

working, dreaming, growing  
**TOGETHER**

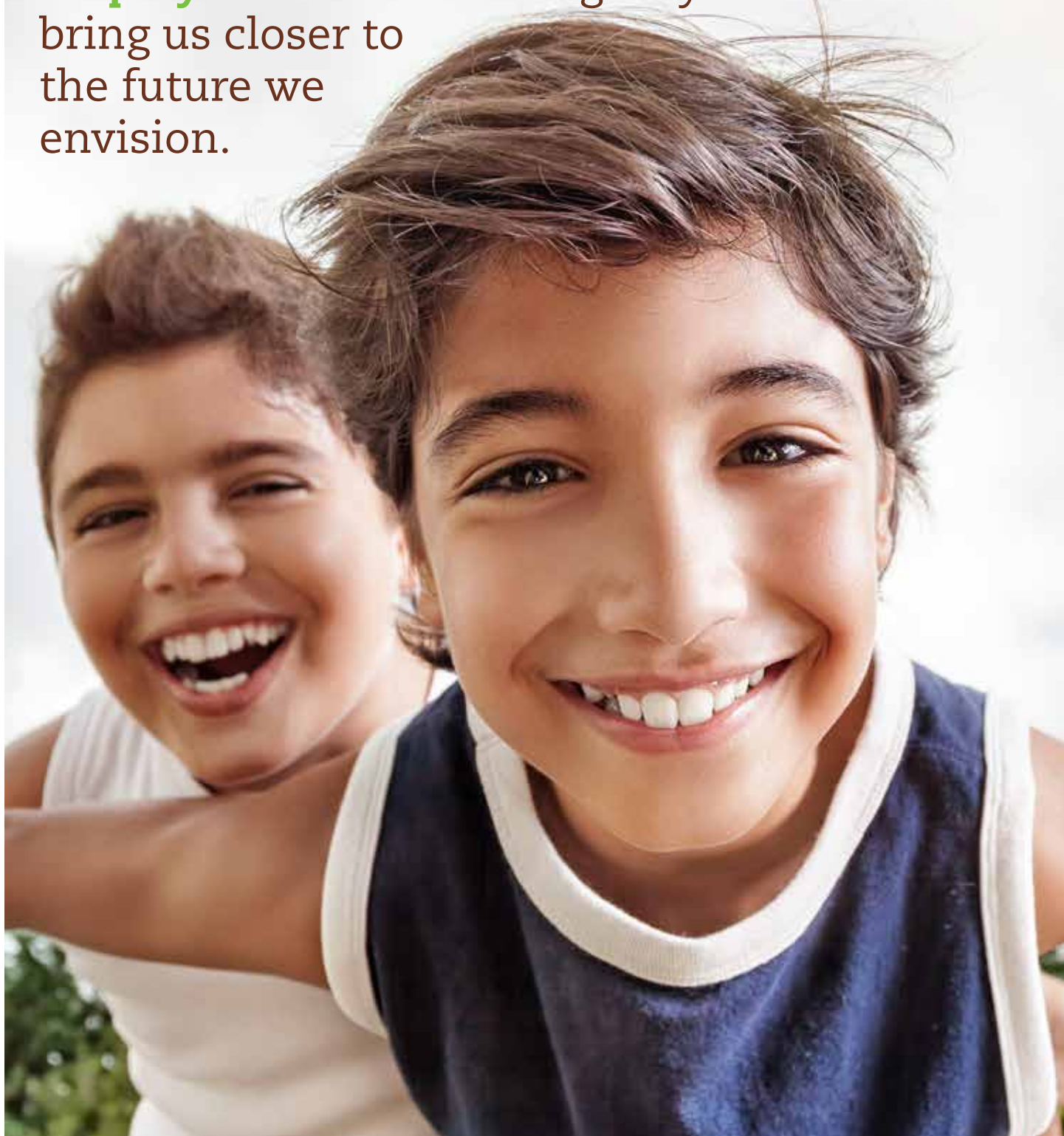


**Foothill Family**

*Rooted in caring since 1926*

**STRATEGIC PLAN | 2024-2029**

By **working** together, **dreaming** together, and **growing** together we will achieve our **5-Year** Strategic Plan to deliver **\$50 million** in annual crucial services, provided by our **500 employees** to fulfill our Agency mission and bring us closer to the future we envision.





working, dreaming, growing  
**TOGETHER**

**Foothill Family** STRATEGIC PLAN 2024-2029

# contents

4

**Guiding Principles**

5

**From the Executive Leadership Team**

6

**Strategic Planning Process**

8

**Priority Areas Overview**

9

**Strategic Goals and Objectives**

# Foothill Family Guiding Principles

## FOOTHILL FAMILY

### core values

#### QUALITY

Foothill Family strives to provide the highest quality of service to ensure that each individual and family is given a genuine opportunity to pursue and achieve healing and growth.

#### DIGNITY

Foothill Family understands and honors personal dignity at the forefront of each individual's road to success.

#### DIVERSITY

Foothill Family embraces and celebrates diversity, in its many forms, within all aspects of who we are, who we serve, and how we care for our communities.

#### EMPOWERMENT

Foothill Family empowers individuals and families to embark on healthy journeys toward personal development and self-sufficiency.

#### FAMILY

Foothill Family believes that thriving families strengthen communities and provide the foundation for every child's bright future. It all starts with family.

#### GENERATIONAL

Foothill Family promotes long-term change that starts now and will ripple outward into the community and forward through future generations.

Foothill Family's mission and vision remain unchanged, but the wording has been revised for improved readability and marketability. In particular, the new wording allows for ease of use by staff and Board members when speaking about Foothill's work as a whole.

## ROOTED IN

### our mission

Foothill Family empowers children and families on their journey to achieve personal success.

## REACHING FOR

### our vision

Foothill Family envisions generations of healthy families and thriving communities.





## from the Foothill Family EXECUTIVE LEADERSHIP TEAM

With our centennial year coming in 2026 and many bright prospects and opportunities ahead of us, we are pleased to present the Foothill Family 5-Year Strategic Plan for 2024–2029. This Plan is an ambitious, forward thinking one founded on the progressive growth of the past decade, while embracing the opportunities brought on by seismic shifts and changes within the human services landscape and based on our unwavering commitment to serve children and families and their ever-growing needs with relevant, responsive, and sustainable programs.

Our Strategic Plan was thoughtfully informed by input from both internal and external stakeholders through surveys, interviews, and focus groups. With the gathered qualitative and quantitative data and the overarching intent to grow the Agency to a \$50 million organization of 500 employees, our goals and objectives were formed by the collaborative efforts of our Board of Directors and Senior Leadership.

**With a focus on expanding impact, fostering growth readiness, and securing diverse funding, Foothill Family aims to transform lives across more communities.**

Over the next 5 years, we will continue to expand our impact and grow our reach through responsive programming and key partnerships, we will develop our organizational capacity to enable and sustain that growth, and we will broaden our financial capacity to resource growth. We invite you to join us and follow our progress as we continue our journey to empower children and families, transform communities, and impact generations.

Steve Allen  
CHIEF EXECUTIVE OFFICER

James Siegrist  
CHIEF OPERATING  
& FINANCIAL OFFICER

Tami Mitsumori-Miller  
CHIEF CLINICAL OFFICER

Tiffany Tsuchiyama  
CHIEF HUMAN RESOURCES OFFICER





# Strategic Planning Process

1

## Planning and Preparation

Beginning in January 2024, preparatory meetings were held with the Executive Leadership Team to discuss the overall strategic planning process and schedule, establish plan priorities, and ensure staff engagement, as well as Board of Directors' representation. Subsequent meetings with Senior Leadership included a Strengths-Weaknesses-Opportunities-Challenges discussion, which informed the creation of the Strategic Plan's priority areas. Bi-weekly status meetings occurred with this group as needed between January and June 2024.

2

## Board and Staff Survey

All Board members and staff were sent an online survey in late February to provide feedback. There were 93 respondents (17 Board members, 76 staff). Participants were asked to share their opinions regarding Foothill's mission fulfillment and level of success against other similar organizations. Board members were asked about their level of satisfaction with their Board experience and Foothill's provision of services. Staff members were asked questions about their experiences as an employee and their professional future with the organization. The results of the surveys are included as Appendix D in this report.

3

## Task Force and Board Planning

In March 2024, 10 staff members and three Board members formed a Strategic Plan Task Force. The group held its first meeting to introduce the strategic planning process, present survey findings and refined priority areas, and outline the necessary internal and external research. The full Board also convened for a meeting to receive similar information.

4

## Research – Internal and External Assessments

In addition to information collected from the Board and staff surveys, a thorough evaluation of internal and external stakeholder data was conducted. This included one-on-one interviews, focus groups, community partners survey, industry trends research, and industry benchmarking.

### Internal Research

- **One-on-One Interviews - 23**  
Senior Leadership and staff members, current and former Board members, donors, and Clients/Parent Policy Council members.
- **Focus Groups - 5**  
Development/Corporate Relations Committee, Service Providers, Program Managers, Staffing/Staff Retention participants, and Executive and Senior Leadership.

A review of internal data was conducted including Financial and HR reporting, program cost analysis, fundraising reports, marketing and outreach collateral, staff survey results, and Foothill's most recent strategic plan.

6

# Strategic Planning Process



## External Research

- 6 Interviews with leaders from peer organizations
- 10 Community partners survey responses

Industry conditions and trends were analyzed, including finances and services of organizations of interest, staffing capacity, recruitment and retention models in social services, organizational models for growth, mergers and acquisitions, public policy and funding impacts and anticipated changes, and national data on Foothill Family's service provision areas.

## 5 Development and Refinement of Priority Areas, Goals, Objectives, and Strategies

All internal and external data collected were evaluated, and conclusions were drawn based on the findings. A draft of the strategic goals and objectives was then presented to the Executive Leadership Team and the task force, who were given the opportunity to provide feedback and suggest revisions. The goals and objectives were then finalized by the Executive Leadership Team.

## 6 Development of Final Strategic Plan

The Strategic Plan is organized in the following sections:

- **Observations:** presents the observations from the assessment process related to the critical issues addressed.
- **Strategic Goals and Objectives:** provide overarching goals and objectives that will guide Foothill Family over the next five years.

Using preliminary suggestions, Foothill Family leadership will adapt and implement the strategies the organization will pursue to fulfill the strategic plan's goals and objectives. Appendices A-D provide a toolbox for Foothill Family to guide this process.

As the Strategic Plan is designed as a roadmap for Foothill Family over the next five years, it is important to consistently monitor progress and update the plan to reflect changing circumstances and new challenges or opportunities. It is encouraged that all members of the Board of Directors and staff to become familiar with the Strategic Plan and act rigorously in holding one another accountable for systematic implementation. A Committee Best Practices is included in this plan as Appendix C. This tool can be a guide of how the different committees of the Board can take ownership in monitoring the progress of relevant strategic plan goals, objectives, and strategies.

“  
*As we look to grow, (the Agency) needs to have a good rationale for why we are going to grow in one program or geographic area over another. Diversification) is a strength of ours, and we need to continue to be smart with our decision-making.*  
”



# Strategic Plan 2024-2029

## Priority Areas Overview



### Build Capacity to Support Growth

Foothill Family has a clear vision of expanding the organization to a \$50 million entity. Achieving this ambitious goal necessitates several strategic changes to the current operational structure. This priority area hinges on the efficient and effective implementation of programs and contracts, the managerial and administrative support required for optimal operations, and the human resource and service capacity to sustain the envisioned growth.



### Financial Sustainability and Efficiency

Program growth is deeply ingrained in the culture of Foothill Family. In the last 10 years alone, the organization has grown revenue by \$16.2 million (83%). With the Agency's goal of growing to a budget of \$50 million over the course of this strategic plan, Foothill Family must focus on both optimizing efficiency and expanding into new funding avenues through strategic program expansion to ensure long term sustainability and success serving the community.



### Retain and Develop Talent Pool

Maintaining consistent and high-performing staff is vital to Foothill Family's ability to meet the demonstrated need in the greater Los Angeles region. Staff at Foothill Family are mission-driven and identify the personally rewarding nature of the work as one of the top reasons they enjoy working at the organization. Staff members overwhelmingly believe Foothill Family offers an engaging and welcoming work environment and believe they are supported in their professional growth.

In order to retain and develop the necessary talent pool that will achieve the Agency's ambitious growth targets, the Agency will need to redefine staffing and staffing development models.



### Enhance Philanthropic Practices

As Foothill Family investigates program expansion, philanthropic support must expand in tandem. At present, fundraising accounts for approximately 6% of Foothill Family's budget or around \$2.5 million annually. As the organization reaches its \$50 million revenue goal, the philanthropic support goal to reach \$4 million annually by Year 5 is in alignment with the current trajectory of donor growth and stewardship mindset. This will be achieved through strategic stewardship, expanded donor engagement, the acquisition of new donors and partners, and leveraging the Board's philanthropic role.



# Strategic Plan

## Goals & Objectives





# Goals & Objectives Overview

From its founding in 1926, Foothill Family has continuously evolved to meet the changing needs of its communities. Today, as we serve thousands across Southern California, our 5-Year Strategic Plan positions us to embrace new opportunities and address emerging landscapes. This forward-thinking plan prioritizes expanding programs, building internal capacity, and fortifying financial stability to ensure lasting impact.

## goal ONE



### EXPAND IMPACT AND GROW REACH of programs and partnerships

1.A

**Inform**  
stakeholders of **important shifts**, events, and **achievements** in execution of our **mission**.

1.B

**Systematize**  
a business **growth** and **innovation** mindset and processes to assess new opportunities, partnerships, and acquisitions.

1.C

**Secure**  
**new business** on current service offerings, expanded geographies, and peripheral lines.

1.D

**Enhance**  
and use **visibility** in support of program **growth** and **reach**.

## goal TWO



### DEVELOP ORGANIZATIONAL CAPACITY to enable growth

2.A

**Grow**  
workforce through **innovative hiring** practices and staff **engagement**.

2.B

**Authenticate**  
the **Agency's identity** as a Training Institute.

2.C

**Communicate**  
and launch a staff development model that includes **career ladders** and **career tracks**.

2.D

**Identify**  
a pathway to a **scalable** and **efficient** management **structure** to utilize staff at the top of their **expertise**.

2.E

**Implement**  
a **responsive** structure for alternative staffing, **non-traditional** schedules and use of external resources.

2.F

**Adopt**  
**data** driven decision-making, a **culture** of feedback, and continuous **improvement**.

2.G

**Leverage**  
**technology** to increase operational **efficiency** and service **efficacy**.

2.H

**Regulate**  
facilities **planning** to cost effectively support agency **growth**.

2.I

**Enhance**  
**Board** operations and **governance** through Board member skill **development** and **education**.

# Goals & Objectives Overview



## goal THREE

INCREASE AND DIVERSIFY  
FINANCIAL CAPACITY

to resource growth

3.A

### Fund

innovations and new business development in support of program growth and operational efficiency.

3.B

### Grow

profitable revenue as a percentage of total revenue.

3.C

### Materially Grow

philanthropic support through stewardship and donor acquisition to enable program growth.

3.D

### Foster

a process-driven culture of philanthropy that is transparent, performance-based, and scalable.

3.E

### Formalize

philanthropic role and responsibilities of Board members.

3.F

### Establish

organization-wide expertise in managing profitability of programs.

3.G

### Implement

decision-making tool for the reinvestment of budget surpluses into sustainable growth and reserves.

3.H

### Build

an effective volunteer model as a new donor cultivation tool.





Follow our 5-year journey.



**Foothill Family** • [foothillfamily.org](http://foothillfamily.org) • (626) 993-3000

**Covina Family Center**  
530 W. Badillo Street, Covina, CA 91722

**Donald & Priscilla Hunt Family Center**  
1801 Huntington Drive, Duarte, CA 91010

**Dulay, Pajarillo & Moore Family Center**  
960 W. Mission Blvd., Pomona, CA 91766

**Helen Morran-Wolf Family Center**  
11429 Valley Boulevard, El Monte, CA 91731

**Ralph H. Moore Jr. Family Center**  
897 Granite Drive, Pasadena, CA 91101

**Santa Anita Family Center**  
3629 Santa Anita Avenue, Suite 201, El Monte, CA 91731

**Administrative Office**  
2500 E. Foothill Blvd., Suite 300, Pasadena, CA 91107