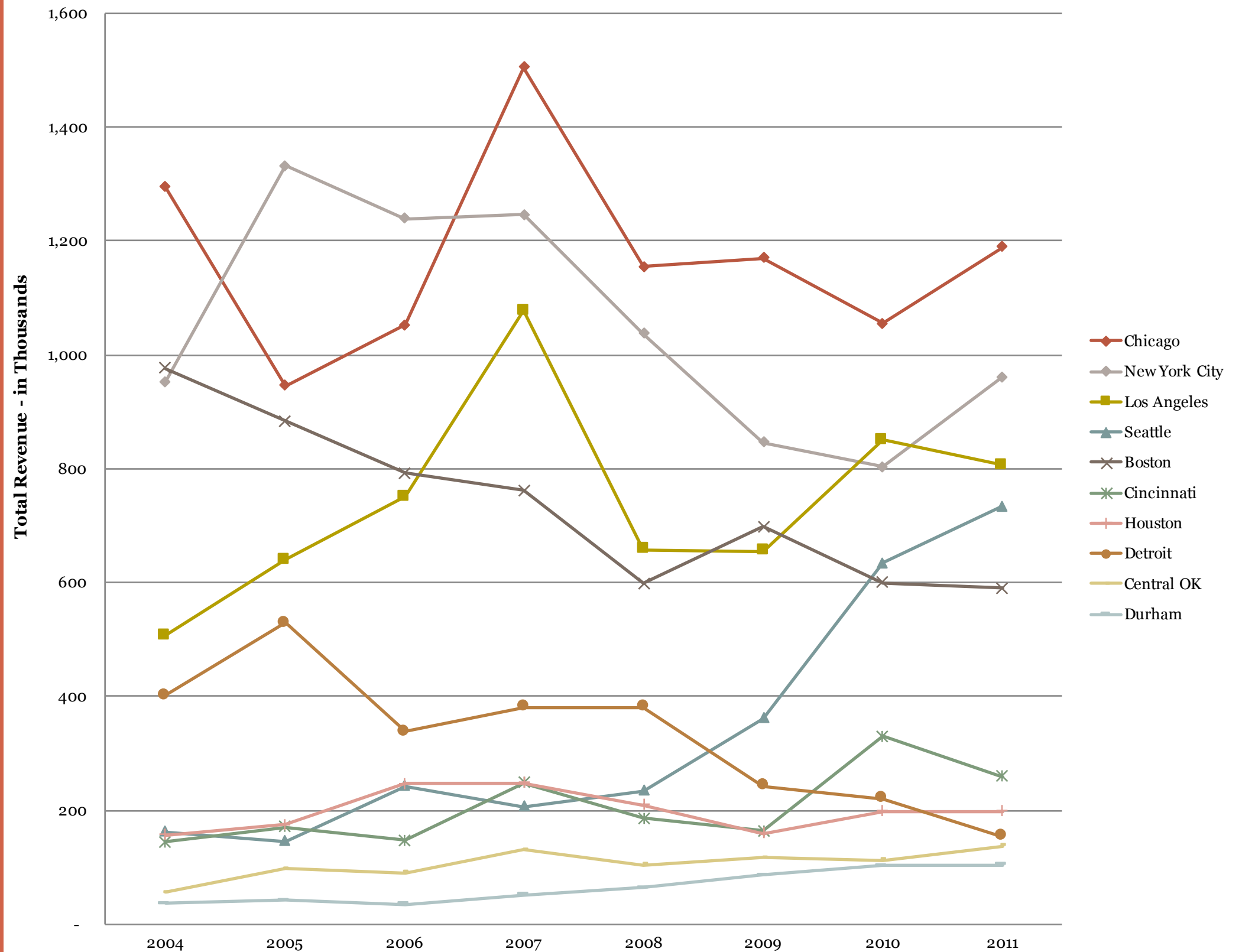
Revenue Trends Group A

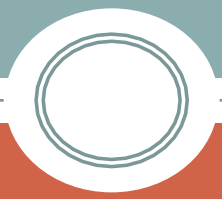
Group A, while inclusive of many of our large city ESCs, is not solely comprised of them.

2011's upward trending locations include Chicago, New York City and Seattle.

2011 saw the others in Group A as relatively flat to slightly declining revenues.

Revenue Trends - Group A > \$100,000





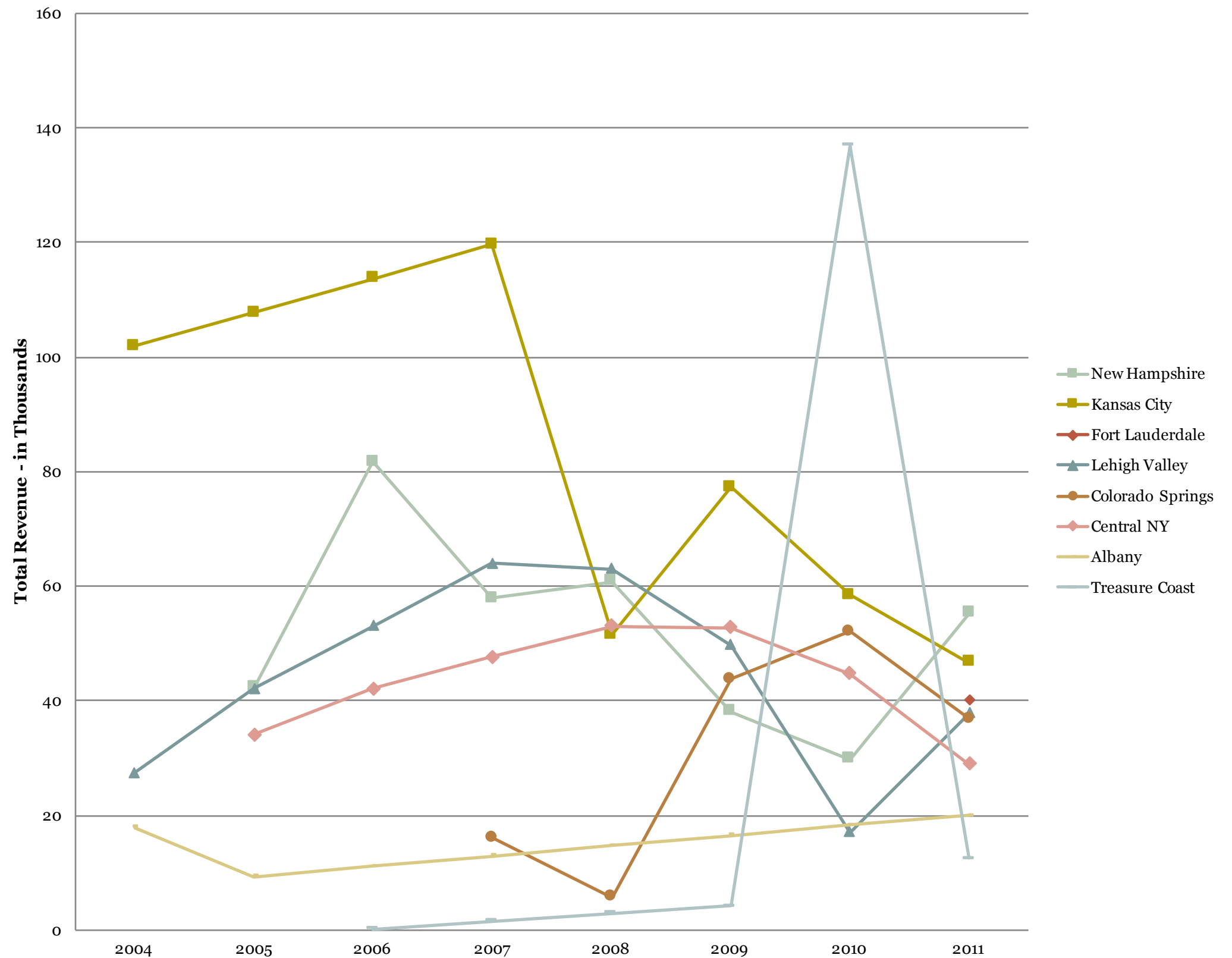
Revenue Trends Group B

With the exception of Treasure Coast, all of Group B have stayed reasonably consistent in their more recent historical ranges.

Upward trends for 2011 include New Hampshire and Lehigh Valley.

The others generally reflect slight declines for 2011.

Revenue Trends - Group B < \$100,000



Total Volunteer Trends Group A

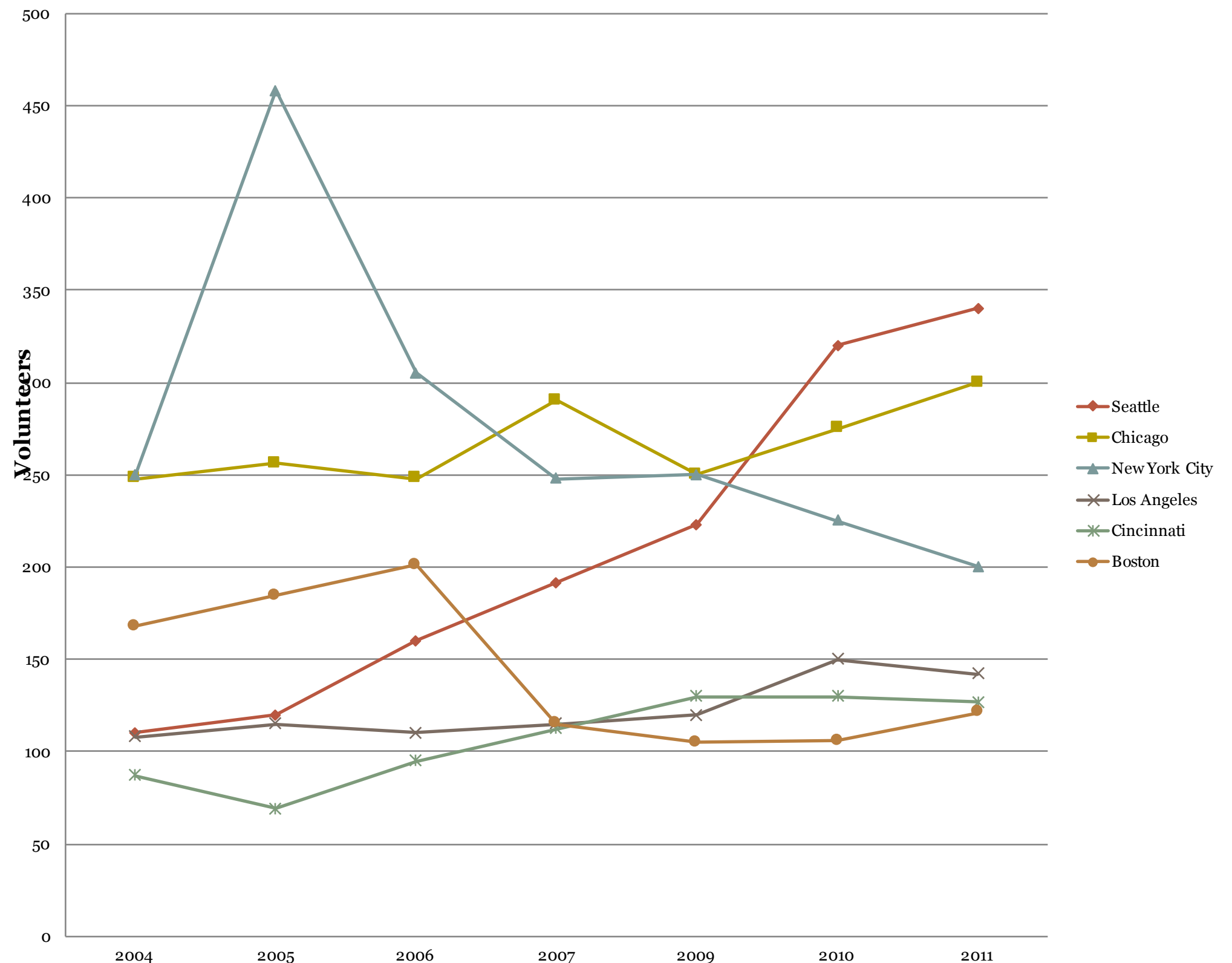
Group A splits between the 100-150 range and the 200-350 range.

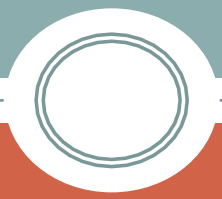
Seattle continues a consistent upward trend.

The past several years for the others in Group A have reflected mild growth or mild shrinkage. NYC is the exception which may be more a result of reporting variances than actual trend.

Note that data for 2008 is missing.

Total Volunteer Trends - Group A > 100 Volunteers





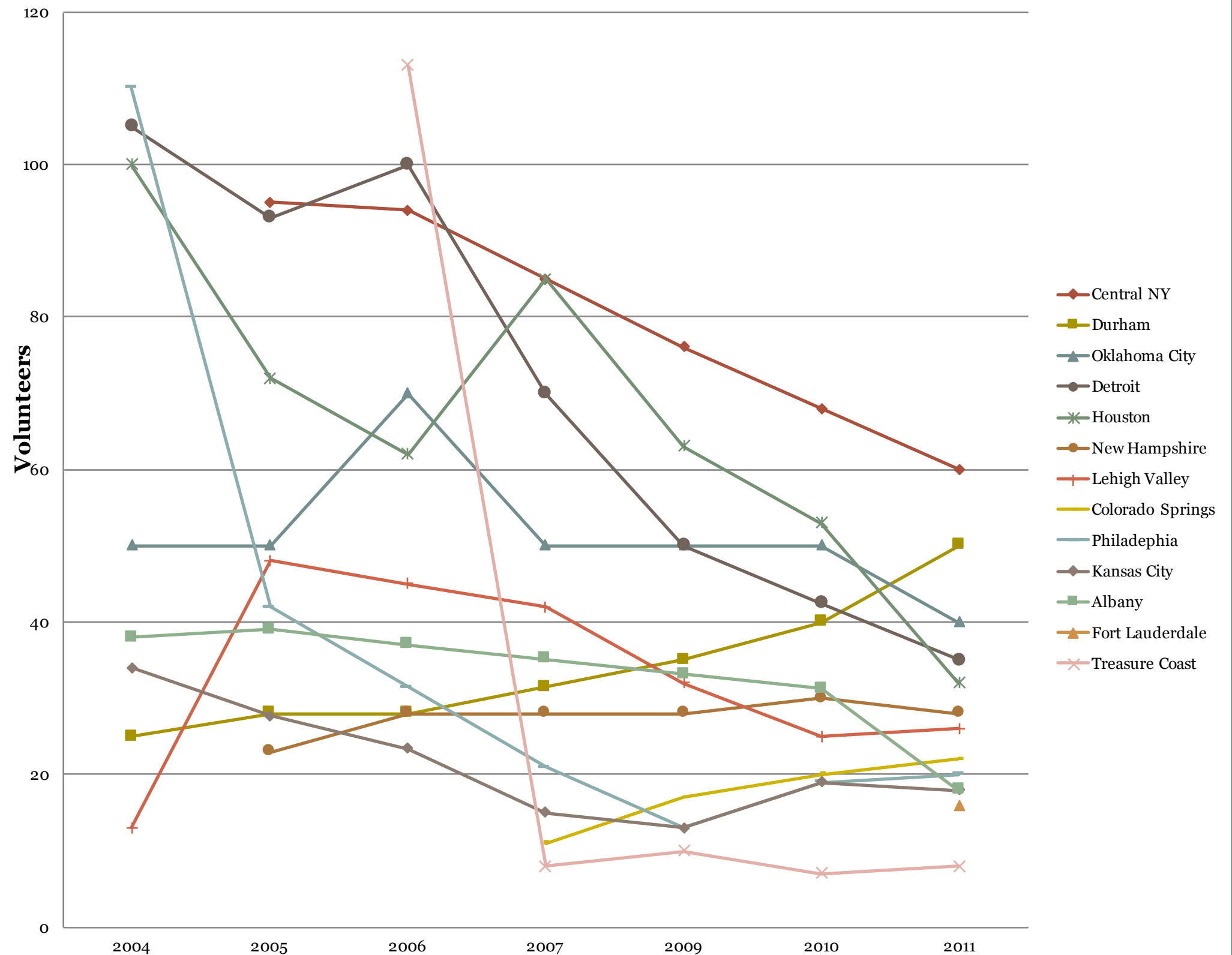
Total Volunteer Trends Group B

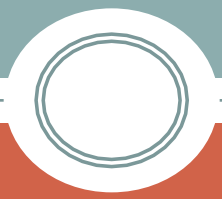
Our 2011 conference host, Durham, seems to be the most notable break-out for increasing its number of volunteers.

Group B, although broadly ranging in its history, continues its pattern of converging in the range of 10-55 volunteers.

Note that data for 2008 is missing.

Total Volunteer Trends - Group B < 100 Volunteers





Client Trends Group A

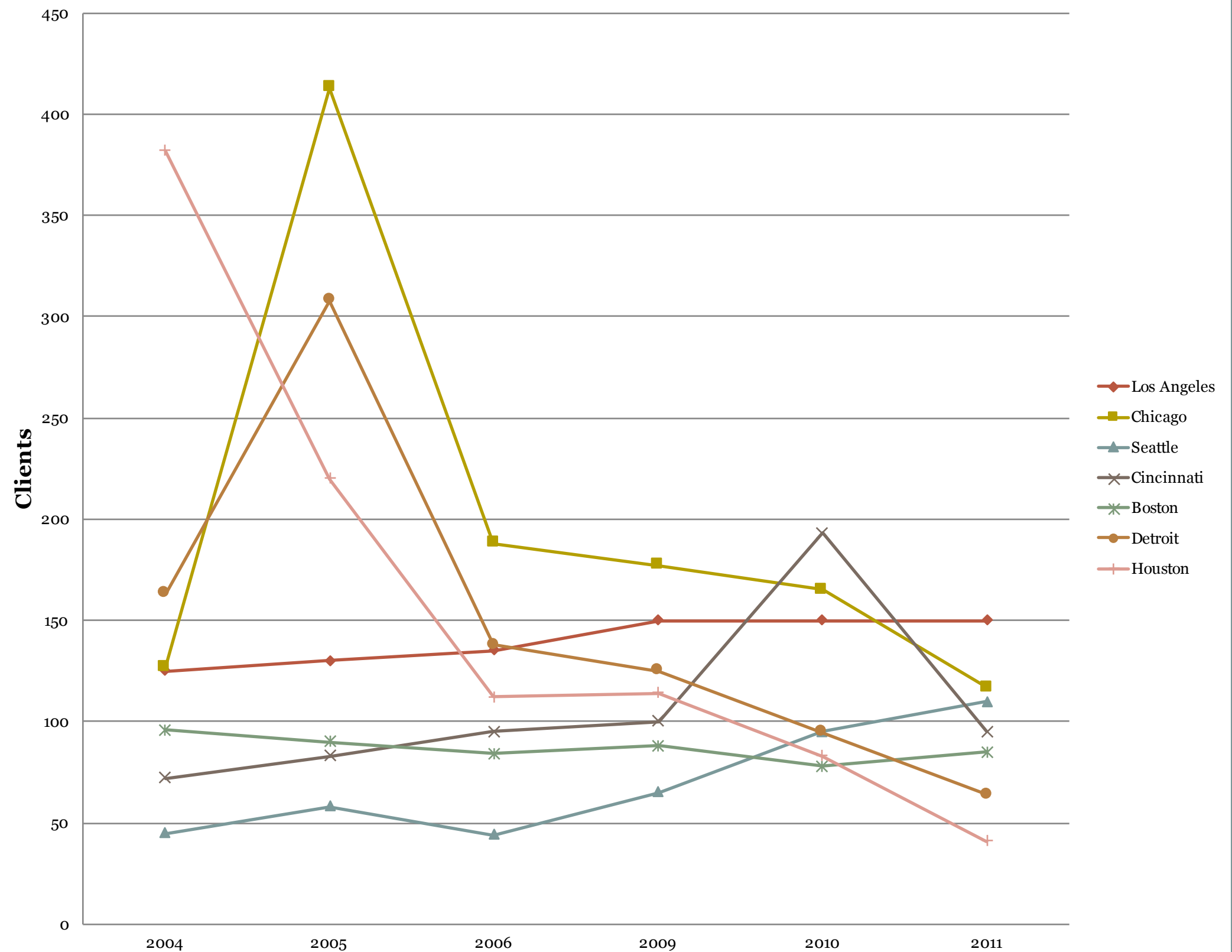
The upward trend for Seattle and Boston are the exceptions in Group A for 2011.

Others in Group A show steady levels or slight declines in clients.

Although Houston's 2011 data is below 50 because of the history of higher data, it graphs better in this group.

Note there was no client data collected for 2007 & 2008.

Client Trends - Group A > 50





Client Trends Group B

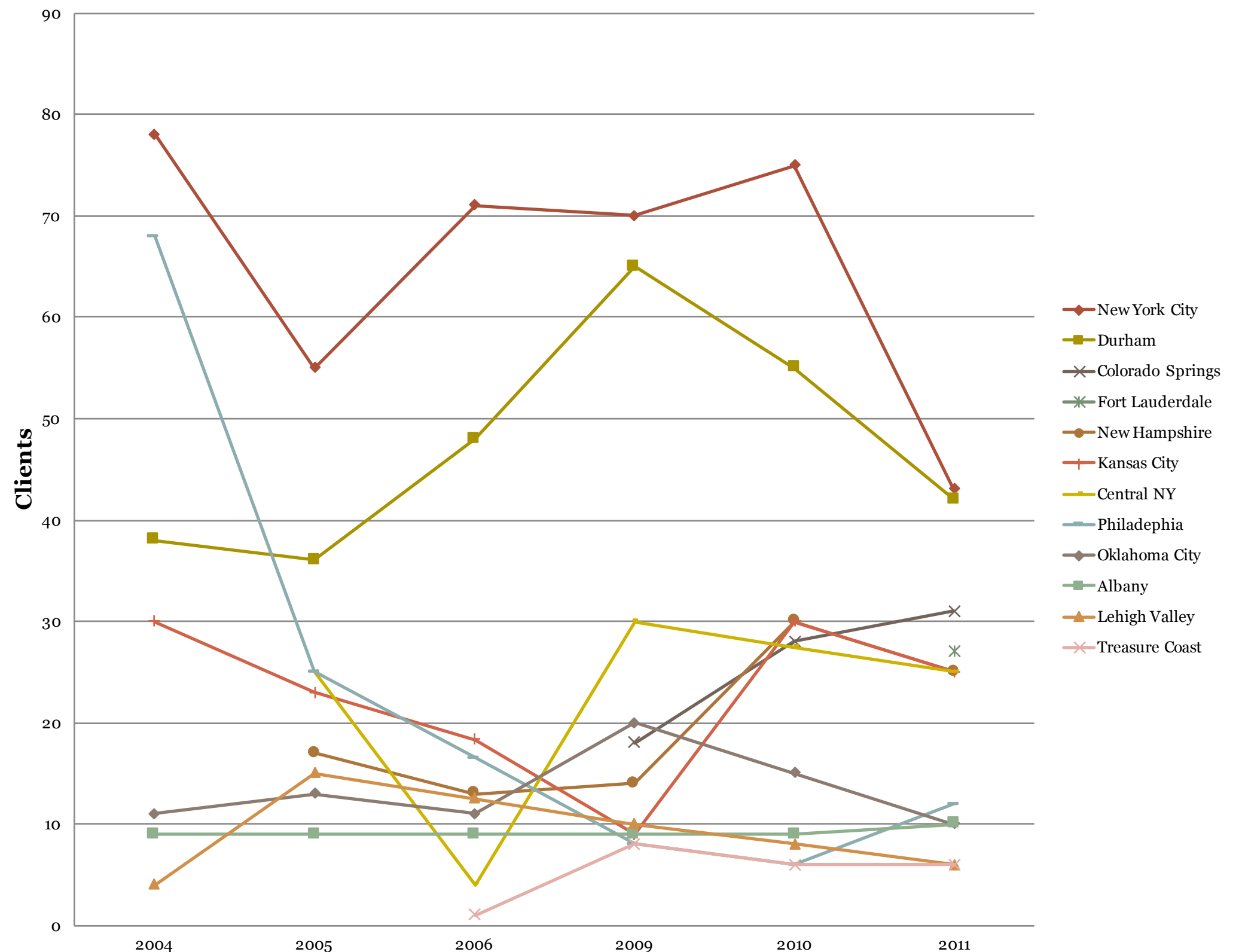
Group B has had a wide variety of changes over their histories.

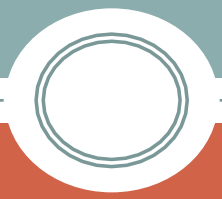
2011 shows Colorado Springs and Philadelphia with upward trends.

8 of the 12 affiliates in this graph of Group B cluster in the 10-30 client range.

Note there was no client data collected for 2007 & 2008.

Client Trends - Group B < 50



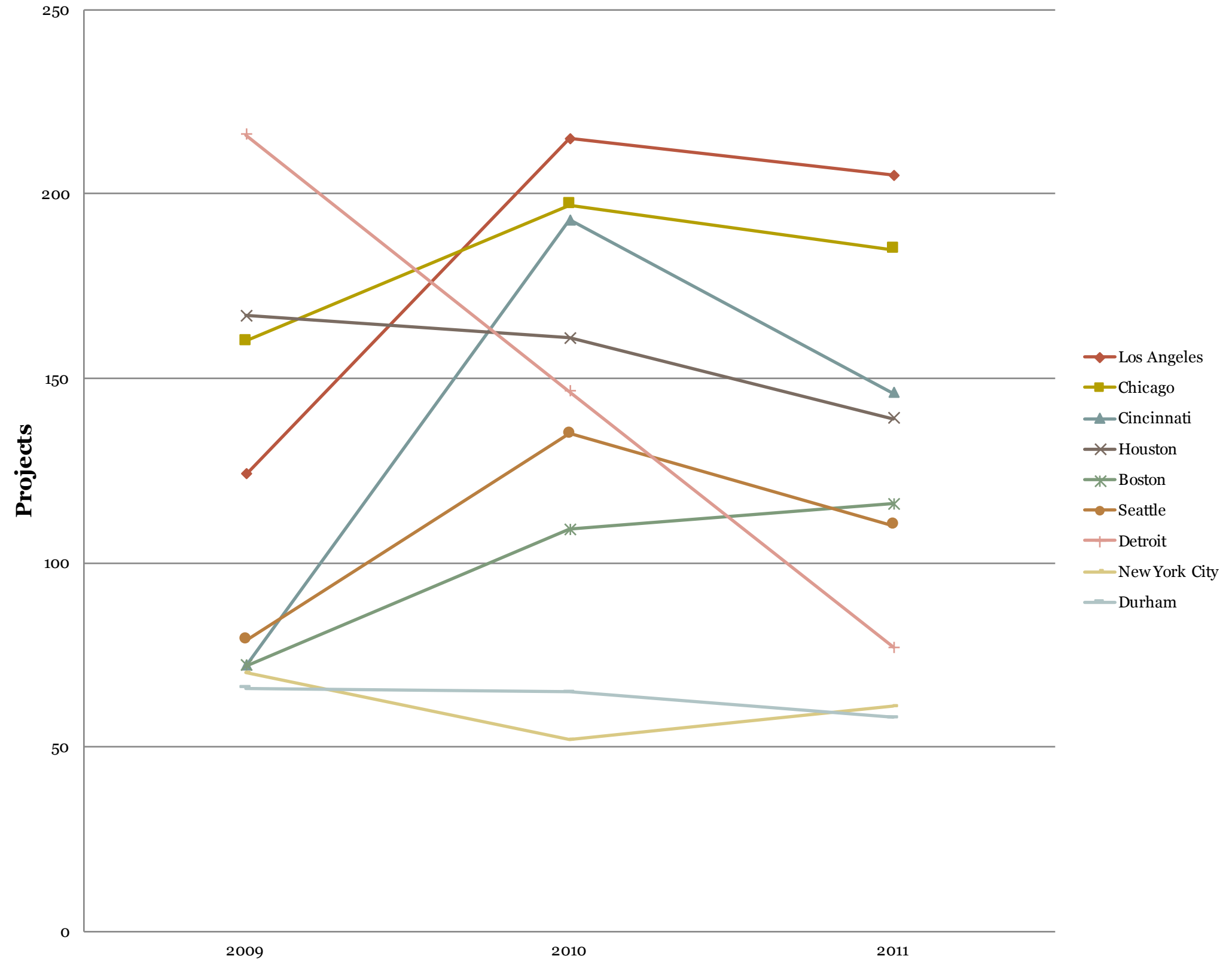


Project Trends Group A

Sadly, many of the upward trends from 2009 to 2010 have seen a slight decline or flattening for 2011 for most of Group A.

Upward trends for Boston and NYC are the exceptions in this group for 2011.

Project Trends - Group A > 50





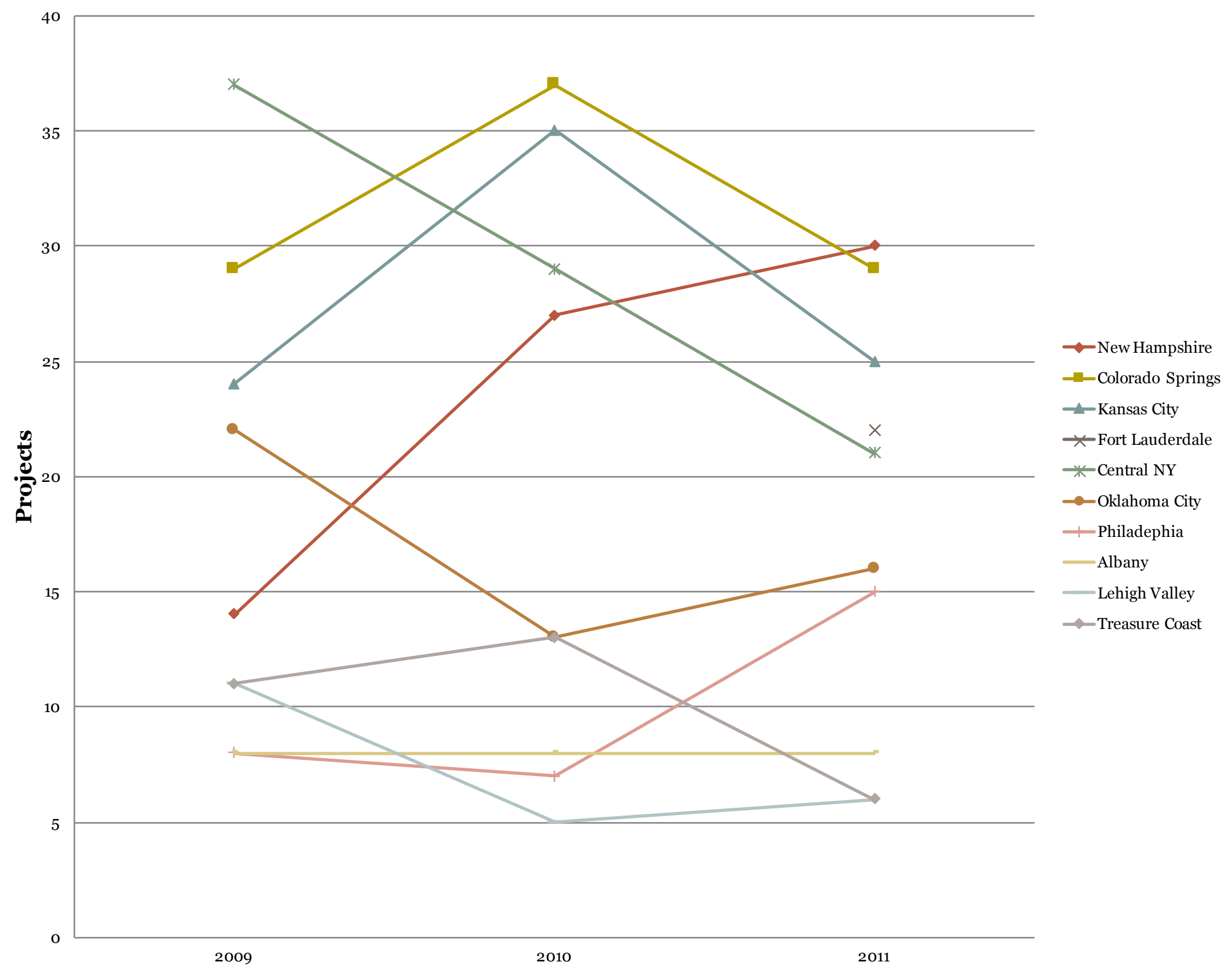
Project Trends Group B

Group B's graph is similar in ups and downs to Group A with the exceptions Oklahoma City, Lehigh Valley and Philadelphia who had project declines in 2010. apparently poisoning them for project growth in 2011.

2011 shows New Hampshire joining Oklahoma City, Philadelphia and Lehigh Valley with upward trends.

There is a split in the levels for this Group B with project clusters around 5-15 then around 20-30.

Project Trends - Group B < 50





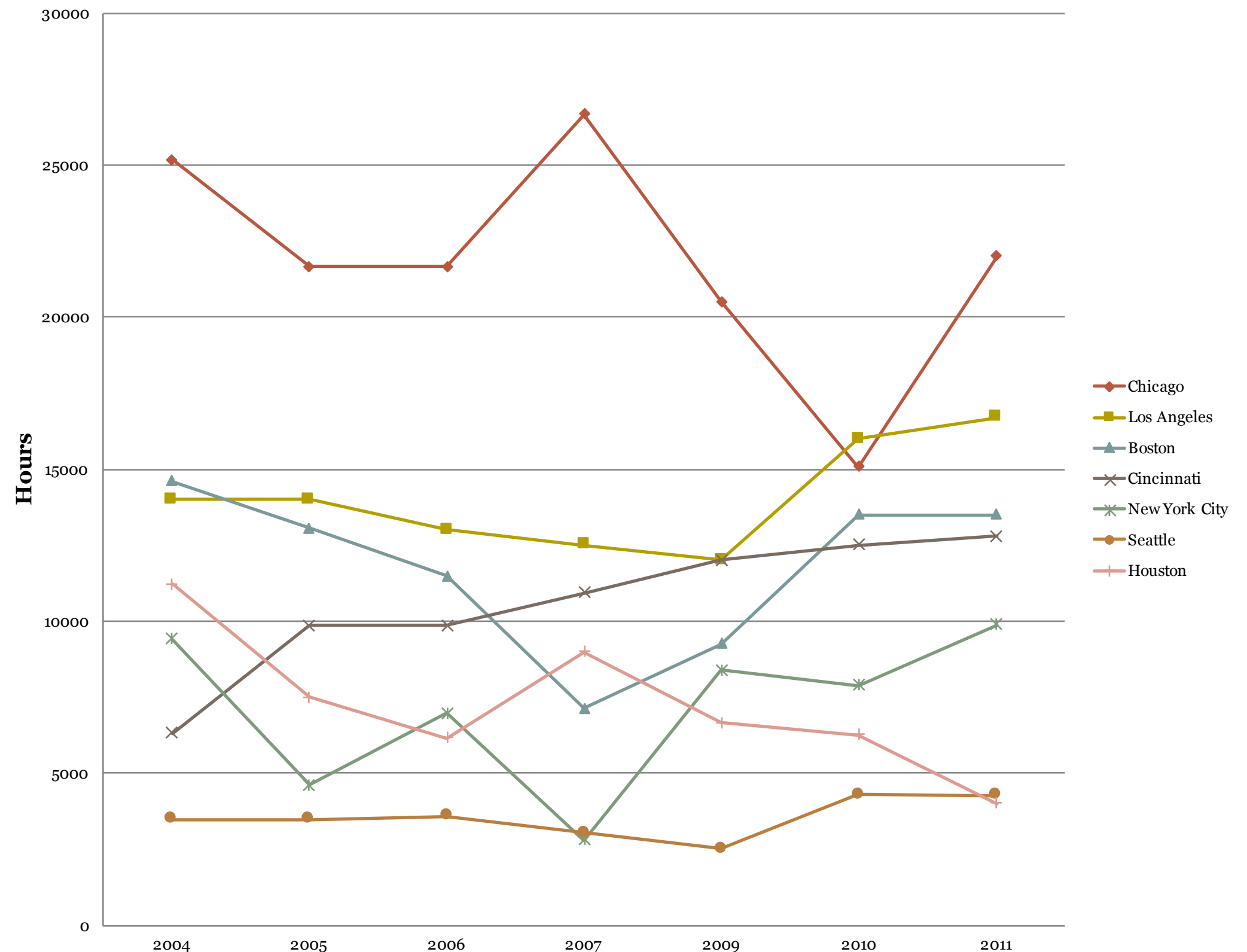
Hour Trends Group A

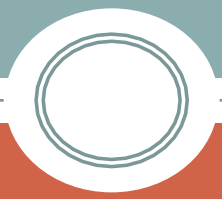
After all the highs and lows, Group A seems to be converging into two ranges: 5 in the 9,000-22,000 range and 2 in the 4,000-5,000 range.

There are two upward trenders in the higher range with one in the lower range.

Note the 2008 data is missing.

Hour Trends - Group A > 4,000 hours





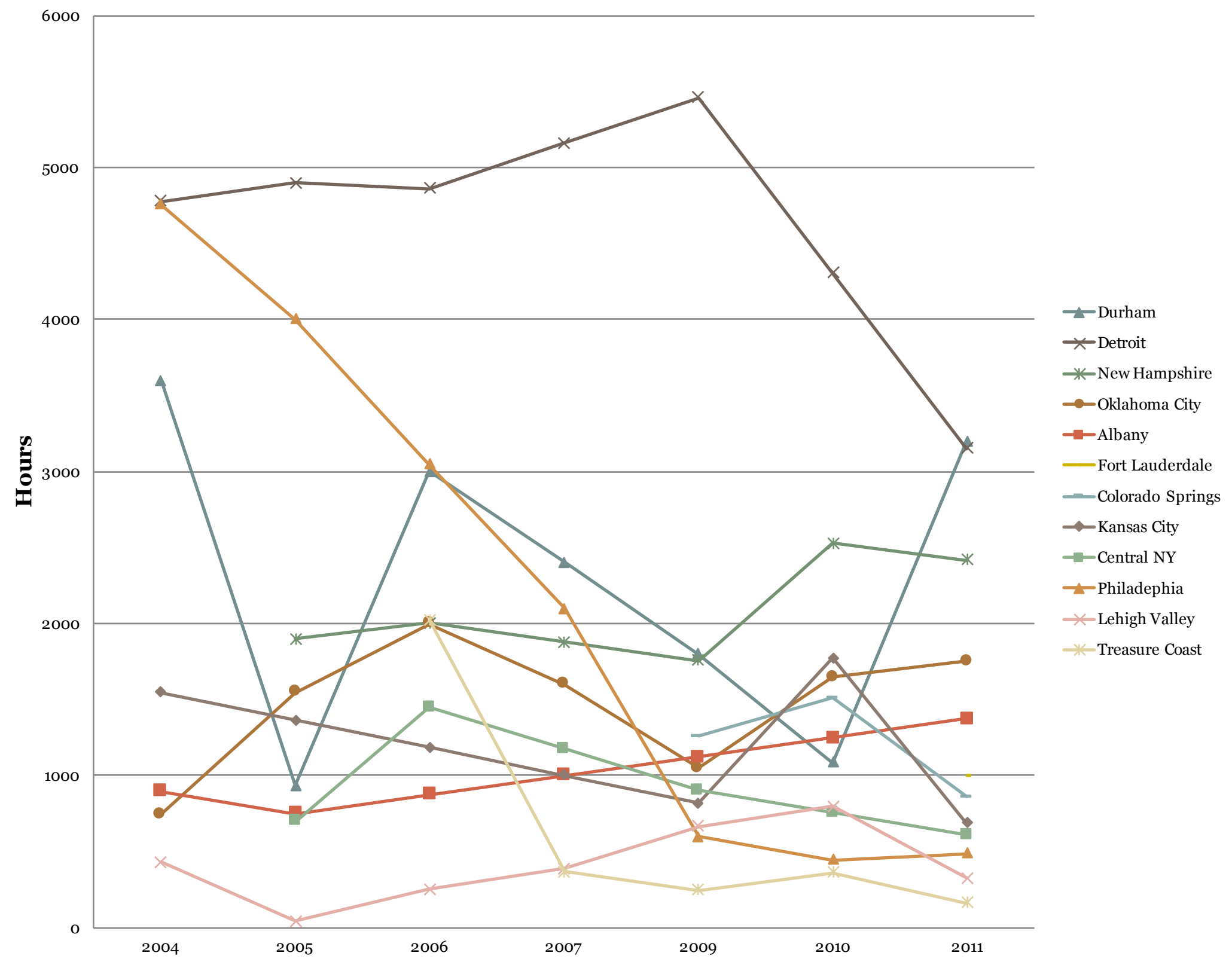
Hour Trends Group B

Upward trends for 3 of 12 of the Group B affiliates for 2011.

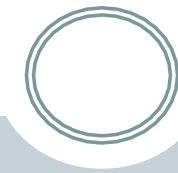
Group B splits into two clusters with 5 above 1,000 hours and 10 below 1,000 hours.

Note the 2008 data is missing.

Hour Trends - Group B < 4,000 hours



Historical Perspective – Group AB Survives!



The challenge of growing a **Group AB** continues! There is still solid representation in the middle group but 2011 sees a few moving up to Group A and some moving back to Group B.

Activity	Group A	Group AB	Group B
Revenue <i>Affiliates</i>	\$1,200-550K 5	\$260-100K 5	under \$60K 8
Volunteers <i>Affiliates</i>	350-200 3	150-120 3	under 60 13
Clients <i>Affiliates</i>	150-100 3	100-60 3	under 45 13
Projects <i>Affiliates</i>	210-130 4	120-50 5	under 30 10
Hours <i>Affiliates</i>	22,000-9,500 5	4,500-1,300 7	under 1,000 7

2011 Survey Analysis – Quantifiable Data



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

2011 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 although there are some gaps for a few categories.
- There has been some downward shifting of affiliates with larger groupings in the lower 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	>700K	>150	100+	>13	200+	>200	>10,000	>140 ^R
No. of Affiliates	4	2	3	4	3	0	4	3
Range 2	365–700K	80–150	75–99	6–12	131–199	110–200	8,000–10,000	120–140 ^R
No. of Affiliates	1	4	2	3	1	2	1	4
Range 3	115–365K	60–80	60–74	4–6	100–130	100–110	5,000–8,000	80–120 ^R
No. of Affiliates	4	2	1	1	2	2	0	4
Range 4	85–115K	40–60	30–60	3–4	81–99	65–100 ^R	2,600–5,000	60–80 ^R
No. of Affiliates	1	1	4	0	0	2	4	0
Range 5	70–85K	20–40	20–30	2–3	50–80	30–65 ^R	1,000–2,600	40–60
No. of Affiliates	0	5	4	2	2	4	3	6
Range 6	35–60K	10–20	10–20	1–2	20–49	20–30	400–1,000	30–40
No. of Affiliates	5	2	3	4	7	2	5	0
Range 7	May–35	<10	<10	<1	<20	<20	<400	<30
No. of Affiliates	3	3	2	5	4	7	2	2

Affiliates are fairly evenly spread across the Ranges; Range 4 is the lowest; Ranges 6 & 7 the highest.

* Calculated as Total Hours / Active Volunteers

^R Parameters of the range were slightly revised from the 2010 table

2011 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 Staff	Volunteers		Volunteer Total Hours	Average Hours / Volunteer
					Total	Active		
7 LARGE								
Chicago	>800K	>150	100+	>13	200+	110-200	>10,000	120-140
Los Angeles	>800K	>150	100+	6-12	131-199	65-100	>10,000	>140
New York City	>800K	60-80	31-60	>13	200+	65-100	8,000-10,000	>140
Cincinnati	100-260K	80-150	75-99	6-12	100-130	100-110	>10,000	120-140
Boston	500-800K	80-150	75-99	4-6	100-130	100-110	>10,000	120-140
Seattle	500-800K	80-150	100+	6-12	200+	110-200	2,600-5,000	<30
Houston	100-260K	80-150	31-60	>13	20-49	20-30	2,600-5,000	>140
9 MEDIUM								
Detroit	100-260K	60-80	60-74	2-3	20-49	30-65	2,600-5,000	80-120
Durham	100-260K	40-60	31-60	2-3	50-80	30-65	2,600-5,000	80-120
New Hampshire	45-55K	40-60	20-30	1-2	20-49	20-30	1,000-2600	80-120
Oklahoma City	100-260K	10-20	0-15	1-2	20-49	30-65	1,000-2600	40-60
Albany	25-45K	<10	0-15	>13	<20	<20	1,000-2600	120-140
Colorado Springs	25-45K	20-40	31-60	<1	20-49	<20	400-1,000	40-60
Central NY	25-45K	20-40	20-30	<1	50-80	30-65	400-1,000	<30
Fort Lauderdale	25-45K	20-40	20-30	1-2	<20	<20	400-1,000	80-120
Kansas City	45-55K	20-40	20-30	<1	<20	<20	400-1,000	40-60
3 SMALL								
Lehigh Valley	25-45K	<10	0-15	1-2	20-49	<20	<400	40-60
Philadelphia	NP	10-20	0-15	<1	20-49	<20	400-1,000	40-60
Treasure Coast	<25K	<10	0-15	<1	<20	<20	<400	40-60

2011 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	9	2
		Large	Medium	Small
Revenues	Grants:			
	Government	\$ 24,729	\$ 2,222	\$ -
	Foundations	213,664	15,039	3,000
	Sponsor Organizations		4,860	5,000
	Contributions:			
	Corporate	43,058	12,717	7,500
	Individuals	64,086	12,486	2,088
	Fees:			
	Project Services	201,959	19,764	7,250
	Workshops/Training, etc.	1,916	-	300
	Other	43,543	5,990	-
	Special Events	50,142	267	-
Other revenue	40,625	152	-	
	Total Revenues	683,722	73,497	25,138
Expenses	Program expenses	452,085	29,537	8,299
	Mgmt & gen'l expenses	117,129	45,809	18,150
	Fundraising expenses	78,573	1,395	-
	Total Expenses	647,787	76,741	26,449
Net income (loss)	\$ 35,935	\$ (3,244)	\$ (1,311)	
Balance Sheet	Assets	\$ 894,248	\$ 63,995	14,685
	Liabilities	(71,634)	(8,665)	-
	Net Assets	\$ 822,614	\$ 55,330	14,685

How We Compare Operationally

Number of Affiliates:	7 Large	9 Medium	3 Small
PROJECTS TOTAL	137	32	10
Consulting/Facilitation	83	23	6
Coaching/Executive advisors	27	3	3
Seminars/Workshops	8	2	1
Other	20	3	0
CLIENTS TOTAL	92	29	8
% of repeat clients	42%	27%	28%
VOLUNTEERS TOTAL	180	32	18
VOLUNTEERS ACTIVE	103	24	8
Retired %	56%	76%	75%
People of Color %	8%	3%	0%
Female %	35%	32%	32%
Training Sessions per year	20	5	2
Training Hours per year	85	38	5
HOURS TOTAL	11,882	1,673	326
Project Hours	11,143	1,151	293
Non-project Hours	739	521	33
VALUE OF EACH HOUR	\$170.29	\$122.22	\$123.33
TOTAL SERVICE VALUE	\$2,023,311	\$204,423	\$40,186

How We Compare Internally

Number of Affiliates:	7 Large	9 Medium	3 Small
Total FTE Staff	24.0	8.6	1.5
Professional - Full-time	3.6	1.0	1.0
Professional - Part-time	2.5	0.5	0.5
Staff - Full-time	2.4	1.0	0.0
Staff - Part-time	0.8	0.7	0.0
Volunteer - Full-time	1.0	0.0	0.0
Volunteer - Part-time	13.8	5.4	0.0
Paid Staff Totals	9.2	3.2	1.5
ED Compensation Package			
Lowest Range	\$60-80K	<\$20K	\$20-40K
Highest Range	\$130-150K	\$40-60K	<\$50K

2011 Survey Analysis – Informational Data



- **Tables of Affiliate Responses for:**
 - Services Provided
 - Pro Bono or Not
 - Board Related
 - 2011 vs 2010 Comparisons
 - Technology
 - Training
 - Project Management – Final Reports and Evaluations
 - Sharable News
 - National Level Service

Types of Services Provided in 2011

With the Affiliates Listed from Most to Least

No. of Affiliates for each activity	Board develop.	Strategic planning	Financial mgmt.	Leadership develop.	Human resources	Marketing, p/r, comm.	Coaching, exec.	Org. audit, assessment	Ops.	Info. systems	Facilities mgmt.	Other (notes)
	19	18	17	16	15	15	14	12	12	4	1	10
Fort Lauderdale	X	X	X	X	X	X	X	X	X	X		X ⁽¹⁾
Boston	X	X	X	X	X	X	X	X	X			X ⁽²⁾
Central NY	X	X	X	X	X	X		X	X	X	X	
Chicago	X	X	X	X	X	X	X	X	X			X
Cincinnati	X	X	X	X	X	X	X	X	X			X ⁽³⁾
Seattle	X	X	X	X	X	X	X	X	X			X ⁽⁴⁾
Albany	X	X	X	X	X	X	X	X	X			
Houston	X	X	X	X		X	X	X		X		X ⁽⁵⁾
Los Angeles	X	X	X	X	X		X	X	X			X ⁽⁵⁾
Oklahoma City	X	X	X	X	X	X	X	X	X			
Durham	X	X	X	X	X	X	X	X				
New York City	X	X	X	X	X	X	X	X				
Philadelphia	X	X	X	X	X	X	X		X			
Detroit	X	X	X	X		X	X		X			
Colorado Springs	X	X		X	X		X			X		
New Hampshire	X	X	X		X	X						X ⁽⁶⁾
Kansas City	X	X	X						X			X ⁽⁷⁾
Lehigh Valley	X		X	X								X ⁽⁸⁾
Treasure Coast	X	X			X	X						

Notes:

(1) Resource Development

(2) Outcomes Measurement/Program Evaluation

(3) Business improvement

(4) Cohort programs; Volunteer mgmt; Emergency planning;

Mtg/retreat facilitation; Resource development

(5) Fund Development

(6) Sustainability analysis - business models

(7) Mergers

(8) Organizational development workshops

Pro Bono Services Provided in 2011

12

Affiliates who DO perform Pro Bono projects under these circumstances

Albany	For small non-profits
Central NY	50% of Nonprofit clients
Cincinnati	Case by case based on type of project, organization's impact on the community, other partners involved
Colorado Springs	We offer free consulting hours at special events
Fort Lauderdale	All of our projects are pro bono.
Houston	If client budget is small, or hours required is minimal, or other extenuating circumstances.
Lehigh Valley	If client has no funds
New Hampshire	Situation Assessments - Free limited engagements for small social service organizations
New York City	For bartering purposes
Philadelphia	University politics
Seattle	Small refugee community based projects, Story Sherpas project (researching/writing up stories)
Treasure Coast	Done on a case by case basis

7

Affiliates who do NOT perform Pro Bono projects

Boston
Chicago
Detroit

Durham
Los Angeles

Kansas City
Oklahoma City

Board Related Survey Information for 2011

	No. of Board Members	Percentage:		Practices the Boards Follow			Types of insurance coverages		
		Internal or Interested	External or Independent	Term limits	Rotation	Conflict or Inurement Monitoring	For Board members (D&O)	For Staff (Health, Life, AD&D)	For Consultants (Prof. Liab.)
Affiliates Ranked by Largest to Smallest Boards									
		NP = Not Provided		Boards following each practice			Affiliates with the above coverages		
				13	6	10	16	10	13
New York City	23	0%	100%	Y	Y	Y	Y	Y	Y
Los Angeles	21	10%	90%	Y	N	Y	Y	Y	Y
Chicago	21	0%	100%	Y	N	N	Y	Y	Y
Oklahoma City	18	0%	100%	Y	N	N	Y	N	N
Boston	18	0%	100%	Y	Y	Y	Y	Y	N
Cincinnati	17	53%	47%	Y	N	Y	Y	Y	Y
Durham	17	24%	76%	Y	Y	Y	Y	N	Y
Detroit	16	50%	50%	Y	N	N	Y	Y	N
Houston	15	0%	100%	N	Y	Y	Y	Y	N
Albany	12	100%	0%	NP	NP	NP	Y	N	Y
Seattle	10	0%	100%	N	N	Y	Y	Y	Y
New Hampshire	8	88%	13%	N	N	Y	N	Y	N
Lehigh Valley	8	0%	100%	Y	N	Y	Y	N	N
Central NY	8	0%	100%	Y	Y	N	Y	N	Y
Colorado Springs	7	29%	71%	Y	N	N	Y	N	Y
Kansas City	6	0%	100%	Y	Y	Y	Y	N	Y
Philadelphia	NP	NP	NP	NP	NP	NP	N	N	Y
Treasure Coast	NP	NP	NP	NP	NP	NP	N	N	Y
Fort Lauderdale	NP	NP	ALL	Y	N	N	Y	Y	Y

How did 2011 Compare to 2010?

	No. of orgs. served			Level of Activities			Revenues			Which did you have more of?		
	More	Same	Less	More	Same	Less	More	Same	Less	Clients & Projects	Volunteers	Equal Balance
Answers for each	5	7	7	7	6	6	8	8	3	3	10	6
The 5 Affiliates for whom 2011 was generally More than 2010.												
New Hampshire	X					X	X			X		
Philadelphia	X			X			X					X
Durham	X			X			X			X		
Seattle	X			X			X				X	
New York City	X			X			X				X	
The 7 Affiliates for whom 2011 was generally About the Same as 2010.												
Kansas City		X			X				X			X
Treasure Coast		X				X		X			X	
Colorado Springs		X			X			X			X	
Houston		X			X			X			X	
Albany		X			X			X			X	
Fort Lauderdale		X			X			X			X	
Detroit		X			X			X				X
The 7 Affiliates for whom 2011 was generally Less than 2010.												
Lehigh Valley			X			X		X				X
Oklahoma City			X	X			X			X		
Cincinnati			X	X				X				X
Los Angeles			X			X	X					X
Boston			X	X					X		X	
Chicago			X			X	X				X	
Central NY			X			X			X		X	

Uses of Technology

Affiliate Uses of Technology			2 Affiliated do NOT but the below Affiliates DO publish a paper or newsletter for either:					
Own website	Social Media	Other ^(a)	Volunteers		Clients			
			Delivery Method		Delivery Method			
			E-Mail	Mailed	E-Mail	Mailed		
No. of Affiliates =	16	9	6	No. of Affiliates =	15	2	12	1
Seattle	X	X	(1)	Los Angeles	X	X	X	X
Boston	X	X	(2)	Central NY	X	X		
Central NY	X	X	(3)	Albany	X		X	
Cincinnati	X	X	(4)	Chicago	X		X	
Houston	X	X	(5)	Cincinnati	X		X	
Chicago	X	X		Durham	X		X	
Detroit	X		(6)	Houston	X		X	
Durham	X	X		New York City	X		X	
Kansas City	X	X		Oklahoma City	X		X	
New York City	X	X		Philadelphia	X		X	
Albany	X			Seattle	X		X	
Colorado Springs	X			Treasure Coast	X		X	
Los Angeles	X			Boston	X			
Lehigh Valley	X			Detroit	X			
New Hampshire	X			Fort Lauderdale	X			
Oklahoma City	X			New Hampshire			X	
				Colorado Springs			X	
	Associated website							
No. of Affiliates =	1	3	0					
Fort Lauderdale		X		^(a) <i>Descriptions of Other Technology Uses:</i>				
Philadelphia		X		(1) EGNITE, ECHOSIGN and other uses describe	(5)	Constant Contact		
Treasure Coast	X	X		(2) QuickArrow an online project management sy	(6)	E-blasts		
				(3) Project Site for committee only.				
				(4) Customized open source software for volunteer intranet (database and time recording).				

Other Technology Uses Reported by Seattle



- Salesforce database which contains information about all of our consultants, clients, all nonprofits in our community, funders. Allows us to search for service corps members by skill to match with clients. [12 licenses are free from SF Foundation]
- Basecamp for project management, allows us to monitor the progress of projects, exchange messages between us, consultants and clients, post all relevant documents so it is easy to find them. This has been critical for our cohort programs where we are managing up to 20 projects going through the same process at the same time. [about \$50/month]
- Google Sites gives us a team intranet that includes contract templates, policies, procedures, technology training tools, directions related to project management etc. [Free]
- LinkedIn is an important resource. Have an organizational site (can promote services, include recommendations etc.); links our service corps members and providers in our directory to each other. Great tool for finding consultants, too.
- Also have a website at www.escwa.org/intranet with tools and information for consultants, which we gladly share with all ESCs. [User: **volunteer** Password: **washington**]

Training for 2011

	Estimate of consultant trainings		Average Training Hours per consultant		
	Total sessions	Total Hours	Mandatory	Voluntary	Notes
<i>Ranked by Sessions</i>					NP = Not Provided
Boston	50	225	18	50	
Los Angeles	41	Not tracked	9	9	Total of 18 hours
Chicago	22.5	150	30		30 hours for new consultants.
Cincinnati	20	120	27		
Fort Lauderdale	10	210		20	
New Hampshire	7	42		3.8	
Central NY	6	12		6	
Durham	5	15	3	15	
Colorado Springs	4	16		16	
Seattle	4	6	1.5		
Oklahoma City	3	7			
Philadelphia	3	9	9		
New York City	2	8	4		
Albany	1	40			
Lehigh Valley	-	-			
Kansas City	-	-			
Houston	NP	NP			
Treasure Coast	NP	NP			
Detroit	NP	NP			

Project Management – Final Reports and Evaluations

	Final Reports						Evaluations					
	Internal - to Files			External - to Clients			Clients/Projects			Consultants		
	Always	Usually	Rarely	Always	Usually	Rarely	Formal	Informal	None	Formal	Informal	None
Albany		Y		Y				Y			Y	
Boston		Y		Y			Y	Y			Y	
Central NY	Y			Y			Y			Y		
Chicago	Y			Y			Y	Y		Y	Y	
Cincinnati	Y			Y			Y			Y		
Colorado Springs		Y			Y		Y				Y	
Detroit			Y			Y	Y				Y	
Durham	Y				Y		Y	Y				Y
Fort Lauderdale	Y			Y			Y			Y		
Houston		Y			Y		Y			Y	Y	
Kansas city		Y		Y			Y				Y	
Lehigh Valley	Y			Y			Y				Y	
Los Angeles		Y	Y		Y	Y	Y	Y			Y	
New Hampshire		Y			Y		Y					Y
New York City	Y			Y			Y			Y		
Oklahoma City		Y			Y			Y		Y		
Philadelphia			Y	Y			Y	Y		Y	Y	
Seattle		Y			Y		Y			Y		
Treasure Coast		Y			Y		Y			Y		

News You Can Use

Any services that you consider your special area of expertise.

Boston	Strategic planning, board development, executive coaching/mentoring
Central NY	Very well rounded group, provide assistance for NFP and Small Business
Chicago	Transitions Management, board development and business planning, coaching, sector management
Cincinnati	Business improvement, Strategic planning, Board development, Leadership training, One/One coaching
Colorado Springs	IT related
Detroit	Strategic Planning, Financial Management Solutions
Durham	Board Development/retreat facilitation
Fort Lauderdale	Strategic Planning
Houston	Strategic Planning
Kansas City	Leadership Development Program
New Hampshire	Sustainability consulting, Executive compensation
New York City	Social Enterprise; Board Chair Roundtables
Oklahoma City	Management review. This field is especially called for by our largest foundation funder.
Philadelphia	MAP - organizational assessment
Seattle	Policy Governance, Volunteer Management, Fundraising capacity development, financial services, organizational planning (Springboard, Catalyst)

Any exceptional events or experiences during 2011?

Albany	Hire new E.D., revamped board
Central NY	ESC suspended operations temporarily in 2010-11 to re-evaluate goals in light of the changing economic
Cincinnati	Over 50 new volunteers joined ESCC
Colorado Springs	Starting to recruit consultants in Pueblo and Denver
Detroit	Change in Executive Director
Durham	Move to "real" office with conference room, hired 3 rd employee
Fort Lauderdale	Previous Program Manager left in mid-April, a new PM was hired as of 6/1/11 on a part-time basis.
Houston	Changes of leadership and multiple staff turnover - one to NESCC.
Lehigh Valley	Conducted 2 workshops
New York City	Gala
Seattle	Continuing our rebranding as 501 Commons and expanding our website with the first vetted directory of nonprofit consultants and service providers.

More News You Can Use

What was been your best method/technique for generating revenue in 2011?

Boston	Repeat business with past clients
Central NY	Annual appeal to businesses, organizations and foundations.
Chicago	Grants, relationship management on engagements
Cincinnati	Increase in projects with nonprofit clients with annual revenues greater than \$10 million.
Colorado Springs	Word of mouth through attending events
Detroit	Partnerships with community-wide organizations
Durham	Fees from clients
Fort Lauderdale	Billing for services against a service contract.
Houston	Stewardship of previous donors
Lehigh Valley	Just projects
Los Angeles	In 2012 we have raised our fees (along with our scholarship policy) and it's going well so far.
New Hampshire	Referrals
New York City	Repeat clients, workshops, receptions
Oklahoma City	We continue to have our most success from foundations, corporations and individuals who as sponsors pay for team and coaching projects.
Philadelphia	Client fees
Seattle	Cohort programs (3-17 orgs) supported by philanthropy

44 Identified National Organizations Recently Served

Color Coding indicates common clients

Houston	Alzheimer's Association Houston & SE Texas Chapter	Durham	Habitat for Humanity in Durham
Seattle	American Academy of Pediatrics - Washington	New York City	Habitat for Humanity in Nassau County
New York City	American Foundation for AIDS Research	Sarasota	Habitat for Humanity: Sarasota, South Sarasota & Manatee County
Cincinnati	American Heritage Girls	Houston	Hashoo Foundation
Sarasota	American Red Cross	Chicago	Health for Humanity
New York City	American Red Cross	Colorado Springs	Junior Achievement Worldwide (headquartered in Colorado Springs)
Cincinnati	American Red Cross, Cincinnati Chapter	Boston	Kennedy Center - Arts Education Alliance program
New York City	Amnesty International	Chicago	Kennedy Center - Arts Education Alliance program
New York City	Anti-Defamation League	Seattle	Kennedy Center - Arts Education Alliance program
Sarasota	Big Brother/Big Sisters of the Suncoast	Chicago	Latino Policy Forum
Durham	Big Brothers/Big Sisters of the Triangle	Houston	LISC (Local Initiative Support Corporation)
New York City	Big Brothers/Big Sisters of Rockland County	Kansas City	LISC (Local Initiative Support Corporation)
Cincinnati	Boy Scouts of America - Dan Beard Council	New York City	Meals on Wheels
Oklahoma City	Boy Scouts of America Last Frontier Council	Durham	Meals on Wheels: Durham and Wake
Houston	Boys & Girls Club	New Hampshire	NAMI
New York City	Boys & Girls Club	New York City	NAMI Connecticut (Nat'l Assn for Mentally Ill)
Seattle	Boys & Girls Clubs - King County; South Puget Sound	Cincinnati	NAMI of Hamilton County
Sarasota	Boys and Girls Clubs: both Sarasota and Manatee Counties	New York City	National Audubon Society
Oklahoma City	Campfire	New York City	National Organization on Disability
Kansas City	Catholic Charities	Houston	Pacifica Foundation (Pacifica Radio)
New York City	Catholic Charities	Kansas City	Police Athletic League
Seattle	Catholic Community Services	Durham	The Arc: Durham, Wake County
Houston	Communities in Schools (Bay Area)	Sarasota	United Nations Women - Gulf Coast & Shelterbox (Headquarters)
Cincinnati	Council on Aging	Cincinnati	United Way
Sarasota	Easter Seals	Lehigh Valley	United Way
Houston	Families in Global Transition (nation-wide per a virtual office)	New York City	United Way
Lehigh Valley	Girl Scouts	Seattle	United Way
Oklahoma City	Girl Scouts	Kansas City	Unity (International headquarters)
Seattle	Girl Scouts - Western Washington	New York City	Urban League
Sarasota	Girl Scouts of Southwest Florida	New Hampshire	USDA Research, Conservation and Development
Sarasota	Girls Incorporated of Sarasota County	Lehigh Valley	Volunteers of America
Chicago	Global Youth Ministries	New Hampshire	YMCA
Seattle	Goodwill Industries - Seattle	Durham	YMCA of Orange County
Oklahoma City	Goodwill of Oklahoma County	Sarasota	YMCA of Sarasota County
Houston	GOSECO (Gombe School of Environment and Society)	New York City	YMCA

Definitions and Measurements of Success?



- 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 2011 survey participants in appreciation of their survey support.
 - 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 – member lounge.
- Suggestions for future surveys are always encouraged.
- Next year goal – 100% participation.

THANK YOU!