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June 4, 2020

Joy Young, Executive Director

Cultural Council of Greater Jacksonville

Thank you Joy for our stimulating conversation today. As requested I have prepared the following proposal.

The outcome of this activity will be an action plan that provides direction for navigating through the present day challenges affecting the Council’s ability to achieve its mission.

I will be glad to answer any questions you may have.

Thank you for this opportunity to be considered for working with you and the Council leadership on this activity.

Hardy

**Proposed scope:**

Based on conversation with Executive Director Joy Young, an alternative planning approach is recommended. The focus of this activity will be on identifying and addressing the challenges related to the nation’s pandemic, economic, and social dynamics. The Council’s mission and vision will be utilized as guidance for the process.

To accomplish this outcome a series of critical conversations will be conducted with board members, stakeholders, and staff. These conversations will be facilitated through video conferences, email surveys, and telephone interviews. In-person meetings will be coordinated as allowable under COVID-19 safety recommendations.

Measurable metrics, execution responsibilities, and timelines will be established for target goals.

To generate expedited results, recommendations from outreach activity will be shared in real time so needed actions can be approved for immediate implementation rather than wait until final plan is developed.

Suggested length for plan is 12 months.

**Methodology will include:**

* Maintain ongoing communication for project coordination.
* Consultation with Board Chair, key staff, and other leaders as appropriate to determine specifics for desired results.
* Conduct pre-planning activity with designated planning team to coordinate planning process action strategy and scheduling.
* Identify key stakeholder groups and develop outreach strategy for their engagement in process. (Such as staff, board members, volunteers, patrons, funders, and strategic partners.)
* Outreach engagement tools such as Survey Monkey, Zoom, Skype, and Google Docs will be incorporated as well as in-person meetings (as possible).
* Conduct stakeholder outreach and analysis of results.
* Evaluate current organizational practices and procedures.
* Conduct individual board member surveys.
* Conduct one session with staff.
* One board planning session with activities to include:

Conduct mini-personality assessment

Review outreach results.

Conduct SWOT analysis exercise.

Identify priority goals.

Determine needed actions to take.

Establish metrics and timelines for evaluation measurement.

Determination of board role for plan implementation.

* Write draft report.
* Consultation review at 3 month intervals of plan.

**Pricing:** The engagement will be completed in 3 months. The fee for this activity is $15,000 which includes materials and consultant travel expense. A 50% deposit is required with balance payable on submission of draft plan. A 5% discount is offered for advance full payment.

On approval of agreement consultant will coordinate development of action timeline for process execution and deliverables.

**Why Hardy Smith:**

(Consultant travels from Daytona Beach which permits easy accessibility to Jacksonville area.)

Hardy Smith is a consultant, author, and speaker who maximizes performance of nonprofits and their essential leadership teams.

Whether guiding a strategic planning process or facilitating a critical conversation session, Hardy has a recognized ability for helping develop organizational focus.

Utilizing Hardy for your planning needs will result in an action strategy that includes a critical path with measurable outcomes, AND most importantly, a plan that is implementable.

By using Hardy as a resource, your organization will avoid planning process mistakes that typically doom plans to failure. His methods for creating participation engagement from your planning team and stakeholders will increase support for your chosen direction.

Hardy’s results-oriented approach is based on a career of more than 30 years in the high performance world of NASCAR racing. That experience included strategic planning for development and growth of some of the country’s largest sports and entertainment facilities and spectator events.

**Professional affiliations**

* American Society of Association Executives
* Florida Society of Association Executives
* Association of Fundraising Professionals
* Association of Chamber of Commerce Executives
* BoardSource
* Faculty member of US Chamber of Commerce Foundation’s Institute of Organizational Management

**A recognized communicator**

* Professional speaker-National Speakers Association
* Author of published articles in numerous publications
* Author of forthcoming book dealing with challenges faced by nonprofit boards
* Blogger for BoardSource
* Insights shared through monthly newsletter and large social media following.

**An experienced planning facilitator**

* Mid-Florida Community Legal Services
* North Florida Land Trust
* International Society of Eye Research
* Baptist Medical Dental Mission International
* New Smyrna Beach Board of Realtors

**Additional background and testimonials**

* Website: [www.HardySmith.com](http://www.HardySmith.com)
* LinkedIn
* Twitter
* Facebook
* I have known and worked with Hardy Smith for more than 20 years…he has a very unique background that provides him with skills and experiences that will benefit any nonprofit or volunteer based organization. I have seen him take on very complex issues and demonstrate an ability for delivering results.

**Nick Craw, former Director, Peace Corps**

* Hardy Smith was a wonderful facilitator of our strategic plan session. He was able to draw everyone into a critical conversation while maintaining focus; I attribute this to his exceptional communication skills and in-depth understanding of nonprofits.

**Kerry Karl, Executive Director, Volusia County Association for**

**Responsible Development**