



2026–2030 STRATEGIC PLAN A Commitment to Children, Youth & Families

Who We Are

For more than 110 years, Aviva Family & Children’s Services has been a trusted partner to Los Angeles’ most vulnerable children, youth, and families. We provide compassionate, trauma-informed care that helps children, youth, and families heal, build resilience, and thrive.

Each year, Aviva serves more than 2,500 clients and reaches more than 8,000 individuals when family and household members are included. Our work primarily supports low-income children, youth, and families engaged with LA County’s public care systems. Our integrated continuum spans five core programs, each designed to be trauma-informed, utilize evidence-based practices, and be centered in compassionate care as essential to resilience and recovery for all populations we serve.



Aviva is expanding its continuum of care to include substance use disorder treatment as part of a broader integrated behavioral health strategy —strengthening our ability to respond to the complex, interconnected needs of the children, youth, and families we serve. In May 2025, we secured \$9M in funding from the Behavioral Health Continuum Infrastructure Program (BHCIP) to construct a perinatal residential recovery facility in Hollywood.

At A Glance

110+	8,000+	\$9M	15
Years Serving LA	Individuals Served Annually	BHCIP Award (2025)	Schools with On-Site Mental Health

Bridging Access Across L.A. County

We deliver comprehensive services across Los Angeles County, anchored by four offices in key Service Planning Areas (SPAs). Our footprint is wide and our impact runs deep.



Mission, Vision & Values

OUR VISION

Resilient Families, *Thriving Communities.*

OUR MISSION

Creating safe, supportive spaces where children, youth and families can heal, build resilience, and experience belonging.

Guided by five core values, every decision and interaction at Aviva is grounded in:



Integrity

At Aviva, Integrity means conducting ourselves with honesty, openness, and accountability in every interaction. It reflects our commitment to act ethically and consistently—upholding the highest professional and organizational standards, even when it is difficult.



Transformation

At Aviva, Transformation means embracing growth, change, and innovation to continuously improve lives. We see transformation as both personal and organizational—committing to evolving ourselves, our services, and our systems to meet the needs of those we serve.



Collaboration

At Aviva, Collaboration means partnering internally and externally to create meaningful outcomes for the children, youth, and families we serve. We believe that collective effort, shared expertise, and mutual respect drive purposeful impact.



Compassion

At Aviva, Compassion means leading with empathy, humility, and respect for the inherent dignity of every individual. We recognize the unique journeys of children, youth, and families, and respond with care that acknowledges both their challenges and strengths.



Excellence

At Aviva, Excellence means holding ourselves to the highest standards in service, leadership, and accountability. We pursue continuous improvement, innovation, and professional growth to ensure that every child, youth, family, and community we serve receives the best possible care and support.



As an established service partner to Los Angeles County—with contracts across multiple departments, full state licensure, and accreditation by the Council on Accreditation (COA) Aviva stands out for:

- ✓ **Integrated Continuum of Care** addresses immediate crises while building long-term stability.
- ✓ **Prevention-First Approach** keeps families together and reduces trauma. Equity and Cultural Responsiveness meet families where they are with dignity and trust.
- ✓ **Agility and Leadership** adapt quickly in a shifting policy and funding environment.

The Moment We're In

Aviva entered this strategic cycle at a critical inflection point. Policy shifts affecting Medicaid, foster care, and immigrant communities threaten to widen service gaps. Poverty and homelessness remain pervasive across Southern California. The stakes for families are high—and rising.

Key Challenges

- Medicaid coverage losses threaten access to care
- Nearly 1 in 5 California children live in poverty
- 1,000+ youth aging out of foster care annually in LA
- 40% of high school students report persistent sadness
- Over half of LA families with young children face food insecurity

Aviva's Response

- Integrated continuum from prevention through intensive treatment
- Prevention-first model keeping families together
- New perinatal residential Substance Use Disorder treatment program underway
- Equity and cultural responsiveness at every touchpoint
- Agility to adapt quickly in a shifting policy landscape

Five Strategic Priorities for 2026–2030

Through a rigorous planning process that engaged board members, staff, individual supporters, community partners, public agency partners, and local city and county elected officials, Aviva identified five interconnected priorities to deepen impact and ensure long-term sustainability.

1. Expand & Innovate Our Continuum of Care

Boldly connect behavioral health, housing, and prevention services to close gaps and meet the urgent and evolving needs of women, children, youth, and families.

- **Evaluate** core programs for sustainability and impact by refining, realigning, or sunseting to prioritize scalable, trauma-informed models with measurable outcomes.
- **Complete and launch** the perinatal residential substance use disorder program in Hollywood.
- **Implement** post-service follow-up systems to track outcomes, anticipate needs, and strengthen long-term impact.
- **Create** a framework to rapidly evaluate and launch new programs or partnerships enabling Aviva to respond with urgency to emerging community needs, funding opportunities, and system gaps.
- **Design and launch** integrated, trauma-informed care pathways that combine

2. Ensure Long-Term Financial Strength & Agility

Secure and grow diverse, sustainable funding streams anchored in philanthropy, partnerships, and mission-aligned earned revenue.

- **Position** Aviva as a leading philanthropic partner in Los Angeles, demonstrating impact to attract multi-year major and institutional funding.
- **Establish** an Endowment Fund to generate a lasting source of financial stability, integrating a comprehensive planned giving strategy to encourage legacy gifts, bequests, and other long-term commitments that sustain Aviva’s mission and facilities.
- **Explore and scale** mission-aligned service models—including social enterprise and fee-for-service offerings—that leverage Aviva’s expertise while creating sustainable revenue streams.
- **Strengthen** a culture of philanthropy by equipping the board and staff leadership to expand networks, steward donors, and drive fundraising results.
- **Expand and optimize** real estate assets—through acquisition, development, and strategic partnerships—supported by a capital campaign to grow capacity and impact.

Five Strategic Priorities for 2026–2030 (Continued)

3. Build Trust & Visibility Through Compelling Communications

Boldly connect behavioral health, housing, and prevention services to close gaps. Elevate Aviva’s voice and reputation as a trusted leader for children, youth, and families—using clear, compelling, and inspiring communications to expand influence and mobilize support across Los Angeles and beyond.

- **Launch** Aviva’s new mission, vision, and values through a unified rebrand—spanning identity, messaging, digital platforms, and organization-wide training.
- **Strengthen** communications infrastructure by investing in leadership, tools, and systems to elevate media, content, and digital strategy.
- **Leverage** data and technology to personalize engagement—enhancing donor, alumni, and partner relationships and retention.
- **Elevate** digital presence through authentic storytelling featuring video, client and alumni voices, and social campaigns to drive visibility.
- **Position** Aviva as a subject matter leader by publishing insights, engaging media, and hosting convenings around mental health, housing instability, and trauma-informed care.

4. Shape Policies & Systems That Strengthen Families

Expand Aviva’s role as a trusted community leader and advocate— driving equitable sector and policy transformation for Los Angeles children, youth, and families by shaping public policy, mobilizing cross-sector partnerships, and amplifying the voices of those we serve.

- **Establish** a dedicated government and legislative affairs role/position to strengthen policy engagement and representation in key decision-making spaces.
- **Launch** Aviva’s Policy & Advocacy Platform—define priorities, elevate urgent issues, and mobilize partners for sector change.
- **Build and sustain** cross-sector partnerships that enable Aviva to collaborate with public, civic, and peer organizations to address systemic barriers.
- **Position** Aviva as a convener and thought leader by hosting forums, roundtables, and campaigns to advance policy solutions.

5. Strengthen Talent, Systems & Culture for Lasting Impact

Strengthen the organizational foundation by developing talent, systems and culture to amplify impact across all operations.

- **Invest** in staff growth and succession by advancing development plans, mentorship, and internal pathways.
- **Strengthen** recruitment and retention that benchmarks compensation, enhances wellness, and aligns culture with mission and values.

Five Strategic Priorities for 2026–2030 (Continued)

- **Build** organizational capacity that optimizes systems, staffing, and resources for operational excellence and scalability.
- **Advance** technology and digital transformation so as to enable efficiency, data-driven decisions, and stronger service delivery.
- **Modernize** facilities to enhance staff and client experience through sustainable, trauma-informed, and environmentally conscious design.
- **Elevate** governance by recruiting and training a high-performing, diverse, mission-driven board aligned with best practices and accreditation standards.

What This Means for Los Angeles

Aviva's 2026–2030 strategic plan is not simply a roadmap—it clarifies our organizational intention. We believe that every child deserves safety. Every family deserves support. Every community deserves to thrive. **Over the next five years, we will:**

+
Deepen our reach across Los Angeles County's most underserved communities

+
Rebrand and amplify our presence so more families can find us when they need us most

+
Launch an endowment and capital campaign to secure our financial future

+
Advocate for policies that keep families together and reduce the need for crisis intervention

+
Open the first Hollywood-based perinatal residential substance use disorder treatment facility for pregnant women

+
Build the organizational strength to sustain this work for generations to come

As Los Angeles grapples with economic uncertainty and structural inequity, Aviva's role is more critical than ever. We will be the *stabilizing force* families need—and the trusted leader our community deserves.

— Aviva Family & Children's Services, 2026–2030 Strategic Plan

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