



A community
collaboration dedicated
to the long-term success
of every child and youth.

Proposal submitted September 17, 2013 to the

The Every Kid in Our Communities Network

Revisiting and Refreshing the Strategic Plan

Submitted by:

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The Every Kid in Our Communities Network

My Understanding of Your Project

Based on conversations with Margaret Fancy, I understand that the Every Kid in Our Communities (EKIOC) Network is looking for someone to revisit their Strategic Plan in order to:

- Establish that the goals set in the plan are still the highest priorities for the organization;
- Develop a better understanding of how progress on each of those goals is being evaluated and monitored;
- Link each goal to the work being done by EKIOC workgroups and the EKIOC Coordinator.

The result of this review will be a work plan document with clarified strategic goals linked to SMART objectives (Specific, Measureable, Achievable, Resourced and Time-bound). Each of these objectives will be further clarified into actions and activities that are assigned to a workgroup. This document will facilitate easy tracking and measurement of progress on activities and objectives by clearly defining the success factors that will enable the group to know they have accomplished the activity/objective/goal in question.

The secondary, but equally important, outcome of this process will be to renew energy among members and generate excitement around the progress that has been achieved and the progress that can be achieved through the culminating effects of many small actions leading to significant changes in the community.

My Recommended Approach

My suggested approach to this project follows four steps that I suggest should be spread out over three months in order to most effectively facilitate the process.

1. Project Launch – October Lead Table Meeting

At this meeting, we will present the process, as agreed-on with the Executive, to the Lead Table. This launch is to set the stage for subsequent meetings, and to get participants thinking about the strategic plan and their role in moving it forward.

2. Information Gathering and Analysis - October

I will follow up with the work group chairs by email or phone to better understand the goals of the work groups and how they see themselves contributing to the bigger goals of the EKIOC.

These conversations will also serve as a survey of the members at a high level to determine the continued resonance (or not) of the existing goals/plan. This is the first step in engaging the work groups to take ownership for activities contributing to the objectives and goals defined in the strategic plan and to build on the strengths and energy available. I will also review the available documentation provided by the EKIOC to better understand the context in which the committees operate and relate to one another.

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3. Facilitation and Document Draft - November

I recommend a 4 hour working session with the Lead Table wherein I will present the information and analysis conducted in phase one, and facilitate the creation of the working document. This will be a working facilitation wherein participants will have total ownership of the document produced under the guidance of the facilitation process.

Following this session, I will take the information and develop a refreshed strategic plan including the clearly defined work plan. This plan will demonstrate how the activities help accomplish the objectives and goals stated. A second format will be provided in the form of a tracking document for the Lead Table to use to evaluate their progress and identify areas that may require further resources or attention.

4. Validation – December

At the December meeting, the resulting document will be presented to the Lead Table and revisions will be discussed. The final document will be provided to the group before their January meeting in order for the document to be formally adopted at that meeting and tracking can begin.

Estimated Effort and Investment

The following is an estimation of the effort involved in the above process. If there are changes to the process agreed upon before the work commences, the final price will be adjusted accordingly.

Phase	Activities	Days of Effort	Rate	Total
1. Launch	-Prepare and present project to Lead Table	0.25		
2. Information Gathering and Analysis	-Meet with Executive -Review documentation	1		
3a. Facilitation and Document Drafting	-Preparation and facilitation of session with Lead Table -Consolidation of output from facilitation into a report including refreshed strategic plan and tracking document	2		
4. Validation and Revisions	-Presentation of plan to Lead Table and completion of all requested revisions	0.25		
Total		3.5	\$300.00/day	\$1,050.00 + HST

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About Elizabeth Green

Elizabeth Green has a broad range and depth of experience as a management consultant, facilitator, fundraiser, researcher, and administrator. She excels at connecting, strategizing and writing. Elizabeth has extensive experience developing strategic plans and operational plans for public and not-for-profit organizations. She is passionate about organizations working in education and health, especially those that work with children and youth, and gender-based issues.

PROFESSIONAL EXPERIENCE

Management Consulting, Facilitation and Writing (Self-Employed)

Collaborating with SN Management; Vis.uali.st; PSTG Consulting; The Value Web. (2011-Present)

- Sustainability Plan including strategy, operational planning and fundraising for Making Play Possible Leeds-Grenville.
- Completed a report on the effect of Ontario legislation on women experiencing violence.
- Built an operational transition plan for the Women's Health Centre and a review of risk management policies for the Parkdale Community Health Centre.
- Conducted community needs assessments for Planned Parenthood Toronto, Davenport-Perth Neighbourhood CHC, and Anne Johnston Health Station.
- Assisted with the facilitation of workshops for: Taking IT Global in New York City; SAS in Toronto; and the Transmission Institute in Toronto.

Consulting Associate

BizXcel Inc.(2012)

Managing and delivering internal and external projects including but not limited to:

- A Community Needs Assessment and Organizational Review for the Brockville Library.
- An electronic orientation program for St. Lawrence Lodge.
- More than one hundred 360 Feedback Evaluations for the Executive Classification and Management Level Classification at the Mohawk Council of Akwesasne.
- Process mapping and stakeholder surveys for M&L Supply Fire and Safety.

Consultant

PSTG Consulting Inc. (2009-2011)

- Delivered projects including: Facilitated and drafted strategic plans for two CHCs; Built HR policies according to provincial standards for the new Ontario College of Trades; Revised HR policies for a CHC;
- Assessed the economic impact of a proposed City of Toronto project; Mapped business processes and architecture for the Ministry of Environment and the Ministry of Revenue for program evaluation.
- Facilitated focus groups; conducted informational interviews; conducted community needs assessments; completed extensive research projects through literature reviews and stakeholder engagement; developed presentations; drafted recommendations.
- *Detailed information about all of Elizabeth's projects with PSTG, and the role she played in each is readily available on request via her Consulting CV.*



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Development & Government Relations Coordinator

Soundstreams Canada (2007-2009)

- Drafted and coordinated all government grants and reports, foundation proposals, corporate proposals, individual requests and direct mail donor letters; created project budgets; and liaised with donors and partners.
- Created and managed a donor development and stewardship plan.
- Organized two high profile fundraising events.
- Worked with a team to increase government support by 11% and private donations by 10% in 2007-2008. Her team received two Ontario Trillium Foundation grants worth more than \$200,000 each in two years (2007 & 2008).

International Development Research Assistant

Save the Children Canada (2008-2009)

- Conducted research and analyzing educational policy and programs related to the Haitian education system, international funding structures and NGO projects in Haiti.

Conference Coordinator and Administrative Assistant

Soundstreams Canada (2007 & 2008)

- Played the lead role in coordination and promotion of two international conferences.
- Managed budgets; created and distributed marketing materials.
- Managed all technical and hospitality considerations for over 100 participants.
- Coordinated volunteers and created all schedules.

EDUCATION

- **Master of Education: Comparative, International and Development Education, CTL - The Ontario Institute for Studies in Education.** University of Toronto, 2009.
- **Bachelor of Arts, Political Science and English Literature.** The University of British Columbia, 2006.
- **Certified Catalyst Professional.** Catalyst Learning Group, 2009.

CURRENT VOLUNTEER WORK

Board Member, Girls Inc. of Upper Canada (2012-present)

- Vice-Chair of the Board, Co-Chair of Fund Development. Member of Finance Committee.