

STRATEGICALLY SPEAKING...

MAY 2013



Fresno County Child Welfare Services (CWS) has launched a strategic planning effort aimed at updating and aligning the future direction of CWS with priority initiatives, strategic goals and desired results. The Plan should be complete by mid-summer 2013.

LOOKING AHEAD: CREATING A STRATEGIC PLAN FOR FRESNO COUNTY CHILD WELFARE SERVICES

Hello CWS Staff:

CWS operates in a dynamic service environment constantly shaped by multiple demands. This presents a challenging set of circumstances in which we must think, learn and act. Consequently, there is a strong need to step back and create a cohesive road map for how Fresno CWS will advance from where it is now to where it wants to be in the future. That's why we've started to develop a Strategic Plan.

"Strategically Speaking" is the first in a series of communications designed to keep you informed along the

way. Here's what's been happening:

Last summer, the Management Team and I began meeting regularly to begin developing a strategic plan for CWS. In partnership with Casey Family Programs, we are working with Leslie Ann Hay of Hay Consulting to help guide us. So far, we've focused our efforts on looking closely at what the current reality is for CWS today, who we serve, how we serve them and what outcome trends we're noticing.

We've also been refining the foundation upon which CWS builds its work: our vision, mission, values

and guiding principles. Next we'll be identifying strategic issues, goals and action steps that will comprise the pathway ahead.

But we can't proceed much farther without your involvement. We need staff input – as well as input from our partners and external stakeholders – to confirm and refine the elements and direction of the Strategic Plan.

Soon, at the program level, your supervisors and managers will be sharing more details about elements of the plan and how you can contribute your voice and perspective.

See the next page for a preview of what we've been working on.

ON PAGE 2:

- 1 **Vision.** A succinct description of the impact CWS hopes to make in the future.
- 2 **Mission.** A clear, concise statement that conveys the core purpose of CWS.
- 3 **Values.** A set of tenants that guide all interactions CWS has with children, youth, birth families, caregivers, community partners and one another.

- Joy Cronin

We've had many conversations in recent years with families, community partners, advisors and agency personnel. Both humbling and insightful, these discussions have helped shaped some of the foundational elements we're revisiting as part of the strategic planning process. We'd like to share some of them with you now.

VISION

The vision of Fresno County Child Welfare Services is that every child is safe and thriving in a permanent, nurturing family; that every family draws strength from a circle of support within their community; and that communities themselves take responsibility for ensuring this vision becomes a reality.



MISSION

The mission of Fresno County CWS is to help children who have been maltreated or are at risk of maltreatment. We do this by partnering with their families and communities to prevent further harm, preserve family connections, restore positive and stable family interactions, and rebuild each family's capacity to safely and successfully nurture their children's growth and development.

VALUES

We exhibit **Cultural Humility** by communicating a genuine desire to learn about an individual's culture, community or Tribe; consistently asking questions that encourage exchange and learning about strengths, beliefs, traditions, history and life circumstances to better understand what is important to the identity and world view of each individual.

We strive for **Practice Excellence** through our commitment to providing the highest quality services, interventions and supports to the children and families we serve. Child-focused, family-centered teams adapt solutions to respond to each unique situation, keeping the family included while applying research-based practices to constantly improve the help we provide.

We promote **Honesty and Trust** by honoring each person's unique lived experience, strengths and beliefs to inform an open and respectful dialogue regarding all assessments, decisions, interventions and actions on behalf of the children and families we serve.

We make case decisions through child-focused, family-centered teamwork that relies on **Partnership** with the family and youth, those on whom they rely for support and advocacy and other professionals. Together, this team addresses the unique needs of each child, youth and family while anchoring all decisions about the family's life with their desires, values and intentions.

We promote **Healing** in the children and families we serve to recover from traumatic events that threaten their stability, viability or development. This recovery is supported by facilitation of secure relationships with caregivers, building coping skills under stress and giving opportunities to cultivate their talents and gifts.

We demonstrate **Fairness & Equity** by expanding our awareness and understanding of institutional and personal bias; increasing our knowledge, respect and regard for all ethnicities, cultures, gender, sexual identity, socio-economic backgrounds and perspectives; and asking the groups that are most affected by our policies, services, and interventions to guide their development.

We model strong, supportive, healthy **Relationships** through clear, honest, transparent communication followed by well-informed decisions and actions that reinforce the power of working together toward a common goal.

We adhere to a standard of **Accountability for Results** ensuring that the responsibility for child protection, permanence and well-being is a shared commitment among CWS and its partners for getting the job done to the satisfaction of those being served. This includes employing services and interventions that are backed by evidence of their effectiveness and by continuing to track and analyze data to improve all of our practices and policies.