



**EXECUTIVE SERVICE CORPS**  
F L O R I D A

**2024**  
**ANNUAL**  
**REPORT**

# Our Vision

Our Vision is to be an essential partner to nonprofit organizations, enabling them to become more sustainable, stronger, and more effective at improving the communities they serve.

# Our Mission

Our Mission is to deliver high-impact, reasonably priced management consulting services to nonprofit organizations, using volunteer senior-level executives whose real-world experience provides achievable and effective solutions.

# Our Values

- Service
- Professionalism
- Integrity
- Inclusion

## Our Value Proposition

Our team-based approach brings together C-Suite professionals with a broad base of business experience and expertise in areas such as finance, systems, IT, marketing, and human resources management to offer "Big Four" level consulting services to Florida nonprofits.

"Executive Coaching with ESC-FL has been an invaluable guide in my leadership journey, helping me to untangle complex challenges and approach them with clarity and grace. The insights and practical tools have strengthened my ability to support my team."

**Michelle Haimowitz,**  
Executive Director  
Holy Ground Palm Beach County

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and Special Events
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“Executive Service Corps- Florida assists nonprofits in all different areas -- executive searches, developing a strategic plan, and so much more! Their team approach ensures that you have experience from individuals with different areas of expertise. Plus, they work with you every step of the way.”

**Joy Satterlee**  
**Executive Director (retired)**  
**Art and Culture Center Hollywood**



# From Our President & CEO



Dear Friends and Supporters,

As I reflect on 2024, I'm filled with gratitude for the progress we've made and the incredible community that has made it all possible. This year brought both triumphs and challenges, but through it all, our mission remained steadfast: to strengthen and support the nonprofit sector across Florida.

One of our biggest milestones was hosting our first-ever fundraiser, my 70 For 70 Birthday Ride. Not only did it celebrate a personal milestone (turning 70), but it also rallied new supporters and critical funding for our work. In addition to this successful event, we also received donations from generous new donors, expanding the base of individuals and organizations who believe in our mission.

We expanded our impact significantly by adding 14 new consultants from across the state, allowing us to double the number of projects we undertook over the prior year. Over 40 dedicated Executive Service Corps- Florida consultants volunteered over half a million dollars in donated services, equipping nonprofits with essential guidance and expertise to advance their missions.

However, no year is without its hurdles. We faced unexpected delays in several projects—challenges beyond our control that required patience and adaptability. Despite our best efforts, we fell short of our revenue goals for the year and weren't able to diversify our funding base through foundation and corporate grants as we had hoped. These setbacks remind us that growth is rarely linear and fuel our determination to push forward with renewed strategies and partnerships in the coming year.

As we look ahead, we remain steadfast in our commitment to strengthening the nonprofit sector and deepening our impact. With your continued support, I'm confident 2025 will bring even greater success.

Thank you for being part of this journey. Together, we're building a stronger, more resilient nonprofit community.

With gratitude,

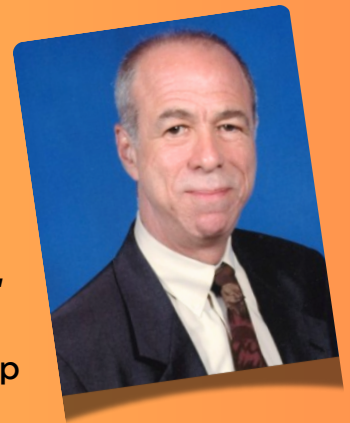
A handwritten signature in black ink that reads "Joel Greenbaum". The signature is fluid and cursive, with a large initial "J" and "G".

Joel Greenbaum  
President & CEO





# From Our Board Chair



Dear Friends and Supporters,

The year 2024 has been a time for consolidating the changes set forth in our Strategic Plan and putting them into action. In doing so, we are now applying tools and metrics we developed to more effectively serve our clients and execute our mission. We have created new monthly, quarterly, and annual statistical reports to help the board analyze organizational performance, and act on this information to further our mission.

For example, we now identify and track core and secondary mission services, and our reports show that we have increased core services from 62% of billed revenue in 2023 to 80% in 2024. While fee revenues have remained essentially flat from year to year, we have increased our service hours to clients by 79% while reducing our billing rate by 35%. This is especially helpful to those clients with very tight budgets.

We are continuing to professionalize our operation. We are expanding our board, we are conducting workshops, and we're coaching, staffing, guiding, and supporting our clients and the nonprofit community throughout the State of Florida. We are clearly doing something right. Now we just need to do more of it.

Our strategic plan calls for growth and we are diligently working toward that end. We are increasing our marketing efforts and offering educational programming to keep our name in front of the NPO community. We are aggressively pursuing grant opportunities that will help us to serve organizations that need our services but cannot fit even the most discounted fee into their budgets. We are growing our roster of impressive top-notch professional consultants to provide more services while refining and upgrading the quality of our work product.

I look to the next year with anticipation and confidence. The Executive Service Corps of Florida has upped our game in 2024, and positioned ourselves for growth and success in 2025.

In appreciation,

A handwritten signature in black ink that reads "Mark Gorman". The signature is fluid and cursive.

Mark Gorman  
Board Chair



# 2024 PROJECTS

We more than doubled the number of projects we did with nonprofits located throughout Florida from 2023 to 2024.

**2,500  
Volunteer  
Consulting Hours**



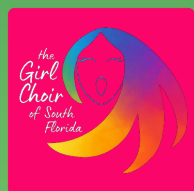
We are assisting the Afa Miami-Dade in streamlining and integrating their data collection and reporting systems through process automation and staff training.

In a project that has spanned multiple years, ESC-FL is helping the Armory Art Center in West Palm Beach address key organizational challenges by placing a new CEO and helping them develop a three-year Strategic Plan to guide their growth and development.



ESC-FL consultants are assisting Orlando-based Elevation Scholars in establishing an efficient staffing plan, reviewing organizational processes, and enhancing board governance to improve overall operations and support the organization's growth.

Our consulting team completed the Strategic Planning process with the Flagler County Cultural Council to establish a clear identity, enhance board governance, and guide the organization's growth and activities over the next three years.



ESC-FL consultants facilitated the 2024 Annual Retreat for the Girl Choir of South Florida, helping the board set goals for the year and to understand their role in achieving them.

We are assisting the GHCC in developing a three-year strategic plan to strengthen organizational alignment, enhance community relevance, and guide future growth.



ESC-FL led an executive search for a Director of Development to enhance fundraising efforts and build strong donor relationships. We also placed 11 Success Coach/Case Managers across various programs, including Unity4Teens Middle School, Unity4Teens High School, and the Family Strengthening Program.

Our ESC-FL consultant provided executive coaching for HGPBC's Executive Director to enhance leadership and communication skills, and create a plan for achieving their professional and business goals.



An ESC-FL consultant team is helping inSIGHT Through Education create a 3-year strategic plan to sustain its growth and enhance its organizational impact through improved outreach and marketing efforts.

ESC-FL consultants assisted the International Waldenström's Macroglobulinemia Foundation with succession planning and developing a strong executive management structure to support its continued growth and operations.



Executive coaching by one of our consultants helped PIRC's CEO to optimize leadership and communication, build on strengths, and develop a plan to achieve business goals, which included publishing a book.



Our ESC-FL consultant team assisted the Second Chance Society develop

a three-year strategic plan to professionalize operations, ensure sustainable funding, enhance marketing strategies, and build additional operational capacity.



Consultants from Executive Service Corps- Florida helped SCM develop a three-year strategic plan to build on successes, navigate future direction, and address board development and succession planning as part of a senior leadership transition.

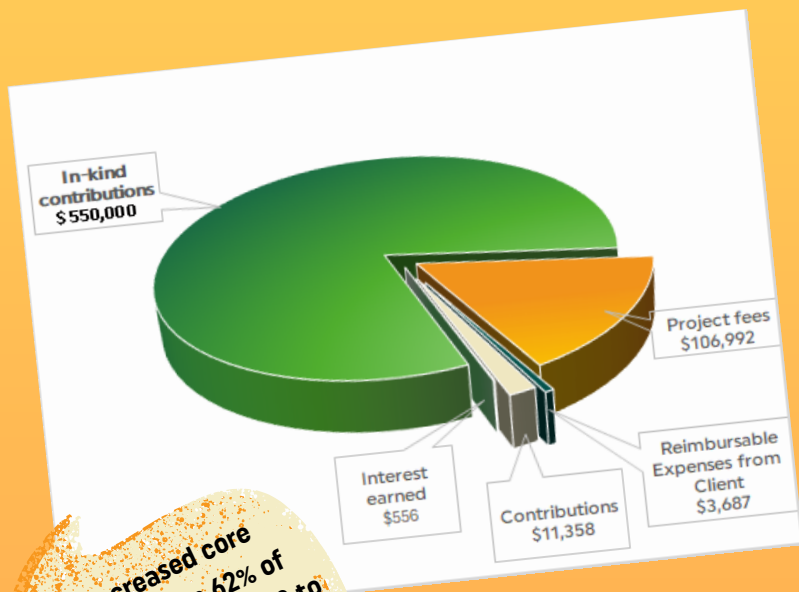
After successfully placing a COO with Vita Nova in 2023, our team conducted another executive search for a CFO to replace a longtime staff member who retired.



ESC-FL consultants helped Wayside House to create a three-year strategic plan to determine growth direction, address financial and operational challenges, and enhance marketing and capacity.

# Financial Snapshot

2024 was a challenging year from a revenue perspective, but it did also have its bright spots. While we fell about \$40k short of our project revenues for the year overall, we did exceed our budgeted donations by almost \$10K. Also, much of the revenue shortfall was due to project delays on the client side, which meant we weren't able to bill for contract deliverables in the 2024 fiscal (calendar) year. As a result, approximately \$35K of project fees will be realized in the 2025 fiscal year. In spite of some of the setbacks mentioned above, we were able to more than double the number of projects we did, and our consultants donated \$550,000 of in-kind consulting services- a \$225,000 increase over 2023!



"...increased core services from 62% of billed revenue in 2023 to 80% in 2024."

## 2024 Income

Cash Income: \$122,592

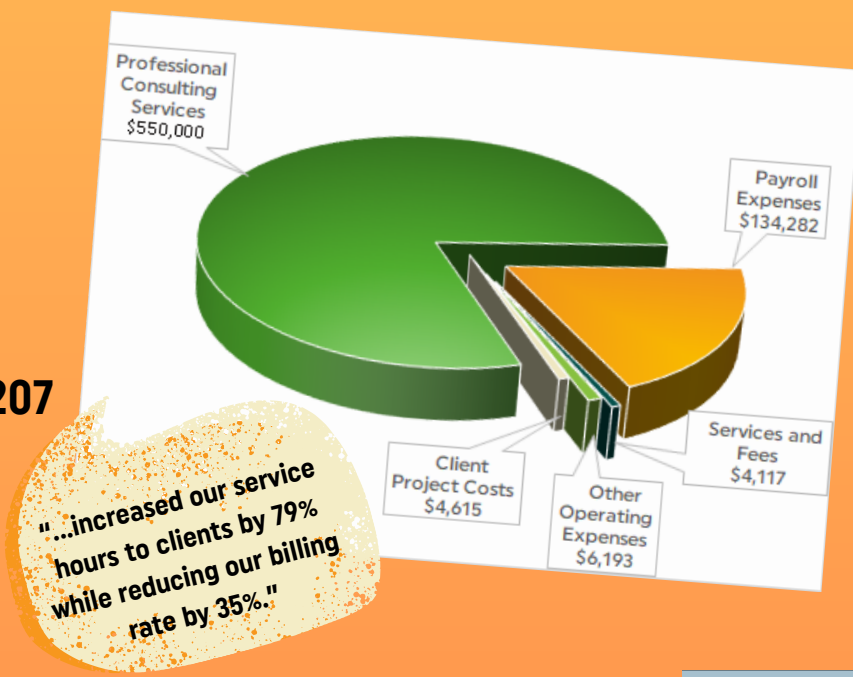
In-Kind Income: \$550,000

Total Income: \$672,592

## 2024 Expense

Cash: \$149,207

Total Cash and In-Kind: \$699,207



"...increased our service hours to clients by 79% while reducing our billing rate by 35%."

The presentation of the above financial information is not an audited financial statement. National Executive Service Corps of South Florida Inc., DBA Executive Service Corps- Florida, is a 501 (c)3 nonprofit organization, and its 990 Federal Tax Returns are available through the IRS as well as on Candid.org (formerly GuideStar). If you're viewing this annual report electronically, you can click the Platinim Transparency Seal on the right for more information.





# Marketing & Business Development



in 2024, we focused on implementing the marketing plan we developed with the help of one of our consultants. This was actualized through multiple weekly social media posts on LinkedIn and Facebook, and adding new and revamped content to our website. Through the nonprofit website Catchafire.org, we were able to get the help of a volunteer (from Nairobi, Kenya) to finally help us learn to create campaigns using Google Adwords (we've had a revolving, \$10K Google Adwords grant for several years). The cumulative result of all of the above is that we doubled the number of projects we undertook from 2023 to 2024 while adding 14 new consultants in 2024.

Throughout 2024 we continued to actively engage with the community and the nonprofits that serve them. Our efforts included attending nonprofit events, such as the Social Impact Breakfast meetings at the Greater Fort Lauderdale Chamber of Commerce, and collaborating with various organizations like the Nonprofit Executive Alliance and Nonprofits First in Palm Beach County, where we facilitated training for their members on strategic planning, and our national organization, Executive Service Corps-US (ESC-US). In 2024, our President & CEO, Joel Greenbaum, served as the Vice Chair of ESC-US and will be stepping in to serve as the Chairperson beginning in 2025.

## Special Events



In July of 2024, our President & CEO, Joel Greenbaum, celebrated his 70th birthday by riding 70 miles with 3,500 ft of elevation, in the process raising over \$3,000 for ESC-FL as part of our 70 For 70 Rideraiser. It was our first ever fundraiser (and friendraiser, too), and was a huge success.

To take in our many accomplishments in 2024, we gathered our consultants for a virtual holiday party featuring keynote presenter, adventurer, and Travel Channel celebrity Cesar Becerra. Mr Becerra talked about the centennial journey of the 230-foot-long, 4-masted schooner, the SS Kaimiloa, which went from San Francisco to Tahiti in 1924. The Kaimiloa deployed many trail-blazing and innovative technologies, serving as a parallel in many ways to what we're currently experiencing with AI's impact on our work and the society as a whole.







**EXECUTIVE SERVICE CORPS**  
FLORIDA

**Strategic Plan**  
2022 - 2024

In 2021, we embarked on a process to create a new three-year strategic plan. We don't ordinarily recommend that an organization facilitate its own plan (from our experience, we've found great value in having consultants who are able to look at an organization from an outside perspective without being enmeshed in day-to-day operations). To that end, we assembled a consultant team who then negotiated a contract for our strategic plan with our CEO and Board Chair, just like we would with any of our nonprofit clients. To follow is the result of a comprehensive strategic planning process

Strategic Priorities	Strategic Objectives
<p>Expand the ESC-FL customer base.</p>	<ul style="list-style-type: none"> <li>• Appoint resource to assist in consultant recruiting and enhanced training</li> <li>• Update database of consultant expertise, ESC-FL training and preferences for projects</li> <li>• Hold in-person consultant gathering, pending Covid pandemic improvements</li> <li>• Begin program of training, both online and in person</li> <li>• Develop policies and clear expectations for consultant work to remain active</li> <li>• Recruit new consultants each year to support growth</li> <li>• Develop policies, procedures, models, and templates for use in conducting consulting projects</li> </ul>
<p>Increase and diversify revenue streams for sustainable growth.</p>	<ul style="list-style-type: none"> <li>• Develop grant strategy, write grant applications, and increase exposure for ESC-FL among Florida and national grantmakers.</li> <li>• Secure initial grant from non-profit foundation and build for growth in grant revenue stream thereafter</li> <li>• Secure initial funding from public corporation or other for-profit business.</li> <li>• Develop corporate partnership that supports fundraising and recruiting new consultants</li> </ul>

# Strategic Plan 2022-2024 (contd)



Strategic Priorities	Strategic Objectives
<p>Enhance the quality of professional services to clients by growing the ESC-FL team of consultants, enhancing training, and further developing practice standards</p>	<ul style="list-style-type: none"><li>• Appoint resource to assist in consultant recruiting and enhanced training</li><li>• Update database of consultant expertise, ESC-FL training and preferences for projects</li><li>• Hold in-person consultant gathering, pending COVID pandemic improvements</li><li>• Begin program of training, both online and in person</li><li>• Develop policies and clear expectations for consultant work to remain active</li><li>• Recruit new consultants each year to support growth</li><li>• Develop policies, procedures, models, and templates for use in conducting consulting projects</li></ul>
<p>Develop Marketing Plan to increase ESC-FL awareness and customer base, and assist new consultant recruiting</p>	<ul style="list-style-type: none"><li>• Consulting services to be emphasized or reduced</li><li>• New services such as sustainability and other educational programs for nonprofits</li><li>• Consulting services pricing strategy and models</li><li>• Clear definitions of our target market across area, customers and service type to include entry strategies for new market growth.</li><li>• Potential for partnerships</li><li>• Outreach plan to increase ESC-FL awareness among nonprofit management</li><li>• Program to increase awareness and recruit consultants throughout Florida and new target market(s)</li><li>• Detailed plan for services to include revenue by service type, a review of current services to expand or cut back and their evolution over 2022-2024.</li></ul>
<p>Increase ESC-FL Board to strengthen diversity and to secure needed expertise</p>	<ul style="list-style-type: none"><li>• Develop plan to strengthen Board that will address:<ul style="list-style-type: none"><li>• New Board size</li><li>• Board diversity goals</li><li>• New Board expertise needs</li></ul></li><li>• Recruit new board member with legal expertise</li><li>• Recruit new board member from corporate sector</li><li>• Recruit board member from targeted new market</li><li>• Recruit new board members to meet diversity and Board enhancement plan goals e.g. community partner</li><li>• Develop criteria for board membership</li></ul>
<p>Strengthen financial and administrative systems to accommodate future growth</p>	<ul style="list-style-type: none"><li>• Review all current software to determine fit for future use. Enhance training or replace as determined.</li><li>• Redesign time reporting. Implement new software as needed. Create system that is convenient and enforceable. Utilize resulting data to help with budgeting and pricing engagements.</li><li>• Create a set of periodic financial and statistical reports to provide a clear and comprehensive picture of ESC operations and output</li></ul>



# THANK YOU!

The tremendous impact Executive Service Corps- Florida has on the nonprofits we serve and the communities that they, in turn, serve would not have been possible without the tireless efforts and contributions of our Senior Consultants, Board Members, and staff.

## Senior Consultants

Mark Abrahams  
Jessica Blackwood  
Paula Bosler  
Arturo Carbonell  
Daniel Couture  
Frank P. Cupido  
Elenor Denker  
Madeline Park Dirgins  
David Fertig  
Hanna Fink  
Mark Gorman  
Barbara Gray  
Michelle Haynes  
Tom Hurwich  
Robin Kahn  
Karen Tepper Keane  
Gila Lynn Kimmelman  
Mary Beth Koenig  
Nancy Krauss  
Lucas Martinez

Christine McCauley  
Clifton McClenney  
Radhika Narain  
Lisa Nardo  
Kathy Octavio  
Charlene Pacenti  
Colleen Peters  
Bindu Rammohan  
Patrick Randrianarison  
Bruce Rasey  
Arthur Rosenberg  
Linda Silverstein  
Sandi R. Smith  
Eric Soh  
Ken Stenicky  
Sami Syed  
Tim Thomas  
Amelia Waters  
Jan Wiczerzak  
Laura Yorks

## Board of Directors

Mark Gorman, Board Chair  
Hanna Fink, Corporate Secretary  
Kathy Octavio, Treasurer  
Barbara Gray, Board Member  
Madeleine Arritola, Board Member

### Incoming Board Members 2025

Frank Cupido, Board Member  
Ken Stenicky, Board Member  
Amelia Waters, Board Member  
Laura Yorks, Board Member

## ESC-FL Staff

Joel Greenbaum, President & CEO  
Alexa Vetter Torres, Operations and Support Manager



- Funders:** Is one of your grantees having difficulties meeting its grant objectives and in need of technical assistance to get back on track?
- Nonprofits:** Are you challenged to meet the burden of reporting requirements, having program delivery issues, or struggling to fill critical staff positions?
- Volunteers:** As a retired or semi-retired executive, are you looking to pay it forward by using your expertise to help Florida nonprofits?

**Call us for a free consultation: 954-406-8549**



**EXECUTIVE SERVICE CORPS**  
FLORIDA

follow us:



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