



STRATEGIC PLANNING

Chuang, E., McBeath, B., Collins-Camargo, C., & Armstrong, M.I. (2014). Strengthening public-private partnerships in state child welfare systems: Results of a multi-state strategic planning process. *Journal of Public Child Welfare*, 8(1), 1-24.

Collins-Camargo, C., Armstrong, M.I., McBeath, B., & Chuang, E. (2013). Promoting cross-sector partnerships in child welfare: Qualitative results from a five-state strategic planning process. *Child Welfare*, 92(1), 33-63.

WHAT IS THIS RESOURCE?

These articles highlight the role of strategic planning in improving cross-sector partnerships in child welfare and identify: 1) factors that contribute to successful partnerships; 2) effective processes for facilitating strategic planning around cross-sector partnerships; and 3) factors that promote effective planning efforts.

WHAT ARE THE CRITICAL FINDINGS?

A facilitated strategic planning process can help promote effective partnerships. However, a strategic planning process by itself is not necessarily sufficient to promote positive gains, and partners must enter the partnership willing to make the necessary investment of both time and resources to be effective.

Benefits of Strategic Planning Process

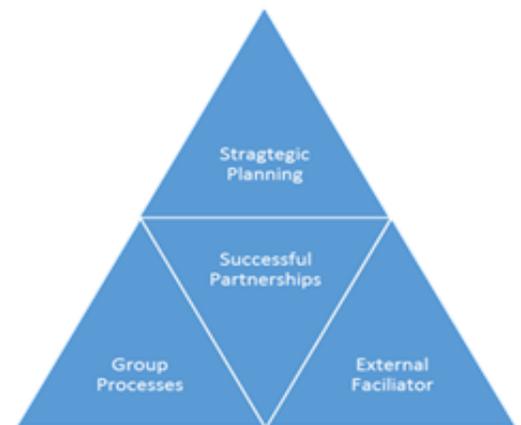
- Increased mutual respect and trust
- Greater sense of shared success and commitment
- Increase in information-sharing and informal/formal communication
- Improvements in participants' understanding of the purpose of the partnership
- More positive ratings of team leadership skills

Benefits of Structured Group Processes

- Trust and communication
- Inclusion of key stakeholders
- Presence of a detailed focus
- Intentional consensus building
- A clear articulation of goals and objectives

Benefits of External Facilitator Strategies

- Prioritization of key issues
- A focus on collaborative and communication mechanisms that support the partnership
- A visioning process that builds team consensus
- Use of examples from other jurisdictions and recommendation of experts on specific topics
- Pre-work
- Building trust
- Reviewing the challenges facing the public/private partnership goals



WHAT ARE THE IMPLICATIONS FOR OUR WORK?

As resources dwindle and the call for accountability and outcome achievement increases, a facilitated, strategic planning process can play a valuable role in maintaining open communication and establishing clear collaborative processes and structures across diverse agencies seeking a meaningful, productive partnership. The quality of the relationship between partnering agencies can affect client outcomes and promote greater efficiency in service delivery.