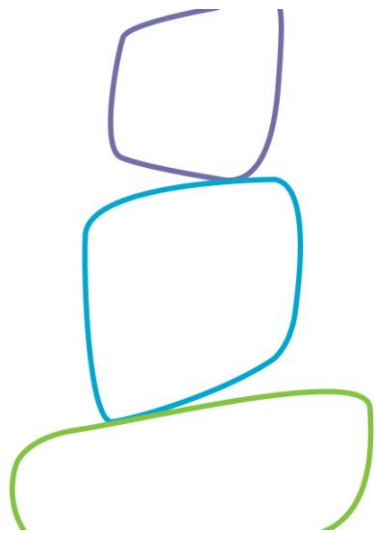


KINGSTON FRONTENAC ANTI-VIOLENCE COORDINATING COMMITTEE (KFACC) STRATEGY PLANNING FINAL REPORT



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KINGSTON FRONTENAC ANIT-VIOLENCE COORDINATING COMMITTEE (KFACC) FINAL REPORT

Thank you for the opportunity to work with this your group, the strategy day was extremely productive and the entire group should be very pleased with themselves and their outcome. We covered lots of ground and came out with some winning pieces that will make going forward that much easier for KFACC. I have structured this report in such a way that it can be used as a working document for future meetings and illustrates completion of all deliverables identified in the proposal dated October 15, 2013.

I look forward to working with you again in the near future; it is humbling to work with such a dedicated group of individuals who are putting themselves “out there” to decrease violence in our communities.

Should you require any additional information, please feel free to contact me directly via phone at 6479884818 or via email at ericka@perfectbalancecanada.com

Best Regards,

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BACKGROUND

Prior to the Strategy Day it is critical that the facilitator be well versed in the background information on the organization, the nuances of the committee members, the previous strategies and deliverables and the issue that the committee is trying to address. As such the following was undertaken to maximize the time spent in the Strategy Day and to be able to motivate people to collectively accomplish a goal.

Pre-Strategy Day

Prior to the strategy day the following tasks were undertaken;

- Review of consultation reports prepared by KFACC in advance of meeting
- Review of historical summary of events at KFACC
- Review of past strategy plan/report
- Review of 2009 Collaborative Service Delivery Site Business Case
- In person meeting with Lisa Fox and Francis Wooby
- Survey Monkey to determine where the organization was and how people felt about their accomplishments based on the previous Strategy Plan

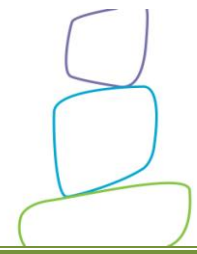
Through the interview process it was determined that the members of the committee were diverse in nature and were at the “table” for a range of reasons. It was quickly understood that having an understood and common purpose/vision for the organization was lacking and that this would impede all other components of the strategy development and execution. In order to confirm this realization, it was determined that an anonymous survey would be the most effective in getting information in advance of the strategy day.

The survey was sent to 29 people with multiple email reminders, in the end 15 responded which is a 54% response rate, making the survey a success (average response rates for on-line surveys are 37%).

The following questions were anonymously asked of the group.

KFACC what is our purpose? In one line please tell me what the purpose of KFACC is in the community example "KFACC provides education and protocols to end violence in our communities"

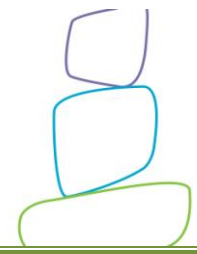
1. To afford networking opportunities for community agencies to work together to assist clients and stop the cycle of violence in our community.
2. KFACC provides a coordinated community response to end violence against women through education and partnerships.
3. KFACC is the church with its own bible that we service providers worship the end of violence
4. It is a representative group of the organizations in our community dedicated to eliminating violence through collaboration, education and co-operative all-encompassing service delivery
5. Community organizations working together to end violence in our community.



6. To continuously improve the services available for those in our community affected by domestic and/or sexual violence.
7. KFACC consists of a no. of organizations whose aim is to end intimate partner violence and sexual assault in our community.
8. KFACC provides opportunities for service providers to work together more effectively to end violence in our community.
9. KFAAC co-ordinates activities between service providers and improves communication between them as well
10. I think over the years our purpose has changed. In the beginning it was to raise awareness, promote collaboration and provide education opportunities in the community .. the last few years the mission has been blurred. The title has changed over the years and the one now is not easily recognized or identified by members of the community.
11. KFACC encourages information sharing and collaboration to create a coordinated community response to violence
12. KFACC brings professionals and service providers together to build a strong team of people dedicated to providing education and protocols to work toward ending violence in our community.
13. KFACC lends a forum for co-ordination, education and prevention
14. Community coordination involving education, protocols and services to end violence in our community.
15. KFACC contributes to the eradication of violence by promoting individual and community awareness of issues relating to domestic and sexual violence and supporting a coordinated community response.

Rank the 2010-2013 strategy items for KFACC from MOST successful to LEAST successful

- Visibility/ Community Building - Local Media Covering
- Visibility/ Community Building - Increase municipal & federal awareness of KFACC
- Visibility/ Community Building - Increase Awareness & Use of KFACC's Protocols
- Awareness/Education/Prevention - Launch of KFACC owner prevention focused PA per year
- Capacity Building - Increased member/affiliate engagement
- Capacity Building - Clarity on KFACC's mandate/structure/ etc.
- Capacity Building - Reduce "Chasing Money"
- Capacity Building - Successful Integration of Victims/Survivors on KFACC operations
- Capacity Building - Ongoing collection & usage of statistics to help guide and inform KFACC activity



	1	2	3	4	5	6	7	8	9	Total	Average Ranking
Visibility/ Community Building - Local Media Covering	0% 0	6.67% 1	6.67% 1	13.33% 2	13.33% 2	20% 3	0% 0	13.33% 2	26.67% 4	15	3.80
Visibility/ Community Building - Increase municipal & federal awareness of KFACC	6.67% 1	6.67% 1	20% 3	13.33% 2	6.67% 1	6.67% 1	13.33% 2	20% 3	6.67% 1	15	4.80
Visibility/ Community Building - Increase Awareness & Use of KFACC's Protocols	20% 3	26.67% 4	20% 3	6.67% 1	20% 3	0% 0	6.67% 1	0% 0	0% 0	15	6.93
Awareness/Education/Prevention - Launch of KFACC owner prevention focused PA per year	6.67% 1	20% 3	13.33% 2	13.33% 2	0% 0	26.67% 4	20% 3	0% 0	0% 0	15	5.60
Capacity Building - Increased member/affiliate engagement	20% 3	13.33% 2	6.67% 1	20% 3	20% 3	13.33% 2	6.67% 1	0% 0	0% 0	15	6.27
Capacity Building - Clarity on KFACC's mandate/structure/ etc.	20% 3	20% 3	6.67% 1	20% 3	20% 3	0% 0	13.33% 2	0% 0	0% 0	15	6.47
Capacity Building - Reduce "Chasing Money"	0% 0	6.67% 1	6.67% 1	0% 0	0% 0	13.33% 2	20% 3	40% 6	13.33% 2	15	3.07
Capacity Building - Successful Integration of Victims/Survivors on KFACC operations	26.67% 4	0% 0	20% 3	6.67% 1	6.67% 1	6.67% 1	13.33% 2	6.67% 1	13.33% 2	15	5.47
Capacity Building - Ongoing collection & usage of statistics to help guide and inform KFACC activity	0% 0	0% 0	0% 0	6.67% 1	13.33% 2	13.33% 2	6.67% 1	20% 3	40% 6	15	2.60

Identify ONE item that you feel MUST be part of the 2014 strategy plan

1. For agencies to network and continue to work together.
2. Clarity of KFACC mandate/structure
3. Coordination
4. Increasing awareness
5. Awareness in general whether thru media or locally
6. KFACC regularly collecting and publishing data relating do DV/SA in Kingston and Frontenac.
7. Increasing awareness of both protocols to more front line organizations in Kingston.
8. A process to bring up challenging situations where KFACC members have not worked most effectively, or where established protocols have not been followed.
9. increased visibility in the media- letters to editor etc
10. Clear mandate and function
11. training and networking for front line staff sharing of best practices and whats new in the VAW field for front line staff
12. Continue seeking out possibility of integration of survivors on the committee.
13. Community profile project
14. Raise awareness in the community with all business.
15. Visibility/Community Building



If KFACC could have a tag line, what would it be? example's - Nike "Just do it" TED "Ideas worth spreading"

Canadian Tire "Goods & Services for everyday life"

1. Spread the word and stop the cycle - ANTI-VIOLENCE.
2. Community working towards ending violence
3. All for one
4. connection and collaboration
5. Working Together for Change
6. Responding together. Responding better.
7. KFACC "Working to end partner violence in our community".
8. No idea, we don't do much.
9. it takes a community to support one woman
10. imagining a future without violence
11. Together we are stronger It takes a village to end violence against women
12. Working together to give a voice to those who have experienced violence in our community.
13. Education and prevention....for life
14. End violence--Make it happen.
15. Support your Community to end violence in our homes!

Strategy Day

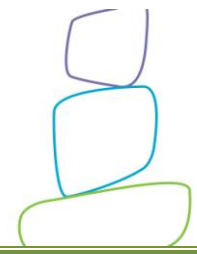
In advance of my arrival the presentation consisted of “year in review” to go through the various pieces that had been accomplished by the group, the full scope of the previous strategic plan and the changes that the organization was going to be undergoing. Due to the timing allocated for the strategy day, it required a “tough love” approach to working through the key issues.

The presentation by me was opened with a summary of who I was and why I was present, followed by the survey results of the group. This set the stage for us to begin exploring the reason why there was such disconnect between people’s perception of what KFACC is responsible for and the difficulty in executing on strategies when that purpose isn’t aligned.

Working with sticky notes and flip charts we opened our discussions with the following question;

How do you describe what KFACC “DOES” in one word?

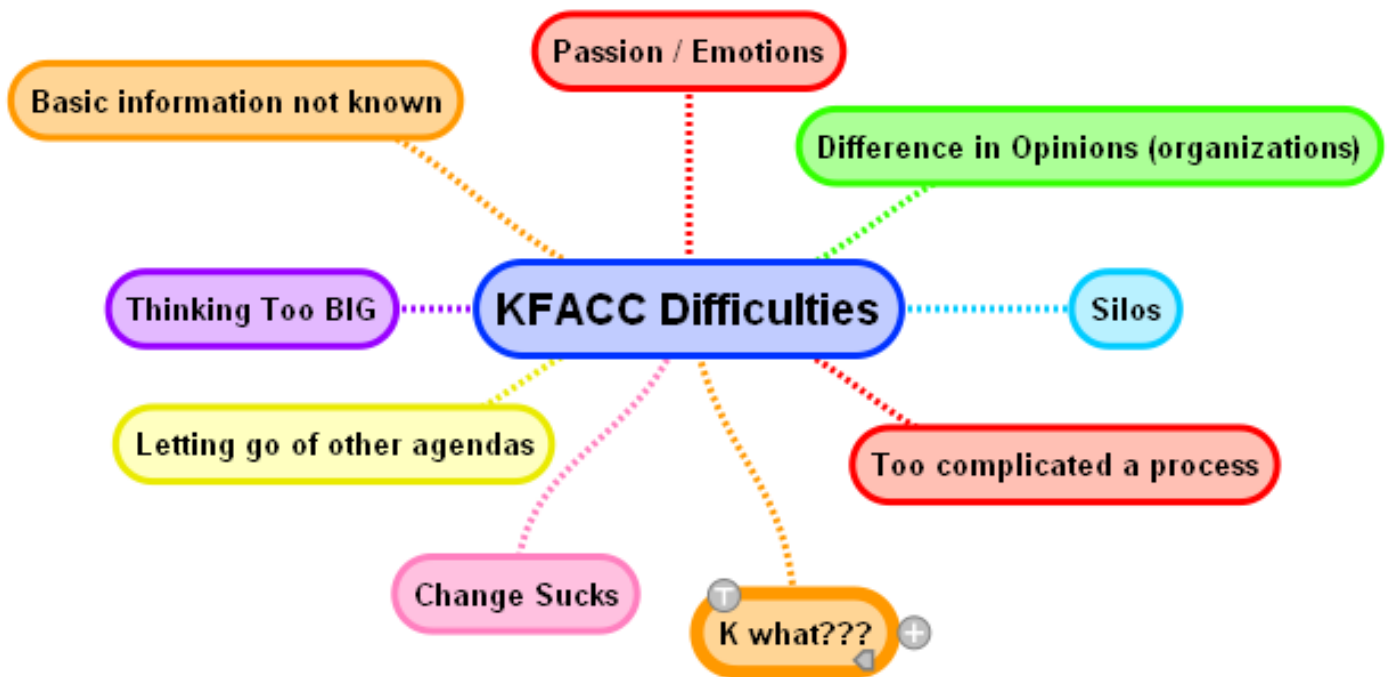
WORD	NUMBER OF TIMES INDICATED
Coordinate/collaboration	5
Supportive	2
Educate	2
Misc words	1 of each

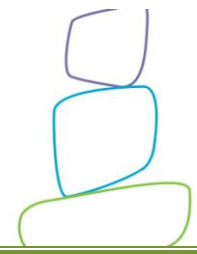


This was the perfect start to the discussions as it clearly indicated that there was NO consensus and when asked to explain how the committee “does this?” there was even more ambiguity.

After many different exercises and a lot of dialogue the group successfully determined the following outcomes;

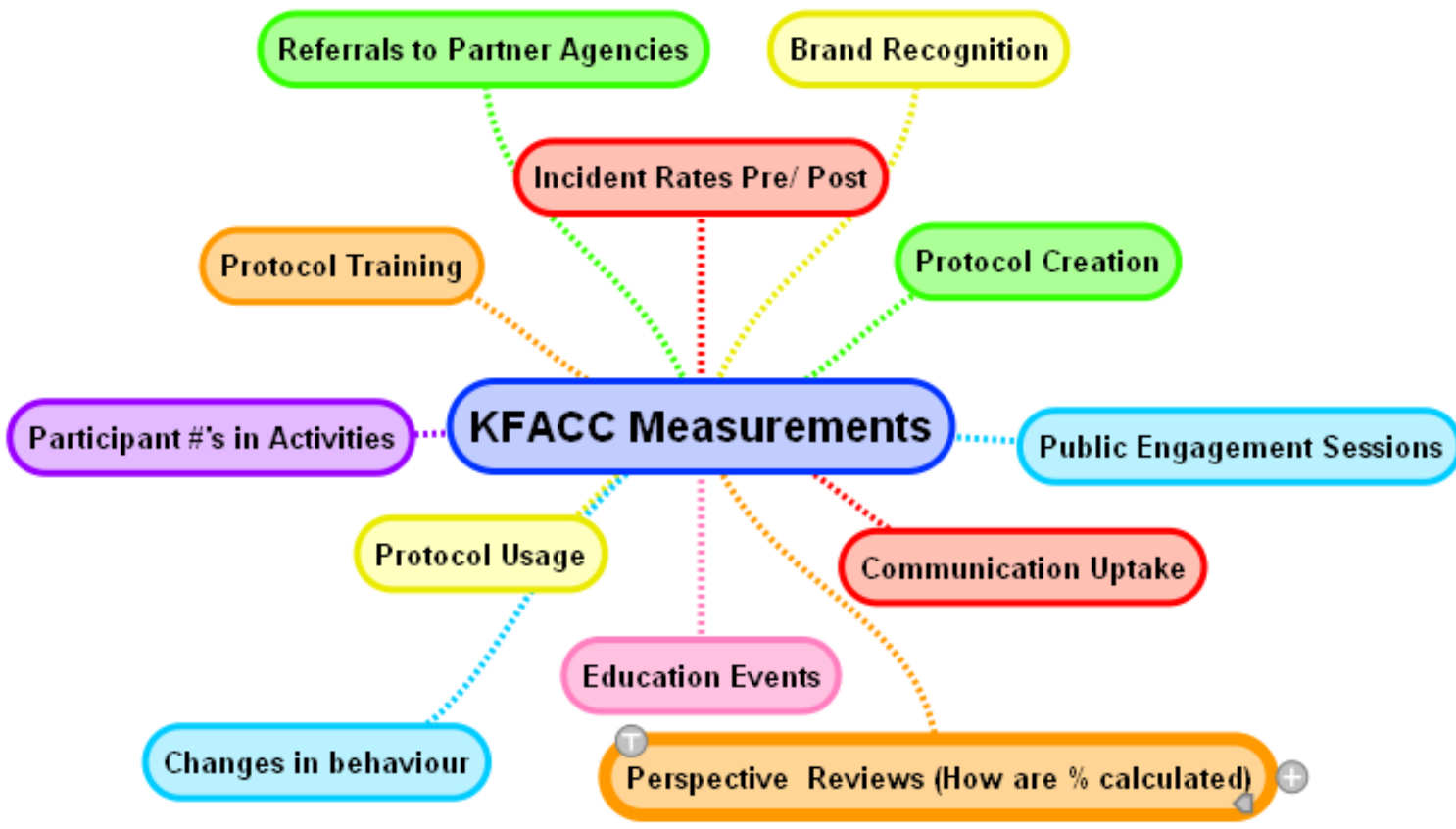
The group was able to identify the following reasons for not reaching all of their strategic goals of the previous Strategic Plan Objectives

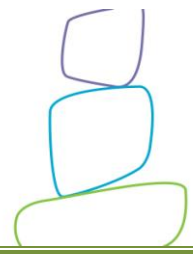




Furthermore they were able to decide as a group that it was difficult to measure their successes/failures because data was not being gathered to be able to create points of reference and points of impact. The groups reached consensus on the following measurement pieces.

By creating systems of measurements surrounding the 2014-2017 Strategy plan KFACC will be able to see the impacts of their initiatives and adjust accordingly.





Post-Strategy Day

During the course of the strategy day we were able to reach a consensus on the PURPOSE/MISSION of KFACC. There was some nuances surrounding the wording that was to be used and therefore a final survey was sent to the group to arrive at the final statement.

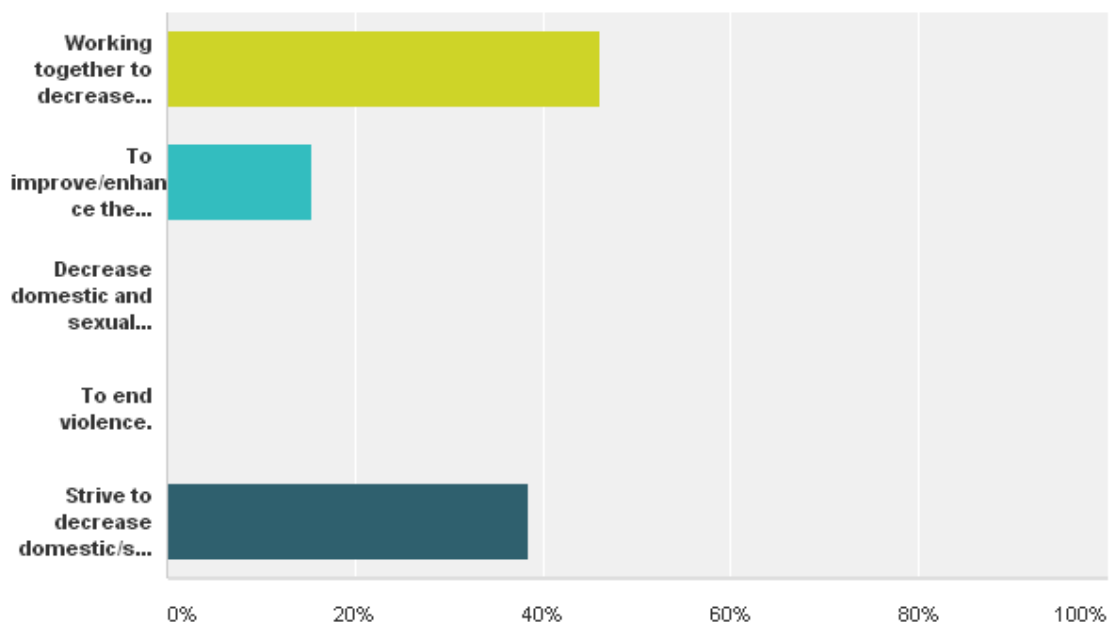
- Review of all notes/documentation from strategy day and previously provided
- Post Strategy anonymous survey

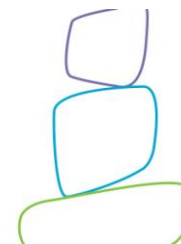
The question posed in the final survey was as follows;

KFACC's purpose statement should be...

- Working together to decrease domestic and sexual violence.
- To improve/enhance the delivery of all services that impact those affected by domestic and sexual violence.
- Decrease domestic and sexual violence.
- To end violence.
- Strive to decrease domestic/sexual violence within our community.

Of the 29 people that were provided the survey, 13 answered giving us a response rate of 45%. The final result were as follows;





Therefore the PURPOSE/MISSION statement for KFACC for the their Strategy Plan 2014-2017 is as follows;

Working together to decrease domestic and sexual violence

Therefore all strategy planning, goals and objectives must be tied back to this central theme.

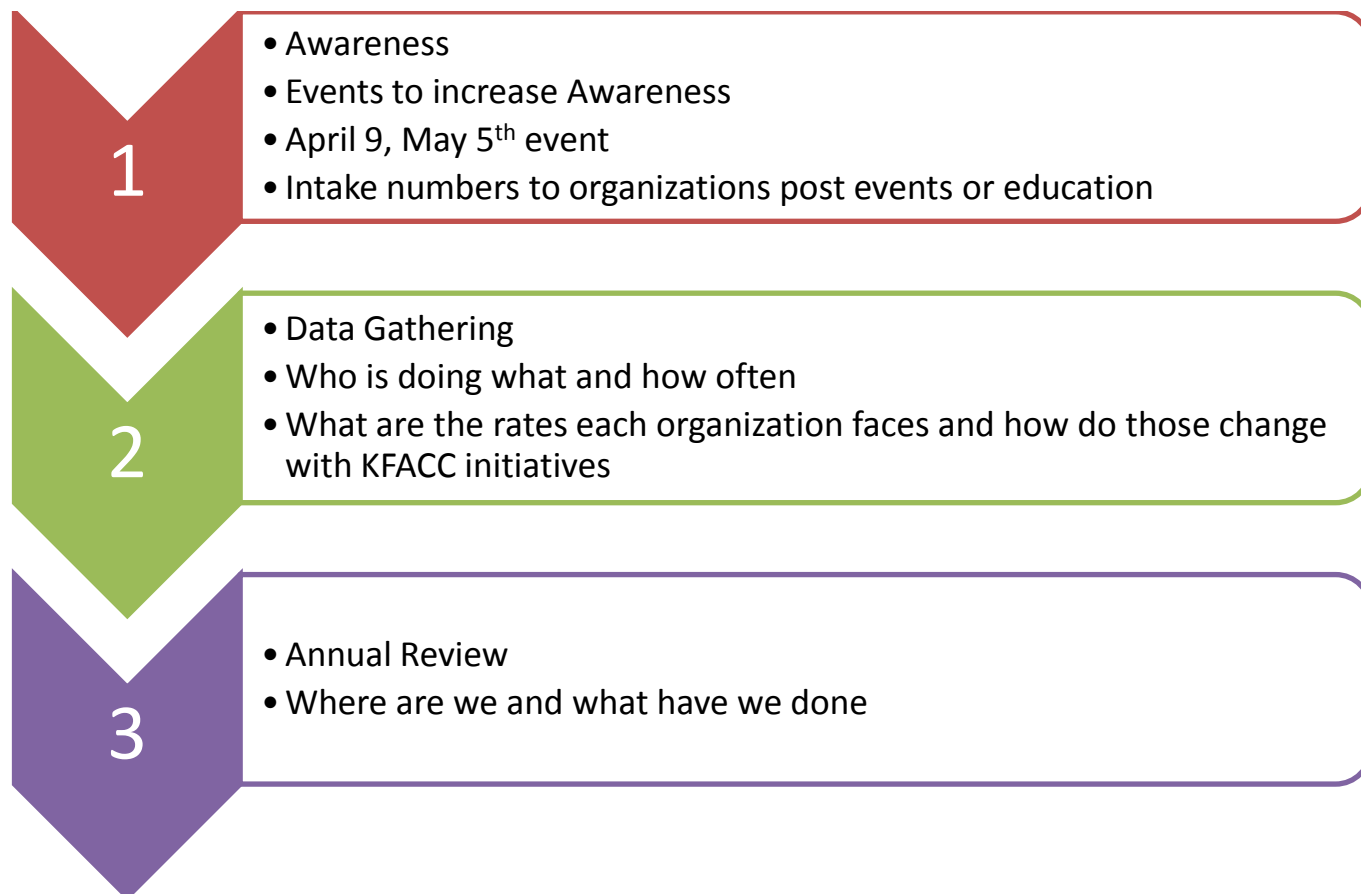
For strategies the questions must all always be;

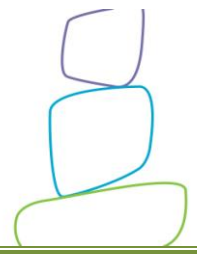
How does this strategy align with “working together to decrease domestic and sexual violence”?

If the group is not able to provide an answer, then the strategy is not in line with the purpose of the organization and must be either changed or removed.

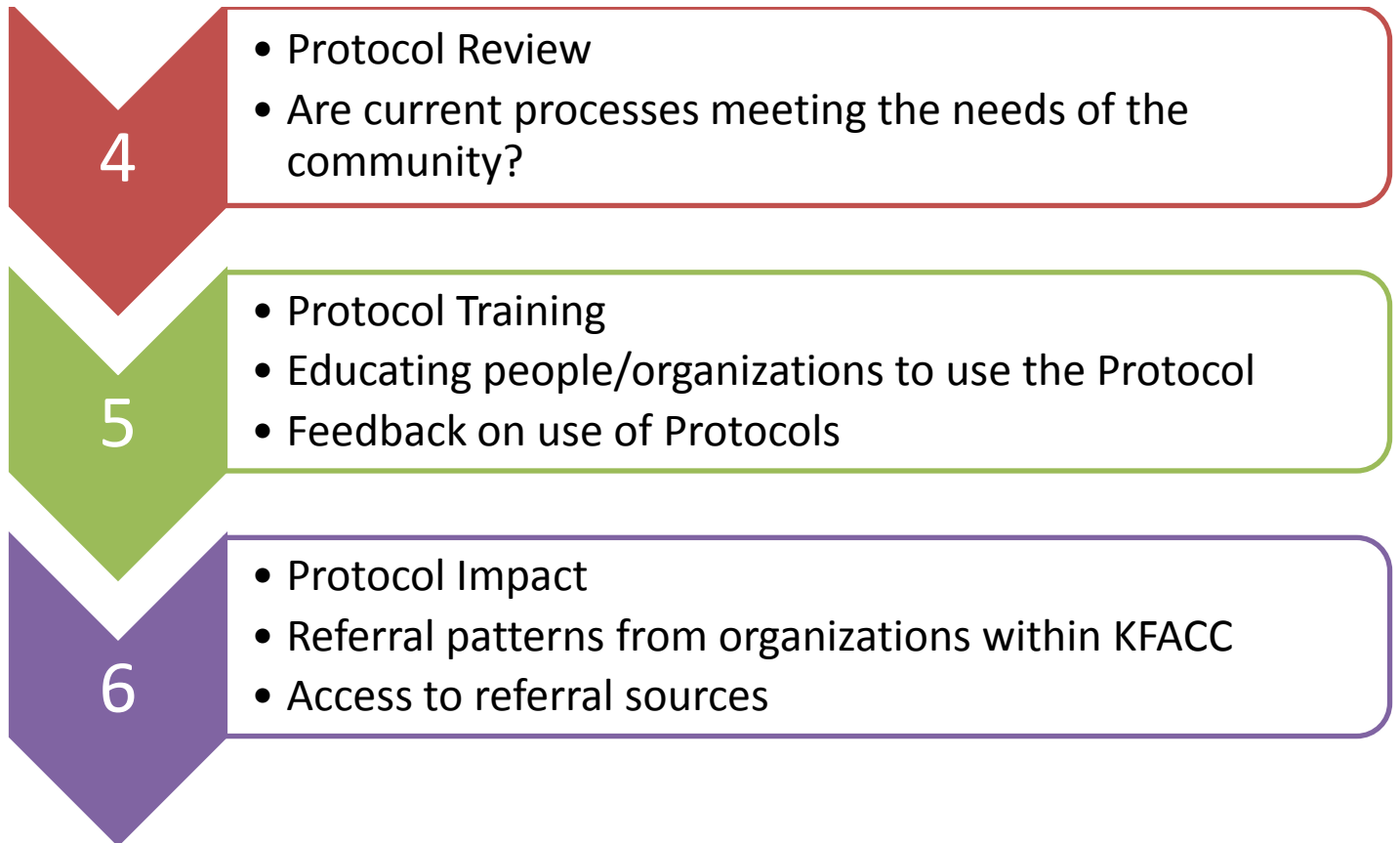
PUTTING IT ALL TOGETHER

STRATEGIC PLAN FOR 2014-2017





STRATEGIC PLAN FOR 2014-2017



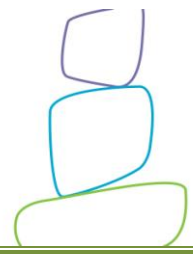
By the same token when creating the broad stroke goals for executing on the strategy, the question must be;

How does this goal help to illustrate our commitment to “working together to decrease domestic and sexual violence”?

or

How does this goal change our communities and help us “work together to decrease domestic and sexual violence”?

Based on the discussion from the strategy day the following are the broad stroke goals that currently align with the strategy and the PURPOSE/MISSION of KFACC.



BROAD STROKE GOAL SETTING

1

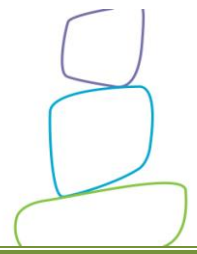
- Awareness
- Determine number of events have per year
- Identify target for events and set target for attendees
- Survey post event for awareness changes

2

- Data Gathering
- Start with base line data
- set targets for all initiatives and report on them
- Look at impact of initiatives pre/post

3

- Annual Review
 - Are goals/objectives still in line with vision
 - Set new targets and systems for monitoring
 - Review community changes in rates of violence and access
-



BROAD STROKE GOAL SETTING

4

- Protocol Review
- Do new protocols need to be created
- Create or update protocols to meet community needs

5

- Protocol Training
- Set new targets for protocol training
- Monitor protocol uptake

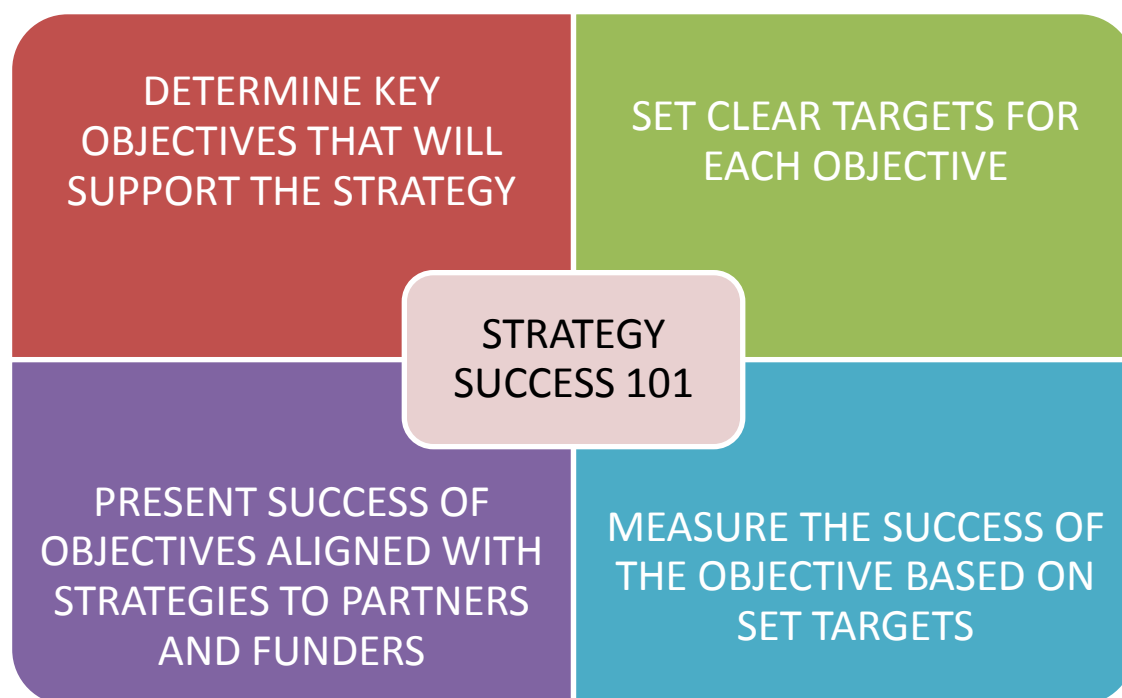
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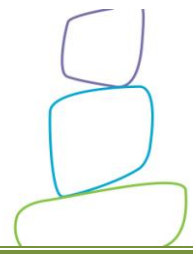
- Protocol Impact
 - Survey organizations to determine impact of protocol use
 - Review community statistics to determine protocol impact
-



NEXT STEPS

- KFACC meeting to confirm clear objectives and targets
 - Communication to all stakeholders
 - Each strategy should have a working group to execute strategy/objectives
 - Set patterns of communication to follow up on strategy/objectives
 - Ensure minimum group of participants are present at all meetings to keep momentum
 - Determine meetings in advance
 - Determine deadlines in advance
 - Use successes to create opportunities to increase partnerships and/or funding sources
-





OPPORTUNITIES FOR FUNDING

- Ministry of Education and Training (grants for protocol development and training of organizations)
- Corporations (look for funding for improving health of communities and events)
- Sponsors (targeting corporations looking to be aligned with increasing health of communities by decreasing violence)
- Ministry of Immigration (grants for integration into our communities)