



ANNUAL REPORT

2019

LETTER FROM THE BOARD CHAIR AND PRESIDENT

Just as FY18 was a time of growth and change for ESC, the focus of 2019 was to provide the same high level of support and engagement we provide in Massachusetts to clients, consultants and fellows across the region. In FY19, ESC's contracts grew 10%, serving 124 organizations; 55% of those clients had previously done business with ESC. Specifically:



- Our consulting business, led by Vice President Miles Robinson, Northern New England Director Lynn Post, and our first consulting fellow, Mary Tafuri Ross, set records for securing and managing the most projects ever in a single year. That is good news for nonprofits and public agencies dedicated to serving the public good.
- With its expanded staff, ESC Discovery broadened both its tools and offerings and its outreach footprint, reaching 650 people where they work and participants seeking volunteer opportunities through Discovery Centers at Councils on Aging.
- The fellowship program focused on ensuring the impact of our fellows endured beyond the assignment. In FY19, 50% of new fellowship matches came from referrals from clients and partners.

In addition, we embarked on a strategic planning initiative for ESC. Just as we encourage our clients to have a strategic plan, we need to ensure we have a clear path forward for ESC and that our services are aligning with our mission. We look forward to staying in touch with you about our progress.

And, as always – thank you! Our success is only possible because of you—our core supporters. We'd like to thank our nonprofit clients working on the front lines, our devoted and passionate consultants and fellows, our dedicated Board of Directors, and our generous and thoughtful donors, for your commitment to enhancing the impact of nonprofit organizations throughout New England.

With gratitude,

Bonnie Clendenning, Board Chair

Julie Crockford, President

BOARD OF DIRECTORS

Bonnie Clendenning, Chair
*President and Trustee**
The School for Field Studies

Molly Downer, Vice Chair
Managing Director
First Republic Bank

Kenneth Fischer, Treasurer
Principal
KMF Consulting Services

Barbara Michaelsen, Secretary
*Director, Consumer Product Management**
Santander Bank

Doug Dickson
Board Chair
Encore Boston Network

David Ellis
*President and Director**
Museum of Science, Boston

Maggie Ford
*Principal**
Ford Consulting

Neil H. Golden
*Vice President**
ADE Corporation

Marc Hoffman
*Executive Director**
Consortium for Energy Efficiency

Patricia Hurley
Board Secretary
Northeastern University

William R. Huss, Ph.D.
Adjunct Professor, Babson College
*SVP & COO, Kema-Xenergy**

Imran Khalid-Khan
Assistant Treasurer
Fidelity Investments

Marolí Licardié
Executive Director
Family & Children's Service of Lynn

Linda Vacovec
*Vice President of Health Promotion**
Plus One

***Last position held**

MISSION

Our mission is to enhance the impact of nonprofit organizations through high-quality, affordable capacity-building services including consulting, implementation support, and professional development provided by experienced professionals dedicated to serving the New England community.

STAFF

Julie Crockford
President

Rachel Birkenthal*
Program and Talent Coordinator

Willia Cooper
Transition Navigator Coordinator
ESC Discovery

Katherine Cruise
Director of Communications

David Guydan
Director of ESC Discovery

Michael Mazloff
Cohort Manager, ESC Fellowships

Lynn Post
Director, Northern New England

Miles Robinson
Vice President

Mary Tafuri Ross*
Outreach Manager

Christine Warren
Office Manager and Bookkeeper

Donna Morelle
Director of ESC Fellowships

INTERNS
Owen Lanphear*
Linyue (Roselyn) Zhong*

***Past staff member**



BY THE NUMBERS

\$2.5M

ESC consultants donate their expertise, time, and talent to help nonprofits succeed.

124

This past year, across all programs, ESC worked with more than 100 nonprofit organizations. That is an increase of nearly 10% over FY18.

**15K
SQ MILES**

From Boston to Concord, NH to Providence, RI to Lewiston, ME to Stockbridge, MA to Brattleboro, VT -- ESC serves nonprofits throughout New England.

55%

More than half of the nonprofit organizations that we work with are repeat customers.

WHO WE SERVE

ESC clients—nonprofits, schools or government agencies—range from start-ups to large organizations. Through four main programs, ESC helps nonprofits reach their full potential and maximize their impact in the community.

15 - 40 Connection **C**
 Access Framingham TV **C, I**
 Addgene **C**
 Amesbury Council on Aging **D**
 Art Connection-RI **F**
 Ausbon Sargent Land Preservation Trust **C**
 BAMSI **C**
 Beantown Jewish Gardens **I**
 Black Heritage Trail of New Hampshire **C**
 Boston Tax Help Coalition **C**
 Boston Women's Fund **I**
 Bostonian Society **I**
 Bridgton Historical Society **C**
 Cambridge Art Association **C**
 Camp Fire North Shore **C**
 Camp Ramah in New England (CRNE) **C**
 Campus Compact **C**
 Centering Healthcare Institute **F**
 Community Action, Inc. **C**
 Community Systems, Inc. **C**
 Congregation Beth Israel of the Merrimack Valley **C**
 Crossroads Rhode Island **F**
 Dartmouth Council on Aging **D**
 Duxbury Council on Aging **D**
 EcoTarium **C**
 Elizabeth Stone House **C**
 Emmanuel Music **C**
 empowerHER **C**

Empower Success Corps **F**
 EXPLO **C**
 Facing History and Ourselves **C**
 Family & Children's Service of Greater Lynn **C, F, I**
 Family Continuity **C**
 Family Nurturing Center **C**
 First Congregational Church in Winchester **C**
 First Parish of Norwell **C**
 Foundation for MetroWest **C**
 Framingham Council on Aging **D**
 Framingham Public Schools **C**
 GALA **C**
 Generations Incorporated **C**
 Gore Place Society **C**
 Granada House **C**
 Greater Four Corners Action Coalition **C**
 Greater Medford VNCH **I**
 Grimes-King Foundation for the Elderly **C**
 Household Goods, Inc. **F**
 Housing Families, Inc. **C**
 Improbable Players **C, I**
 In-Sight Photography Project **C**
 Institute for Career Transitions **I**
 Interise **F**
 Invest in Girls **I**
 Julie's Family Learning Program **C, F**
 Jumpstart for Young Children **F**
 Kripalu Center for Yoga & Health **F**
 Lawyers Concerned for Lawyers **C, I**
 Little Brothers - Friends of the Elderly **I**
 Living Independently Forever, Inc. **C**
 Maine Association of Nonprofits **C**
 Marblehead Festival of Arts **C**
 Margaret Fuller House **I**
 Mass Farmers Markets **C**
 Mass Union of Public Housing Tenants **C**
 Massachusetts Association of 766 Approved Private Schools (MAAPS) **C**
 Massachusetts Association of Teachers of Speakers of Other Languages **C, I**
 Massachusetts Council on Aging **D**
 Massachusetts Public Health Association **I**
 Maverick Landing Community Services **C**
 METCO **C**
 Mindfulness Program **C**
 Mistletoe Foundation **C**
 Monadnock Buy Local **C**
 More Than Words **C**
 Mothers for Justice and Equality **I**
 Multi-Service Eating Disorders Association, Inc. **C**
 Museum of African American History **F**
 National Bureau of Economic Research **C**
 National Organization for Rare Disorders **C**
 Neponset River Watershed Association **C**
 New England Employee Benefits Council **C**
 New England Library Association **C**
 Norcross Wildlife Foundation **C**
 North End Waterfront Health **C**
 Open Table **C**
 Partners in Health **C**

By Sector

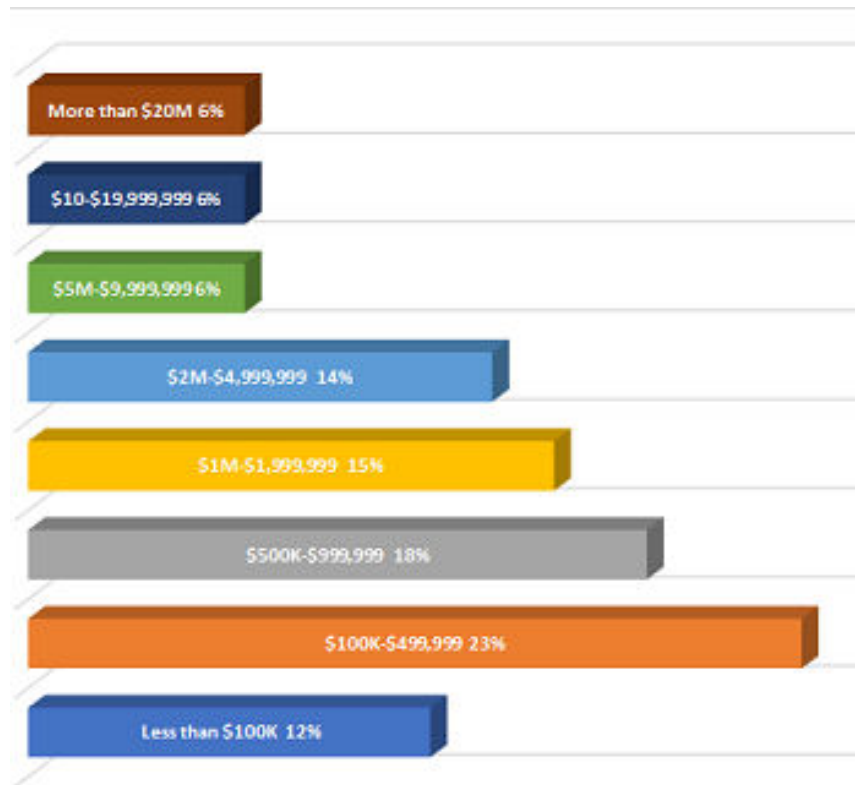


C = Consulting
F = Fellowship
D = Discovery
I = Institute

WHO WE SERVE

Patton Homestead & Archive C
 People Helping People C
 Physician Health Services, Inc. C
 Piers Park Sailing Center I
 Portsmouth Housing Authority C
 RAIN for the Sahel and Sahara C
 Rockingham Nutrition and Meals on Wheels C
 Roger Williams Park Conservancy C
 Roxbury Multi Service Center, Inc. I
 Roxbury-Dorchester Mission Hub C
 Safe Roads Alliance C
 Seacoast Science Center C
 Seeding Labs C
 Slim Baker Foundation C
 Somali Bantu Community Association C
 Southwest Boston CDC C
 St. Katharine Drexel Parish C
 Steps to Success C, I
 The Children's Room I
 The Furniture Trust C, I
 The Guild C
 The Institute of Professional Practice, Inc. F
 The Lawrence and Lillian Solomon Foundation C
 The Lenny Zakim Fund F
 The Progeria Research Foundation I
 The Youth Council C
 Tutoring Plus of Cambridge C
 Union Square Main Streets (USMS) C
 Urban College of Boston C
 Urban Farming Institute Boston I
 UWander C
 Victim Rights Law Center I
 Wellesley Council on Aging D
 White Horse Recovery C
 Windham County Sheriff's Office C
 Worcester Art Museum C
 Yankee Onsite Wastewater Association C

By Budget



By Engagement Type



ESC CONSULTING

ESC Consulting provided customized, collaborative, strategic support to more than 90 nonprofits throughout Massachusetts, Rhode Island, New Hampshire, Maine and Vermont. In FY19 clients ranged from a behavioral health center looking to expand its impact by increasing the number of clients they serve, to a nonprofit serving those with developmental disabilities wanting to develop a five-year strategic plan that would allow sustainable growth in the face of uncertain funding and service expectations. ESC's work has impacted hundreds of thousands of people and we continue to be a resource to nonprofits facing both opportunities and challenges.

Ruth Aaron

*Vice President**
Scheur Management Group

Christine Abrams

*Senior Director of Sales, Americas and Australia**
IGT Corporation

Joel Adler

*CFO**
WobbleWorks, Inc.

Niraj Agarwal

Partner
Indriya

David Ames

*Priest**
Episcopal Diocese of Rhode Island

Craig Anderson

*Senior Minister**
Brookside Community Church UCC

Susan Angevin

*Executive Director**
Weir Farm Art Center

Paul Arruda

*CEO**
Parker Island Growth Strategy Advisors

Charlie Arsenault

*Director of Engineering**
Dell EMC

Anthony Attardo

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

Claudia Bach

*Director Educator Policy Preparation and Leadership**
Massachusetts Department of Elementary and Secondary Education

Sharyn Bahn

*Major Gifts Officer**
Phillips Academy

Peter Baker

Head of Solution and Segment Marketing
Philips

Samuel L. Batchelder Jr.

*Partner**
Goodwin Procter LLP

Marjorie Bauer

*Senior Vice President of Market Research**
Fidelity Investments

Bruce Berzin

*President**
Habitat for Humanity of Coastal Fairfield County

Gregory Betley

*Chief Information Officer**
St. Mary's Center for Women & Children

John Blakeney

*Vice President of Finance**
Atlantic Plywood

Louise Borke

*Consultant and Faculty Member**
The Risk Management Association

Elizabeth Boyles

*Executive Director, Procurement**
Novartis Pharmaceuticals

Margaret Braccio

*Director, Decision Support, Partner Services Group**
The Boston Consulting Group, Global Services Office

Anne Brazao

Principal
BrassOwl Marketing LLC

Susan Bryant

*Senior Director of Development and Community Relations**
New London Hospital

Sheila Buckley

Vice President Commercial Product Management and Medicare Markets
Blue Cross Blue Shield of Massachusetts

Irving Burday

Director of Information Technology
Father Bill's & MainSpring

Sue Burk

Principal
Top Five to Seven LLC

Harold Burns

*Engineer, Program Manager**
Raytheon Company

***Last position held**



Family & Children's Service of
Greater Lynn, Inc.



EcoTarium



METCO

ESC CONSULTING

Michael W. Byrnes Jr.
President and Consultant
Byrnes Consulting

Joe Cahill
*President/Chief Operating Officer**
South Shore Hospital

Regina Caines
*Director of Affirmative Action/Equal Employment Opportunity/Diversity Programs**
Massachusetts Institute of Technology

Ellen Carpenter
*Assistant Dean Human Resources**
Harvard Graduate School of Education

Hollis Chase
President and Founder
Chase & Associates

Cassandra Clay
Clinical Professor Emeritus
Boston University School of Social Work

Bonnie Clendenning
*President and Trustee**
The School for Field Studies

Peggy Cohn
*Senior Director, Product Management**
Dun & Bradstreet

Edward Collins
*Executive Vice President**
Bank of Boston

Charlie Conn
Principal
Iconn Brand Architecture

Cynthia Connelly
Founder and Principal
CMC Marketing Services

Willia Cooper
*Instructional Designer Staples University**
Staples Inc.

Rita Cramer
Sr. Project Manager, Clinical Systems
Fresenius Medical Care

Gordon Cromwell
*Equity Analyst, Technology Sector**
The Boston Company Asset Management

Steve Crosby
*Founding Chair**
Massachusetts Gaming Commission

Erin Cunha
Fundraising Consultant/Owner
EC Development Services

Michael R. Daily
*Executive Director**
Executive Service Corps of Northern New England

Gabe d'Annunzio
Partner
O'Sullivan Communications

Jaidev Dasgupta
*Chief Scientific Officer**
Teranode, Inc.

Gregg Davey
Principal
Rivermore Asset Management

Rob Davis
President and Founder
VIA Partners

John Deeley
Senior Manager, Higher Education/ Academic Medical Center
Attain, LLC

Diane DeMarco
Owner
Consultants for Institutional Advancement

Janice Dolnick
*Co-Founder/Principal**
CX Strategy Partners

Debra Doroni
Principal
Debra Doroni Leadership Partners LLC

David Ebenezer
Consultant
Oxford Global Resources

Cheline Edouard
*SVP & Chief Underwriting Officer**
Blue Cross and Blue Shield of Massachusetts

Derrick Egbert
Principal
The New Perspectives Group

David Ellis
*President and Director**
Museum of Science, Boston

Marion Estienne
Principal
3sixtyglobal

Ellen Feinsand
Owner
D & G Consulting, Inc.

Martha Sloan Felch
*VP, Senior Relationship Manager**
Commercial Banking, Blue Hills Bank

Orna Feldman
Principal
Feldman Communications

Judith Allen Ferretti
*National Programs Consultant**
The Education Resources Institute

Meryl Fink
*Executive Director**
Progeria Research Foundation

Kenneth Fischer
Principal
KMF Consulting Services

Robert Flaherty
Vice President, Nonprofit Business Unit
Salesforce.org North America

Maggie Ford
*Principal**
Ford Consulting

Daniel Gerson
Consultant
Tri-Plus Services. Inc.

Howard Glassman
Consultant Principal
BizDevEdge

Neil H. Golden
*Vice President**
ADE Corporation

Les Goldstein
*Chief Executive Officer**
Ascentis Corporation

Jenny Goudreau
*Faculty**
Merrimack College
Girard School of Business

James F. Green
*Executive Director**
Center for Orthopedics, Spine and Sports Medicine, South Shore Health

Elizabeth Greenspan
*Chief Strategy Officer**
New England Baptist Hospital

Louis Grossman
President and Treasurer
Grossman Companies Inc.

Sandi Gubin
Independent Consultant

David Guydan
*Managing Director**
Perago Consulting

ESC CONSULTING

Ed Haddad

*Vice President of Intellectual Property**
New Balance Athletic Shoe Inc.

Ron Halpern

*President & Chief Operating Officer**
Deutsche Bank Berkshire Mortgage

Anne Comstock Halvorsen

*Senior VP and Director**
Fantastic Sams Franchise Corp

Stuart Hamill

Senior Project Manager
S&S Pharma Consult

Donald Harbert

*General Manager**
Intel Corporation

Richard Hardin

Owner and Founder
Rick Hardin & Associates

Katherine Harper

Owner
Kate Harper Coaching

Bob Harris

*President**
CLASS, Inc.

Carol Ann Hayes

*Director**
Reed & Barton

Sue Heilman

*Executive Director**
Horizons for Homeless Children

Ellen Heller

*President**
Ellen Heller Executive Search

Charles Hewitt

*Executive Vice President**
BMS Intermediaries

Kristy L. Hiller

Human Resources Manager
Tree Care Industry Association

Marc Hoffman

*Executive Director**
Consortium for Energy Efficiency

Erika Hoffman-Kiess

*Business and Economic Development
Consultant ACDI/VOCA (Bangladesh),
JOBS Trust*

Margaret Holda

*Chief of Staff/Head of
Communications*
New England Quality Care
Alliance

Susan Houston

*Executive Director**
MassEcon

Will Hughsted

*Vice President, Finance Health Care
Systems Division**
Sodexo

Steve Hurley

Managing Director
Solutions Insights, Inc.

William R. Huss, Ph.D.

*Adjunct Professor, Babson College
SVP & COO, Kema-Xenergy**

Rebecca Hutchinson

*Director, Ascentria In-Home Care
Ascentria Care Alliance*

Patrick Hyland

*Executive Director**
Northeast Public Power Association

Lorraine Hynes

*Purchasing Agent**
State of Rhode Island

Muhammed (Moe) Irmak

*Staff Accountant**
Stockholm Environment Institute US

Andre Jasse

*Chairman and CEO**
Brown Rudnick

Carol Johnson

*VP Finance**
Aternity, Inc.

Jerry Johnson

Principal
JLJ Consulting

Marietta B. Joseph

*Vice President**
MassDevelopment

Sheila J. Kabat

*Director of Human Resource &
Organizational Development Services*
Career Management Associates

Helen Kadish

*Director of Development**
New Center for Arts and Culture

Lisbeth Kamborian

Development Consultant
LNK Associates

Constance Kane

Executive Director
Relational Diplomacy Institute

Amy Katz

*Executive Director**
Partnership for Excellence in
Jewish Education

John Keller

*Senior Director of Software
Development**
Teradyne

Greg Kenney

*Vice President, Major Projects Group**
Enbridge Energy

Imran Khalid-Khan

Assistant Treasurer
Fidelity Investments

Judith Kidd

*Associate Dean for Student Life and
Activities**
Harvard University

Abby Kidder

*Founder and President**
World Ocean School

Dave Kourtz

Principal
HR-ROI Solutions LLC

Pat Kreger

*Director of External Affairs**
Massachusetts Eye and Ear

Carol Kunik

Group Chair
Vistage International

Ulea Lago

Executive Administration Officer
BAMSI

Claire Schroeder Larrabee

President/Owner
Writenet LLC Consulting Services

Rory Laughna

*President**
BTMU Capital Corporation

Margaret Lawrence

*Associate Editor**
Strategic Direction Publishers Ltd

Jeffrey Lewis

*Executive Director**
Bristol Development Credit
Corporation

Eli Lipcon

*Vice President of Sales General
Business Services**
Bell Atlantic

Gabriele Loebbert

*Vice President Product Marketing**
Thomson Compumark

ESC CONSULTING

James Lomastro

*Consultant**
Larchmeadow Associates

Julie Mairano

*Executive Director**
Cornelia de Lange Syndrome Foundation

Jane Mann

Senior Marketing Programs Manager
*Global Accounts**
Hitachi Data Systems

Bruce Margolis, Ph.D.

*Executive Vice President CHRO**
TJX Companies Inc.

R. William Mason

*Founder**
Boston ENT Associates

Terry A. Maugeri

Technical/Compliance Training
*Manager**
Brookhaven National Laboratory

Michael Mazloff

*Director Special Projects**
Justice Resource Institute

Robert Mazzone

*Executive Director**
Amesbury and Merrimac Housing
Authorities

Donna McGrath

*Course Integration Coordinator**
Dartmouth College, Geisel School of
Medicine

Eugene B. Mihaly, Ph.D.

Chairman
Mihaly International Corp.

Michael Milczarek

*Treasurer and Chief Financial Officer**
May Institute Inc.

Diana Montenegro

Development Director
Agassiz Baldwin Community

Carol Ann Moore

Education Program Manager/
Researcher
croyLEARN

Donna Morelle

*Superintendent**
Cumberland Public Schools

Marianne Mortara

*Talent Management Director**
Shire Human Genetic Therapies

William Mrachek

Vice President of Human Resources
Anika Therapeutics

Pam Musk

Consultant
Southeastern Massachusetts Pine
Barrens Association

Irwin Nesoff

Associate Professor and Chair
Department of Leadership and Policy
Wheelock College

R. Bradford Newman

Manager of Learning and
*Organizational Development**
Jordan's Furniture

Marion Nierintz

Director of Development Marketing
*and PR**
Bay Cove Human Services

Barry Nolan

Senior Advisor
Congressional Staff of Rep. Carolyn
Maloney (NY-12)

Mary Anne North

Founder and President
Polaris Management Inc.

Sue Ogle

President
OGLE Training and Consulting

Andrew Oram

Proprietor
Attuned Financial LLC

Rita Pandey

*Assistant Director**
Harvard Secondary School Program

Carol Parker

Engagement and Development
*Coordinator**
Photographic Resource Center

Marisa Paterson

Partner and Co-Founder
Westerson Partners

Judie Post

Managing Partner
J&J Post Associates

Lynn Post

President
The Post Group, Inc.

Brad Prenney

*Chief Operating Officer**
Institute for Healthcare Optimization, Inc.

Philip Quinn

*Vice President - Project Specialist**
State Street Bank and Trust Company

Jonathan Reuman

*Vice President, Human Resources**
Harvard Vanguard Medical Associates,
Atrius Health

Miles Robinson

*Founding Partner & COO**
Cosenta, LLC

Tom Roose

Director Marketing and Business
*Development**
Hewlett-Packard Financial Services
Corporation

Beth Ross

Sr. Associate Director of Admissions
Fryeburg Academy

Mary Tafuri Ross

*Director**
PricewaterhouseCoopers

Ron Ryan

Vice President and Chief Financial
*Officer**
Haemonetics Corporation

Karen Saltiel

Chief Human Resources Officer and
*Chair of the Primerica Foundation**
Primerica

Robert Samoluk

Director Human Resources Finance and
*Risk & Compliance**
The Bank of New York Mellon

Susan Schiro

Consultant
SFS Consulting

Anthony Sciarra

Director Sales and Customer Support
*Services**
Railex, LLC

Robert D. Seiler

Vice President of Marketing and
*Business Development**
International Filing Company

Steven Shapse

Senior Psychologist and Principal
Shapse & Associates

R. Brooks Sherman

*Vice President**
Ethics Office State Street Bank

Lionel Silberman

Senior Architect
Kronos, Inc.

ESC CONSULTING

Sylvia Q. Simmons, Ph.D.

*President**
American Student Assistance
Corporation

Haley Skulborstad

Senior Advisor HR Analytics
CVS Health

C. Jeffrey Smith

*Vice President, Group Finance**
Misy PLC

Scott K. Smith

President/CEO
The SC Group

Steve Smith

Graduate Adjunct Lecturer,
Nonprofit Management
Northeastern University

Paul Smock

*Biotechnology Quality & Technical
Consultant*
Meridian Biogroup

Sam Solomon

Principal
Solomon Associates

Michael Stauff

*Senior Vice President & Chief
Financial Officer**
TranSwitch Corporation

Alan Steinert, Jr.

*Chief of Staff**
Executive Office of Health &
Human Services Commonwealth of
Massachusetts

Marilyn Stempler

*Partner**
Brown Rudnick

Mark Streifer

*Managing Director**
Allegis Partners

Pam Swain

*Deputy Director**
New England Historic Genealogical
Society

"The talent, insight, and passion each [consultant] brought to our work is just flat out inspiring. The energy and experience consistently put forth are appreciated beyond words. Whether around a committee table or at an interview, the professionalism is lending so much to our work and to the credibility of the undertaking as a whole."

–Jessica Eshleman, Executive Director, Union Square Main Streets

George Swope

*Interim Head of School**
Covenant Preparatory School

Michael Thompson

*President and CEO**
Venus Wafers

Donna Maria Ticchi

*Assistant Dean for Administration,
School of Science**
Massachusetts Institute of
Technology

Chip Underhill

Director of Media Relations
Saint Anselm College

Richard van Bergen

*CFO/Expense Controller Operations
and Technology Division**
Citigroup/CitiBank

Christopher D. Van Curan

Adjunct Faculty Member
New England School of Acupuncture

John Wallace

*Managing Account Director**
Acxiom Corporation

Susan Warren

Consultant
Art and Medicine Program
Boston University

Christopher J. Webster

Principal
BioApprovals

Penny Barker Weeks

Director, Private Banking
BNY Mellon Wealth Management

Myles Weisenberg

Vice President
Brandeis University

Victoria Wicks

*Vice President of External Affairs**
Sanofi-Aventis

Rachel Winkeller

Director of Strategic Management U.S.
Department of Transportation, Volpe
National Transportation Systems Center

John Woodard

Of Counsel
Dane & Howe LLP

Regina Workshop

*Private Contractor**
RNW Associates

Debra Yanofsky

*Marketing Consultant**
Fidelity Investments

Hungwah Yu, D.B.A.

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

Mike Zerigian

Supply Chain Consultant
MMZ Supply Chain Consulting

Mark Zuroff

President
CFO Consulting Group



Somali Bantu Community Association



EXPLO



client spotlights

IMPROBABLE PLAYERS

Improbable Players is a nonprofit organization that uses theater performance and workshops to address addiction, alcoholism, and the opioid epidemic. The organization reached out to ESC after the retirement of the founding executive director. The initial consulting engagement was to assess and revise the staffing structure of the organization. After several meetings, the ESC consultant identified additional areas for improvement that would assist with clarifying roles and responsibilities at Improbable Players. Working closely with staff, new finance and donor systems were designed.

"Taken together these new processes led to a large shift in roles and responsibilities. This shift in retrospect represented a small

stroke of genius. Susan [Schiro, the ESC consultant] recognized that it would be impossible in her role to immediately parachute in, make some recommendations on new staff structure, and leave. Instead she got to know our work and our people and she nudged us over the course of six months towards efficiency and success," said Andy Short, Executive Director of Improbable Players. "Quite literally, Improbable Players was remade in that span of time."

Since working with ESC, Improbable Players has added five board members, recreated the executive director role, and hired its second executive director in 35 years. They were able to build out a pipeline, begin planning for its first fundraising gala, rework the entire budgeting process, and clarify staff roles. "The results speak for themselves. We have a board approved budget this fiscal year for the first time in a decade and our fundraising from individual donors this fiscal year has already doubled," said Short. In FY18-19, Improbable Players raised \$29K and in 2019, the organization raised \$61K at the gala alone.



GLOBAL AWARENESS LOCAL ACTION (GALA)

Global Awareness Local Action (GALA) is a nonprofit working to strengthen the community by bringing people together to discover passions and cultivate skills that enrich rural lives and livelihoods. GALA is building a Community Makerspace and Vocation Hub in Wolfeboro, NH. It will provide equipment, tools and training organized in workshops such as woodworking, metal working, automotive, jewelry making, textiles, and ceramics. GALA will also focus on workforce development training to support both local job seekers and local businesses.

In 2017, GALA bought a 10,000 square foot building requiring major renovation as the future home of the GALA Makerspace. They turned to ESC for a feasibility study and a strategic business plan needed to provide a roadmap to realizing their vision. ESC researched regional makerspaces and partnerships with community colleges and local businesses to establish the feasibility. Then ESC and GALA worked together to document the market need, primary goals, programs and services, project dependencies, and detailed financial projections showing how to make this venture financially sustainable.

GALA's Executive Director, Josh Arnold said, "Without this level of strategic planning, and in particular, the guidance from ESC, it would have been significantly more difficult to balance all the moving parts as successfully as we are now. We use the plan as our compass, relying on it to map out all the steps and resources we need, not only for the makerspace building renovations but also for operations during this major undertaking."



ESC FELLOWSHIPS

ESC Encore Fellowships provide transitional management support from experienced professionals to move critical initiatives forward. ESC Fellows help build capacity for high-impact projects in areas such as management, operations, marketing, fundraising, human resources, finance, business development, and program development. Through a rigorous and selective matching process, ESC ensures that nonprofits are matched with a fellow that has the right skill set to meet the organization's needs and create enduring impact.

Martha Bednarz
Development Manager
Interise

Leon Wilson
Director - Strategic Advisor Fellow
Museum of African American History

Charlene Allen
Talent Management Fellow
Interise

Jaidev Dasgupta
Database Consultant
Family & Children's Service of Greater Lynn, Inc.

Mary Tarfuri Ross
Outreach Manager
Empower Success Corps

Leon Rozek
Facilities Manager
Household Goods, Inc.

Willia Cooper
Transition Navigator Coordinator, ESC Discovery
Empower Success Corps

Dorothy Fitzmaurice
Grants Manager
Julie's Family Learning Program

Susan Stendahl
Development Associate
Julie's Family Learning Program and
Fundraising & Communication Fellow
The Lenny Zakim Fund

Ramesh Advani
Accounting Associate Fellow
Centering Healthcare Institute

Jennifer Goudreau
Intergenerational Strategy Fellow
Jumpstart for Young Children

Stella Lee
Strategic Plan Project Manager
The Institute of Professional Practice, Inc.

Robert Malley
Interim Development Manager
Art Connection-RI

William Nixon
IT Systems Engineer/Analyst
Kripalu Center for Yoga & Health

Kevin Riley
Process Improvement Fellow
Kripalu Center for Yoga & Health

Michael Phelan
Interim Program Manager
Art Connection-RI

"ESC developed terrific ideas on integrating physical space and systems which led CAI on the path to hire an ESC Encore Fellow. Greg is applying his extensive technology and systems background to streamline CAI's client intake process. I'm thrilled to have someone like him at CAI."

-John Cuneo, CEO
Community Action, Inc. (CAI)



Julie's Family Learning Program



The Lenny Zakim Fund



Art Connection-RI



ESC INSTITUTE

*Leadership training,
mentoring and coaching*

ESC Institute offers a variety of programs to help nonprofits build the leaders of tomorrow – from workshops on a range of topics, personalized leadership training, mentoring to coaching. Our experts share best practices and real-world experiences to help nonprofits address the challenges they face in these uncertain times.

A core program of ESC Institute is the Nonprofit Executive RoundTable (NET). Now in its fourth year, NET provides a confidential forum where chief executives can share challenges and get feedback from other leaders who understand the unique challenges of running a nonprofit. More than 40 nonprofit leaders have participated in the program and two groups have continued meeting since inception.

"It's a great sounding board, a really good reality check for me on professional norms, and a terrific place for idea generation on all kinds of organizational and program material." – Nonprofit Executive Roundtable Participant



ESC DISCOVERY

Changing how we think about what's possible in the second half of life

ESC Discovery offers ideas, resources and a peer support system to help people explore how to turn prior work or volunteer experience into social impact in the encore stage of life.

Discovery programs address the issues that are unique to the "Encore Stage" of life – helping people reimagine what is possible in the second half of life in order to apply their time and talent to meet social needs locally in their communities or globally wherever the need may be.

In FY18, ESC launched a pilot program, ESC Discovery Centers, at five Councils on Aging (COA) in eastern Massachusetts. The program provides peer coaching to help "younger" older adults (age 55+) engage with nonprofits, government agencies and other organizations in an effort to apply their skills and experience in social purpose work. The Centers provide additional resources such as a Discovery Toolkit which lists volunteer opportunities in their communities as well as seminars and eBooks. The program is continuing to evolve and expand into additional communities.



CONTRIBUTORS

It is with sincere gratitude that we thank all those who generously contributed to help us further our mission to empower nonprofits to meet the needs of the communities they serve. The contributions below reflect fiscal year 2019.

Benefactor (\$5,000+)

Bonnie Clendenning

Partner (\$2,500-\$4,999)

Patricia Hurley
Linda Vacovec

Sustainer (\$1,000-\$2,499)

Sandy Batchelder
Doug Dickson
Mariana (Molly) Downer
David Ellis
Kenneth Fischer
Maggie Ford
Neil Golden
William R. Huss
Andre Jasse
Imran Khalid-Kahn
Barbara Michaelsen
Robert Schneider
Bill Schrader
Michael F. Stauff

Sponsor (\$500-\$999)

Anonymous
Craig Anderson
Ashok Boghani
Michael Byrnes
Michael Daily
Gabe d'Annunzio
Louis Grossman
Anne Halvorsen
Jon Luffer and Susan Berseth
Julie and Frank Mairano
Brad Newman
Marion Nierintz
Ron Ryan
Ralph E. Stuart, Jr.

Supporter (\$250-\$499)

Paul Arruda
Charles Arsenault
Bruce Berzin
Mark Chadbourne
Patricia Chadwick
Donna Davis
Diane DeMarco
Les Goldstein
Ellen Heller
Marc Hoffman
Will Hughsted
Charles Hutchinson
Pat Kreger
Gabriele Loebbert
Donna McGrath
Bruce Margolis
Marianne Mortara
Peter Olsberg
John Roll

Robert D. Seiler
Mark Streifer
John Woodard
Debra Yanofsky

Friend (\$1-\$249)

Anonymous
Christine Abrams
Francine Achbar
Ramesh Advani
Charles and Rita Alesi
Judith Allen Ferretti
David Ames
Claudia Bach
Sharon Bahn
James Barrow
Marjorie Bauer
Jeffrey Bayard
Gregory Betley
Louise Borke
Nancy Carlin
John and Ellen Carpenter
Hollis Chase
Julie Crockford
Martha Sloan Felch
Sarah Freeman
Ron Halpern
Stuart (Skip) Hamill
Kristy Hiller
Jerry Johnson
Marietta Joseph
Martha Karchere
Bob Keller
Judith Kidd
Kathy Kottaridis
David Kourtz
Ulea Lago
Claire Larabee
Rory Laughna
Maroli Licardie
Hugh MacColl
Rajiv Mallick
Michael Mazloff
Eugene (Gene) Mihaly
Robert Monahan
Skye Morrison
Carolyn Osteen
Brad Prenney
Jonathan Reuman
Miles Robinson
Gilbert Roddy
Tom Roose

Ellsworth (Al) Rosen
Susan Roughly
Annette Rubin
Jean Scarrow
Edward Selig
Robert Shay
Sylvia Simmons
Deborah Sinay
Marilyn Stempler
Pamela Swain
Chia Tan
Joan and Jack Wallwork

Foundations/Corporations

The Boston Foundation
Caleb Loring, Jr. and Rosemary M. Loring 1997
Charitable Lead Unitrust
Edmund & Betsy Cabot Charitable Foundation
Eastern Charitable Foundation
Eastern Bank Charitable Foundation
Forest Foundation
Massachusetts Association of
Councils on Aging
State Street Foundation

Contributors of Goods & Services

Edelstein & Company
First Republic Bank
GMA Foundation
Microsoft
Ropes & Gray

Ezra Merrill Legacy Society

Albert Gold
Bayard Henry
Dean E. Ridlon
Dozier Gardner
Ellen W. & Hugh F. MacColl
Eloise W. Hodges
Emily Hood
Judith Allen Ferretti
Lionel Spiro
Marion Nierintz
Michael F. Stauff
Robert A. Lawrence
Thomas D. Bushman
William R. Huss
Anonymous (2)

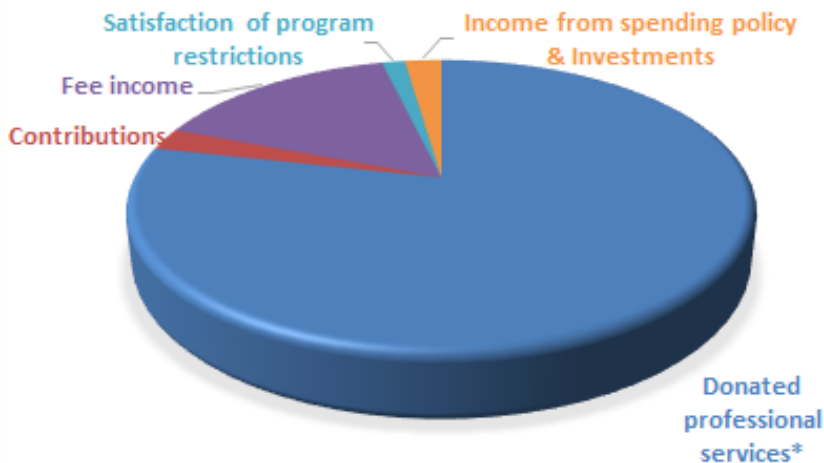
"Words cannot express my gratitude for the opportunities you have given me to engage with ESC clients and to enjoy a sense of fulfillment and satisfaction assisting them to succeed in the future in a small way." -Andy Jasse, ESC Consultant

FINANCIAL OVERVIEW

October 1, 2018 through September 30, 2019

Unrestricted Revenue and Support	2019	2018
Donated professional services*	\$2,514,855	\$2,598,899
Contributions	\$77,976	\$83,660
Special Event Revenue**		\$53,369
Fee income	\$492,436	\$487,332
Satisfaction of program restrictions	\$45,964	\$80,787
Income from spending policy & Investments	\$73,247	\$66,872
Total unrestricted revenues and support	\$3,204,478	\$3,370,919
Expenses	2019	2018
Program services	3,079,561	3,148,518
Management and general	111,142	121,830
Fundraising	45,447	57,398
Total Expenses	3,236,150	3,327,746
Change in net assets	2019	2018
Change in unrestricted net assets	(31,672)	43,173
Change in net assets with donor restrictions	(3,749)	56,165
Total change in net assets	(35,421)	99,338
Net assets, beginning of year	1,863,705	1,764,367
Net assets, end of year	1,828,284	1,863,705

FY19 unrestricted revenue and support



FY19 Expenses



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

**Net of direct donor benefit expense