



Exceptional Children's Foundation



Strategic Plan 2026–2029 Exceptional Children's Foundation

MISSION + VISION

The Exceptional Children’s Foundation (ECF), founded in 1946, is a leading nonprofit organization in Los Angeles dedicated to empowering children and adults with developmental disabilities and other special needs to reach their greatest potential. With an 80-year legacy of innovation, compassion, and inclusion, ECF has become the only organization of its kind in California providing services across the lifespan—from early childhood intervention and education to adult employment and independent living—impacting nearly 4,000 children, adults, and their families annually at 14 service sites, in clients’ homes, and in community settings throughout L.A. County.

OUR MISSION

The mission of ECF is to provide the highest quality services for children and adults who are challenged with special needs — empowering them to reach their greatest potential.

OUR VISION

ECF envisions a society in which people of all abilities are valued and included in educational, social, employment, and residential settings.

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EXECUTIVE SUMMARY

This strategic plan provides a roadmap for ECF's next three years, focused on what matters most: the children, adults, and families we serve. Developed through collaborative input from staff, board members, and community partners, the plan deepens ECF's commitment to its mission and ensures the organization can continue meeting the real and evolving needs of people with intellectual and developmental disabilities amid significant social and economic challenges.

The planning process reinforced the deep trust ECF holds within the communities it serves, while also identifying clear priorities: the need to diversify revenue so ECF is not overly dependent on any single funding source; the importance of attracting and keeping talented, dedicated staff in a highly competitive job market; and the need to stay responsive to an environment shaped by ongoing policy shifts, a changing economic landscape, and community priorities.

As ECF moves into its next chapter, this strategic plan is grounded in a simple belief: every person we serve deserves the chance to live their fullest life. It reflects our enduring commitment to providing exceptional services, achieving meaningful outcomes, and building a more inclusive community. With the support of our exceptional board of directors, remarkable staff, the families who trust us, our partners, and the broader Los Angeles community, ECF will continue to open doors, nurture potential, and affirm what is possible for people with developmental disabilities and other special needs.

ECF must be clear-eyed about the financial pressures, policy shifts, and accountability demands ahead — while never losing sight of what drives every decision: the well-being of the people it serves. A stable financial footing and a supported, competitively compensated workforce are not ends in themselves; they are what make it possible for ECF to show up for clients and families every day.

STRATEGIC PILLARS

Over the next three years, ECF will build on its 80-year legacy of service by focusing on four Strategic Pillars:

1. Financial Sustainability
2. Programs and Partnerships
3. Branding and Communications
4. Organizational Effectiveness



FINANCIAL SUSTAINABILITY

GOAL 1: Strengthen long-term financial stability by diversifying and growing revenue streams

- Increase philanthropic revenue annually through expanded individual, corporate, and foundation giving
 - Implement a multi-year fundraising strategy with diversified revenue targets across individuals, foundations, corporations, grants, and events
 - Leverage technology to deliver improved donor research, donor stewardship, and impact reporting
- Explore and advance sustainable program revenue growth opportunities
 - Actively pursue grants to support innovative program enhancements
 - Evaluate and modify program structure to maximize productivity and impact
 - Amplify online Art Center gallery and maximize Arts Center presence in Whittier
 - Explore social enterprise opportunities

GOAL 2: Expand the Board of Directors' role as champions and fundraisers for ECF's mission

- Incorporate fundraising discussion into all board meetings for continued focus and accountability
- Recruit new board members with strong fundraising expertise and ability
- Provide senior leaders and board directors with annual training including giving, introductions, and cultivation roles, to drive shared accountability for fundraising success
- Include fundraising training in all new board member orientation and onboarding



PROGRAMS AND PARTNERSHIPS

GOAL 1: Strengthen and grow ECF's programs so they remain responsive to the needs of the people and families ECF serves

- Continue assessing outcomes, cost efficiency, and alignment with state and federal funding priorities
- Redesign or enhance programs as needed to meet evolving client needs and funding environments
- Maintain the Kayne Eras School Sustainability Task Force for quarterly review of financial impact of the school
- Target high-demand, high-impact service lines for potential service expansion
- Integrate technology for improved efficiency in administration and service delivery
- Strengthen and increase government relations and advocacy partnerships to keep abreast of federal, state, and regional funding trends
- Participate in provider coalitions to shape policy and funding priorities

GOAL 2: Build partnerships and alliances that allow ECF to reach more people and provide more comprehensive support

- Define a strategic framework and clear criteria to evaluate and advance potential merger opportunities
- Advance referral pipeline growth through targeted community partnerships and heightened organizational visibility





BRANDING AND COMMUNICATIONS

GOAL 1: Complete a full ECF rebrand

- Advance a refreshed ECF brand identity — including messaging, collateral, and digital presence — to more clearly reflect the organization's reach, impact, and scope of services

GOAL 2: Elevate ECF's brand visibility, community presence, and donor engagement

- Launch a comprehensive marketing and communications strategy to increase brand awareness, advocacy engagement, and fundraising performance
- Position ECF as a trusted, influential voice and thought leader in disability services across Los Angeles — using advocacy, storytelling, and community education to help shape policy and deepen public understanding



ORGANIZATIONAL EFFECTIVENESS

GOAL 1: Build and optimize ECF's infrastructure to ensure operational excellence and accelerate mission impact

- Advance compliance frameworks to mitigate risk and ensure regulatory alignment
- Evaluate and optimize workflows and processes to maximize efficiency, including the strategic use of artificial intelligence

GOAL 2: Continue to strengthen leadership and workforce capacity for sustained organizational effectiveness

- Develop and implement a formal succession plan for executive and key leadership roles
- Reduce staff turnover through competitive compensation strategies and career pathways
- Strengthen employee recognition and engagement programs

PROGRAM DESCRIPTIONS



Early Start

ECF's Early Start Program provides center- and home-based early intervention and educational services for infants and toddlers, from birth to age three, who have developmental delays or disabilities. Through individualized speech, occupational, and physical therapies, children build essential motor, cognitive, communication and social skills that support their growth and development. Early Start also provides families with education, counseling, referrals, advocacy and access to medical assessments—giving parents the resources and support they need to help their children thrive.

Kayne Eras School

ECF's WASC-accredited nonpublic K-12 school provides special education for students with learning, emotional and developmental challenges. A comprehensive Enrichment Program offers visual and performing arts, team sports, vocational and technology training, as well as opportunities for community service. Kayne Eras is committed to the belief that every child can learn—and with individualized support and care, each student can build confidence, discover their strengths and reach their unique potential, both in and out of the classroom.

Exceptional Works / Pathways to Employment

ECF's Exceptional Works program provides exceptional services that offer skill development, work training, on-site paid work experience and placement into community jobs—all creating Pathways to Employment.

- **Work Readiness** teaches participants the skills needed to find and retain a job.
- **Exceptional Packaging Solutions** offers participants skills training and paid work experience while fulfilling packaging and assembly contract work from local businesses.
- **Exceptional Training Academy** offers hands-on specialized vocational training in computer literacy, culinary arts, janitorial services and warehouse operations.

Residential Services

ECF's Residential Services provides a range of living options, from apartments to group homes, designed to help adults with developmental disabilities live as independently as possible. Residents receive individualized support, independent living skills training and, when needed, 24-hour assistance and medical supervision.

Therapeutic Services

ECF's Therapeutic Services program provides individualized interventions and support to help individuals strengthen essential skills, promote healthy development, and achieve greater success at home, and in their communities.

Services include:

- **Applied Behavioral Therapy (ABA)**
- **Speech and Language Therapy**
- **Occupational Therapy**
- **Educational Therapy**
- **Mental Health Services**

ECF Art Centers Program

For more than 50 years, ECF Art Centers has supported artists with intellectual and developmental disabilities in developing their creative voices and pursuing meaningful careers in the arts. ECF's four professional art studios provide individualized support, specialized resources and a vibrant creative community where artists can develop their talents and artistic practices. ECF promotes artists' work within the contemporary art world, creating opportunities for exhibitions, recognition and the sale of their work while supporting greater independence and economic opportunity. At ECF Art Centers, creativity, community and opportunity come together.

Community Integration Programs

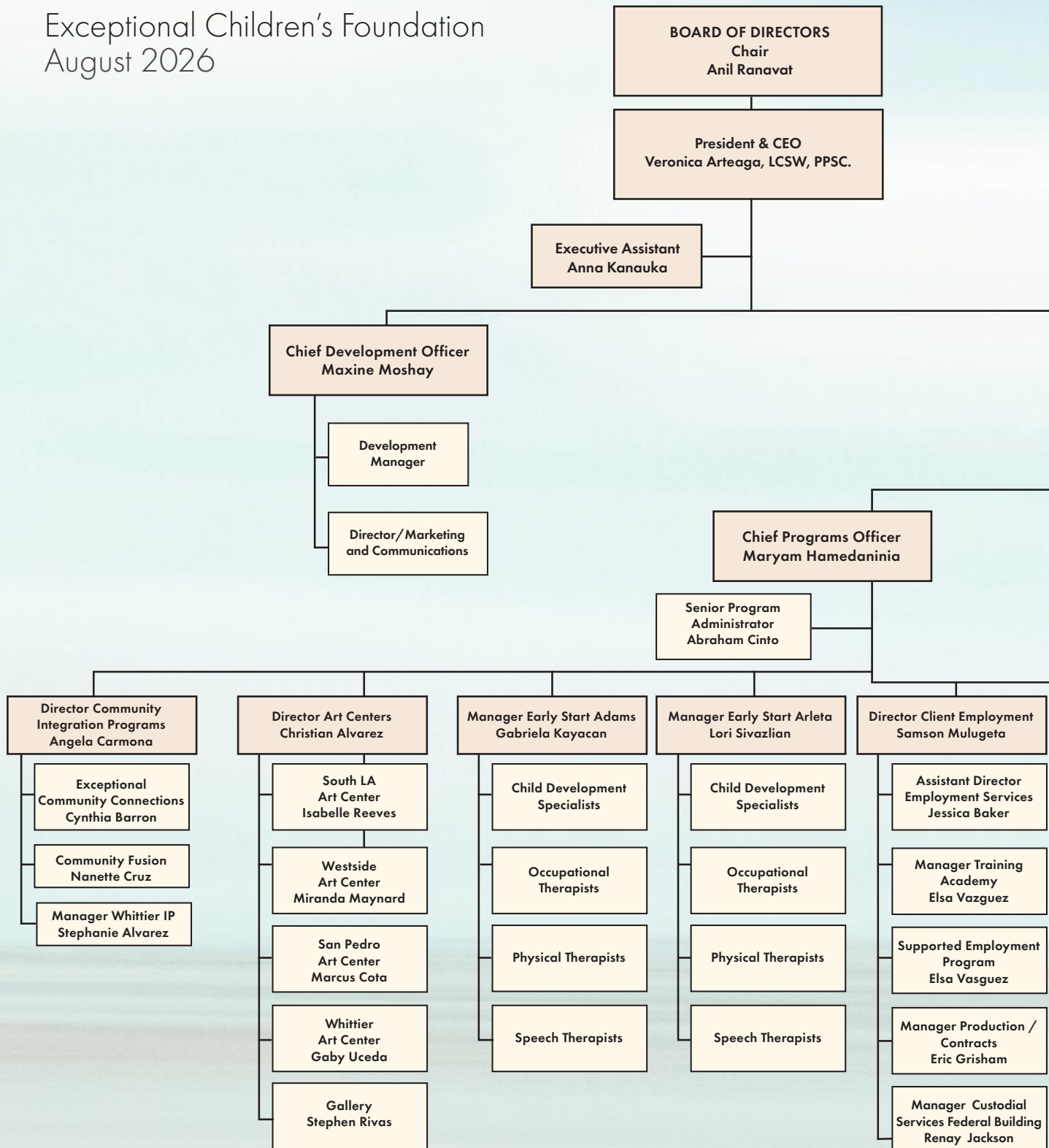
ECF's Community Integration Programs help adults with developmental disabilities build independence, develop skills and become more engaged in their communities.

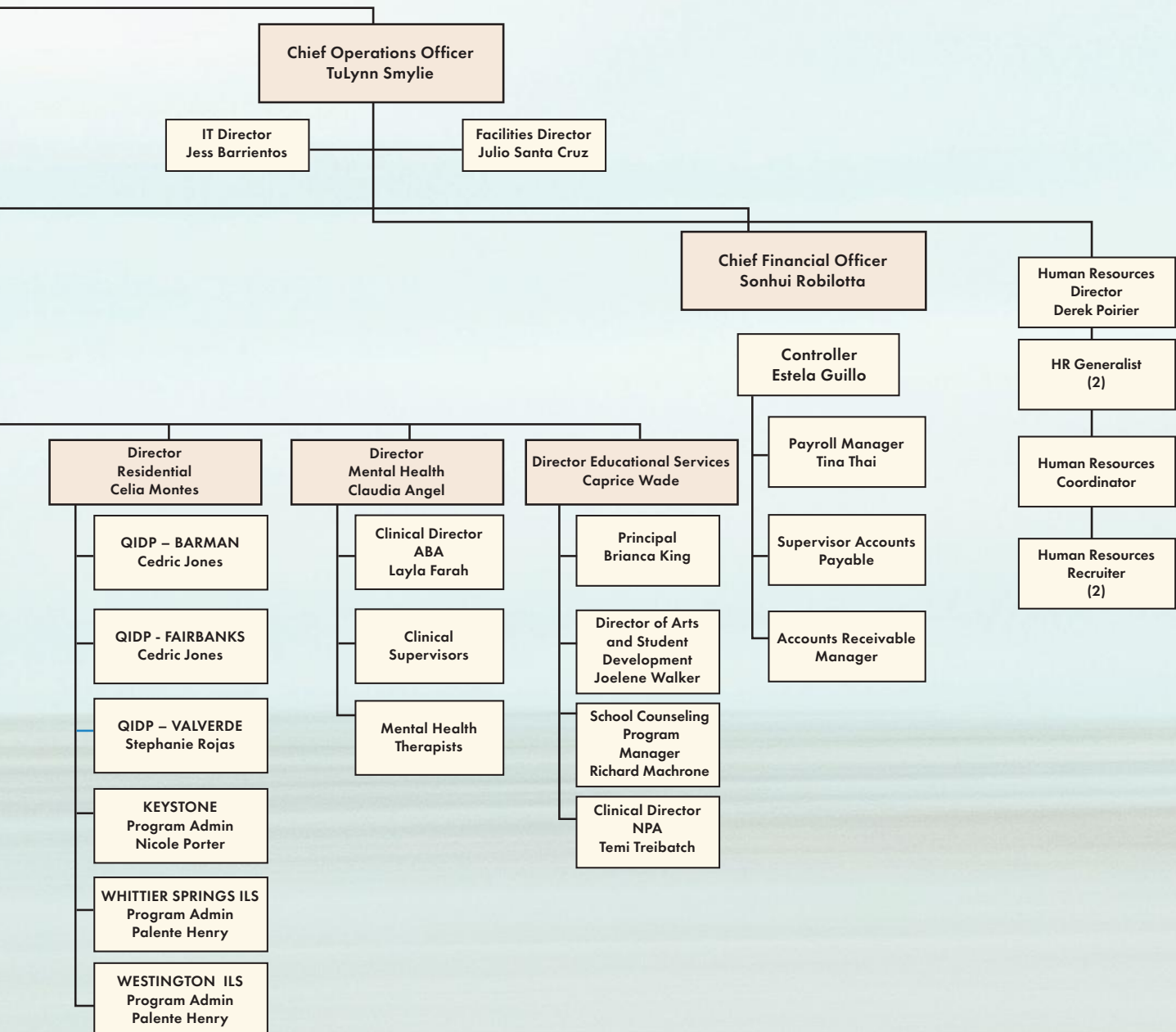
- **Community Fusion Program** provides adults with moderate to profound developmental disabilities with training to strengthen self-help, recreational, social and vocational skills.
- **Exceptional Community Connections** provides meaningful volunteer opportunities that build skills, confidence and connections within the community.
- **Individual Pathways** provides personalized transition planning to help adults access community resources, develop employment skills and pursue job or volunteer opportunities.



ORGANIZATIONAL CHART

Exceptional Children's Foundation
August 2026





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SONHUI “SUNNY” ROBILOTTA

Chief Financial Officer

MARYAM HAMEDANINIA

Chief Programs Officer

MAXINE MOSHAY

Chief Development Officer

EXCEPTIONAL CHILDREN'S FOUNDATION

BOARD OF DIRECTORS | 2026-2027

The Exceptional Children's Foundation is fortunate to have highly qualified and deeply committed community leaders serving on our Board of Directors. Working alongside an experienced Executive Management Team, these dedicated individuals generously give their time, expertise, and resources to advance our mission and make a meaningful difference in the lives of the people we serve.

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CEO, Cedar Porch Capital

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CORE VALUES

People First

Service Excellence

Integrity

Empowerment and Inclusion

Fiscal Responsibility

Community Building and Advocacy

Life-Long Learning and Enrichment





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ANTHONY ALVARADO Los Angeles Department of Mental Health

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DEANNA PETERSON Los Angeles Unified School District

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THE LAWRENCE ADVISORY Strategic Plan Facilitator

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ECF MANAGERS AND DIRECTORS

OUR EXCEPTIONAL ECF STAFF



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