

STRATEGIC PLANNING REPORT

for the Child and
Family Policy Institute
of California (CFPIC)

SEPTEMBER 2024



TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
Background.	3
Strategic Planning Process & Methodology	3
Results from Partner Engagement	4
Visioning and Branding	4
Strategic Pillars	5
OVERVIEW OF THE STRATEGIC PLANNING PROCESS.	6
Planning Assumptions	9
EMERGENT FINDINGS	10
Background and Situational Analysis	10
Visioning and Branding.	14
Mission	14
Vision.	14
Values and Strategic Direction	14
STRATEGIC PRIORITIES	15
Strategic Pillar #1: External Communications	16
Strategic Pillar #2: Internal Communications	16
Strategic Pillar #3: Program Development	16
Strategic Pillar #4: Organizational Improvement	16
Risk Mitigation and Communication Plans	17
Risk Analysis	17
Communication Plan	18
Balanced Scorecard	18

This report provides a synthesis of the actions taken and emergent key findings during the Child and Family Policy Institute's strategic planning process. This report was prepared by the external consultant, Dr. Gina Chowa and team, who were responsible for guiding CFPIC staff through the strategic planning process.

EXECUTIVE SUMMARY

BACKGROUND

The Child and Family Policy Institute of California (CFPIC) was established in 2004 and is now celebrating 20 years of achievements. As part of this milestone, CFPIC is planning for the future with a 3-year strategic planning process. The strategic plan will guide the organization’s engagement with public Human Service agencies and their partners to transform their work with families and communities in California as they move into the next 20 years.

This report is the culmination of ten months of dedicated effort and collaborative work between consultants (Dr. Gina Chowa and her team) and the CFPIC leadership team. Data from CFPIC partners, funders, Board, and staff, were meticulously collected and carefully analyzed to ensure accuracy and reliability. The findings were anonymously shared with the leadership team to protect respondent confidentiality. Thanks to the valuable input from CFPIC staff and Board members, these findings have led to the development of a strong plan that addresses key issues and identifies strategic priorities for CFPIC.

STRATEGIC PLANNING PROCESS & METHODOLOGY

The consultants utilized a comprehensive five-phased approach to gather, analyze, and process data, leading to the successful rebranding and revisioning of CFPIC. The A.B.C.D.E. strategic planning model served as the cornerstone of the methodology throughout this process.



RESULTS FROM PARTNER ENGAGEMENT

The findings across all respondents show that CFPIC:

- Has strong leadership and highly-skilled staff.
- Provides high-quality services and is a strong convening partner.
- Is a strong advocate for children and families and shows incredible flexibility.

Opportunities for growth are:

- Increasing diversity, equity, and inclusion on the staff and Board.
- Aligning organizational structure, policies, and procedures with organizational growth.
- Improving communication to effectively convey the depth and breadth of CFPIC's engagement and impact.

VISIONING AND BRANDING

The visioning and branding process was conducted to effectively communicate CFPIC's value while positioning the organization to accurately reflect its past growth and its potential for future expansion. CFPIC's values are integral to its organizational identity, and this strategic planning process provided an opportunity to showcase these values and the organization's approach to its work.

CFPIC's new mission, vision, and values:

Mission: We partner with leaders in building capacity at every level to address emerging needs and opportunities in Human Services.

Vision: To be the key partner in creating transformational, positive, and lasting change in Human Services.

Values: CFPIC displays excellence through:

- **Inclusivity and Collaboration** - we invite diverse voices and partners to the table.
- **Integrity and Accountability** - we engender trust by holding to our commitments.
- **Responsiveness and Adaptability** - we keep lines of communication open and make course corrections as needed.
- **Lived and Professional Expertise** - we employ and engage a diverse group of public Human Services professionals and lived experience experts.
- **Learning and Growth** - we support staff in identifying and achieving personal and professional goals.

STRATEGIC PILLARS

To guide the 3-year strategic plan, four CFPIC strategic pillars have been identified. While CFPIC operations will continue, these priorities will take precedence in directing efforts to achieve the organizational shift that CFPIC seeks.



1 **External Communication**
Marketing - Telling our story to partners and the community



2 **Internal Communication**
Developing an internal cohesive story



3 **Program Development**
Maintenance and expansion of work with external partners



4 **Organizational Improvement**
Internal capacity development, infrastructure

Throughout this strategic planning process, CFPIC leadership has demonstrated a strong commitment to the thoughtfully developed mission, vision, and values. The collaborative strategic planning process has generated a clear path to ensuring CFPIC's continued success in the coming years.

OVERVIEW OF THE STRATEGIC PLANNING PROCESS

20 years after its establishment in 2004, the [Child and Family Policy Institute of California \(CFPIC\)](#) is taking stock of decades of achievement and strategically planning for the coming years. While growing from 2 to 36 full- and part-time staff, CFPIC has expanded financially, operationally, and programmatically. With an eye to future growth, CFPIC embarked on a 3-year strategic planning process to ground and direct its future in pursuit of its goals. The three-year strategic plan builds CFPIC's capacity to engage with public Human Service agencies and their partners to transform their work with families and communities in California.

This report is the result of an extensive ten-month effort, a close collaboration between the consultants and the CFPIC leadership team. The consultants thoroughly collected all the data, ensuring their accuracy and reliability, and shared the findings anonymously with the leadership team to protect the confidentiality of respondents. In partnership with the CFPIC leadership team, with valuable feedback from the staff and the Board, the consultants and the leadership team facilitated a robust plan to address all the findings from respondents.

The ten-month process for the strategic plan comprised five phases:

Phase 1 involved formative engagement, which started with an in-person retreat with the leadership team to begin planning. At this retreat, the leadership team prioritized the organization's immediate needs and agreed on a plan for the next ten months to map out the organization's range of activities. Consultants also conducted desk research to understand the organization's structures and operations.

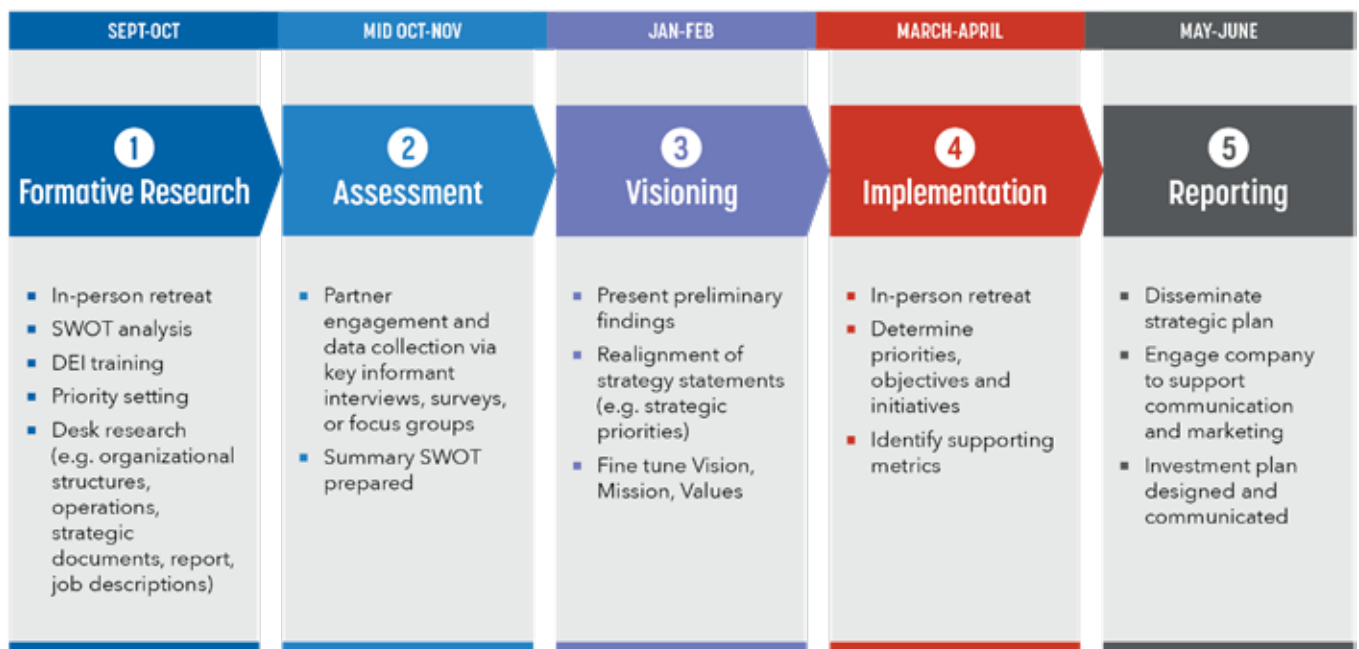
Phase 2 involved data collection by the consultants through key informant interviews and focus groups with all identified partners and analyzing the data generated by these interviews and focus groups.

In **Phase 3**, the consultants analyzed the data and reviewed them with the leadership team, which informed their work in reviewing the organization's mission, vision, and values. The leadership team then engaged CFPIC's staff and Board of Directors in refining the organization's mission, vision, values, and priorities.

Phase 4 focused on identifying the strategic priorities and the supporting metrics for the organization's performance evaluation.

The final phase, **Phase 5**, involved reporting the findings and communicating the 3-year CFPIC strategic plan to external partners. The communication process involved two parts: First, the strategic planning team held meetings focused on the staff’s understanding of the approach, reviewing all data collected throughout the process, and generating insights and ideas captured by the strategic planning consultants. Second, a Board of Directors meeting was held to obtain feedback on ideas, consensus on the next steps, and buy-in and support from the Board members. Further efforts consisted of continued engagement of the Board and staff in supporting the proposed changes within the organization.

FIGURE 1. PROJECT PHASES AND ACTIVITIES



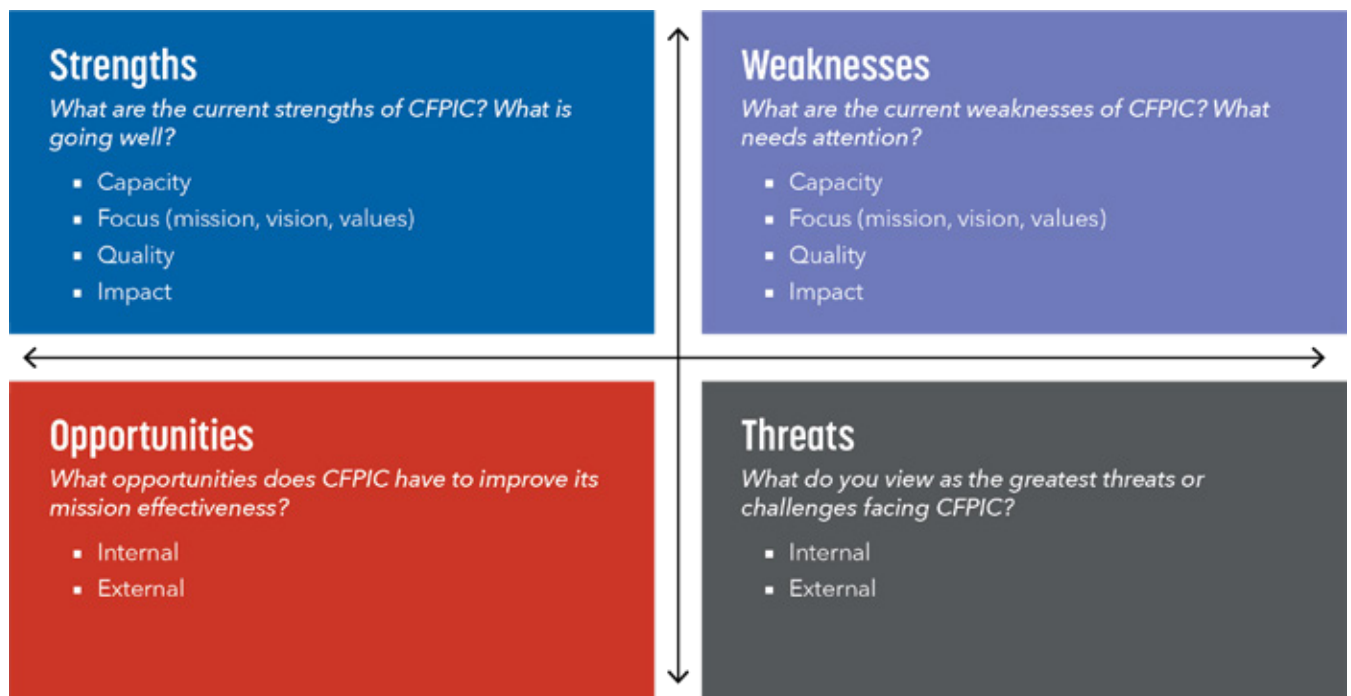
The consultants adopted the A.B.C.D.E. strategic planning approach as a comprehensive, structured method that guided the planning process. The **A.B.C.D.E.** approach mirrored the phases of the strategic plan and involved **assessment** (an environmental scan of the organization, background information, situational analysis, S.W.O.T. Analysis), **baseline** (identifying significant issues, aligning the tasks with organizational capabilities, identifying gaps), **components** (mission, vision, values, identifying priorities and objectives) **down to specifics** (developing performance measures, targets, initiatives, and projects and action plans), and **evaluation** (performance management, reviewing progress through a balanced scorecard, undertaking course correction, and upstream feedback to revise plans). This ensured that all aspects of strategic planning were covered.

FIGURE 2. A.B.C.D.E. STRATEGIC PLANNING MODEL



The consultants collected data from four constituencies: CFPIC staff, CFPIC Board, CFPIC funders, and CFPIC partners (including collaborators, contractors, and clients). The questions asked in the key informant interviews and focus group discussions included questions tailored to a S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) approach. See figure 3 for questions that were asked during the data collection process.

FIGURE 3. S.W.O.T. ANALYSIS OVERVIEW AND QUESTIONS



PLANNING ASSUMPTIONS

For the strategic plan, the following planning assumptions guided the plan's implementation:

1. CFPIC's strategic direction has been meticulously planned, and the organization is on a commendable trajectory to achieve its goals.
2. CFPIC will continue to grow at the rate it has been growing for the last twenty years. Therefore, at this point, input from CFPIC partners is critical to CFPIC's strategic planning for the next three years. This input will help establish the pace of growth for the next decade and ensure that CFPIC's future is built with partners who draw value from CFPIC. This planning process sets the pace for the next three years and aligns with CFPIC's 20th anniversary.
3. This plan is not a rigid blueprint but a dynamic working document that allows for course corrections along the way. The timeline will establish check-in points to revisit the plan and seamlessly make needed corrections, ensuring that CFPIC stays on track and adapts to any changes in the environment.

EMERGENT FINDINGS

BACKGROUND AND SITUATIONAL ANALYSIS

Internal and External Analysis

Internal Desk Review: Formative Organizational Assessment

In a comprehensive formative assessment, the consultants examined the organizational structures, policies, procedures, and marketing tools (e.g., website, brochures, annual reports) along with CFPIC's mission, vision, and values. The findings underscored the need for CFPIC leadership to align organizational tools with their level of organizational growth.

Organizational Structures

Given CFPIC's substantial expansion in the past two decades, characterized by a significant increase in programs, staff, and budget, its organizational structures needed to be sufficiently adapted to reflect this growth.

For example, the Executive Director's (ED) supervisory role needed to be revisited. Feedback from senior leadership recommended a more shared supervisory structure. Overall, attention needed to be paid to CFPIC's organizational structure to ensure the distribution of responsibilities among the leadership team members.

Similarly, analysis of the Finance and Administration line indicated that the Deputy Executive Director, who only benefited from the half-time support of one employee (whose other time was dedicated to another program) needed more help. Senior staff recommended augmenting this area with full-time staff dedicated to finance (an accountant) and additional staff dedicated to other essential administrative activities. These transformative changes, expected to bring about a positive shift, would expedite the development and implementation of new policies and procedures that address CFPIC's growth.

Policies and Procedures

At the time of this analysis, the policies and procedures within the organization did not fully cover all the operations of CFPIC. Consequently, staff indicated a need for clearer policies regarding onboarding, career progression, professional development, and performance evaluation. The hiring structure of CFPIC staff also posed a major structural issue for the organization. Due to California's employment laws, all staff, whether full-time or part-time (even those that work very few hours in support of the organization's programs), are hired as CFPIC employees. Consequently, CFPIC needed to re-examine its policies and procedures to ensure that all staff members understand CFPIC's expectations regarding onboarding, performance, and how and when they can speak on behalf of CFPIC or otherwise represent CFPIC. The hiring and onboarding processes needed to be clear, and ongoing performance assessments for all staff needed to be clear and communicated periodically.

Communication and Marketing Tools

Internal and external communication processes needed to be updated and implemented to keep CFPIC constantly in touch with partners. Tools such as the website are great resources for the organization's outward-facing marketing. The current strategic planning process presents an opportunity to systematically structure the messaging on the website and provide a clear statement of what CFPIC stands for, why CFPIC is well-positioned to provide its services, and what makes CFPIC a cutting-edge organization and field leader. This messaging should be clear to external audiences who can, in turn, understand CFPIC's value.

CFPIC's Current Mission, Vision, and Values

The organization's mission, vision, and values needed strategic revision. CFPIC's dynamic growth, its addition of talented staff, and its shift in areas of focus and funding were not reflected in CFPIC's initial mission, vision, and values. CFPIC has demonstrated that the organization has organically responded to the needs of the state and the counties over the years—a praiseworthy value. Yet revisiting CFPIC's mission, vision, and values would help clarify CFPIC's vision for future years and provide a road map for CFPIC's planned work. Aligning the organization's mission, vision, and values with its programmatic focus was seen as vital to producing that road map.

Immediate Needs

- Restructure lines of reporting.
- Implement periodic and sustainable internal communication.
- Develop onboarding procedures for new staff.
- Augment finance administration.

S.W.O.T. Analysis

Key Staff

CFPIC's key staff value the networking and partnerships the organization has built over the years. This networking and partnership-building is championed and managed by strong leadership with reputable expertise. In this regard, the success of staff across the organization is evident as CFPIC continues to be the go-to organization for convening service providers in the state. Staff have strong skills and the knowledge base to deliver high-quality services and significantly impact the communities that CFPIC serves. In addition, staff are flexible and often take up additional tasks required to achieve key goals.

Staff, in their insightful feedback, indicated that CFPIC has the potential to enhance staff interaction by fostering more intra-agency communication and interaction. They expressed a desire to be more familiar with CFPIC's overall programmatic structure, beyond the specific programs they serve. This could be achieved by facilitating collaboration across programs, using shared metrics to demonstrate impact, and sharing funding strategies (including collaboration on proposal writing). To strengthen and expand CFPIC's funding portfolio, staff suggested strategic areas for CFPIC to focus on: Self-Sufficiency programs, prevention work, Adult Services, anti-trafficking, implementation practice, and system integration. Overall, staff reported that there is an opportunity to improve diversity among staff in terms of race, gender, sexual orientation, and ability, a potential that can be harnessed for the organization's growth.

Key Takeaways

- Marketing, communication, and fundraising: Streamline communication among internal staff to increase buy-in and share CFPIC key messages. For external audiences, improve the website and design a communication plan to broadcast CFPIC's key messages.
- Focus on areas of potential growth: Identify and secure new opportunities to strengthen and expand CFPIC's focus and diversify its funding in areas such as Self-Sufficiency, prevention, Adult Services, and anti-trafficking; and strengthen its capacity in policy development, implementation support, and strategic partnership development.
- Develop staff policies and procedures, specifically regarding processes for recruitment, onboarding, performance expectations, and reviews.

CFPIC Board of Directors

The CFPIC Board of Directors perceives CFPIC as an organization well equipped to tackle changes and challenges, with engaged leadership who are passionate about their work. CFPIC retains highly competent and skilled personnel with experience facilitating and creating action-oriented solutions for partners across the state. Although CFPIC has grown dramatically since its inception, the organization cultivates a supportive and future-oriented culture.

The Board indicated that they desired increased communication with the organization and clear guidelines for the Board's roles and responsibilities, onboarding, and selection processes. Developing a marketing strategy was noted as a pathway to balanced and healthy organizational growth, with continuous engagement in quality evaluation to demonstrate impact and support organizational improvement. Hiring people with lived experience would reflect the communities that CFPIC's constituents serve, with an eye toward building stronger relationships across communities in the state.

Key Takeaways

- It is crucial to gain clarity on the scope, size, and niche of CFPIC. Over the next three years, the strategic alignment of staff expertise with the organization's focus will be of paramount importance. The composition of the Board should also align with the organization's needs, ensuring that the Board's positionality and power are leveraged to drive the organization's growth and success.
- Clarity is needed regarding the roles, responsibilities, and composition of the Board. It is important to define a clear mandate and create a Board development plan to align the needs of CFPIC and Board composition.

CFPIC Funders

CFPIC funders highlighted CFPIC's highly-professional skills, which include responsiveness to questions, communication regarding goals and tasks, and adherence to timeliness. CFPIC was also applauded as a great advocate for children and families with enthusiasm and energy to bring counties together. CFPIC was perceived as credible, visionary, and knowledgeable, with great background and expertise in research and programs.

CFPIC funders recommended streamlining CFPIC's business model, the way CFPIC engages funders, and internal business processes. In addition, funders suggested that CFPIC should expand its

commitment to diversity, equity, and inclusion internally and provide a clear pathway to achieve this expansion in the next three years. Funders also recommended that CFPIC diversify its sources of funding to bolster the organization's financial sustainability.

Key Takeaways

- Need to expand diversity: Increase diversity on the Board and among staff, paying attention to retention and integration.
- A clear plan to communicate CFPIC's vision: Articulate CFPIC's vision and devise a detailed marketing strategy to communicate it to external audiences.
- Position CFPIC to maximize near-future opportunities: Expand CFPIC's current focus areas to align with fundable areas to secure more funding, while communicating the breadth and depth of CFPIC's activities to enhance potential funding opportunities.

CFPIC Partners

CFPIC partners view CFPIC staff as clear subject matter experts with strong leadership skills and tremendous capacity to convene partners across the state. Staff have good relationships with county directors and, when called upon, deliver quality events. Given CFPIC's skills, professionalism, and flexibility to pivot quickly and take on and deliver projects, the state trusts them and awards them contracts—a testament to CFPIC's good reputation.

Partners suggested that CFPIC improve its marketing strategy to better communicate its capacity, breadth of programs, and expertise. This would equip partners with needed information for collaboration. This marketing strategy would also help clarify CFPIC's role and niche, thereby helping the organization grow deliberately and strategically by capitalizing on its strengths.

CFPIC partners identified opportunities to promote CFPIC's growth, including deepening partnerships, program growth and expansion, leadership development, and advocating to counties on behalf of families. They also noted the organization's opportunity to clarify the alignment between the Child Welfare Core Practice Model and Integrated Core Practice Model. In addition, they suggested leveraging funding to maximize impact and provide more support in underserved areas in the state.

Key Takeaways

- Clarify roles with partners. Communicate regarding roles and overlaps in service provision with other partners to encourage collaboration and synergies. Inform partners of any changes to CFPIC service provision plans in order to prepare them for upcoming CFPIC engagements that may affect partners' work.
- Communicate CFPIC's goals and plans. Improve overall communication with partners to showcase the breadth and depth of CFPIC's work.
- Engage in/focus on cultural humility. Demonstrate cultural humility and a willingness to change behavior to build relationships with partners continuously and authentically.

VISIONING AND BRANDING

MISSION

The process of revising CFPIC's mission was intended to link the value that CFPIC places on itself with the value that others place on it. Given CFPIC's recent services and the value that CFPIC brings to the state and the counties, after many reiterations and with input from CFPIC's staff, Board, funders, and partners, a new mission has been created:

We partner with leaders in building capacity at every level to address emerging needs and opportunities in Human Services.

This mission positions CFPIC to respond to its audience, and market CFPIC's business model in the most succinct and authentic way, while demonstrating CFPIC's leadership in its field.

VISION

CFPIC has provided services to the state for the past 20 years. Some unknown author stated, "The best way to predict your future is to create it." This pivotal moment of revisioning CFPIC's next 20 years presents an opportunity to harness CFPIC's internal energy and clarify CFPIC's future goals and anticipated accomplishments. As a foundational statement for CFPIC's growth and potential, the newly created vision predicts and communicates CFPIC's expected trajectory:

To be the key partner in creating transformational, positive, and lasting change in Human Services.

VALUES AND STRATEGIC DIRECTION

CFPIC's values are inseparable from its organizational identity. CFPIC's culture is displayed in its values and the way the organization conducts business. External and internal findings communicated these values regarding CFPIC.

CFPIC displays excellence through:

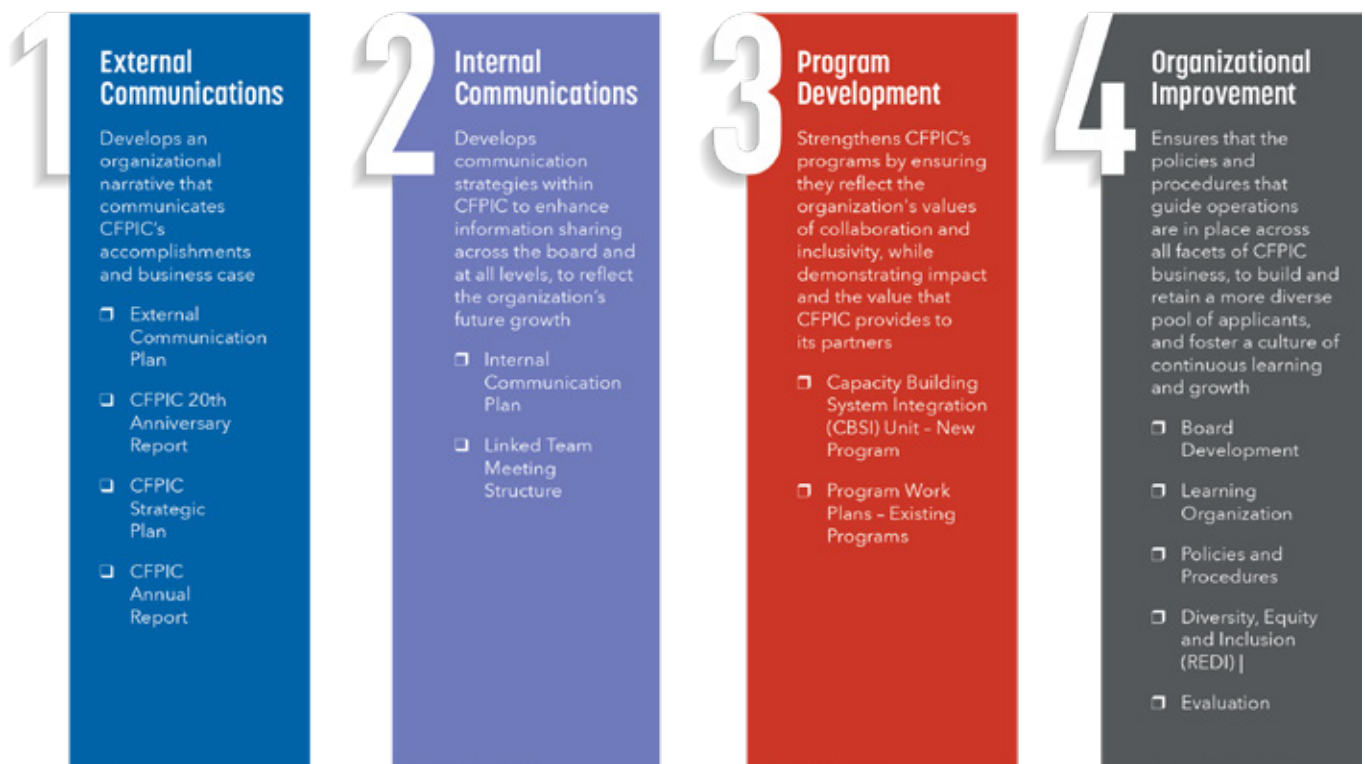
- **Inclusivity and Collaboration** - we invite diverse voices and partners to the table.
- **Integrity and Accountability** - we engender trust by holding to our commitments.
- **Responsiveness and Adaptability** - we keep lines of communication open and make course corrections as needed.
- **Lived and Professional Expertise** - we employ and engage a diverse group of public Human Services professionals and lived experience experts.
- **Learning and Growth** - we support staff in identifying and achieving personal and professional goals.

STRATEGIC PRIORITIES

Undoubtedly, CFPIC brings the highest professional value to its field. Yet, as noted, over the last two decades, CFPIC has outgrown the priorities it established in its formative years. CFPIC's services and programs have expanded, the size of staff has grown, and the demand for CFPIC's services has significantly increased. Emerging themes from CFPIC's internal and external analysis centered on four broad issues that demonstrated the need to update the organizational infrastructure because of its growth:

1. Build organizational structures and policies to match organizational growth.
2. Transform internal and external communication and marketing strategies to promote CFPIC's great work.
3. Diversify the board and staff to reflect the communities CFPIC serves.
4. Strengthen the areas of programmatic focus to ensure fiscal sustainability.

CFPIC'S FOUR STRATEGIC PILLARS



Through collaborative and consultative process with the Board and CFPIC's core and auxiliary staff, the consultants and CFPIC leadership identified 4 broad organizational strategic priorities:

STRATEGIC PILLAR #1: EXTERNAL COMMUNICATIONS

The first strategic pillar focuses on formulating CFPIC's story in a way that communicates CFPIC's accomplishments and business case. Developing an organizational narrative will ensure that current and potential partners clearly understand CFPIC's services, its impact on those whom it serves, and the value of CFPIC's contributions.

STRATEGIC PILLAR #2: INTERNAL COMMUNICATIONS

An organization is only as strong as its internal operations and cohesion of vision. This pillar focuses on planning and building communication strategies within CFPIC to enhance information sharing across the board and at all levels. These strategies will ensure staff's sense of ownership of, and participation in, the CFPIC story and equip staff to confidently speak about CFPIC's mission, vision, values, and operations. The internal communication strategy will have a built-in renewal system to allow for ongoing planning and execution of information sharing to reflect the organization's future growth.

STRATEGIC PILLAR #3: PROGRAM DEVELOPMENT

The services provided by its highly-skilled staff are at the core of CFPIC's organizational strengths. These activities facilitate the transformation of services that are provided by the state and counties to families and communities, which are central to their wellbeing. The program development pillar focuses on strengthening CFPIC's programs by ensuring that their development and implementation reflect the organization's values of collaboration and inclusivity while demonstrating impact and the value CFPIC provides to its partners.

STRATEGIC PILLAR #4: ORGANIZATIONAL IMPROVEMENT

This pillar ensures that policies and procedures that guide operations are in place across all facets of CFPIC's activities, including recruitment, hiring, onboarding, performance evaluation, and promotions with an eye toward attracting and retaining a more diverse pool of applicants. All supervisors at all levels will be trained and coached on organizational policy to ensure a fair and equitable working environment. CFPIC will cultivate strategies that help anchor CFPIC's internal culture and external work with all partners to values and practices of race equity (and equity across all other contexts), diversity, and inclusion (REDI). Using a REDI framework, CFPIC will cultivate a mission-centered culture of ongoing learning, growth, and professional development within CFPIC so that all staff see the opportunities to connect their own professional goals to those of the organization.

To activate these strategic pillars, CFPIC leadership has established three cross-program workgroups:

- Communications
- Policies and Procedures
- Building Organizational REDI-ness

In addition, CFPIC leadership has added new staff positions to further strengthen these pillars:

- Senior Associate Director for Capacity Development and Strategic Partnerships
- Monitoring, Evaluation and Learning Director

RISK MITIGATION AND COMMUNICATION PLANS

Risk mitigation involves identifying some of the risks associated with these strategic pillars. To this end, only cross-cutting risks are identified in this report. These cross-cutting risks involve the sufficiency of plans to address CFPIC's needs, the sufficiency to address the desired growth identified, the potential lack of sufficient resources (both capacity and commitment) to implement and complete the developed plans, and the absence of a monitoring and evaluation plan to track and demonstrate progress throughout the three years of the strategic plan.

RISK ANALYSIS

Sufficient Planning. Carefully prepared and detailed plans for each strategic pillar have been developed to mitigate this risk. Each pillar has a champion from CFPIC leadership staff who will oversee its execution and coordinate the implementation with other CFPIC staff. In collaboration with other staff, the champion will ensure that plans, needs, and growth remain aligned. If misalignment is detected, these plans have built-in mechanisms for course correction.

Resource Allocation. CFPIC has committed funds to the 3-year strategic plan to ensure its success. Both human and monetary resources are allocated to each strategic pillar, with plans to periodically assess and ensure that the resources provided match the work required to accomplish the strategic plan's goals.

Monitoring and Evaluation. A unifying piece of feedback provided across CFPIC partners was the need to better demonstrate CFPIC's impact. This strategic plan ensures that all the activities within each pillar are measured and tracked. A dashboard provides a snapshot of impact at each time point (the time anchors differ according to the measure; some are monthly, others are quarterly) to track progress and communicate to CFPIC's internal and external constituencies. The newly hired Project Director for Evaluation and Data will ensure ongoing attention is paid to this activity.

COMMUNICATION PLAN

An internal and external communication plan has been developed to update all those affiliated with CFPIC at every level.

Core and auxiliary staff created communication plans that include organization-wide emails, newsletters, program updates, and quarterly reports. These communication outlets are bi-directional within CFPIC, coming from the senior management, program leaders, and staff, and vice versa. All-staff meetings that are held to create strategic plan activities and measure impact will drive the communication aspect of the strategic pillars.

An annual report that includes updates on the strategic plan will be distributed to all partners. In addition, CFPIC staff will also engage partners at strategic conferences and symposia to inform partners about CFPIC programs and activities.

BALANCED SCORECARD

To ensure ongoing monitoring and transparency of strategic plan efforts, CFPIC will develop a Balanced Scorecard to communicate, in dashboard style, a snapshot of CFPIC's impact across each strategic pillar. This will enable CFPIC to focus on continuous quality improvement, while upholding a commitment to sharing progress with external constituencies, as the organization moves into its next twenty years of service.

