



STRATEGIC PLANNING IN TRIBAL CHILD WELFARE PROGRAMS

The activities that make up the strategic planning process can vary but the purpose is to define a pathway forward for your tribal child welfare program. The identified strategies allow for the creation of an action plan to provide the most effective services to children and families in a meaningful way. Given this, the strategic planning process most often includes the development or refinement of your program's mission and vision statements, assessing needs, gaps, and strengths, and clarifying goals, objectives, and desired outcomes. Whether your program has a staff of two, or even fifteen or more, a strategic plan will help ensure your team is working together to achieve the same results for the community.

The [Tribal Youth Resource Center](#) describes the importance of this process best: "Planning ahead for current and future generations has always been a priority for Tribal Nations, Villages and Indigenous peoples. Your children are precious gifts to be nurtured and their futures involve the critical responsibility of planning and carrying out those plans with deliberation, cultural sensitivity and honor. Strategic planning supports the journey towards achieving your community goals for the future."

The resources below provide guidance on the strategic planning process and examples from Native communities.

[Strategic Planning Toolkit, Intertribal Council of Arizona, Inc.](#)
Designed by the Tribal Epidemiology Center, this toolkit includes a valuable introduction to strategic planning, examples of several strategic planning processes, and templates for timelines and action plans.

[Strategic Planning for Child Welfare Agencies](#)
While focused on state structures and funding streams, this detailed guide from the Children's Bureau's former National Resource Center for Organizational Improvement provides a walk through the strategic planning process from a child welfare perspective, providing useful examples of outcomes, goals, objectives, measures, and action steps that could be helpful to any program.

[SWOT \(Strengths, Weaknesses, Opportunities, and Threats\) Analysis](#)

This presentation by Sister Sky Incorporated walks through the SWOT Analysis process, when to use it, a template, and cultural example from native history.

[Successful Evaluation: Creating SMART Goals & Objectives](#)

The First Nations Development Institute provides helpful guidance on a key component of effective strategic planning, developing meaningful SMART goals and objectives.

Examples From the Field: Tribal Child Welfare Strategic Planning

[Transforming Child Welfare Outcomes for Alaska Native Children Strategic Plan: 2016-2020](#)

[Transforming Child Welfare Outcomes for Alaska Native Children Vision Statement and Strategic Priorities](#)

Inspiration From the Field: Tribal Strategic Plans Beyond Child Welfare

[The National Native American Boarding School Healing Coalition 10-Year Strategic Plan 2020-2030](#)

[Nooksack Indian Tribe Strategic Plan 2012-2022](#)