

Aviva Family and Children's Services, often referred to as a "beacon of hope" by clients and referral partners, embarks on this strategic plan with affirmed commitment to providing critical support for the increasing numbers of vulnerable children and families in Los Angeles County.

In the midst of the current global pandemic, Aviva continues to provide vital services to foster families, mental health services clients, and women and children living in our supportive housing through both in-person and remote service delivery.

Over the next four years, we will deepen our trauma-informed services for families, expand our role as a leader and partner in the community, and integrate justice, equity, diversity, and inclusion into our culture and daily work. Aviva will also focus its attention on investing in the training and leadership development of staff, succession planning, and financial sustainability.

## MISSION

AVIVA BELIEVES EVERY CHILD AND EVERY FAMILY IN OUR LOS ANGELES COMMUNITY DESERVES THE CHANCE FOR A BRIGHTER FUTURE. WE PROVIDE COMPASSIONATE SUPPORT, THERAPEUTIC SERVICES, AND GUIDANCE TO AT-RISK CHILDREN & FAMILIES.



## FOUR-YEAR STRATEGIC DIRECTION

### AVIVA WILL CONTINUE TO FOCUS ON STRENGTHENING FAMILIES.

In all of our programs and our community engagement and advocacy, we are rooted in the belief and confirmation that every child needs to feel safe, cared for, and part of a family.

### AVIVA WILL LISTEN, AND AVIVA WILL RESPOND.

By listening and learning, we will be able to respond to the changing needs of vulnerable children and families. We will study the results and outcomes of our work to identify ways to have a greater impact, and ways to serve more people.

### AVIVA WILL WORK IN A MORE UNIFIED MANNER WITHIN OUR AGENCY.

We will holistically review contracts in an organization-wide process, address quality improvements as a team, and enhance communications between groups to better support clients and learn from each other.

### AVIVA WILL BUILD ITS FINANCIAL STRENGTH AND SUSTAINABILITY.

We will develop resources for the present and for the future by cultivating new revenue streams such as new government contracts, more individual donors with a long-term commitment to Aviva, and private insurance billing.

### AVIVA WILL PRIORITIZE JUSTICE, EQUITY, DIVERSITY, AND INCLUSION.

We will center justice, equity, diversity, and inclusion in our decisions and actions related to who we are as an organization, how we work together, how we serve vulnerable children and families, and how we represent the people we serve in the community.

### AVIVA WILL INVEST IN LEADERSHIP FOR TODAY AND FOR TOMORROW.

We will ensure leadership continuity by planning for future executive transitions while building organizational resiliency and deepening our bench of emerging leaders through training, support, and advancement.

**GOAL 1. DEEPEN THE QUALITY OF CARE WE PROVIDE TO VULNERABLE CHILDREN AND FAMILIES AND RESPOND TO THEIR EVOLVING NEEDS AROUND SAFETY, MENTAL HEALTH, AND WELL-BEING, WHILE AIMING TO SERVE MORE CHILDREN AND FAMILIES WHO NEED OUR SUPPORT.**

- A. Develop, implement, and advocate for Aviva's unique, trauma-informed model of care, which will include stronger components of cultural humility.
- B. Identify changing needs of clients and address either through direct services and support or referrals and organizational partnerships.
- C. Fully utilize Wallis House as a focal point for supportive housing services for women and their children and consider exploring additional housing models to serve more clients.
- D. Consistently and continuously evaluate Aviva's program outcomes and improve the quality of our services.

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**GOAL 2. STRENGTHEN THE ONGOING FINANCIAL SUSTAINABILITY OF AVIVA'S PROGRAMS AND OPERATIONS, AND INCREASE OUR INVESTMENT FUND.**

- A. Maximize utilization of current government contracts and explore potential new contract funding.
- B. Deepen engagement of Board of Directors and Committees in fund development; justice, equity, diversity and inclusion; and other priority areas.
- C. Strengthen private fund development to grow Aviva's individual and institutional donor base.
- D. Explore feasibility of private insurance billing for Aviva's mental health services.
- E. Refresh Aviva's communications platform to tell story of history and current impact in meaningful ways to new audiences.



## GOAL 3. EMBED JUSTICE, EQUITY, DIVERSITY, AND INCLUSION INTO AVIVA'S INTERNAL CULTURE AND STRUCTURE, HOW WE SERVE CHILDREN AND FAMILIES, AND OUR VOICE IN THE COMMUNITY.

A. Prioritize recruiting people with diverse experiences, skills, and perspectives at all levels of staff and with Board of Directors to better understand our clients and bring new ideas and networks to the organization.

B. Further build and sustain Aviva's organizational culture, internal communications, and norms related to justice, equity, diversity, and inclusion.

C. Advocate through coalitions and shared platforms for the needs and interests of Aviva's clients in communities, systems, and policies.

## GOAL 4. FORMALIZE LEADERSHIP CONTINUITY MEASURES, ADDRESS SUCCESSION NEEDS, AND STRENGTHEN LEADERSHIP DEVELOPMENT THROUGHOUT AVIVA.

A. For Executive Cabinet, Assistant Vice Presidents, and other key positions, document and annually review succession plans.

B. Diversify and broaden Aviva's voice and relationships with external stakeholders.

C. Enhance leadership identification, talent development and retention, training and mentoring, and advancement opportunities with a justice, equity, diversity, and inclusion lens.

D. Develop and implement CEO leadership transition plan with strong focus on communications during process.

