

ESC OF NEW ENGLAND

ANNUAL REPORT

2015



ESC of New England

Consulting and Capacity Building
for Nonprofits



Annual Report 2015

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Thank you to Agassiz Baldwin Community and BAMSI for use of their photographs and Rachel Birkenthal, Annual Report designer.

Message FROM THE BOARD CHAIR

Dear Friends,

2015 was a year of remarkable transformation and progress for ESC of New England. In the fall, we bid farewell to Bethany Kendall, who led ESC as President and CEO for 10 years. Bethany's legacy at ESC includes the development of an endowment, an expansion of the ESC consulting pool, and the addition of the Encore Fellowship and Discovering What's Next programs. On behalf of the Board of Directors, I offer Bethany our sincere gratitude for all that she has done for ESC. We wish her the best of luck in her new role as the Executive Director of the Amelia Peabody Charitable Fund.

After a thorough search process, the Board welcomed Julie Crockford, formerly President of the Emerald Necklace Conservancy, as ESC's new Executive Director. During Julie's tenure at the Conservancy, she accumulated an impressive list of accomplishments, including increasing operating revenue for the organization, expanding the Conservancy's programs and staff, and doubling the number of volunteers. Julie joined ESC in January and has been listening to stakeholders in order to plot the course for ESC's future growth and success. We look forward to working with Julie over the coming years with high hopes for what she will bring to our organization.

In the last year, ESC has continued to serve as a crucial resource for the nonprofit community, offering assistance to organizations that benefit our society in areas including education, health, housing, the arts, the environment, youth, and community development. For me, as well as for many of our Consultants, our work is its own reward. To be able to use my professional skills in a meaningful capacity – and to see that work having an immediate and sustainable impact in the community – is a profoundly fulfilling experience.

Beyond our core consulting program, ESC's Encore Fellowship Program, Discovering What's Next Program, and professional development workshops continue to grow, extending our organization's reach and enhancing our ability to fulfill our mission. As the environment faced by nonprofits continues to change, ESC will continue to adapt its services to help nonprofits meet their challenges with success.

We live in a world of increasing inequality and persistent injustice, with a future that often seems uncertain. Nonprofit organizations serve as instruments of positive change in our communities. ESC's work helps to ensure that these nonprofits have the tools they need to fulfill their missions and to leverage their resources most effectively for the common good.

I am immensely thankful to the ESC family for all of their hard work. ESC's programs would not be possible without the support of our donors and the skills our Consultants and Fellows bring through their service.

Sincerely,

A handwritten signature in blue ink that reads "William R. Huss". The signature is fluid and cursive, with the first name "William" being the most prominent part.

William R. Huss, Ph.D.
Chair, Board of Directors

Clients

ESC is honored to have worked with so many amazing nonprofits this year. Each client is unique, representing everything from an all-volunteer neighborhood food security initiative to a multi-site human service organization serving over 10,000 families across Massachusetts. ESC Consultants, Fellows, and Workshops help nonprofits to reach their full potential and maximize their positive impact in the community.

Agassiz Baldwin Community	Housing Families
The Art Connection	Institute of Professional Practice, Inc.
BAMSI (Brockton Area Multi-Services, Inc.)	Kennedy-Donovan Center
Bay State Reading Institute	LIFE Cape Cod
Boston Court Appointed Special Advocates	Margaret Fuller Neighborhood House
Boston Partners in Education	Massachusetts Farmers Market
The Bostonian Society	Medicine Wheel Productions
The Buttonwood Park Zoo	Merrimack Valley Community Music School
Cambridge Arts Association	The MetroWest Mission Hub
Cambridge Public Library	National Institute for Children's Health Quality
Cambridge Community Television	Neville Communities
Charter Oak Cultural Center	New England Innocence Project
Community Health Center Association of Connecticut	North Hill
Community Legal Services and Counseling Center	The Parenting Journey
Community Outreach Group for Landscape Design	Public Responsibility in Medicine and Research
Commonwealth Compact	RESPOND
Community Cooks	School on Wheels
Companion Animal Protection Society	Seeding Labs
The Company Theatre	Self Esteem Boston
Danvers Historical Society	Soccer Without Borders
The Decibels Foundation	South Boston Association of Nonprofits
Dedham Choral Society	Spina Bifida Association of Greater New England
"e" inc.	St. George's Benevolent Society
Education Pioneers	Sudbury Historical Society
Elizabeth Stone House	Tenacity, Inc.
The Emerald Necklace Conservancy	Trinity Church
Encore Boston Network	Unbound Visual Arts, Inc.
Episcopal Diocese of Rhode Island	Vulvodynia Matters
Ethos	Walpole Cable Access Television
Framingham Public Schools	Wellesley Media Corporation
Freedom from Chemical Dependency	Wenham Museum
Gore Place	Westerly Library and Wilcox Park
Greater Marlboro Programs, Inc.	Winchester Multicultural Network
Horizons for Homeless Children	WriteBoston
House of Possibilities	

Client Spotlight



Agassiz Baldwin Community

The Agassiz Baldwin Community (ABC) has served the Agassiz neighborhood and wider city of Cambridge for over 40 years. They are a place that nurtures individual growth and creativity, builds connections, and serves as a forum for community advocacy. From the Sacramento Street Preschool to the Living Well Network for adults 55 and up, ABC creates a rich culture within which the community can flourish.

ESC's relationship with ABC goes back to 2004. Over the intervening 12 years, we have worked together on multiple strategic plans as well as a variety of discrete projects that have allowed ABC to improve and fine tune their programs.

In 2010, ABC launched Maud Morgan Arts which offers year-round visual arts programs for children and adults taught by well-regarded artists. ESC Consultants worked with ABC leadership to brand the program and develop a marketing plan to introduce it to the community. The program was a success, but changes in the market brought us back in 2014 to develop a communications plan that included goals, strategies, tactics, and a robust tool kit for the marketing team to use in the creation of promotional pieces.

ABC became one of the first Massachusetts nonprofits to take advantage of ESC's Encore Fellowship Program as they brought on two Fellows to increase capacity and efficiency around finance and HR functions. A finance expert was hired to review financial processes and make recommendations for future needs and ABC recently hired an HR professional as their Human Resources Director.

"Hiring an ESC Encore Fellow was one of the best decisions we made."

Maria LaPage
Executive Director
Agassiz Baldwin Community

As highly skilled professionals embedded within the organization, the Fellows took charge of projects, executing research, planning, and on-the-ground implementation.

ABC represents just one of the thousands of nonprofits ESC has helped to better serve the community. Our Consultants and Fellows help over one hundred organizations each year, in turn touching the lives of tens of thousands of individuals and families across New England.

Photograph courtesy of Agassiz Baldwin Community.

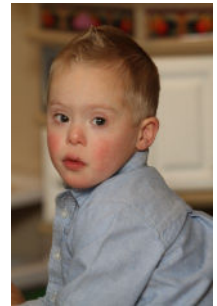
Consultants

ESC Consultants represent the heart of the organization. Their skills and experience, coupled with the desire to make a meaningful contribution to the community, are ESC's greatest asset.

In 2015, ESC Consultants provided over 14,000 hours of support to nonprofits, a contribution valued at nearly \$2.5 million. Working in teams, they shared their expertise with hundreds of nonprofit professionals, enabling each organization they worked with to better fulfill their missions.

A few examples of ESC's impact in the nonprofit community:

- Through our work with BAMSI we **helped the organization's leadership work more effectively** to provide valuable services to children, adults, and families with developmental disabilities, traumatic brain injuries, behavioral health challenges, and public health needs.
- Our Consultants helped Commonwealth Compact, an organization dedicated to establishing Massachusetts as a uniquely inclusive, honest, and supportive community of diverse people, **build consensus around changes in funding streams, leadership roles, and organization structure.**
- ESC has been involved with Seeding Labs from its infancy, helping update their initial business plan to adapt to changes in the market and evolving opportunities. Four years later we were asked back to help Seeding Labs respond to USAID's interest in the program, crafting a funding proposal for "explosive growth". USAID support in hand, we returned this year to help **strategically grow the staff to meet the organization's ambitious new goals.**
- Over the past 18 months, ESC Consultants have worked with Community Outreach Group for Landscape Design to **provide support around governance, strategic planning, marketing, and fundraising**, helping the organization move through a leadership transition to emerge stronger and better prepared to execute its mission.



A beneficiary of BAMSI's services.

*"I cannot say how grateful I am to our
ESC Consultants for getting us through a
set of transitions so gracefully and effectively."*

Sally Muspratt

President Emeritus

Community Outreach Group for Landscape Design

Photograph courtesy of BAMSI.

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The ESC Encore Fellowship Program is an innovative way for nonprofits to hire experienced and talented professionals. Fellows serve in interim roles to help build capacity in areas such as marketing, fundraising, human resources, finance, business development, and program development. They are designed to be on-the-ground implementers, able to oversee and execute on a variety of projects.

Claudia Bach

*Director, Encore Talent Programs
Education Pioneers*

David Guydan

*Director, Discovering What's
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Agassiz Baldwin Community members prepare a nutritious treat.



Attendees enjoy an Agassiz Baldwin Community event.

Photographs courtesy of Agassiz Baldwin Community.

Discovering What's Next

Through Discovering What's Next, ESC provides the opportunity for people to shift their perception about what is possible in the second half of life. The programs share ideas, resources, and a community of peers with people who seek a stronger sense of purpose in their work, engagement in their communities, and balance in their lives.

Programs are typically offered through intermediaries – financial services firms, councils on aging, higher education alumni groups, adult communities, and more – to reach larger audiences and realize greater benefits for people in transition.

Signature offerings:

- **“Discover Your Encore”** encourages participants transitioning from their primary careers to deliver an “encore” performance with a social impact in the nonprofit sector. Through a guided self-discovery process, participants explore their motivations, interests, and competencies, leading to development of personal goals and encore stories.
- **“Thinking Beyond the Money”** provides a framework that connects non-financial considerations and decisions with the financial planning process. It presents participants with a new definition of retirement and a practical model for charting one's future by identifying six key retirement planning priorities.



Agassiz Baldwin Community members converse at a summertime gathering.



Participants engage in Agassiz Baldwin Community's Maud Morgan Arts programming.

Contributors

Our sincere thanks to everyone who donated so generously to ESC. Your support leveraged nearly \$2.5 million in donated professional services and helped over 100 nonprofits fulfill their missions to create positive change in our community.

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We have done our best to accurately list our donors. Please accept our sincere apologies for any errors or omissions, and contact the office to help us correct our records. Thank you.

Financial Overview

Unrestricted Revenues and Support	2015	2014
Donated professional services*	\$2,482,743	\$2,390,574
Contributions	\$151,217	\$153,045
Fee income	\$328,150	\$213,825
Satisfaction of program restrictions	\$201,607	\$240,499
Income from spending policy	\$41,818	\$29,649
Total unrestricted revenues and support	\$3,205,535	\$3,027,592

Expenses	2015	2014
Program services	\$2,905,619	\$2,716,822
Management and general	\$234,317	\$223,807
Fundraising	\$63,442	\$75,807
Total expenses	\$3,203,378	\$3,016,436
Changes in unrestricted net assets from operations	\$2,157	\$11,156

Other unrestricted revenues (expenses)	2015	2014
Change in unrestricted net assets	\$2,226	\$11,188
Change in temporarily restricted net assets	(\$164,018)	\$20,270
Change in permanently restricted net assets	\$48,908	\$504,391
Total change in net assets	(\$112,884)	\$535,849
Net assets, beginning of year	\$1,668,243	\$1,132,394
Net assets, end of year	\$1,555,359	\$1,668,243

*Donated Professional Services represents volunteer consultant hours, valued at a rate of \$175 per hour in FY 2015.

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Chief Operating Officer
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STAFF

Bethany B. Kendall
President & CEO
(Through September 2015)

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Executive Director
(January 2016)

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