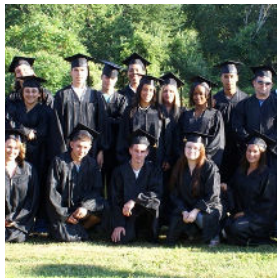


Expertise to help nonprofits succeed



Empower Success Corps Biennial Program Report 2016-2017



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Thank you to our wonderful clients for use of their photographs in this report:

Cover (L-R): Community Action, Inc.; Cambridge Family & Children's Services; Quincy Asian Resources, Inc.; Talking Information Center.

Page 4 (L-R): Big Brothers Big Sisters Central Mass/MetroWest; Boston Partners in Education; Habitat for Humanity MetroWest/Greater Worcester; Julie's Family Learning Program; METCO; Piers Park Sailing Center; School the World, Adam Richins Photography; Zoo New England.

Page 5: Community Action, Inc.

Page 11: Family Continuity

Thank you to Rachel Birkenthal, Annual Report designer.

Message from the Executive Director

Dear friend,

When you lead a nonprofit, you work to change lives every day. Yet nonprofit leaders are often faced with pressure to quantify results, board and governance issues, and limited resources to attract the best people. They need to build capacity so they can create a strategic plan that works, tell a story that compels action, and deliver on their mission now and in the future.

ESC Consulting is comprised of senior level professionals who donate their expertise and provide exemplary service to help our sister nonprofits thrive. Addressing priorities at nonprofits from ActonTV to Youth and Family Enrichments Services, ESC Consultants work closely with their boards, staff, and other stakeholders to accomplish great things.

If a nonprofit needs a skilled project manager for an immediate initiative that requires an experienced professional, ESC Fellowships provide a premiere talent matching resource. And as people transition from their primary careers and look for their next life opportunities, ESC Discovery provides avenues for exploration on how to give back and achieve balance in one's life.

ESC also prepares organizations' talent for the future through engaging learning opportunities. In addition to workshops and webinars on topics ranging from HR to fundraising, we launched the Nonprofit Executive RoundTable (NET), a facilitated peer-coaching group for nonprofit CEOs. Called "Executive Director therapy" by one member, each small group is a place for reflection, problem-solving, and mentoring.

As we looked forward to celebrating ESC's 35th anniversary in 2017, we called on our consultants to refresh our own image and messaging to match our growth. We are excited to showcase Empower Success Corps, our new name, here. The name adds meaning and relevance to the ESC acronym while maintaining our roots in the Executive Service Corps, a volunteer movement launched in 1964.

ESC has a transformative impact at 100+ nonprofit organizations each year and has expanded its geographic reach to Worcester and Springfield and deepened roots in Rhode Island. In these volatile times, ESC's ability to leverage the experience of our exceptional consultants and fellows and customize services to meet the unique needs of each organization is essential.

Each and every ESC Consulting project is made possible by the contributed time of our consultants and is subsidized, nourished, and sustained by gifts from a community of supporters. Join with us and together Empower Success Corps will address problems with solutions and strengthen the fabric of our communities.

Sincerely,



Julie Crockford, *Executive Director*
Empower Success Corps



Clients

ESC is honored to have worked with so many amazing nonprofits in FY16 and FY17. 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. Through four main programs, ESC helps nonprofits to reach their full potential and maximize their positive impact in the community.

- 15-40 Connection ^F
- 51 Walden ^C
- Abbot Public Library ^C
- ActonTV ^C
- Agassiz Baldwin Community ^{C F}
- Agassiz Baldwin Community - Living Well Network ^C
- Arlington Food Pantry ^C
- The Art Connection ^{C F}
- BAMSI ^C
- Beacon Hill Civic Association ^C
- Bellingham Council on Aging ^D
- Belmont World Film ^I
- Berklee College of Music ^C
- Bessie Tartt Wilson Initiative for Children ^C
- Big Brothers Big Sisters of Central Mass/MetroWest, Inc. ^F
- Bikes Not Bombs ^I
- Billerica Council on Aging ^D
- Boston By Foot ^C
- Boston CASA, Inc. ^C
- Boston Center for Adult Education ^D
- Boston Center for the Arts ^F
- Boston College Institute on Aging ^D
- Boston Jewish Film Festival ^C
- Boston Partners in Education ^{F I}
- Boston Women's Fund ^C
- The Bostonian Society ^C
- Boys & Girls Clubs of Boston ^C
- Boys & Girls Clubs of Dorchester ^C
- Cambridge Public Library ^C
- Cambridgeport Coalition ^C
- Casa Myrna Vazquez, Inc. ^F
- CDA Collaborative Learning Projects ^C
- Center for Reconciliation ^C
- Charles River Conservancy ^C
- Children's Friend, Inc. ^{C F}
- City of Newton Department of Senior Services ^D
- Community Action, Inc. ^{C F}
- Community Charter School of Cambridge ^C
- Community Foundation for Nantucket ^I
- Community Health Center Association of Connecticut ^C
- Community Outreach Group for Landscape Design ^C
- Companion Animal Protection Society ^C
- Connected for Life ^D
- CoreNet New England ^C
- Crotched Mountain Foundation ^F
- Dedham Community House ^C
- Disabled American Veterans Department of Massachusetts ^F
- Dreamfar High School Marathon ^C
- Egan Maritime Institute ^I
- Encore Boston Network ^F
- English for New Bostonians ^{C I}
- Essex County Greenbelt Association ^C
- Ethos ^C
- Facing History and Ourselves ^C
- Families for Depression Awareness ^C
- Family and Children's Services of Greater Lynn ^C
- Family Continuity ^{C I}
- Family Nurturing Center of Massachusetts ^I
- Father Bill's & MainSpring ^C
- Federation of State Physician Health Programs ^{C I}
- First Literacy, Inc. ^I
- Foodicine Health, Inc. ^I
- Friends of Switzerland, Inc. ^C
- Friends of the Middlesex Fells Reservation ^{C F}
- Friends of Worcester's Senior Center ^F
- The Global Institute for the Arts and Leadership ^F
- Gore Place ^C
- Greater Springfield Habitat for Humanity ^F
- Habitat for Humanity MetroWest/Greater Worcester ^F
- The Hanover Theatre for the Performing Arts ^C
- Harborlight Nursery School ^C
- Historic Boston, Inc. ^I
- Holbrook Community Access & Media ^C
- House of Possibilities ^I
- The House of the Seven Gables ^C
- Housing Families, Inc. ^{C I}
- "I Have a Dream" Foundation ^C
- Institute of Professional Practice, Inc. ^C
- Jamestown Philomenian Library ^C
- JazzBoston ^C
- Jonnycake Center ^C
- Julie's Family Learning Program, Inc. ^{C I}
- Jumpstart ^C
- Justice At Work ^I
- Kennedy-Donovan Center ^C
- Lawrence CommunityWorks ^C



Big Brothers Big Sisters of
Central Mass/MetroWest



Boston Partners in Education



Habitat for Humanity
MetroWest/Greater Worcester



Julie's Family Learning Program

LEAP for Education ^C
 LifeLinks/The Arc of Greater Lowell ^I
 Little Voices Early Childcare & Education ^C
 Marblehead Community Access Media, Inc. ^C
 Margaret Fuller Neighborhood House ^C
 The Marion Institute ^I
 Massachusetts Association of 766 Approved Private Schools ^I
 Massachusetts Association of Onsite Wastewater Professionals ^C
 Massachusetts Community Media, Inc. (MassAccess) ^I
 Massachusetts Lawyers Concerned For Lawyers ^C
 Massachusetts Nonprofit Network ^I
 Melrose Alliance Against Violence ^I
 Melrose Public Schools Education Stations ^C
 METCO ^C
 More Than Words ^C
 Mothers for Justice and Equality ^I
 Mystic & Noank Library ^C
 Nashua Soup Kitchen and Shelter, Inc. ^F
 National Organization for Rare Disorders ^C
 New England Center for Arts and Technology ^C
 New England Forestry Foundation ^F
 New Hampshire Center for Nonprofits ^F
 Nichols House Museum ^C
 Nonviolent Initiative for Democracy ^C
 North Hill Communities, Inc. ^D
 North Shore Community Action Programs, Inc. ^C
 North Shore United Way ^I
 Ocean State Libraries ^C
 Orleans Council on Aging ^D
 Our Space Our Place, Inc. ^I
 Pathways for Change ^F
 Physician Health Services, Inc. ^F
 Piers Park Sailing Center ^C
 Playworks New England ^F
 The Progeria Research Foundation ^I
 Project Gurnet & Bug Lights ^C
 Project New Hope, Inc. ^C
 Public Responsibility in Medicine and Research ^{C F}
 Quincy Asian Resources, Inc. ^{C F}
 Rebuilding Together Boston ^C
 RESPOND, Inc. ^C
 Rhode Island Department of Children, Youth and Families ^C
 Rhode Island Library Association ^C
 Rhode Island Medical Society Foundation ^C
 Rhode Island Office of Library and Information Services ^C
 School the World ^{C I}
 Science Club for Girls ^C
 Seaport TMA ^C
 Self Esteem Boston ^C
 Society for Perioperative Assessment and Quality Improvement ^C
 South Boston Association of Non-Profits ^C
 St. Anthony's Shrine ^I
 St. George Hellenistic Benevolent Society ^C
 St. Joseph Community Services, Inc. ^F
 St. Joseph Preparatory High School ^C
 Strongwater Farm Therapeutic Equestrian Center ^C
 Talking Information Center ^C
 TechSandBox ^C
 Tenacity ^C
 Thrive Support & Advocacy ^C
 Transformative Justice ^I
 Trinity Episcopal Church ^C
 The Trustees of Reservations ^F
 Tufts University School of Medicine ^C
 U.S. Green Building Council Massachusetts Chapter ^C
 United South End Settlements ^C
 Urban Farming Institute Boston ^I
 Victim Rights Law Center ^C
 Vulvodynia Matters ^C
 WBUR-FM ^C
 Wellesley Council on Aging ^D
 Westerly Library & Wilcox Park ^C
 Worcester Elder Affairs ^D
 Worcester Natural History Society dba EcoTarium ^F
 WriteBoston ^C
 Yankee Onsite Wastewater Association ^C
 Youth and Family Enrichment Services ^C
 YWCA Central Massachusetts ^F
 Zoo New England ^C

^C = ESC Consulting
^F = ESC Fellowship
^I = ESC Institute
^D = ESC Discovery



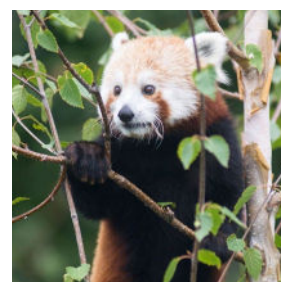
METCO



Piers Park Sailing Center



School the World



Zoo New England

Client Spotlight

Community Action, Inc.



Community Action, Inc. (CAI) is an anti-poverty nonprofit on a mission to improve the lives of people struggling in Greater Haverhill by offering assistance with respect and understanding.

Reaching more than 15,000 clients per year, CAI provides adult education, children's education, shelter and affordable housing, food and clothing, and fuel assistance. In particular, the ESOL (English to Speakers of Other Languages), English for Work, HSE (high school equivalency, formerly known as GED), and Head Start programs are in high demand and continuously waitlisted.

CAI contacted ESC to provide CAI with a plan to optimize space and efficiency within their newly acquired building in Haverhill in order to better address the needs of clients.

ESC assembled a four-person consulting team that gathered information and generated recommendations regarding the reorganization of programs, space, and data collection/management.

"We were blown away by the professional caliber and capabilities of the consultants," said CAI President & CEO John Cuneo.

"It's one thing to look at issues and solutions from 40,000 feet above and another to stay grounded. The consultants were always grounded; they never lost sight of our mission and connection to delivering critical human services to communities and people that are struggling."

CAI's annual impact includes:

- Providing 3,000 to 4,000 households with heating assistance
- Operating WIC program for more than 2,700 mothers and children under the age of five
- Serving more than 800 children through programs such as Head Start and Community Connections Early Learning Program
- Operating the CAI Amesbury Center, which includes a food pantry, clothing bank, and emergency support for household bills
- Certifying and monitoring 31 family daycare providers of children ages eight weeks to 12 years old

Cuneo said the ESC Consulting team developed "terrific ideas on integrating physical space and systems," which led CAI on the path to hire one of the consultants, Greg Betley, as an ESC Encore Fellow. Betley is applying his extensive technology and systems background to streamline CAI's client intake process.

"Greg is finding his way through a thicket of issues not easily solved," Cuneo said. "I'm thrilled to have someone like him at CAI."

CAI represents just one of the many nonprofits ESC has helped to better serve the community each year.

ESC Consulting

Strategy and tactics

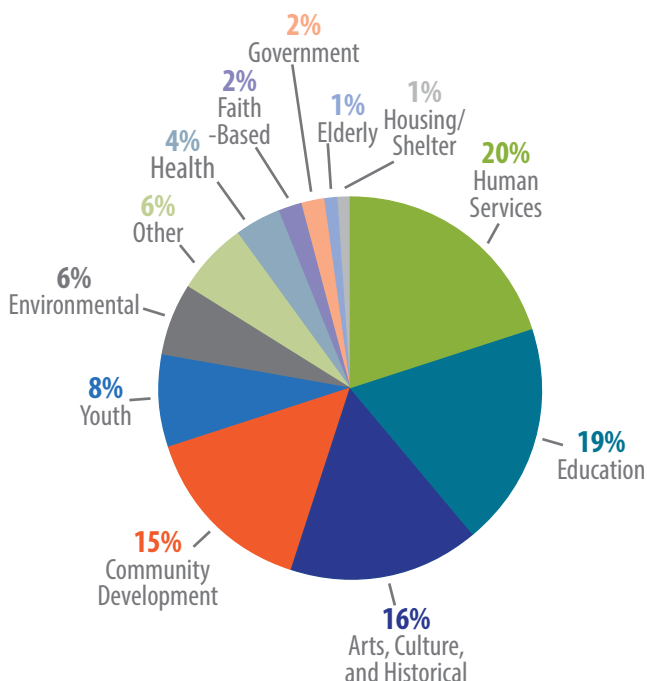
ESC Consulting provides customized, collaborative, and caring support to nonprofits throughout Massachusetts, Rhode Island, and northern Connecticut. In FY16 and FY17 clients ranged from a homeless shelter needing to upgrade technology on Massachusetts' South Shore, to a statewide physicians' professional association in Rhode Island seeking a strategic vision, to a library in Connecticut working to remain innovative in the face of funding challenges, to a theatre with growing pains in Worcester, MA. ESC's work has impacted hundreds of thousands of people and continues to be a resource to nonprofits facing an opportunity or challenge.

Zoo New England enlisted ESC Consulting when presented with an opportunity to enhance its efforts around conservation through a merger with Grassroots Wildlife Conservation. Through a comprehensive and deliberate process, ESC's team of experts enabled the two organizations to come to an agreement that satisfied each board of directors and begin integrating operations, allowing the new entity to be stronger and more efficient.

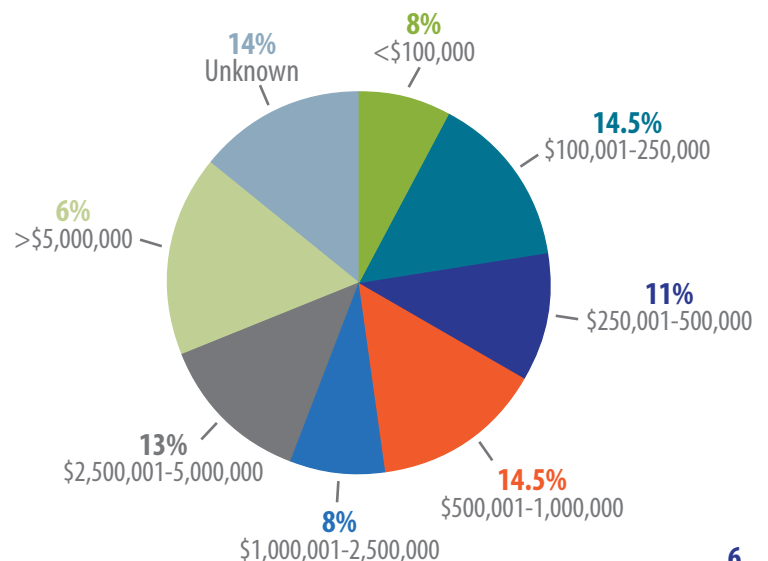
"I Have A Dream" Foundation is a federated nonprofit with 16 affiliates in 11 states and two countries that works to empower children from low-income communities to succeed in school, college, and career. ESC Consulting worked with foundation leadership to evaluate how "I Have A Dream" could better support its affiliates, ultimately developing a centralized model for providing benefits, lowering affiliates operating expenses, and enabling them to serve more students.

Project Gurnet & Bug Lights is a small, grass roots coalition of Duxbury residents dedicated to the restoration, preservation, and maintenance of the Plymouth Light Station and the Duxbury Pier Light. Rapidly accelerating erosion of the cliff face in front of the lighthouse and revolutionary war era fort at the Plymouth Light station prompted the group to embark on a project to save this historic landmark from ultimate destruction. To raise the estimated one million dollars required to build a stone revetment wall at the base of the cliff, they engaged ESC Consultants to help develop a fundraising and marketing strategy which included identifying key messages for marketing efforts and establishing potential donor profiles as well as techniques for reaching them.

Clients by Sector



Clients by Budget



ESC Consultants

**Last position held*

Ruth Aaron
Vice President*
Scheur Management Group

Francine Achbar
Executive Director*
New Center for Arts and Culture

Judy Allen
National Programs Consultant*
The Education Resources Institute

David Ames
Priest*
Episcopal Diocese of Rhode Island

Susan Angevin
Executive Director*
Weir Farm Art Center

Anthony Attardo
SAP PRISM Subject Matter Expert*
Raytheon Company,
Integrated Defense Systems

Claudia Bach
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Preparation and Leadership*
Massachusetts Department of
Elementary and Secondary Education

Rita Badami
Leader – Global Employee Stock
Purchase Plan (ESPP), Insurance
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Products Team*
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Fairfield County

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Partners Personalized Medicine

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*President**
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President/CEO
The SC Group

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*Assistant Dean and Director of
National Program Operations**
Lesley University

Mike Zerigian
Supply Chain Consultant
MMZ Supply Chain Consulting

ESC Fellowships

Interim and transitional roles

ESC Fellowships are an innovative way for nonprofits to hire experienced and talented professionals. ESC Fellows serve in capacity-building roles such as interim executive director and interim IT director and in other areas such as marketing, fundraising, human resources, finance, business development, process improvement and program development. Fellowships provide the right talent that nonprofits need to successfully implement critical initiatives and high impact, time-limited projects.

With the dramatic growth of the fellowships these past two years, ESC Fellows now serve communities throughout the Greater Boston area, Central Massachusetts, MetroWest, Essex County, Middlesex County, and southern New Hampshire. Multiple factors contributed to our expansion including an increase in the number of Intel sponsored Encore Fellows as well as our overall successful outcomes as a talent matching resource.

Ramesh Advani

*Executive Director
Encore Boston Network*

Rita Badami

*Generation to Generation
Campaign Director
Encore Boston Network*

Ann Barysh

*Generation to Generation
Playworks Fellow
Playworks New England*

Martha Bednarz

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Client Spotlight

Family Continuity



Family Continuity was founded in 1985 in response to the Massachusetts' "de-institutionalization" that provided individuals with community-based resources to reduce the need for institutional care. As a provider of trauma informed strength-based behavioral health services, Family Continuity approaches every relationship from a place of respect and the deeply held belief that we all hold the keys to our own personal success.

In 2014, Family Continuity's much beloved CEO retired, triggering a series of departures at the board, management, and staff levels. The resulting instability added to the challenges facing incoming CEO Barbara Wilson. A veteran nonprofit executive and child welfare advocate, Wilson recognized the need for outside assistance and worked with the Family Continuity Board to bring in ESC to help the organization with strategic planning.

"The ESC Consultants were very clear on what needed to happen," said Wilson.

Some of the advice offered by the ESC team included the recruitment of new board members with a wide range of cultural and professional backgrounds and the reactivation of the board's finance and development subcommittees.

"I can't speak highly enough about how ESC stepped in at a really critical time at Family Continuity, which helped the organization to regroup and move forward in the right direction," she said.

CAI's annual impact includes:

- Offering more than 35 programs that provide a spectrum of emotional, developmental, and behavioral programs for children, adolescents, adults, couples, families, and seniors
- Providing services to more than 6,000 individuals and families in more than 200 communities across Massachusetts
- Expanding addiction services with its Innovative Opiate Outreach and Jail Diversion Program, funded through a DMH grant, for 10 municipalities within the Ayer District Court jurisdiction
- Operating 6 mental health clinics throughout Massachusetts

Currently, Wilson is participating in ESC's Nonprofit Executive RoundTable (NET), which meets once a month for 10 months. Guided by facilitator-coaches, the group of nonprofit executive directors gather at ESC to discuss organizational issues, generate possible solutions, and share best practices.

Wilson said she enjoys the networking aspect of the NET program as well as the flexible format designed by facilitators for group discussion on a variety of topics.

"It's a nice group of people. All of the executive directors are from nonprofits but not all are service providers like Family Continuity, which highlights differences and similarities between nonprofit sectors and broadens our perspectives. In turn, I hope I have contributed by providing support and advice to the executive directors in the group who are new to their roles," said Wilson.

ESC Institute

Organizational Development

Throughout its history, ESC has provided professional development offerings to the nonprofit community. The ESC Institute is our promise to New England nonprofits that we have their back and a trusted resource for up to date information to help their organizations thrive.

In the past two years, ESC trainers presented workshops to nonprofit grantees of several corporate foundations. For BNY Mellon, ESC coached a cohort of mid-career development professionals to prepare them for larger roles. For Bristol County Savings Bank, ESC presented on hot topics: cyber security, action plans, and outcome measurement. Liberty Mutual Foundation grantees benefitted from ESC presentations on marketing, development, and a webinar on the recent changes to employment laws. Workshops for Citizens Bank grantees included *Presenting for the Pros*, *Articulating a Compelling Vision*, and *Inspiring Organizational Change*.

In 2016, the ESC Institute introduced the Nonprofit Executive RoundTable (NET) a professionally facilitated forum for nonprofit chief executives to share challenges and get constructive, real-time feedback from smart, connected leaders outside their organizations who understand the unique challenges of the job. With four cohorts and more to come, NET has created a safe space for leaders from over 35 nonprofits to learn, grow, and ultimately enhance the nonprofit sector.

ESC Discovery

50+ adults in transition

ESC Discovery grew out of a strong belief – shared by the experiences of ESC Consultants – that the second half of life is full of possibilities. ESC Discovery offers “path planning” to help seminar participants explore how to turn prior work or volunteer experience into social impact in the encore stage of life.

The last two years have been a period of exploration for ESC Discovery, highlighted by building our capabilities and rewarded by strong reviews from our audiences. Work with Massachusetts Councils on Aging in Bellingham, Billerica, Orleans, and Wellesley bolster the notion that adults midlife and beyond are ready to seek out new opportunities and ways to engage with the community in positive, enriching ways.

New programs leveraged the skills of ESC Consultants who contributed program development, training, and technical expertise. Additions to the bevy of program resources included:

- **eBooks:** Electronic versions of our seminars loaded with worksheets and checklists for people who want self-guided instruction
- **Lunch and Learns:** Shortened versions of our popular “Discover Your Encore” and “Thinking Beyond the Money” seminars
- **Transition Navigators:** ESC Consultants trained to provide post-seminar support to workshop participants seeking their own encore opportunities

Contributors

Our sincere thanks to all those who contributed so generously to help us continue furthering our mission of enabling nonprofit organizations to fully meet the needs of their constituencies. The contributions below reflect the time period of October 1, 2015 through September 20, 2016.

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†In Memoriam

Financial Overview

October 1, 2015 through September 20, 2016.

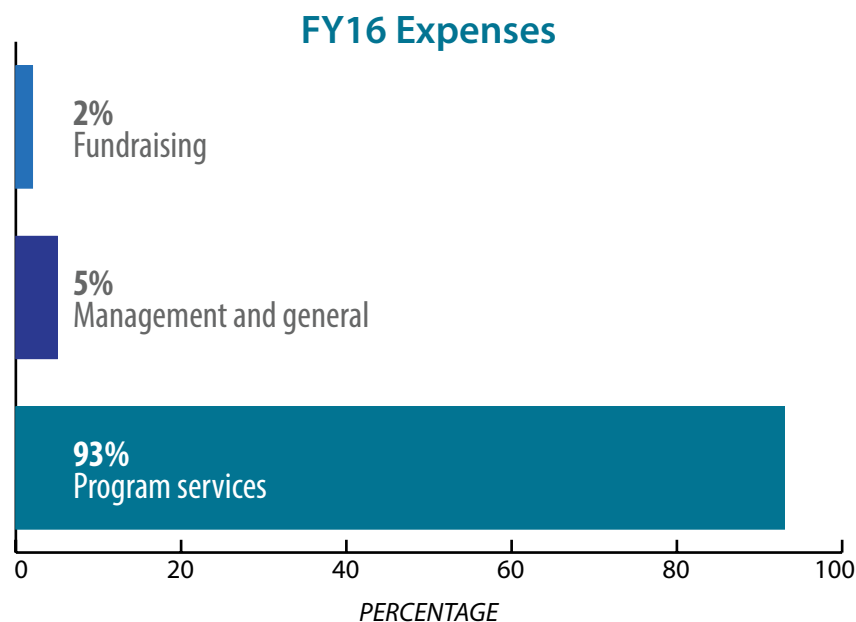
Unrestricted Revenues and Support	2016	2015
Donated professional services*	\$2,322,500	\$2,482,743
Contributions	\$100,765	\$151,217
Fee income	\$289,066	\$328,150
Satisfaction of program restrictions	\$87,715	\$201,607
Income from spending policy	\$52,574	\$41,818
Total unrestricted revenues and support	\$2,852,620	\$3,205,535

Expenses	2016	2015
Program services	\$2,722,742	\$2,905,619
Management and general	\$155,002	\$234,317
Fundraising	\$47,160	\$63,442
Total expenses	\$2,924,904	\$3,203,378
Changes in unrestricted net assets from operations	(\$72,284)	\$2,157

Other unrestricted revenues (expenses)	2016	2015
Change in unrestricted net assets	(\$72,177)	\$2,226
Change in temporarily restricted net assets	\$93,567	(\$164,018)
Change in permanently restricted net assets	\$0	\$48,908
Total change in net assets	\$21,390	(\$112,884)

Net assets, beginning of year	\$1,555,359	\$1,668,243
Net assets, end of year	\$1,576,749	\$1,555,359

*Donated Professional Services represents volunteer consultant hours, valued at a rate of \$175 per hour in FY 2016.





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