



**pfcs**  
Palomar Family Counseling Service, Inc.

## **Strategic Plan | 2024 – 2027**

# Table of Contents

A Letter From Our Executive Director .....	Page 3
Vision, Mission, and Values .....	Page 4
Theory of Change .....	Page 6
Strategic Goals .....	Page 7
Strategies .....	Page 8
Implementation & Measuring Progress.....	Page 12
Acknowledgments.....	Page 13

# A Letter From Our Executive Director

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Dear Partners,

I am delighted to share this strategic plan for Palomar Family Counseling Service (PFCS). We emerged from dark pandemic years with humility, wisdom, and a fresh and curious outlook on how to best meet rising mental health needs and thrive as a long-standing but adaptive organization.

This roadmap was created through a process of thoughtful and rigorous inquiry and invaluable insights from PFCS clients, staff, community partners, and our Board of Directors.

I invite you to join our journey as we approach our 70th year of dedicated and committed excellence with new energy and resolve.

With joy and gratitude,

*Lisa Turner*

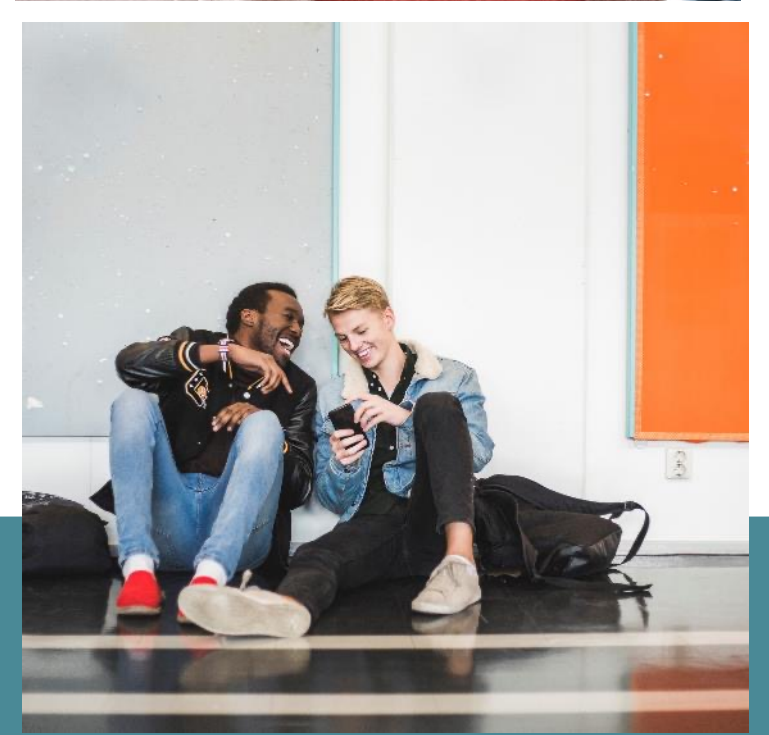
Lisa Turner, LCSW  
Executive Director

## VISION

We aspire to a future where individuals of all ages have the care, skills, and support they need to contribute to and thrive in communities.

## MISSION

We empower and uplift individuals of all ages in North San Diego County by providing high-quality mental health services that foster resilience and well-being.





# VALUES

**RESPECT:** We value others by honoring individuality and diversity, and we treat all with dignity creating a welcoming, inclusive atmosphere.

**INTEGRITY:** We are honest, ethical, and accountable in all our interactions.

**EXCELLENCE:** We strive to provide effective and evidence-based best practices of quality care with skill, sensitivity, and compassion.

**EMPOWERMENT:** We believe all individuals possess strengths and the capacity for positive growth.

**PARTNERSHIP:** We work in collaboration with clients & our community to build strong bridges of connection and support.

# THEORY OF CHANGE

Our strategic plan articulates where we want to focus in the next three years, consistent with our beliefs about how change happens and what benefits and changes we expect over time.

## WHAT WE BELIEVE

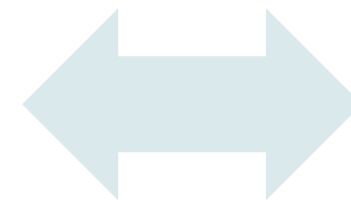
All individuals possess strengths and the capacity for positive growth

People and communities can be strengthened through supportive mental health services

Everyone deserves access to high quality mental health support

Stigma associated with mental health reduces the likelihood that people will seek help

Empathy and connection are essential to the therapeutic relationship



## WHAT WE HOPE TO ACHIEVE

### Near Term

Increased access and utilization of mental health services

Increased community connections and engagement

Increased self-efficacy

Increased skills and tools to manage mental health challenges

Improved communication between family members

Decreased anxiety, depression, and risk of suicide

### Long Term

Increased sense of individual worth and purpose

Higher level of functioning in schools and communities

By interrupting the cycle of intergenerational trauma, we build strong and healthy families with well-developed support systems

Improved overall mental health & well-being

# STRATEGIC GOALS

The strategic plan is a roadmap for Palomar Family Counseling Service over the next three years. The plan highlights select areas for growth or development and assumes a continued focus on delivering high-quality mental health services that foster resilience and well-being of individuals of all ages in North San Diego County. The plan is organized around a set of **goals**; underneath each goal is a set of **strategies** that describe how we intend to organize our efforts.

## GOAL 1

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Increase access and utilization of community-focused mental health services that are responsive to the diverse needs of North San Diego County

## GOAL 2

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Increase community investment in Palomar Family Counseling Service

## GOAL 3

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Enhance organizational capacity to adapt and align with the organization's growth plans

# GOAL 1

**Increase access and utilization of community-focused mental health services that are responsive to the diverse needs of North San Diego County**

## STRATEGIES FOR GOAL 1

In collaboration with school partners, provide multi-tiered system of school supports and services.

Pilot the expansion of clinical counseling services to different populations, including private insurance.

Explore opportunities to diversify and maximize public funding opportunities, including Medi-Cal.

Enhance the skills, knowledge, and competencies of our staff to serve the diverse needs of children, youth, adults, and families.



# GOAL 2

**Increase community  
investment in Palomar  
Family Counseling  
Service**

## STRATEGIES FOR GOAL 2

Increase community awareness of the organization's services and resources through targeted outreach and marketing activities.

Expand the donor base to support the organization's growth.

Expand partnerships with nonprofits, community health clinics, senior centers, and others that can complement our service array.

# GOAL 3

**Enhance organizational capacity to adapt and align with the organization's growth plans**

## **STRATEGIES FOR GOAL 3**

Increase our capacity and commitment to measure and monitor our impact.

Increase staff engagement to improve communications, knowledge sharing, and learning across teams and clinic sites.

Attract, foster, and retain a compassionate, skilled, and diverse workforce.

Evolve our organizational structure (roles, responsibilities, processes, facility space) to increase efficiency and effectiveness.

## Vision

We aspire to a future where individuals of all ages have the care, skills, and support they need to contribute to and thrive in communities.

## Mission

We empower and uplift individuals of all ages in North San Diego County by providing high-quality mental health services that foster resilience and well-being.

### Goals

### Strategies

#### Goal 1:

**Increase access and utilization of community-focused mental health services that are responsive to the diverse needs of North San Diego County**

- In collaboration with school partners, provide multi-tiered system of school supports and services.
- Pilot the expansion of clinical counseling services to different populations, including private insurance.
- Explore opportunities to diversify and maximize public funding opportunities, including Medi-Cal.
- Enhance the skills, knowledge, and competencies of our staff to serve the diverse needs of children, youth, adults, and families.

#### Goal 2:

**Increase community investment in Palomar Family Counseling Service**

- Increase community awareness of the organization's services and resources through targeted outreach and marketing activities.
- Expand the donor base to support the organization's growth.
- Expand partnerships with nonprofits, community health clinics, senior centers, and others that can complement our service array.

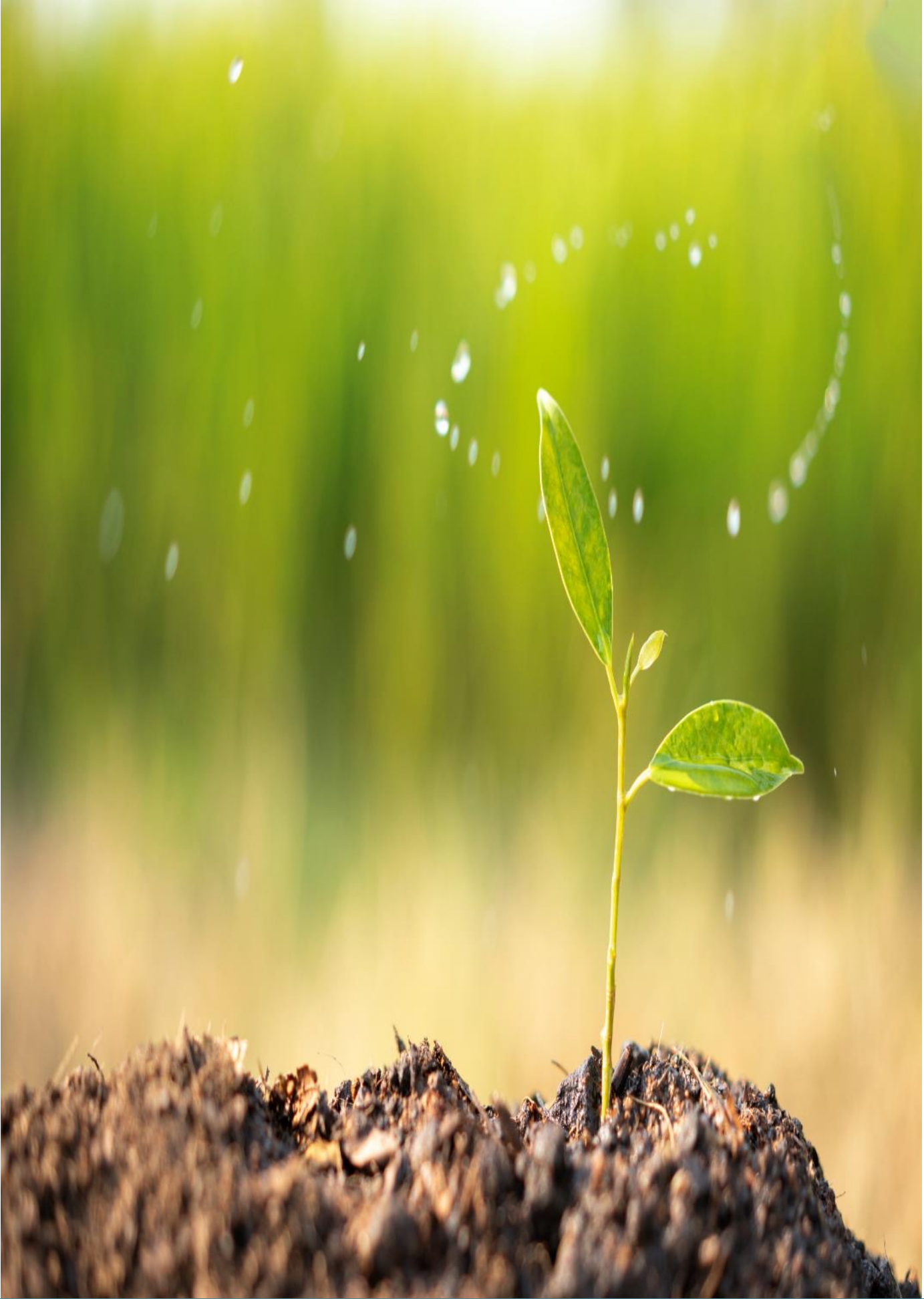
#### Goal 3:

**Enhance organizational capacity to adapt and align with the organization's growth plans**

- Increase our capacity and commitment to measure and monitor our impact.
- Increase staff engagement to improve communications, knowledge sharing, and learning across teams and clinic sites.
- Attract, foster, and retain a compassionate, skilled, and diverse workforce.
- Evolve our organizational structure (roles, responsibilities, processes, facility space) to increase efficiency and effectiveness.

## Values

**Respect • Integrity • Excellence • Empowerment • Partnership**



# IMPLEMENTATION AND MEASURING PROGRESS

We recognize that the Strategic Plan cannot account for the full range of internal and external factors that will impact our work in the years ahead.

As such, our team will develop an Annual Operating Plan that details action steps and metrics to make progress toward our goals.

# ACKNOWLEDGEMENTS

We want to thank the engagement of our partners, staff, clients, and the Board throughout this process. The guidance and insights we received were essential in guiding our efforts and developing our Strategic Plan.

## BOARD OF DIRECTORS

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Escondido

Shelby King, PhD  
Director of Global Medical  
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Oncology Pfizer, Escondido

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Don Romo  
Business Development Manager  
Hilbers, Inc., Escondido

Elizabeth Stubblefield, LMFT  
Therapist / Business Owner,  
Valley Center

Karina Cazares  
Organizational Development Specialist,  
San Diego

James Talley, Esq  
Attorney At Law, Escondido

Judy Tillyer  
Education Administrator, Retired  
Escondido

## COMMUNITY PARTNERS

Rachel Mason, CEO  
Fallbrook Regional Health District

Lita Moore, Program Director  
Growing Minds

Dr. Jordy Sparks  
Executive Director,  
Diversity, Equity, Inclusion &  
Student Supports, Oceanside  
Unified School District

Don Stump, former CEO  
Lifeline Community Services

## STRATEGIC PLANNING COMMITTEE MEMBERS

Lisa Turner, LCSW  
Executive Director

David Drazenovich, MA  
Director of Development &  
Communications

Edralyn Botz, MA, HRMC  
Human Resources  
Administrative Coordinator

Christine Besse Duvall, LMFT  
Program Manager

Patti Christensen, LCSW  
Program Manager & Clinical  
Supervisor

Jodi Erickson, LMFT  
Program Director

Analia Chaperro, LMFT  
Program Manager

Ashley White, LMFT  
Program Manager

Sheilamarie Racicot, LMFT  
Program Manager

Shelby King, PhD  
Board of Directors

Jeff Epp  
Board of Directors



**pfcs**

Palomar Family Counseling Service, Inc.

**ESCONDIDO**

1002 E. Grand Avenue  
Escondido, CA 92025  
Phone: 760-741-2660  
Fax: 760-741-2647

**FALLBROOK**

120 W. Hawthorne  
Fallbrook, CA 92028  
Phone: 760-731-3235

**VISTA**

945 Vale Terrace Drive  
Vista, CA 92084  
Phone: 760-630-3505

<https://palomarfamilycounseling.com>