

January 2, 2013

To Whom It May Concern:

It is increasingly clear that earned income revenues must become an integral part of the culture of nonprofits hoping for long-term sustainability. This has certainly been high on the priority list for the statewide organization I have led for the past two decades.

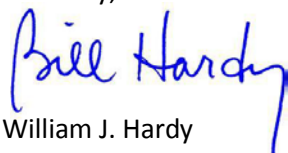
In 2011, I and my COO participated, along with other Dayton nonprofit leaders, in the Sustainable Strategy Program led by Dr. Mark Light. In full disclosure, I have had the good fortune of more than a decade of prior experience working with Mark in other capacities: executive coaching, board governance consulting, and Results Now implementation. And so, I entered the Sustainable Strategy Program with high expectations. Without a doubt, the Project was consistent with my previous experiences and did not disappoint.

Mark's content and packaging are right on. He is as current and well-researched across multiple disciplines as anyone I know. He hones in quickly on real issues and solutions. I've found him effective, efficient, insightful, remarkably straight-forward, and clear. His methodologies are engaging and hands-on, and his creativity and energy are astounding, inspiring and motivating.

In the case of my organization, the Sustainable Strategy Program helped frame our strategy for opening a full-service pharmacy for HIV-positive Ohioans. In complete program alignment with the mission of ARC Ohio—including the fall, 2012 concurrent opening of the AIDS Resource Center Ohio Medical Center—the pharmacy brings the added value of coveted profits to sustain the organization's other services.

This evolution for our organization has been transformational, and is already being lauded by our non-profit, business, and philanthropic partners. I commend with great enthusiasm Dr. Light's Sustainable Strategy Program to anyone in the nonprofit community with vision and an eye to the future. Those you serve deserve nothing less.

Sincerely,



William J. Hardy  
President & CEO

