



# maryvale

IMPROVING LIVES SINCE 1856

[maryvale.org](https://maryvale.org)



## Strategic Plan

FY 2022–2024

# Introduction



**Maryvale is Los Angeles County's longest-operating children's charity.** Established in 1856 by the Daughters of Charity, Maryvale was created to address the needs of orphaned and abandoned children in Los Angeles. In 1953, the agency moved to its current Rosemead campus with the support of the Los Angeles Orphanage Guild and Carrie Estelle Doheny. In 2011, it opened a second facility in Duarte housing an early education center and community mental health services. Maryvale's evolution from an orphanage to a multiservice agency mirrored the development of the child welfare system in the United States.

In Summer 2020, Maryvale ended its Short-Term Residential Therapeutic Program (STRTP) after long and careful consideration of the program's impact and sustainability. As such, the campus-based residential program, so large a fixture of our history, came to an end. Since then, we have embarked on a process of evaluating how best to continue serving the needs of children, youth, and families in Los Angeles County.

With the help of our Board of Directors and a Strategic Planning Committee, we have further refined and developed our plans deepening Maryvale's position as one of the region's most trusted and longest-running providers of service for the underserved. As we enter into this new chapter, Maryvale is renewing its commitment to supporting and improving the lives of all those in our embrace.

In the pages that follow, we provide an overview of our plans for providing early childhood education, before- and after-school programming, mental health and substance abuse treatment, community education, and a variety of housing solutions. You will also discover how Maryvale intends to work collaboratively to help fill the gaps of a fragmented societal infrastructure as part of a network of services and in partnership with our surrounding communities. I invite you to join us as we create the future together.

**Steve Gunther, MSW**

President & CEO



## ***Mission***

With loving and compassionate hearts, we seek to heal, educate, and empower those who need us most, lifting up one individual, one family, one community at a time.



## ***Vision***

Faithful to Catholic Social Teachings and inspired by the compassionate service of the Daughters of Charity, we dedicate ourselves to a world where all God's children – regardless of adversity, beliefs, or background – are valued, accepted and given the opportunity to live fulfilling lives.



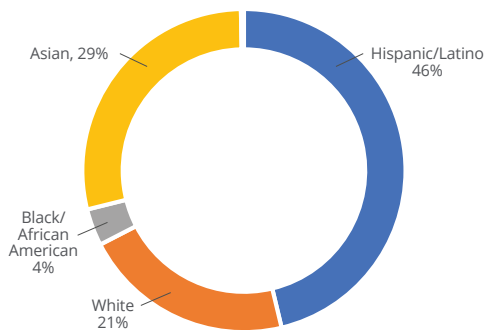
## ***Values***

Upholding the values of our Vincentian founders:

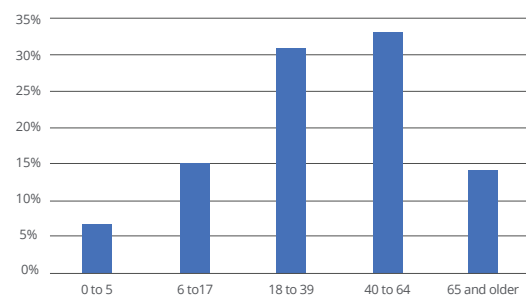
- Respect
- Integrity
- Inclusivity
- Compassion
- Inventiveness
- Collaboration
- Advocacy
- Excellence

**With a central campus in Rosemead, Maryvale is located in the San Gabriel Valley, an incredibly vibrant and diverse collection of communities in the northeast portion of Los Angeles County also known as SPA 3. We have summarized some of this regional diversity below:**

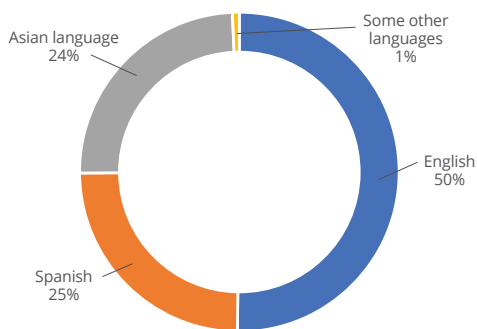
**Race/Ethnicity**



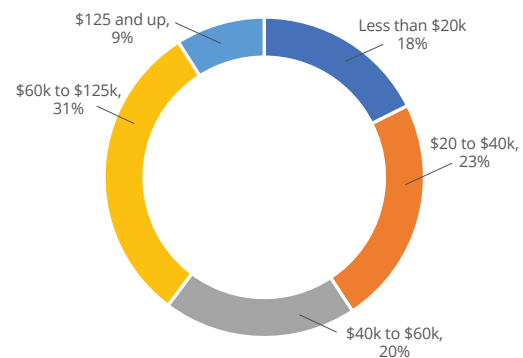
**Age Distribution**



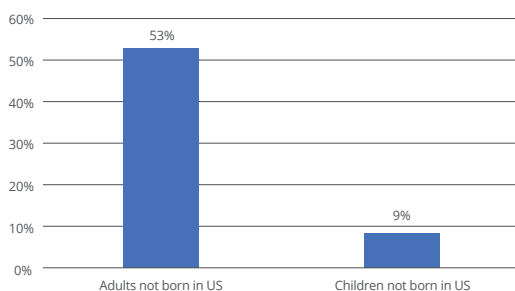
**Languages Spoken at Home**



**Household Income**



**Population Born In Another Country**



**Households Spending Over 30% of Income on Housing**

**45%**



## ***Early Childhood Education (ECE)***

Maryvale currently operates two ECE centers – one at its Rosemead campus and the other in Duarte. These ECE centers provide childcare and educational services to children from birth to age 5, primarily as pre-Kindergarten programming. In addition, the ECE centers provide before and after-school care and services to elementary students.



## ***Community Based Services (CBS)***

Maryvale provides a range of mental health outpatient treatment and Wraparound services. Located both at its Duarte facility and in community settings, these programs and services have historically focused on addressing the mental health needs of children (ages 6-12), youth (ages 13-17), and transitional age youth (ages 18-24).



## ***Bridge or Transitional Housing***

Maryvale's Rosemead campus includes residential facilities capable of serving families with children (ages 0-12), youth (ages 13-17), and young adults (ages 18-24). Originally a residential program serving foster and probation youth, these campus facilities are available to meet the housing needs of needy populations. In addition, Maryvale provides 26 units of affordable housing to residents at a satellite apartment complex located in El Monte.

**The Strategic Priorities and goals included within the plan are informed by our internal strengths and a thorough grounding in key principles that continue to guide our decision-making:**

- ① Maryvale has a historic and ongoing mission to serve children, youth, and families in Los Angeles County.
- ② Maryvale's campus is a welcoming, open community resource and hub for the delivery of both residential and non-residential services, programs, and other activities in the region.
- ③ Maryvale is committed to aligning both residential and non-residential uses of its campus.
- ④ Maryvale will strengthen and expand its reach into surrounding communities.
- ⑤ Maryvale will actively seek out partners to expand the scope and reach of its programming and services, both on- and off-campus.
- ⑥ Maryvale is committed to serving the diversity of the region and will use principles of Diversity, Equity, and Inclusion (DEI) to guide on-going efforts.
- ⑦ Maryvale will ensure that planning and operations incorporate and prioritize environmental stewardship and sustainability as we do our part to care for God's Creation.

This plan lays out a roadmap for the future premised on transforming Maryvale into a more open, accessible, and comprehensive regional provider of educational, mental health, and other social services. Taken together, the four strategic priorities expand and deepen our work as one of Los Angeles County's most trusted and longest-running providers of service for the underserved.



## ***High Quality Programs and Services***

Continue to offer and expand access to high quality programs and services at the Rosemead and Duarte campuses and in surrounding communities.



## ***Continuum of Housing Solutions***

Develop a continuum of housing solutions to provide shorter-term transitional housing to prioritized populations, while also exploring development of a longer-term community of support services.



## ***Community Outreach***

Increase visibility and awareness of Maryvale through comprehensive outreach and communication strategies, as well as cultivation of partnerships and participation in regional networks.



## ***Stewardship and Sustainability***

Invest in infrastructure, systems improvements, and governance while expanding revenue sources to ensure Maryvale's growth and sustainability for future generations.

The following pages elaborate on each of the four Strategic Priorities with goals and activities. It is intended to guide planning and implementation over the next three years. An annual workplan describing operational and tactical considerations – along with persons responsible and timing – is recommended to guide implementation of plan strategy.

**PRIORITY 1** – Continue to offer and expand access to high quality programs and services at the Rosemead and Duarte campuses and in surrounding communities.

## Goals and Activities

### 1.1 - Maximize the use of Maryvale's Rosemead campus for service delivery.

	FY 22	FY 23	FY 24
a. Strengthen and augment Early Childhood Education (ECE) with the expansion and development of Parent Education and Family Engagement services.	●	●	
b. Develop mental health outpatient treatment and counseling, Substance Use Disorder (SUD) and Dual Diagnosis (DD) services.		●	●
c. Host community convenings and forums that bring in individuals and organizations in the region to discuss and learn from one another on targeted topics of interest.	●	●	
d. Explore opportunities for hosting on Maryvale's campus other nonprofits and agencies that provide complementary services consistent with the agency's mission.		●	●
e. Develop a community center for convening partners around opportunities for service integration and collaboration.			●



## 1.2 - Continue to expand access to Maryvale's programs and services in surrounding communities.

	FY 22	FY 23	FY 24
a. Investigate and explore opportunities to expand off-campus mental health and social services in selected communities.		●	●
b. Explore the acquisition of facilities and locations suitable for outpatient mental health and SUD treatment programs and counseling services.			●
c. Pursue the acquisition of facilities and locations suitable for ECE and family engagement programs and services.			●

## 1.3 - Invest in staff capacity to expand quality programming and services.

	FY 22	FY 23	FY 24
a. Provide professional development and ongoing support tied to shared understandings of DEI and integration of DEI principles into service delivery.	●	●	
b. Recruit staff with key competencies and skills tied to community outreach, cultural responsiveness, and the anticipated expansion of programs and services.		●	●
c. Provide professional development and ongoing support tied to data collection, analysis, and use.		●	●

**PRIORITY 2** – Develop a continuum of housing solutions to provide shorter-term, transitional housing for prioritized populations, while also exploring development of a longer-term community of support services.

## Goals and Activities

### 2.1 - Provide shorter-term housing in existing campus facilities.

	FY 22	FY 23	FY 24
a. Provide transitional, bridge housing for families with children.	●	●	●
b. Provide transitional, bridge housing for youth and/or transitional age youth.	●	●	●
c. Link residential populations to campus programs and services; ensure that clients in residential facilities are connected to Maryvale's programming and services.	●	●	●

### 2.2 - Explore possibilities for building a community of support services on campus.

	FY 22	FY 23	FY 24
a. Investigate and explore possibilities for developing the four acres of undeveloped land on the Rosemead campus to serve a multi-generational, low-income population of participants.	●	●	

**PRIORITY 3** – Increase visibility and awareness of Maryvale through comprehensive outreach and communication strategies, as well as partnerships and participation in regional networks.

## Goals and Activities

### 3.1 - Rebrand and showcase Maryvale's unique value and capacity to serve the community.

	FY 22	FY 23	FY 24
a. Reintroduce Maryvale to community members, highlighting Maryvale's mission, programs, and services.	●		
b. Launch a communications plan that messages Maryvale's capacity and services across multiple communication platforms (e.g., website, social media, print materials, etc.).	●	●	

### 3.2 - Conduct community outreach aimed at cultivating and fostering partnerships and networks.

	FY 22	FY 23	FY 24
a. Build relationships and networks with key institutional partners in the community who can and should inform Maryvale's work.	●	●	
b. Form strategic partnerships and alliances that connect Maryvale to the larger ecosystem of social service agencies and nonprofits in the region.	●	●	●
c. Align Maryvale's outreach and fundraising with current and new programs and services.		●	●
d. Identify areas on Maryvale's campus where volunteers would bring welcome assistance and new perspectives; provide opportunities for volunteerism.	●	●	●

## 3.3 - Emphasize collaboration and partnership with organizations who either work with existing clients or work in areas that complement Maryvale's strengths.

	FY 22	FY 23	FY 24
a. Partner to increase referrals and access to new populations expanding Maryvale's reach in the community.	●	●	
b. Collaborate with partners to provide additional services that would benefit Maryvale's clients.		●	●
c. Identify partners who can open up new services and program areas for Maryvale.		●	●

**PRIORITY 4** – Invest in infrastructure, systems improvements, and governance while expanding revenue sources to ensure Maryvale’s growth and sustainability for future generations.

## Goals and Activities

### 4.1 - Focus on fiscal sustainability of existing and new program lines and services.

	FY 22	FY 23	FY 24
a. Diversify and expand Maryvale’s revenue streams.	●	●	●
b. Build cross-program linkages and referrals so that clients have opportunities to access the full array of Maryvale’s services as appropriate.		●	●
c. Leverage existing donor and funder relationships to expand opportunities for development.	●	●	●
c. Explore new fundraising strategies to increase individual and institutional donor support.		●	●

### 4.2 - Strengthen capacity to quantify the impact of programs and services.

	FY 22	FY 23	FY 24
a. Use data-driven outcome measures to guide continuous quality improvement in all program and service areas.	●	●	●
b. Use data-driven outcome measures to leverage and develop funding to expand and augment Maryvale’s reach and impact.		●	●

## 4.3 - Ensure the on-going performance excellence of Maryvale's governing board.

	FY 22	FY 23	FY 24
<b>a.</b> Establish a Governance Committee with responsibility for recruiting, orienting, developing, and acknowledging members of a high performance Board of Directors.	●	●	●
<b>b.</b> Maintain a full complement of members of the Board of Directors, with special emphasis on engaging leaders from the community committed to Maryvale's mission and with interest in Maryvale's strategic direction.	●	●	●
<b>c.</b> Implement term limits to ensure a regular and strategic rotation of membership on the Board of Directors.		●	●

All our work is focused on inspiring vulnerable individuals and families to achieve stability and self-sufficiency. Below are several measures we will use to track our progress (and the corresponding emphasis in the plan's strategic priorities).

	1 Program Quality	2 Housing	3 Outreach and Visibility	4 Stewardship and Sustainability
Increased clients and students served	●	●	●	
Positive client and student outcomes	●	●		
Increased geographical presence	●		●	●
Staff retention and satisfaction	●			●
Increased cross-program referrals and linkages	●		●	●
Increased partnerships, networks, and allies	●	●	●	
Increased and diverse sources of revenue	●	●	●	●

# Acknowledgements



## Planning Committee

**Steve Gunther**

*President and CEO*

**Mike Couchman,**

*CFO/COO*

**Renee Chan**

*Chief Administrative Officer*

**Sr. Patricia Miguel**

*Board Chair*

**Marsha Chan**

*Board Secretary*

**Sr. Estela Morales**

*Board Member*

**Christina Moore**

*Vice President of Early  
Childhood Education*

**Michelle Culver**

*Director of Community  
Based Services*

**Serena Bernolak**

*Director of Development*

**John Kotick**

*Director of Community Partnerships*

**Nancy Lewis**

*Los Angeles Orphanage Guild*

**Angela Siuta-Pechin**

*Los Angeles Orphanage Guild*

**Scott Chamberlain**

*San Gabriel Valley Consortium  
on Homelessness*

**Matt Krappman**

*San Gabriel Valley Development*

## Board of Directors

**Sr. Patricia Miguel**

*Chair*

**Jacquie Dolan**

*Vice Chair*

**Marsha Chan**

*Secretary*

**Michael Amerio**

*Treasurer*

**Sr. Estela Morales**

**Sr. Betty Marie Dunkel**

**Nabil Said**

## Community Partners

**Alhambra Unified School District**

**Garvey School District**

**County Supervisor Hilda Solis**

**County Supervisor Kathryn Barger**

**Association of Community  
Human Services Agencies (ACHSA)**

**Los Angeles County Department  
of Children and Family Services  
(DCFS)**

**Los Angeles County Department  
of Mental Health (DMH)**

**Catholic Charities**

**GRACE**

**Hillsides**

**St. Vincent's Santa Barbara**