

2013 | REPORT TO THE COMMUNITY

# GROWING STRONGER

To Better Serve Our Community



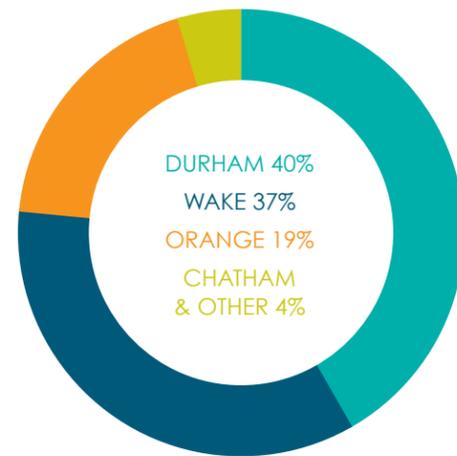
Executive Service Corps  
of The Triangle

*Professional, Affordable Consulting for Nonprofits*

REVENUE BY SOURCE



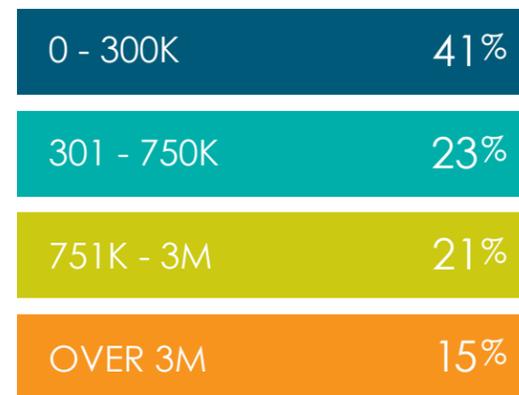
ENGAGEMENTS BY COUNTY



TOTAL ESC INCOME  
(IN THOUSANDS)



CLIENT SIZE



2013 was a remarkable year for our organization.

In late 2012, we implemented a new strategic plan that called for significant growth across our organization – in terms of the services we provide to our nonprofit community, as well as the number of clients served. At the same time, our plan called for increasing the number of pro bono consultants and strengthening our individual and corporate donations.

We are proud to say that we were successful on all fronts.

One of our key accomplishments was that we were able to increase our number of consultants from 43 to 50, a net increase of 16 percent. Our consultants are executives and professionals who donate their time to the critical capacity building consulting that many local nonprofits truly need. We are very proud of these men and women – they form the backbone of our organization.

We were able to serve many more clients in 2013 than in previous years. We completed 81 projects this past year.

All of these gains were made possible by the generous donations of individuals, businesses and foundations. Our donations increased 10 percent over the previous year, enabling us to help more clients and to expand our services throughout the Triangle.

We are also pleased to report that we were able to expand our staff this year, which allows us to continue to enhance our professionalism and to better manage our expanding organization.

In addition to providing consulting services, our Triangle BoardConnect service helped connect nonprofits with executives and professionals from the community seeking to share their time and talent by becoming members of local boards. In 2013, our “board matchmaking” website of 500 candidates was available to 405 open board positions.

We also undertook a unique project in late 2013 in partnership with the Blue Cross and Blue Shield of North Carolina Foundation. The Board Leadership Pilot Program will bring together a number of Triangle executive directors and board members to enhance communications, share ideas and discuss critical issues affecting the nonprofit sector. We will evaluate the program’s effectiveness at the end of 2014.

In this report, we have highlighted a few of our client successes in order to provide you with a better sense of the range of services we provide and the results we achieve. We hope you will take a moment to read these stories and learn more about these fine organizations that we served in the past year.

We are proud of what we accomplished in 2013, but we know there is so much more to do to help our community. We believe we have strengthened our organization and stand ready to further expand our services next year. We are happy to offer professional, affordable consulting to the nonprofit community!

**Trudy Smith**  
EXECUTIVE DIRECTOR, ESC OF THE TRIANGLE



**Trudy Smith**  
EXECUTIVE DIRECTOR

Executive Director Trudy Smith has been with ESC for eight years – expanding the number of clients served, the number of services offered and the number of pro bono consultants. Trudy’s goal is to broaden ESC’s reach to all Triangle nonprofits and to further strengthen ESC as a critical resource for the nonprofit community.

• Sister Communities of San Ramón, Nicaragua •

• Exploris Middle School •



The Sister Communities of San Ramón, Nicaragua is a nonprofit dedicated to fostering a collaborative effort between Durham and San Ramón to provide educational opportunities and people-to-people connections. This organization is dedicated to developing educational programs, as well as promoting eco-tourism, service learning and cultural immersion travel that can benefit both the traveler and the San Ramón community.



Sarah Montgomery

This organization has built a number of schools, a library and a pre-school, and is now looking at ways to expand classrooms at the high school, which is severely overcrowded. It is also looking at ways to outfit more schools with computers in this remote area.

Sarah Montgomery was hired as executive director of this group in May 2012. It was an organization with limited experience with staff, having depended largely on the work of volunteers. Montgomery was interested in better understanding her role and the role of her volunteer board of directors.

THE COACHING PROCESS

“It was a learning experience for both the board and myself,” Montgomery said. “This was new for me and at the same time the board had to transition from a volunteer-driven organization to one with separate roles for staff and volunteers. I turned to ESC for help.”

ESC suggested that Montgomery participate in its executive coaching program. This program consists of a confidential one-on-one relationship between an executive director and a specially trained ESC coach. The coach acts as an impartial sounding board to help leaders think through problems and make informed decisions.

“My ESC executive coach and I began meeting weekly at first,” Montgomery explained. “It was critical to have a professional help me think through the processes necessary for an orderly change. And as a new executive director, I needed advice on the proper roles for both my position and the board. I needed to understand when to step up and when to step back.”

One of the key challenges Montgomery and her coach addressed was the issue of how to best focus the organization for the future. “When I came on board, we were financing a variety of projects, but we had limited financial resources. We now have a focus on education, which has really helped us prioritize our resources to make the most impact on the community.”

THE PROFESSIONALISM OF THE CONSULTANT

Montgomery praised her ESC consultant. “My consultant was highly professional and experienced, which really gave me perspective on the job I needed to do. It was reassuring to have her work with me through this process. I would recommend this program to any executive director.”



Since 1997, Exploris Middle School in downtown Raleigh has taken a unique approach to global education. Each year, this highly respected public charter school provides some 200 sixth- to eighth-graders with perspectives and strategies that will equip them for life in an interconnected world. As its name indicates, the school continuously explores new ways to engage students in learning about the world and themselves, and its commitment to continuous improvement does not stop there.

The staff, board and parents have been keen for some time to increase the reach of Exploris’ successful and innovative approach to a broader group of students, so, in January 2013, the school requested that ESC help in the development of a long-term strategic plan.

MOVING FORWARD WITH THE PROCESS

With an enthusiastic and highly motivated planning team of Exploris stakeholders in place, plan development progressed smoothly with the help of ESC facilitators. The Exploris director was especially pleased that the expertise of ESC consultants fit so well with their needs.

“The engagement with ESC surpassed our expectations in terms of both process and ultimate results,” said Exploris Director Summer Clayton. “We were impressed by the caliber of the consultants who brought a broad and complementary group of skills. They were a really dynamic group of people, each with their own areas of expertise, and they worked so well together to offer insights and perspectives that we wouldn’t have had access to otherwise.”

CREATING A COMPREHENSIVE PLAN

The result of the strategic planning engagement was a comprehensive plan with clear long-term goals and strategies to achieve them. Exploris’ board enthusiastically approved the plan, and it proved to be a call to action both for them and for the broader group of stakeholders. Clayton said, “It is incredible how quickly we have progressed with the steps set out in our plan.”

Exploris is set to expand to admitting grades kindergarten through eighth grade, a change that will involve the addition of 300 to 400 students. The school has already submitted a request for change to its charter and is moving ahead with plans to secure larger premises downtown in order to offer the new classes by summer 2014. “Exploris has always been a great school, but its impact was limited by its size,” said Shannon Hardy, a member of the staff at Exploris. “ESC helped us to unite everyone in a shared sense of excitement about an expanded future for the school. ESC consultants were the catalyst that will take our organization from good to great.”



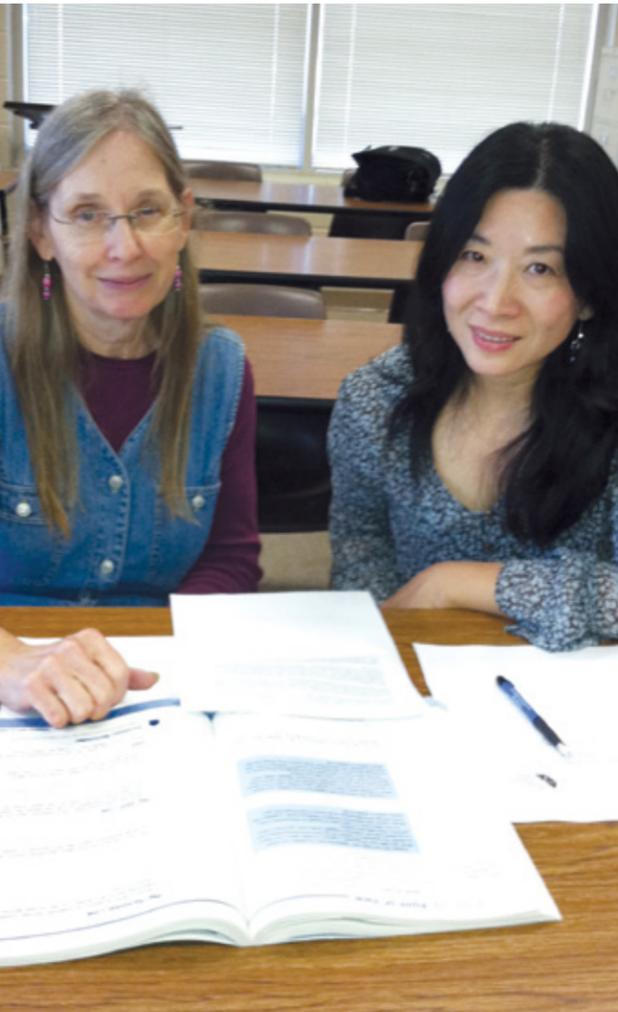
“My consultant was highly professional and experienced, which really gave me perspective on the job I needed to do. It was reassuring to have her work with me through this process.”

**Sarah Montgomery**  
EXECUTIVE DIRECTOR, SISTER COMMUNITIES  
OF SAN RAMÓN, NICARAGUA

“The engagement with ESC surpassed our expectations in terms of both process and ultimate results.”

**Summer Clayton**  
DIRECTOR, EXPLORIS MIDDLE SCHOOL

• Chatham County Literary Council •



As something that many adults take for granted, the ability to read this sentence is a precious gift that has been given to many Chatham County adults by the Chatham County Literacy Council (CCLC). Based in Pittsboro, CCLC is a community-focused nonprofit dedicated to helping adults live more enriched and successful lives through the acquisition of literacy skills. Whether residents need literacy skills to get a job, understand a prescription or just want to live more enriched lives, CCLC volunteers are there to provide free, confidential tutoring in reading, writing, ESL, GED preparation, citizenship and basic math.

“I think literacy is such a critical element in our society,” said CCLC Board President Bruce Birch. “And it is certainly important if we are going to improve economic development in Chatham County.”

**A NATURAL EVOLUTION**

Since CCLC’s inception as an official nonprofit organization in 2007, CCLC’s Board of Directors was a working board, mostly comprised of members who were also administering the programs. Six years later, CCLC had become so successful that its board structure could not keep up with its services, and there was a need to evolve into a governing board in order for the organization to continue growing. That is when CCLC called ESC for assistance.

“We asked ESC to help because we needed expertise, experience and a careful hand to help us design how we transition from an operating to a governing board,” said CCLC Board Governance Committee Chair Joan Lipsitz. “There is no other organization that has the level of experience that ESC brings to the table.”

**BOARD DEVELOPMENT RESULTS**

Armed with an essential scholarship made possible by Triangle Community Foundation, CCLC began a board development engagement that resulted in the establishment of a living board governance document that redefines the role of the board and the process for recruiting board members. The work has already spurred board members to revamp the board committee structure and to create committee charters. “It’s easy to say get your act together,” Lipsitz said. “It’s hard to define the steps you need to take to get your act together so that you become a strong governing board.”

With new board governance techniques in place, CCLC began looking ahead at its need for a major strategic plan and has engaged ESC to help once again. “You get what you put into it,” Birch said. “ESC has put a lot of effort into helping us, so we’re trying to put in a lot of effort back and to grow from that.”



“We asked ESC to help because we needed expertise, experience and a careful hand to help us design how we transition from an operating to a governing board.”

**Joan Lipsitz**

BOARD GOVERNANCE COMMITTEE CHAIR,  
CHATHAM COUNTY LITERACY COUNCIL

• Chapel Hill-Carrboro Meals on Wheels •

As the executive director of Chapel Hill-Carrboro Meals on Wheels (MOW), Stacey Yusko spends much of her time serving meals to the people who need it the most along some 12 routes in Chapel Hill and Carrboro. Each day, she and a group of volunteers buy, sort and deliver meals to people who are homeless, homebound or disabled. Some are also experiencing health problems or just had surgery and can’t cook their own meals.

They get daily visits during which the volunteers, who usually go in pairs, deliver a hot meal and other amenities. These visits often amount to a social visit and a safety check that is as important as the food being delivered.

**AN INCREASING DEMAND FOR SERVICES**

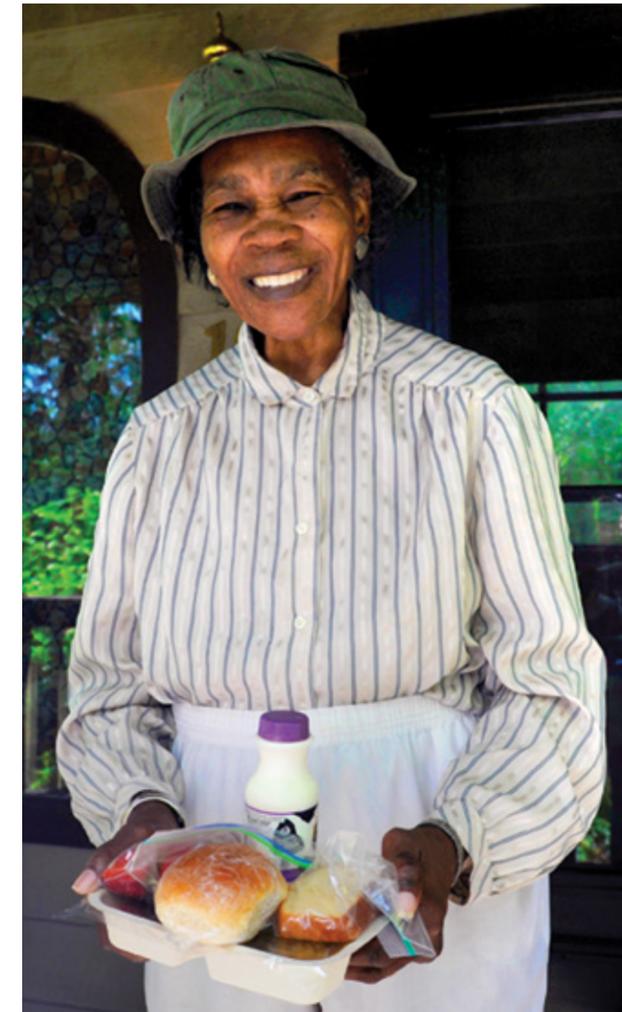
About 150 volunteers make it possible for MOW to keep its promise not to turn away anybody who is eligible and needs a meal. But the demand for the services has increased at a rate that was making it difficult for MOW to live up to its promise. Determined to keep the promise, Yusko and her board of directors enlisted ESC and its consultants to help them plan a board retreat that would help them address these issues.

What resulted from the engagement with ESC was “not so much revamping the organization as much as it was inventing new structures to help us accommodate the demand for services,” Yusko said. “We couldn’t accomplish any of our goals if we weren’t all united in a vision of where we wanted to go and how to get there.”

**THE BOARD RETREAT PROCESS**

As part of the process, ESC consultants first worked with Yusko to design a survey for the board members that was compiled and analyzed. The results were then shared with the board at the retreat that was facilitated by the consultants. The focus of the retreat was on helping the board members gain a better understanding of where improvements were needed and the range of possible courses of actions they could take.

One possible course of action is now a reality. “We now have a new committee structure that is more robust with clear responsibilities and a charge to go out and recruit new people to serve on our other committees so we can effectively and efficiently spread the work among many,” said Yusko. “The consultants were absolutely a pleasure to work with. They were knowledgeable, seasoned veterans,” said Yusko. “They made suggestions, deftly steered us back on topic, but they never intruded.”



“The consultants were absolutely a pleasure to work with. They were knowledgeable, seasoned veterans.”

**Stacey Yusko**

EXECUTIVE DIRECTOR,  
CHAPEL HILL-CARRBORO MEALS ON WHEELS

2013 FOUNDATION & CORPORATE DONORS

- The BIN Charitable Foundation, Inc.
- Blue Cross and Blue Shield of North Carolina
- Blue Cross and Blue Shield of North Carolina Foundation
- Duke Energy Foundation
- The Fox Family Foundation
- The Mary Duke Biddle Foundation
- Maxwell, Freeman & Bowman, P.A.
- The Morgan Stanley Foundation
- North Carolina Mutual Life Insurance Company
- Town of Chapel Hill
- Triangle Community Foundation
- Wells Fargo

PROFILE OF A CORPORATE DONOR:  
**North Carolina Mutual Life Insurance Company**

Established in 1898, North Carolina Mutual Life Insurance Company is the oldest and largest African American life insurance company in the United States, offering a full array of financial and insurance products. It is also a generous supporter of ESC.

Throughout its history, this Durham-based company has been an integral part of the Triangle community, creating jobs, making investments and loans and contributing leadership and money in support of social programs.

President and Chief Executive Officer James H. Speed, Jr. said that philanthropy is ingrained in its culture. "We feel that we have an obligation to give something back to our community," he said. "This has been a principle with us for 115 years."

He also indicated that North Carolina Mutual hires people who have that same spirit. "We expect that our employees will become leaders in our community through volunteer efforts and board leadership. We support these efforts through financial contributions to a variety of organizations, with particular focus on improving education and helping children."

Speed said he fully endorses the mission of ESC. "I have served on a number of nonprofit boards, and I know firsthand that these organizations cannot afford to hire the expertise they often need to help them with their specific issues, like strategic planning and board development."

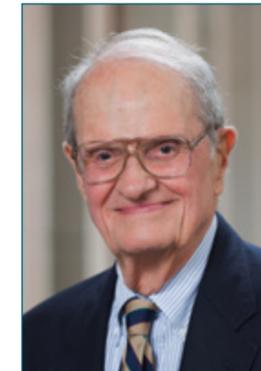
"That's where ESC comes in," Speed said. "As consultants, they help the nonprofits leverage their resources and become more efficient. I personally want to see more nonprofits develop a sustainable business model, and ESC can help them do just that."



James H. Speed, Jr.



PROFILE OF AN INDIVIDUAL DONOR:  
**Perry Colwell**



Perry Colwell

After retiring from AT&T's corporate office as a senior financial executive, Perry Colwell moved to Chapel Hill 21 years ago and quickly became known as a consummate philanthropist and community volunteer.

Colwell currently serves on the Board of Directors of the Triangle Community Foundation. His volunteer activities over the years are too extensive to list, but he has been honored for his efforts by receiving the 2009 Excellence in Philanthropy Award from the Association of Fundraising Professionals and the Governor's Award for Volunteer Service in 2012.

"I believe strongly that nonprofits are critically important to our society and make enormous contributions," Colwell said. "In fact, I believe nonprofits are more vital today than ever."

Colwell has been active in ESC since 1992, having served as a consultant, a client relationship manager, a board member and the board chair at a pivotal time.

"I am a long-term supporter of ESC because I believe this organization can really help nonprofits become stronger and fulfill their missions," Colwell added. "ESC brings a wealth of experience in leadership and governance. It is also important for nonprofits to have an outside perspective, but it is difficult in most cases as nonprofit leaders are so busy and yet have so few resources. ESC meets this need."

"I continue to financially support ESC because I see the future as very bright. I think the organization will become even more effective," Colwell concluded. "The best is yet to come."

**"I believe this organization can really help nonprofits become stronger and fulfill their missions...ESC brings a wealth of experience in leadership and governance."**

Perry Colwell

2013 INDIVIDUAL DONORS

- Laura Benson
- Allen Berk and Geiselle Thompson
- Diana A. Bing
- Anthony M. Brichta
- Dave and Terri Buchanan
- Norman Budnitz
- Bill and Anne Burch
- George Cahill
- Tom Cogswell
- Perry Colwell
- Paul D'Angelo
- Seth Easton
- John Gabor
- Isabel R. Geffner
- David Gettles
- Joe Glasson
- Bonnie Gordon
- Michael D. Hanas
- Ed Haugh
- Haywood and Mary Holderness
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- Gracie Johnson-Lopez
- Susan Kaplan
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- James R. Kinney
- Nicholas M. Kredich
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- Jim and Beth Maxwell
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- Thomas E. Medlin
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- Marc and Cécile Noël
- Brenda Pomeroy
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- Elizabeth Preddy
- Josh Ravitch
- Edward Rose
- Paul Sansone
- Harold G. Sellars
- Sarah and Rob Shapard
- Trudy and Stuart Smith
- Loretto Boswell Sognier
- Fred Stang
- Brian Stull
- Jeffrey Swain
- Don Tiedeman
- George B. Tremmel
- Darlene and Don Wells
- Gary Willett

YOUTH & EDUCATION

A Ban Against Neglect  
 Alice Aycock Poe Center for Health Education  
 Big Brothers Big Sisters of the Triangle  
 Chatham County Literacy Council  
 Children's House Montessori  
 Consumer Education Services, Inc.  
 Durham Congregations in Action's YO:Durham  
 Durham Literacy Center  
 Exchange Clubs' Family Center  
 Exploris Middle School  
 Girls on the Run  
 Learning Together, Inc.  
 Montessori Children's House of Durham  
 Partners for Youth  
 Partnership for Appalachian Girls' Education  
 Project Graduation of Durham  
 Sister Communities of San Ramón, Nicaragua

HEALTH CARE, MENTAL HEALTH & WELLNESS

Brain Injury Association of NC  
 Cary Area EMS  
 Community Partnerships, Inc.  
 Hemophilia of North Carolina  
 NC Psychiatric Association  
 Piedmont Health Services, Inc.  
 St. Paul's Center for Hope and Healing  
 Volunteer Med Partners  
 Wake Smiles  
 Women's Birth and Wellness Center

PUBLIC & SOCIETAL BENEFIT

Bay Leaf Fire Department  
 Chapel Hill-Carrboro Chamber of Commerce  
 North Carolina AIDS Action Network  
 The Peoples Channel and Durham Community Media  
 Raleigh-Wake Human Resource Management Association  
 Town of Cary  
 Triangle Radio Reading Service  
 Volunteer Center of Durham  
 Wake County Government

HUNGER & HOMELESSNESS

The Caring Place, Inc.  
 Chapel Hill-Carrboro Meals on Wheels  
 Durham Interfaith Hospitality Network  
 Inter-Faith Council for Social Service  
 Meals on Wheels of Durham  
 Open Table Ministry  
 Urban Ministries of Durham  
 Women's Center of Wake County

ARTS, CULTURE & HUMANITIES

FRANK Gallery  
 International Focus, Inc.  
 Museum of Durham History  
 Preservation Chapel Hill

SENIOR LIVING

Community & Senior Services of Johnston County  
 Durham Center for Senior Life  
 Senior PharmAssist

FAITH-BASED

Dominican Sisters of Hope  
 North Carolina Hillel  
 Reality Ministries

ENVIRONMENT & ANIMALS

Botanical Garden Foundation, Inc.

OTHER HUMAN SERVICES

AIDS Community Residence Association  
 City of Raleigh Community Services Department  
 Dorcas Ministries  
 Dress for Success Triangle NC  
 Durham Crisis Response Center  
 Durham Economic Resource Center  
 El Pueblo, Inc.  
 Elna B. Spaulding Conflict Resolution Center  
 Rebuilding Together

2013 ESC BOARD OF DIRECTORS

Dave Gettles, <i>Chair</i>	Gracie Johnson-Lopez
Dave Pottenger, <i>Vice Chair</i>	Beth Maxwell
Don Wells, <i>Secretary</i>	Melissa Martin
Tom Cogswell, <i>Treasurer</i>	Ed McCraw
Laura Benson	Josh Ravitch
Allen Berk	Harold Sellars
Bonnie Gordon	Fred Stang
Joe Glasson	

ESC STAFF



Trudy Smith  
*Executive Director*



Kate Mazza  
*Associate Director (Wake County)*



Marcy McKaig  
*Director of Consultant Development*



Kate Parker  
*Administrative Assistant*

2013 ACTIVE ESC CONSULTANTS

Mary Alexion	Marilyn Longman
Diana Bing	Linda Luftig
Brian Breneman	Mark Luftig
George Cahill	Beth Maxwell
Dick Cashwell	Janet McCauslin
Perry Colwell	Ed McCraw
John Constance	Alison McEwan
Barbara Creeden	Tom Medlin
Paul D'Angelo	Verona Middleton-Jeter
Kathy Doherty	Victor Moore
Gail Ferreira	Rusty Myer
Chuck Fyfe	Judy New
John Gabor	Brenda Pomeroy
Donna Galer	Elizabeth Preddy
Dave Gettles	Daniel Robinson
Josh Gurlitz	Ed Rose
Roger Hart	Sarah Shapard
Ed Haugh Jr.	Katherine Sliva
Doug Hurley	Jeff Swain
Paul Jakokes	Don Tiedeman
Marcia Jaquith	George Tremmel
Sue Kaplan	Julian Wachs
Judy Kelly	Gary Willett
Jim Kinney	Stephan Wittkowsky
Nancy Laney	Arthur Zucker
Joe Liegl	



# 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.

## TRIANGLE BoardConnect

We connect nonprofit boards with new leaders. We offer a convenient, no-cost way to match nonprofit organizations with potential board members interested in board service or committee membership.

## COLLABORATION OPPORTUNITIES

We help you to explore opportunities to collaborate with other local nonprofits in areas such as sharing development, advocacy, programs and services, staffing and locations, all the way up to merging organizations.

## ADDITIONAL SERVICES

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

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

**Executive Director Trudy Smith:** [trudy@esctriangle.org](mailto:trudy@esctriangle.org)

**Associate Director (Wake County) Kate Mazza:** [kate@esctriangle.org](mailto:kate@esctriangle.org)



Executive Service Corps  
of The Triangle