



**maryvale**  
IMPROVING LIVES SINCE 1856

# Strategic Plan

Fiscal Year 2025-2027



## INTRODUCTION

As Los Angeles' oldest children's charity founded by the Daughters of Charity in 1856, Maryvale has a long and rich history of serving children, youth, and families.

Three years ago, as Maryvale embarked on a major transition in its programs, we explored ways to have a greater impact in the community, serving more people with a greater array of services as part of a comprehensive three-year strategic plan. It has been exciting to see the following progress:



Our community-based Mental Health program implemented a Prevention and Early Intervention program and expanded its Outpatient Care Services program, leading to a 68% increase in unique clients served and an 84% increase in average daily census.



Twenty-slot expansion at our Rosemead early education center and 24-slot expansion at our new location in South El Monte with an 86% increase in average monthly enrollment.



Seton House, our new temporary housing program, has served 39 mothers and 50 children since its inception in August 2022, resulting in 71% of moms successfully building skills necessary for independence, with 26% exiting to independent permanent housing, 29% to family reunification, and 16% to follow-on programs with the shared end goal of independent living.



Since opening in August 2023, Connections by Maryvale, a mental health, substance use, co-occurring program, is fully staffed and, through a collaboration with Azusa Pacific University under a Substance Abuse and Mental Health Services Administration grant, is providing drug education to multiple school districts in the San Gabriel Valley with a planned grand opening of the Intensive Outpatient Program (IOP) and Enhanced Care Management (ECM) in the fourth quarter of fiscal year 2024.

While we have made important strides in growing and expanding Maryvale's services, there is much work still to be done; this new plan builds on all that has been accomplished these past few years. As you read through our 2025-2027 strategic plan, you will see our ongoing focus to build out our continuum of high-quality services, develop a continuum of housing solutions, position Maryvale as an innovator and leader of transformative services for children, youth, and families; and ensure Maryvale's future growth and sustainability. These are lofty goals, but we are most definitely ready and willing to accept the challenge!

I am deeply grateful for all the individuals, funders, and community partners who have continued their collaboration and support during these transition years and to all those who have newly joined us as we build on Maryvale's rich history of service in Los Angeles County. I am especially thankful for our associates who serve those in our care with immense respect and compassion.

As we begin this next chapter, we stay committed to finding ways to fulfill our mission by lifting up one individual, one family, one community at a time. I invite you to join us as we write the next chapter in Maryvale's story!

**Steve Gunther, MSW**  
*President & CEO*

## WHO WE ARE

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



## WHAT WE DO

### Early Childhood Education (ECE) Centers

Maryvale operates three ECE centers: one at its Rosemead campus, one in Duarte, and the newest location in South El Monte, serving over 400 children annually. These ECE centers provide childcare and educational services to children from birth to age five, primarily as pre-kindergarten programming. The Duarte ECE also offers a before-and-after school program for school-age children up to age 12.

### Community-Based Mental Health Services

Maryvale provides a range of mental health outpatient treatment and services. Located both at its Duarte facility and in community settings, these programs and services focus on early intervention and addressing the mental health needs of children (ages 0–12), youth (ages 13–17), and transitional-age youth (ages 18–24). Clients are referred by the Los Angeles County Department of Mental Health and school districts in Arcadia, Alhambra, El Monte, and Duarte. 100% of our clients are Medi-Cal recipients or eligible.

### Wraparound Mental Health Services

The Wraparound program provides team-based service alternatives for children and families involved with the Department of Children and Family Services or the Department of Probation. The program is a client/family-driven, team approach that allows children with complex and severe needs to remain in a family setting rather than in more restrictive environments. Treatment is highly individualized and carefully monitored to promote growth and success.

### Connections by Maryvale

Maryvale's intensive outpatient and in-home behavioral health program provides evidence-based, multidisciplinary services, that support families navigating their adolescents' co-occurring substance use and mental health challenges. Our multidisciplinary approach to treatment includes preventive and proactive interventions, individualized care plans, crisis intervention services, and supportive services and strategies. The program also provides education for adolescents about the risks and consequences of drug use, promoting healthy and informed lifestyle choices.

### Seton House

The Seton House program provides safe and secure six-month temporary housing and supportive services for single, unhoused mothers and their young children. The mothers are provided supportive services that consist of parenting and life skills, mental health services, individual counseling and group therapy sessions, financial literacy workshops, job search assistance, and permanent housing search assistance. Currently, the program has nine residential units, and Maryvale is in the process of adding 20 additional family units.

## GUIDING PRINCIPLES

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

1

Maryvale is committed to fostering a culture of respect, understanding, and equality rooted in the core Catholic Social Teaching that all people possess a God-given dignity.

2

Maryvale is committed to aligning both residential and non-residential use of its campus.

3

Maryvale will strengthen and expand its reach into surrounding communities.

4

Maryvale will actively seek out partners to expand the scope and reach of its programming and services, both on- and off-campus.

5

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.



## STRATEGIC PRIORITIES: Introduction

The strategic plan serves as a roadmap for Maryvale over the next three years. The plan highlights select areas for growth or development and assumes a continued focus on delivering our high-quality services to even more children and families each year. The plan is organized around a set of **strategic priorities**; within each priority is a set of **goals** that describe how we intend to organize our efforts. Since the plan cannot account for the full range of internal and external factors, including shifts in state policy and funding, that will impact our work over time, each year, our team will develop an **Annual Operating Plan** with detailed action steps and metrics to advance our priorities. The process of developing this annual plan will include assessing and, where it makes sense, seizing opportunities to extend our reach and geographic footprint.

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

Strengthen and expand quality programs and services across our campuses and in neighboring communities.

### Continuum of Housing Solutions

Provide short-term transitional housing to prioritized populations, while also exploring development of a longer-term sustainable community with extended supportive services.

### Community Outreach

Position Maryvale as an innovator and leader of transformative services for children, youth, and families in Los Angeles County and beyond.

### Stewardship and Sustainability

Ensure Maryvale's growth and sustainability for future generations.

## STRATEGIC PRIORITIES: Detail

### Priority 1: High-Quality Programs and Services

Strengthen and expand quality programs and services across our campuses and in neighboring communities.

Since the development of the last strategic plan, Maryvale has expanded and diversified the range of services provided at our campuses as well as within nearby communities. We substantially increased the number of people served through our community-based services, increased student enrollment in our early childhood education program, which included opening a new program site, and launched Connections by Maryvale to serve adolescents aged 12–17 seeking treatment for mental health, substance use, and co-occurring disorders. Moving forward, our focus is on further integrating our programs and exploring avenues to broaden our impact, including through partnerships with health plans and school districts.

- 1 Enhance collaboration among Maryvale’s programs to ensure children, youth, and families can access a comprehensive range of services.
- 2 Expand prevention and early intervention services in schools and community settings.
- 3 Optimize the utilization of Maryvale’s program campuses for education and service delivery.



## Priority 2: Continuum of Housing Solutions

Provide short-term transitional housing to prioritized populations, while also exploring development of a longer-term sustainable community with extended support services.

In the last three years, we launched **Seton House**, our short-term transitional housing program on the Rosemead campus. Recognizing the pivotal role housing plays in lifting up individuals, families, and communities, we are committed to expanding transitional housing options at our Rosemead campus and elsewhere. This includes the development of **Harvard House**, a forthcoming housing initiative tailored for female college students, and exploring ways to optimize the use of our Rosemead campus to maximize our impact.

- 1 Expand short-term housing through existing facilities.
- 2 Optimize the utilization of existing properties to expand short-term transitional housing.



### Priority 3: Community Outreach

Position Maryvale as an innovator and leader of transformative services for children, youth, and families in Los Angeles County.

Over the past few years, we have focused on elevating Maryvale's presence and recognition through extensive outreach, communication, partnerships, and networks across all programs. This included enhancing referral partnerships with other organizations and fostering a deeper understanding and awareness of Maryvale among the civic and business communities. Additionally, our team members were actively engaged with local and state boards and commissions to advance policies and practices that benefit children and families. We remain committed to investing in effectively telling our story and expanding community awareness of our mission and profound impact.

- 1 Cultivate and communicate a cohesive agency identity that reflects our core values and vision for transformation.
- 2 Strengthen collaborations with organizations that align with Maryvale's expertise and service array, such as public school districts and health plans.
- 3 Amplify mission impact by securing increased philanthropic support from foundations, corporations, and individual donors.



#### Priority 4: Stewardship and Sustainability

Ensure Maryvale's growth and sustainability for future generations.

The previous strategic plan emphasized the importance of investing in infrastructure, systems, and governance, while also urging us to diversify revenue sources to bolster and expand our range of services. In response, we successfully increased revenue for early childhood and community-based mental health services, and significantly enhanced our capacity to monitor and measure our impact. Additionally, we established a dedicated team focused on communications and development. Moving forward, we will build upon these investments, with a particular emphasis on augmenting staff capacity, cultural competence, and leadership to support the diverse communities that Maryvale serves.

- 1 Invest in staff capacity to cultivate the next generation of Maryvale leaders.
- 2 Strategically prepare for the adoption of fee-for-service and value-based payment models.



## HOW WE KNOW WE'RE MAKING PROGRESS

All our work is focused on supporting vulnerable individuals and families to achieve stability and self-sufficiency. Below are several measures we will use to track our progress related to the four strategic priorities.

	Target	Program Quality	Housing Solutions	Community Outreach	Stewardship and Sustainability
<b>Increased Individuals Served</b>	30% growth in number served		✓	✓	
<b>Increased Geographical Presence</b>	Open 2 additional program sites		✓	✓	✓
<b>Increased Number of Funding Sources</b>	Add 8 new sources	✓	✓	✓	✓
<b>Increased Support from Foundations, Corporations, and Individual Donors</b>	10% annual increase	✓	✓	✓	✓
<b>Net Promoter Score*</b>	>30	✓	✓	✓	

\*The **Net Promoter Score (NPS)** is a metric used to gauge consumer satisfaction with an organization and its services. It relies on a single question asking customers to rate their likelihood of recommending the organization to friends, family, or colleagues.

# ACKNOWLEDGEMENTS

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