



### **Proposed Contract for Fractional COO Services**

**To:** Board of Directors, Veterans Assistance Commission of Vermilion County

**From:** Ashton Greer, Clarity Design Company

**Contract Period:** January 1, 2026 – June 30, 2026

## **Introduction**

The Veterans Assistance Commission of Vermilion County (VACVC) is entering a critical period of rebuilding. Following heightened public criticism related to diminished community trust and concerns about the representation of veterans' needs, the Commission must take decisive steps to restore confidence and demonstrate clear, consistent leadership.

Clarity Design Co. specializes in organizational stabilization, strategic operations, governance structure, and public communications. Through fractional COO services, our goal is to support the Commission in establishing transparency, efficient processes, and a culture focused on service to area veterans.

This proposal outlines the scope, responsibilities, and timeline for services intended to bring structure, clarity, and renewed trust to the VACVC.

## **Objectives**

- Rebuild public trust through improved governance, transparency, and communication.
- Equip the Board of Directors with tools, guidance, and processes that support consistent and ethical leadership.
- Strengthen internal systems to allow staff to serve veterans efficiently and compassionately.
- Clarify roles, expectations, and processes to stabilize operations long-term.
- Modernize recordkeeping and reporting to ensure transparency, accuracy, and accessibility.

# Scope of Services & Deliverables

Clarity Design Co. will provide the following fractional COO services:

## 1. Governance & Board Support

- Guidance to the Board of Directors as they navigate ongoing public relations issues and organizational reform.
- Development of a Board of Directors Expectations Document.
- Creation of a Delegate Roster including contact information and identification of vacancies.
- Redrafting and clarification of Bylaws for accuracy, transparency, and practicality.
- Establishment of clear communication channels between the Board and staff.
- Digitization of board records, meeting minutes, and related documentation for proper reporting and archiving.
- Attendance at all board meetings and special meetings during the contract period.
- Ongoing consulting to the Board President and Superintendent as needed.

## 2. Policy, Personnel, and Organizational Structure

- Development of a comprehensive Personnel and Policies Manual.
- Creation of accurate job descriptions, accountability charts, and workflow processes.
- Assistance with hiring and interviews as needed.
- Establishment of systems for organizational transparency and reporting.

## 3. Program Eligibility & Service Delivery

- Evaluation and revamping of eligibility requirements for all veteran assistance programs.
- Design of a simplified, accessible application process aimed at helping eligible veterans whenever possible.

## 4. Public Relations, Messaging & Communications

- Drafting and dissemination of press releases and positive news curation.
- Support in crafting communication strategies to restore confidence and highlight organizational improvements.
- Guidance in establishing a consistent, veteran-centered brand message.

## 5. Culture & Identity Development

- Facilitation of sessions to define the organization's core values, purpose, and niche.

- Development of cultural guideposts to ensure consistent and mission-aligned decisions and interactions.

## Timeline

### January 1, 2026 – June 30, 2026

Services will be provided continuously throughout this six-month period, with key milestones including:

- Months 1–2: Governance restructuring, bylaw and process review, PR stabilization
- Months 3–4: Personnel manual, eligibility requirements, internal workflows, digitization
- Months 5–6: Cultural development, transparency processes, final documentation and transition support

## Compensation & Payment Schedule

### Total Contract Amount: \$15,000

Payments will be structured as follows:

- **\$5,000 due at signing** (non-refundable)
- **\$5,000 due by April 1, 2026**
- **\$5,000 due by June 1, 2026**

This contract amount covers all services listed in the scope, including attendance at all board and special meetings during the contract period.

## Publicity & Portfolio Use

Clarity Design Co. may reference this engagement in promotional materials, case studies, proposals, and portfolio content. This may include general descriptions of the services provided, the nature of the organizational transformation, and non-confidential outcomes. No confidential, proprietary, or personally identifying information will be used without prior written consent from the Veterans Assistance Commission of Vermilion County.

## Confidentiality

Clarity Design Co. agrees to maintain the confidentiality of all non-public information obtained during the course of this engagement, including internal documents, personnel matters, financial information, program data, and any discussions held in confidence by the Board or staff. Such information will not be disclosed to any third party without the

prior written consent of the Veterans Assistance Commission of Vermilion County, unless required by law. This confidentiality obligation will remain in effect both during the contract period and after its conclusion.

## **Value to the Veterans Assistance Commission**

By engaging Clarity Design Co. as a fractional COO, the VACVC will gain:

- Stabilizing leadership during a period of turmoil
- Improved operations and governance structure
- Clear expectations and communication protocols
- Modernized systems and accountability processes
- A stronger organizational reputation grounded in transparency and service
- Renewed trust from veterans and the broader community

Our work is designed not only to address immediate needs but also to establish processes and culture that benefit the Commission long after the contract ends.

## **Acceptance**

Clarity Design Co. looks forward to partnering with the Veterans Assistance Commission of Vermilion County to rebuild trust, strengthen operations, and elevate the services provided to area veterans.

**Authorized Signature – Clarity Design Co.**

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**Date**

**Authorized Signature – Veterans Assistance Commission of Vermilion County**

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**Date**

Ashton Greer is a dedicated community leader and entrepreneur based in Danville, Illinois. She holds a master's degree in organizational leadership and is a seasoned professional with more than a decade of professional experience. She has served in various leadership



roles across many sectors including healthcare, government, nonprofit, and real estate, and has gone on to own two companies of her own.

Greer has significantly contributed to the city's revitalization through various roles and initiatives including serving as the Community Relations Administrator for the City of Danville, where she played a pivotal role in fostering civic pride and engagement. She was instrumental in founding and stabilizing the Community Help Network, a network of helping organizations to break down silos and provide better care to

individuals and families in need, and organizing community events such as First Fridays, which showcase local talent and bring the community together in the heart of the city. Additionally, she spearheaded the city's rebranding efforts in 2023.

Alongside her mother, Shawn Davis, Greer co-founded Fred & Ma LLC, a commercial property management company focused on revitalizing downtown Danville. Their first project, First Place Coworking Space, located at 137 N. Vermilion St., aims to provide affordable office space for small businesses and entrepreneurs. They went on to purchase and restore two additional historic properties in Downtown Danville, and together their properties house 10 businesses in the Downtown district. Ashton also holds an Illinois Real Estate Brokerage license.

Additionally, Greer has been a vocal advocate for her community, working to reshape its narrative and highlight its strengths as a public speaker. She was honored to attend the Illinois Women in Leadership event in Springfield in 2023, where she was recognized for her efforts to improve the community and named an Emerging Female Leader in the state.

Through her professional endeavors and community involvement, Ashton Greer continues to be a driving force in her community's growth and revitalization. She currently serves as the Executive Director of the Vermilion Heritage Foundation, and was appointed to the Danville Planning and Zoning Commission in 2024.

She founded Clarity Design Company in 2024 and enjoys helping nonprofit, civic and for-profit organizations thrive through her roles as Fractional COO and Leadership Consultant. She is passionate about entrepreneurship and aims to assist CEOs and community organizations realize their full potential through living out her core values of truth, tenacity, timing, and trust.