

TRANSFORMATIONAL CHANGE



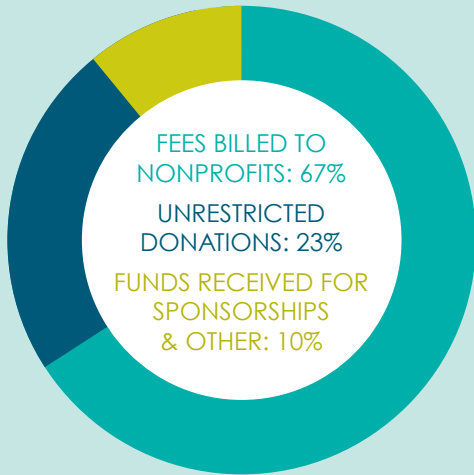
ESC

Executive Service Corps
of The Triangle

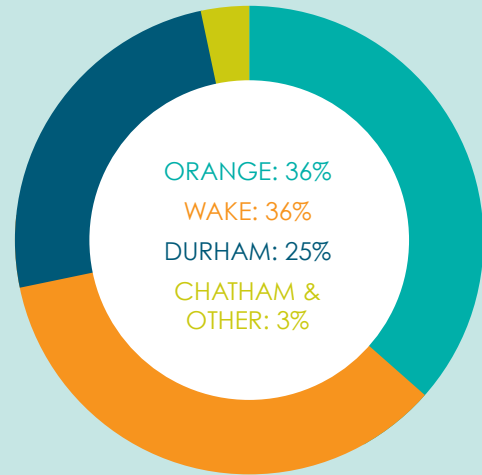
Professional, Affordable Consulting for Nonprofits

2015 RESULTS

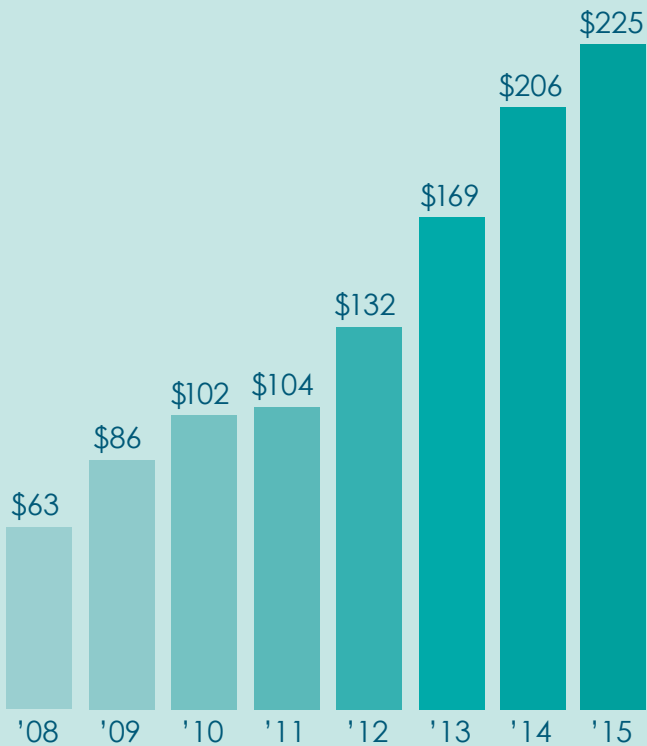
REVENUE BY SOURCE



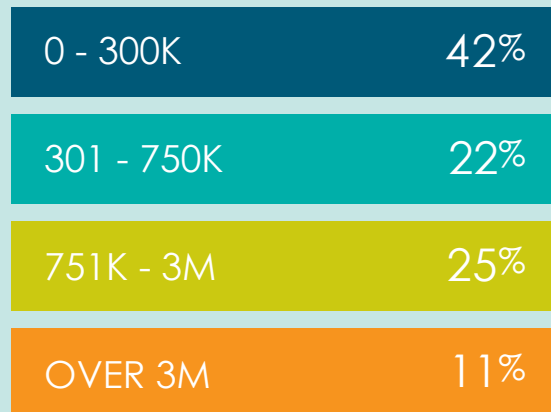
ENGAGEMENTS BY COUNTY



TOTAL ESC INCOME (IN THOUSANDS)



CLIENT SIZE



LETTER TO OUR STAKEHOLDERS

2015 was a year of transformational change for both our organization and a number of our clients.

Within ESC, we continued to strengthen our organization, including enhancing our consultant training and recruitment programs and developing a process to better measure outcomes for our clients and track our success. At the same time, we developed a new strategic plan that will help us improve our overall quality across all functions. We are proud to have utilized our own ESC consultants to guide us in this process.

I am proud of a number of our key achievements this past year.

In partnership with Blue Cross and Blue Shield of North Carolina Foundation, we offered two board leadership programs, one in the spring and another in the fall. Through these programs, we offered sessions on nonprofit best practices and leadership skills to 46 individuals from 23 agencies.

In late 2015, we partnered with RTP Foundation to hold two more “speed-dating” events following our success in piloting the program in 2014. In total, we brought together 20 agencies looking for new board members with 40 individuals seeking leadership opportunities. These unique events have been very successful in matching highly qualified individual leaders with organizations needing expertise, and we hope to do more of these events in the future.

We also had a strong year in providing our more traditional consulting services for nonprofits. Our roster of 65 pro bono consultants conducted 83 individual engagements for our clients in 2015.

We continue to be amazed at the extraordinary work and dedication of our volunteer consultants. We are looking at new methods of recruiting even more consultants to meet the growing needs of the Triangle nonprofit community.

Our success was made possible by the generous gifts by individuals, foundations and corporations. These donations were used in part to provide partial sponsorships to clients who could otherwise not afford to use our services. In addition, the donations were used to defray our administrative expenses and to provide training and development programs for our consultants.

In this report, we feature success stories from a few of our clients. We hope you will take a moment to learn more about how we work with these excellent organizations.

We are pleased with our progress in 2015. We are also looking forward to continued transformational change in partnership with the nonprofit community in the future.

Trudy Smith

EXECUTIVE DIRECTOR, ESC OF THE TRIANGLE



Trudy Smith
EXECUTIVE DIRECTOR

Executive Director Trudy Smith has been with ESC for 10 years – significantly expanding the role and reach of ESC within the Triangle community. Trudy’s goal is to further strengthen ESC as a critical resource for the nonprofit community through transformational change. She is committed to quality, innovation and measuring outcomes to ensure maximum effectiveness.

Families Moving Forward

MERGER



“They were very flexible and understanding in helping us break through barriers.”

CATHERINE PLEIL

DIRECTOR OF PARTNERSHIPS
AND PROGRAMS, FAMILIES MOVING FORWARD

WHEN TWO ORGANIZATIONS dedicated to addressing family homelessness in Durham decided to merge, it was a perfect match – their missions and goals were shared, although their paths to those aims had been different. Even so, the merger of Genesis Home and Durham Interfaith Hospitality Network (DIHN) was not without challenges.

Indeed, at one point their discussions stalled as they tried to work beyond their differing organizational cultures. That is when they turned to Executive Service Corps of the Triangle (ESC) late in 2014. “We really needed a facilitator,” said Ryan Fehrman, executive director of Genesis Home. They got that and more – a team of three volunteer consultants who are experts in mergers, in corporate, and more importantly, nonprofit cultures and in the organization and missions of boards of directors.

The result: their merger into Families Moving Forward.

“I don’t know that we would be merging now without ESC,” Fehrman said. Catherine Pleil, executive director of DIHN, agreed. “It couldn’t be happening without them,” she said.

Genesis Home, founded in 1989, has a staff of 12 and operates its own three-story building in Durham, providing apartments for the homeless. Over the years, it has offered transitional housing, in which families could live in its building for up to two years. DIHN, which began in 1994, provided emergency housing that rotated among its congregations, with services provided through 800+ volunteers in over 30 congregations. In its system, homeless families stayed in facilities provided by one church for a week and then moved to another. It has a paid staff of three.

Both were evolving, in line with government and private experts on homelessness, to concentrate on more rapid re-housing. That involves helping homeless families move from shelters into permanent homes of their own as quickly as possible, with aftercare services to help them move beyond homelessness to stability.

Because of their shared goals, merging made sense. But that didn’t make it easy. DIHN’s leadership was concerned about how their congregational volunteers, the heart of their organization, would respond to merging with an organization with a more secular orientation. Genesis Home gets about one-third of its financing from government agencies and the rest from grants and contributions. “DIHN has a very strong and active volunteer base, which we want and need to keep,” Fehrman said.

That will be Pleil’s specialty in the new organization, as director of partnerships and programs. Fehrman will be executive director. The two boards of directors are merging into an expanded board for Families Moving Forward. There, too, ESC’s consultants provided guidance.

“They were very flexible and understanding in helping us break through barriers,” Pleil said.

For ESC, it was a major project, involving interviews and surveys in both organizations, 10 workshops and a communications plan for Families Moving Forward. The ESC fee was a fraction of what private consultants would have charged. “We’ve had a great experience at a very reasonable cost,” Fehrman said.

In the future, the Genesis Home building will be remodeled to provide interim housing for 21 homeless families. The new organization will provide temporary emergency shelter for 80-100 families a year, while helping them find employment and income that will enable them to move quickly into permanent housing. During their stay and for the following year, volunteers will help them develop skills for independent living in employment, financial literacy, healthy living and family relationships.

Leaders of the merging organizations agree that ESC was crucial in making it all work. “One of our best decisions was to involve ESC,” said Cindy Streett, board president of Genesis Home. “I honestly do not think we would have accomplished this without ESC.”

“Their service has been excellent,” said Jim Hewitt, board president of DIHN. “We’ve had a great experience.”

HD REACH, an organization devoted to the care and support of North Carolinians suffering from Huntington's disease, was at a pivotal point in its relatively brief history. After six years, its leaders wanted to expand and reorganize to help more patients across the state.

They needed more talent, better finances and a stronger governing structure. That meant an overhaul of their board, fundraising, financial management and database of clients and care providers.

For advice and counsel in those areas and more, HD Reach turned to Executive Service Corps of the Triangle (ESC). "They delivered high-quality consultants and people with executive experience that we could not have afforded any other way," said Dr. Mary C. Edmondson, co-founder and president of HD Reach.

Dr. Edmondson had helped create HD Reach in 2009, stirred in part by her father's death from Huntington's disease, a genetic disorder that affects nerve cells in the brain. It is a degenerative disease, and, although there is presently no cure, symptomatic treatment improves quality of life and the ability to function. HD Reach provides the support and access to specialized care that patients and their families need to live well with Huntington's disease.

After six years, she felt it was time for her to step aside for new leadership, although she remains committed to the organization and the cause. But, first, she helped lead the top-to-bottom overhaul of HD Reach, accomplished in 2015 with ESC's volunteer consultants helping to guide the reorganization.

"ESC has been a huge part of our success and our growth," she said.

There are about 1,000 Huntington's disease patients in North Carolina, and, for each, five other people in the same family are at risk of having inherited the genetic flaw that causes it. To assist them, HD Reach works with about 310 care providers serving 722 patients. It has support centers in the Triangle, the Triad and Charlotte, with a new one to open in eastern North Carolina in 2016 and a fifth to open later in the west.

The geographic reach is important to patients because travel becomes increasingly difficult as the disease progresses. The goal is for each patient to have access to care no more than an hour from home, Dr. Edmondson said.

Reorganized, HD Reach will be led by an elected board chair. What had been an operating board will be a governing board dedicated to advocacy and fundraising instead of overseeing operations. That work is now done by a new executive director, Ann Lassiter, who was on the board for two years before moving to her new role.

All this comes at a time of planned expansion in the budget and reach of the organization. Over the past two years, the budget has been tripled. The funds are raised through foundation grants, corporate contributions and individual donations.

Lassiter recounted that the organization knew what it wanted to accomplish before the overhaul, but "we kept spinning our wheels."

"ESC helped to spur us on. They've given us forward momentum," she said. "I am in awe of the background and knowledge of their consultants."

One major advance, Dr. Edmondson said, is in the overhauled database created with ESC consultant help.

"Now, for the first time, we have data that we can analyze – information on patients, their needs and their care," she said. "With that, we can break down barriers, and average people can get the help they need."

"ESC really helped us to become more efficient," Lassiter said. "It's been a very good experience."

HD Reach ORGANIZATIONAL CHANGE MANAGEMENT



"ESC helped to spur us on. They've given us forward momentum. I am in awe of the background and knowledge of their consultants."

ANN LASSITER

EXECUTIVE DIRECTOR, HD REACH

Orange County Disability Awareness Council

BOARD RETREAT

ORANGE COUNTY DISABILITY AWARENESS COUNCIL (OCDAC)

is a small nonprofit with the big job described in its name – alerting governments, businesses and individuals to their responsibilities toward citizens who are disabled.

The organization was founded in 1977 in Orange County to educate, provide opportunities and ensure access – eliminating physical barriers – for the disabled. Dr. Timothy Miles, the long-time executive director, wanted to expand the council’s reach, visibility and effectiveness, and he turned to Executive Service Corps of the Triangle (ESC) for help.

He got it. A board retreat held in the fall of 2015 is leading to the reorganizing and broadening of the council’s efforts. Dr. Miles had been functioning effectively as both executive director and board chairman, a combination that often led him to do things personally, instead of discussing and delegating responsibilities.

ESC’s consultants recommended that a board chair be elected, that board communication be emphasized and that a more intensive recruitment process be created to develop a pipeline of future board and committee members.

That work is still in progress with ESC’s help.

By Dr. Miles’ account, it is going successfully. “Our communications are better,” he said. “We are in touch with more funding sources. We know better how to write and follow up on grant applications. I feel more confident because of ESC’s expertise and style. We all do.”

OCDAC conducts educational workshops and classes on providing opportunities for the disabled, concentrating on transportation, access in housing and public buildings and action to make technology accessible. The organization gets its message out through individual contacts, social media, public service announcements on radio and television and a local cable TV program. They have had the assistance of county commissioners in the Triangle – especially in Orange County, which provides OCDAC with its office headquarters in Chapel Hill.

All of this is done with a limited budget of \$15,000-\$20,000 a year, raised from individuals, foundations and local government sources.

OCDAC has no paid staff, and there are three part-time volunteers who work there. Its membership is small – 25-30 volunteers, with a nine-member board of directors. Expanding that base was one of the goals set at the ESC retreat.

“We’ve become more knowledgeable as a board and as an organization,” Dr. Miles said. “We’ve got a better package now. It has been empowering to us. I give ESC the thumbs up, three – four – five – make that 10 times.”

“I wouldn’t trade the ESC relationship for anything,” said Dr. Miles.



“They helped us prioritize what we need to be doing to strengthen our organization.”

DR. TIMOTHY MILES

EXECUTIVE DIRECTOR, ORANGE COUNTY
DISABILITY AWARENESS COUNCIL

AS A GROWING AND THRIVING ORGANIZATION now in its fifth year, Book Harvest has counted on the advice of Executive Service Corps of the Triangle (ESC) from the start – and that has helped the organization succeed in its mission of putting books into the hands of low-income children in Durham and across the area.

In the latest chapter, Michele Lynn, board chair of Book Harvest, took part in an ESC program on board leadership basics, financed by Blue Cross and Blue Shield of North Carolina Foundation. The six seminars provided training on board operations, development and financing, roadmaps for the future, recruitment and other aspects of leadership in nonprofit organizations.

“These were really useful sessions,” Lynn said, for the information they provided and also for the interaction with the other nonprofits that took part. The participants shared ideas, discussed common problems and found the interaction a valuable part of the program.

The seminars continued a long relationship with ESC. “They’ve been our partner from the beginning in guiding our nonprofit,” she said. “We’ve always had this incredible resource in our corner.”

Book Harvest was founded in 2011 by Ginger Young, now executive director. It began in the garage and basement of her home, where the first crop of donated books for low-income children was stored for distribution through schools, community centers and social agencies. The initial meetings with ESC to plan a first board retreat and a financial assessment were held in Ginger’s kitchen.

Ginger’s vision was to provide low-income children with ready access to plenty of books. Initially, Book Harvest served as a community book bank of donated books, providing the books to partner organizations to share with the children and families they served. From that beginning, Book Harvest has diversified its program, placing 350,000 donated books in the hands and homes of local children to date.

Book Harvest’s programs include: Book Babies, which helps pre-school children build home libraries starting at birth; Books on Break, which equips children with 10 books every summer to combat summer learning loss; and the Community Book Bank, which provides books to low-income children in a variety of settings. Book Harvest works with more than 40 complementary organizations – schools, libraries, health clinics, social service agencies and community centers.

Since that basement beginning, Book Harvest has moved twice to accommodate its growth. Its current headquarters is on University Drive in Durham. It now has a staff of five. Its 2016 annual budget is \$550,000, which includes funds raised from individual, foundation and corporate contributions. “We’ve had to change and grow and evolve,” Lynn said, and ESC’s consulting help has been an important part of that process.

The mission of books for children who need them is simple, and Lynn says that establishing a nonprofit to pursue this mission has been made simpler because of the support of ESC, an important ally in helping Book Harvest grow and thrive.

“We are deeply committed to ensuring that all our children have plenty of books during their first 10 years of life and, thus, a running start on academic and life success,” Lynn said. “When the income-based book gap is finally closed, our work will be done.”

Book Harvest BOARD LEADERSHIP



“They’ve been our partner from the beginning in guiding our nonprofit. We’ve always had this incredible resource in our corner.”

MICHELE LYNN
BOARD CHAIR, BOOK HARVEST

ESC CORE VALUES

Volunteering – Our Passion is the Differentiator



2015 INDIVIDUAL DONORS

Jean Taylor Adams	Marcy McKaig
Mary L. Alexion	Tom Medlin
Linda Anderson	Verona Middleton-Jeter
Heather Lynn Bailiff	Burnett and Nancy Miller
Elizabeth Pritchett Bass	Robert E. Minnear
Laura Benson and Walt Sliva	Anne and Victor Moore
Allen Berk	Frankie J. Perry
Andrew Bindewald	Godfrey Pinto
Diana A. Bing	Brenda R. Pomeroy
Bradfield Family	Dave and Sara Pottenger
Brian and Marianne Breneman	Elizabeth Preddy
Charles and Renee Brown	Josh Ravitch
Dave and Terri Buchanan	Jennifer Reinhardt
Bill and Anne Burch	Ed Rose
Tom and Cathy Cogswell	Martin and Anne Saffer
C. Perry Colwell	Paul Sansone
John Gabor	Harold G. Sellars
Dave and Liza Gettles	Sarah and Rob Shapard
Bonnie J. Gordon	Ilona Sher
Edward M. Haugh Jr.	Katherine E. Sliva
Haywood and Mary Holderness	Stuart and Trudy Smith
Doug Hurley	Loretto Boswell Sognier
Marcia Jaquith	Jeffrey Swain
Gracie Johnson-Lopez	Don and Sue Tiedeman
Mary Joy and Bill Keane	George B. Tremmel
Judy Kelly	Robert T. Vavrina Jr.
James and Cynthia Kinney	Nic Versmissen
Nick Kredich	Wallace Family Donor Advised Fund
Nancy R. Laney	Darlene and Don Wells
Marilyn and Doug Longman	George Williamson
Linda and Mark Luftig	Arthur and Betty Zucker
Jim and Beth Maxwell	
Ed McCraw	

2015 FOUNDATION & CORPORATE DONORS

BIN Charitable Foundation, Inc.
Blue Cross and Blue Shield of North Carolina
Chapel Hill-Carrboro Chamber of Commerce
Fox Family Foundation
Morgan Stanley
Strowd Roses, Inc.
Town of Chapel Hill
Triangle Community Foundation
Vaguely Reminiscent
Wells Fargo

"Fox Family Foundation supports ESC because they are a nonprofit capacity builder that assists with strategic planning, board development and financial diagnostic review, among other services. Through ESC's work, they make nonprofits stronger in all the important work that they perform in our community. Several of our grantees have received guidance on a myriad of operational issues from ESC over the years, and all have reported that ESC made a difference in their respective organizations."

– **David Beischer**

Executive Director, Fox Family Foundation

"When we relocated to the Triangle, we looked for a way to continue our involvement in supporting local nonprofits as we had done in our prior community. Soon after our arrival, we became aware of how ESC leverages local professionals' time and talents to enable passionate nonprofit leadership to further develop their management skills, which leads to a sustainable change in the nonprofits' impact on the community. Through our nonprofit work, we realize how important financial gifts are to ESC in achieving their mission of providing professional, affordable consulting services to Triangle nonprofits to help them achieve their missions. We may not all be able to share our time and talents, but, through ESC, we can share our financial treasures and leverage these gifts to maximize the community impact."

– **Charles and Renee Brown**

ESC Consultant Family

2015 CLIENTS

YOUTH & EDUCATION

Augustine Literacy Project
Book Harvest
Chapel Hill Cooperative Preschool
Consumer Education Services, Inc.
Durham Literacy Center
Emily Krzyzewski Center
Exchange Family Center
Helps Education Fund
Inspire MEdia Network
Make-A-Wish Eastern North Carolina
Osher Lifelong Learning Institute
Partners for Youth Opportunity
SKJAJA Fund
St. Stephen's Episcopal Preschool
Teachers2Teachers-International
Triangle Literacy Council
The WiderNet Project
YMCA of the Triangle

HEALTH CARE, MENTAL HEALTH & WELLNESS

Addiction Professionals of North Carolina
Art Therapy Institute
Blue Cross and Blue Shield of North Carolina
Foundation
Cornucopia Cancer Support Center
The Farm at Penny Lane
HD Reach
Hemophilia of North Carolina
NAMI Durham
New Leaf Behavioral Health
North Carolina Psychoanalytic Society
North Carolina Society for Clinical Social Work
Piedmont Health Services, Inc.
Project Access of Durham County
Wake Smiles

ARTS, CULTURE & HUMANITIES

Cary Playwrights' Forum
Liberty Arts
Noel James, LLC
North Carolina Museum of History
Southern Documentary Fund
Walltown Children's Theatre

HUNGER & HOMELESSNESS

Durham Interfaith Hospitality Network
Genesis Home
Passage Home
Stop Hunger Now
Urban Ministries of Durham
Women's Center of Wake County

PUBLIC & SOCIETAL BENEFIT

Chapel Hill-Carrboro Chamber of Commerce
Community Home Trust
Hispanics in Philanthropy
LGBT Center of Raleigh
North Carolina Society for Human Resource
Management

ENVIRONMENT & ANIMALS

Botanical Garden Foundation, Inc.
The Grey Muzzle Organization

OTHER HUMAN SERVICES

Caring House
Durham Crisis Response Center
Durham Economic Resource Center
Orange County Disability Awareness Council

ESC STAFF & BOARD

2015 ESC BOARD OF DIRECTORS

Dave Pottenger, *Chair*
Mary Alexion, *Vice Chair*
Harold Sellars, *Secretary*
Tom Cogswell, *Treasurer*
Jean Adams
Heather Bailiff
Laura Benson
Steve Berg
Nick Bradfield

Dave Gettles
Bonnie Gordon
Beth Maxwell
Horace McCormick
Ed McCraw
Frankie Perry
Elizabeth Pritchett
George Williamson

2015 ESC CONSULTANTS

Sue Adams
Mary Alexion
Linda Anderson
Diana Bing
Brian Breneman
Charles Brown Jr.
George Cahill
Dick Cashwell
Perry Colwell
John Constance
Sholeh Dadressan
Paul D'Angelo
Al Decker
Kathy Doherty
Gail Ferreira
Lee Fogle
Michael Friedman
John Gabor
Ed Gawf
Dave Gettles
Steve Hall
Bobbi Hapgood
Tom Hardy
Ed Haugh Jr.
Doug Hurley
Paul Jacokes
Marcia Jaquith
Judy Kelly
Jim Kinney
Wendy Kuhn
Nancy Laney
Marilyn Longman
Linda Luftig
Mark Luftig
Beth Maxwell
Janet McCauslin
Ed McCraw
Marcy McKaig
Tom Medlin
Jenna Meints
Verona Middleton-Jeter
Rusty Myer
Kenneth Pennington
Godfrey Pinto
Brenda Pomeroy
Elizabeth Preddy
Greg Roper
Ed Rose
Matt Runci
Marty Saffer
Ilona Sher
Katherine Sliva
Steve Smith
Melissa Staples
Jeff Swain
Don Tiedeman
George Tremmel
Nic Versmissen
Julian Wachs
Bill Wallace
Lee Watkins
Michael Williams
Stephan Wittkowsky
Joel Zimmerman
Arthur Zucker

ESC STAFF



Trudy Smith
EXECUTIVE DIRECTOR



Kate Parker
DIRECTOR OF INTERNAL
OPERATIONS



Anne Saffer
DIRECTOR OF CONSULTANT
DEVELOPMENT

ESC SERVICES

BOARD DEVELOPMENT

We help your board increase its effectiveness in such areas as roles and responsibilities, membership, organization and operations.

BOARD RETREAT FACILITATION

Customized, one-day retreats help your board members understand their roles, plan for the future and address specific challenges facing your organization.

GUIDED ORGANIZATIONAL ASSESSMENT

We help you identify your organization's strengths and challenges in meeting nonprofit best practices and help you to develop a plan to improve.

STRATEGIC PLANNING

Using a structured process, we guide you in developing specific plans to meet the mid- and long-term goals of your organization.

EXECUTIVE COACHING

A specially trained, experienced coach develops a one-on-one, confidential relationship with your executive to achieve impressive results.

COMMUNICATIONS/MARKETING

We help you improve your visibility and impact with key audiences and constituencies.

FINANCIAL ASSESSMENT

A financial expert can assess your financial reports and processes and make recommendations for your consideration.

COLLABORATION OPPORTUNITIES

We help you examine collaboration opportunities with other local nonprofits, from sharing programs, services, development, advocacy, staffing and locations all the way up to merger explorations and transitions.

BOARD MATCHING

Nonprofit Speed-Dating: In-person matching events link nonprofits and those wishing to serve on a nonprofit board. Build a Better Board: Starting this summer, our web-based matching service will connect nonprofit boards with leaders wishing to serve on them.

ADDITIONAL SERVICES

We can help with human resources issues, fundraising planning, organizational assessments and crisis management.

For a no-cost, in-person consultation, please contact:

Executive Director Trudy Smith: trudy@esctriangle.org



Executive Service Corps
of The Triangle