Exceptional Children's Foundation

Strategic Plan Goals & Objectives
July 1, 2020 – June 30, 2023

Strategic Goals (6) and Objectives (28): July 1, 2020 – June 30, 2023

Note: Progress made on the attainment of the below-referenced goals and objectives will be reported each quarter by the President & CEO to the ECF Board's Programs Committee, and shared with members of the ECF Board. The President & CEO is responsible for, and accountable to the ECF Board of Directors for the strategic plan's implementation.

1. **GOAL 1- INVEST IN THE RECRUITMENT, TRAINING AND DEVELOPMENT OF EMPLOYEES, AND BUSINESS PARTNERS TO COLLABORATE WITH PEOPLE SERVED TO BEST PREPARE ECF TO PERPETUATE AND ADVANCE ITS SERVICE LEADERSHIP POSITION IN A FAST CHANGING ENVIRONMENT.**

Objective 1 - Following an Assessment of the staffing talent needed for the emerging service delivery system, and considering planned review of existing talent, develop training programs to address skill deficits where necessary, and promote career advancement opportunities within the revised staffing structure.

Responsible: **CAO**, CPO

Action Items:

a. Develop an Agencywide Training Committee (by September 2020) that will examine the training needs within the organization and develop a training plan.
b. Conduct a Training Needs Survey of all employees to identify individual training needs and compile results (by October 2020)
c. Through meetings or surveys with Directors and Managers, identify program training needs (by November 2020)
d. Agencywide Training Committee to develop a training plan with updated curriculum (by February 2021)
e. Supervisors to review with each employee that employee's desire for advancement/change within the organization; identify any training needed to assist that employee meet their goal and include required training as a performance objective in the each employee's performance evaluation (beginning 2021 and every year thereafter)

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Objective 2 - Assess ECF's PEO Partnership and complete a cost/benefit analysis to continuing the model and partner by April 2021.

Responsible: CFO, **CAO**

Action Items:

a. Conduct a survey of all staff to determine employee satisfaction with Insperity related to benefits, payroll and employee support (by October 2020)
b. Research insurance and benefit options (by October 2020)
c. Make a determination about whether ECF should continue with a PEO partnership and make a recommendation to the CEO (December 2020)
d. If a PEO structure is desired, research and obtain bids for contract renewal with Insperity or obtain bids for other PEO options (by March 2021)

Objective 3 - Create and implement more flexible work schedules for staff to include remote work options, when possible.

Responsible: CPO, **CAO**, CDO, CFO

Action Items:

a. Review distant learning plans for each program to determine scheduling needs for on-site and remote learning (after remote learning plans are finalized and submitted to funding sources)
b. Develop a schedule for administrative staff to ensure appropriate coverage is available at all times (after on-site work resumes)
c. Research on-line accounts payable software that would provide electronic processing and payment of invoices.
d. Research cost and process to convert to electronic employee files (January 2021)
e. Determine technology needs to effectively and efficiently work remotely on a long-term basis
f. Purchase required equipment (e.g., laptops,printers/scanners, logmein, etc) for staff working remotely.
g. Incorporate remote work policies within personnel policies (by December 2020)

Objective 4 - Ensure ECF facilities and operational practices conform to the highest CDC health standards

Responsible: **CAO**, CPO

Action Items:

a. Ensure all staff are trained on ECF's Return to Work Policies and ECF's Infectious Disease Control Plan (by August 2020)
b. Provide supervisory training on ECF's Infectious Disease Control Plan (when return to site operations is known)
c. Update ECF's Infectious Disease Control plan and disseminate plan revisions as guidelines are changed/modified by the CDC and/or Health Departments (ongoing)

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Objective 5 - Identify new partnerships to advance service delivery outcomes while developing an annual review of existing partners to ensure the terms and contributions meet ECF standards.

Responsible: **CPO**, CFO, CAO, CDO

Action Items:

a. Review existing partnerships and determine if the partnership is within HCBS guidelines (Dec 2020)
b. Develop a plan to terminate partnerships that do not meet ECF standards. (June 2021)
c. Explore partnerships for social enterprise opportunities that would provide training and employment opportunities for the clients.(June2021)

Objective 6 - After identifying the baseline, increase the number of individuals with learning/employment barriers placed at ECF, and in jobs in the community by 10% per year.

Responsible: **CPO**

Action Items:

a. Identify the number of Clients and other individuals with employment or learning barriers employed by ECF by October 2020. (This is the baseline.)
b. Identify and strengthen client programs designs that will result in deeper level of training support and better outcomes for employment. (September 2020)
c. Explore the feasibility of adding internship to the training academy that will turn into employment opportunity. (July 2021)
d. Increase the number of students enrolled in the workability Program by 5 per semester. (June 2021)

2. GOAL 2- ENHANCE AND EXPAND PERSON-CENTERED AND COMMUNITY-BUILDING SERVICES TO ACCESS AND STRENGTHEN INDIVIDUALS AND COMMUNITIES IN NEED.

Objective 7 - Maintain ECF's current accreditations and strong standing with licensing entities.

Responsible: **CPO**, CAO

Action Items:

a. Prepare for and receive full three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) by June 2021.
b. Prepare for and successfully complete a mid-cycle WASC review by June 2022.

Objective 8 - After completing the HCBS self-assessments, plan for and ensure full compliance by January 2023. Prioritize the conversion of the most congregate "traditional" programs to community-based, integrated services, with remote options.

Responsible: **CPO**, CAO, CFO

Action Items:

a. Identify service areas of improvement in the self-assessment and develop a plan to address each of them.- March 2021
b. Convert S Mark Taper program into a hybrid program that is CMS compliance and community based- June 2022
c. Explore options within the Exceptional Building to ensure CMS compliance by June 2022.

Objective 9 **-** Build on current remote and digital services by updating service designs and contracts to include remote and digital learning options for existing and new students and clients.

Responsible: **CPO**, CAO, CFO, CDO

Action Items:

a. Identify programs that can offer hybrid services and develop a hybrid program design that includes remote training component, including the tools needed (chrome books IPADs, Wi-Fi hot spots) September 2020.
b. Work with Regional Centers to solidify new service designs, for Art Center: remote and online art instruction, in studio art instruction with modified staff to artist ratios and in home 1 on 1 art instruction. August 2021.
c. Update program designs for the training academy to include online instructions, updating service delivery including new rates by May 2021.
d. Explore options to provide digital lesson plans as well as remote learning to give students the opportunity to learn and participate in classes even if unable to attend the school- June 2021.
e. Explore options of providing individualized day services to the medically fragile residential clients who are not able to attend day programs- August 2021.

Objective 10 - Be alert to expansion opportunities in communities and demographics in need (including foster youth.) Following environment analysis and the development of thoughtful business and financial growth plans, present proposal(s) as recommended to the ECF Board.

Responsible: CEO, CFO, **CPO**, CAO, CDO

Action Items:

a. Through formal and informal meetings with 4 local Regional Centers, determine service needs that may be worth further exploration by March 2021.
b. Meet with DCFS to ascertain service needs and funding available in area served by ECF April 2021.

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Objective 11 – Re-evaluate ECF's rented and owned real estate to ensure the spaces and locations meet existing, emerging, and future service needs.

Responsible: **CAO**, CPO, CFO

Action Items:

a. Determine the space needs of each program once hybrid remote learning models are put into place (by January 2021)
b. For program sites that have extra space as a result of the changed teaching model, make a determination if the extra space can be leased; make a recommendation to the CEO (by March 2021)
c. If extra space is available, consider appropriate tenants (June 2021)
d. Keep abreast of changing DDS directives regarding program size limitations. (ongoing)

3. GOAL 3- INCREASE COMMUNITY, BOARD, BUSINESS PARTNER, AND DONOR ENGAGEMENT IN THE ECF MISSION.

Objective 12- Update service websites and promotional materials to reflect ECF's innovative service options.

Responsible: CPO, **Director of Marketing**

Action Items:

a. Once the service designs are updated and approved by governing authorities, include the descriptions on ECF websites by September 2020.
b. Funds to create and update promotional materials have been included in the budget for FY 20-21. Design and produce the promotional materials by January 2021.

Objective 13 - Complete the Kayne Eras School website by September 2020

Responsible: CPO, **Director of Marketing**

Action Items:

a. Identify and contract with a design firm by July 2020.
b. Complete the website layout following input from school stakeholders by August 2020.
c. Complete "copy" (descriptions) of services, faculty and calendar by August 2020.
d. Promote site on social media and through strategic communications by August 2020.
e. Site to go "live" by September 2020.

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Objective 14- Ensure active social media presence, as defined by weekly posts on each media platform to promote ECF partners, service outcomes, Members of the Board, Associate Board, client accomplishments, anniversaries and milestones.

Responsible: CPO, **Director of Marketing, CDO**

Action Items:

a. Establish a baseline from activity of each social media platform in FY 19-20 by August 2020.
b. Post counts on each platform, measured quarterly, should match or exceed activity from baseline.

Objective 15 - Develop and implement annual event calendars, starting with a series of celebrations to acknowledge ECF 75th anniversary, the school's 40th anniversary, and ECF "Legends."

Responsible: CEO, **CDO**, Director of Marketing, CPO

Action Items:

a. Using input from executive and program staff, develop annual calendars during budget planning season to ensure expense and revenue projections are included in each FY (20-21, 21-22, 22-23).
b. Review event calendars regularly at quarterly Development Committee meetings to encourage Board engagement starting August 2020.

Objective 16- Expand ECF's network of donor support through the recruitment and engagement of ambassadors and people of influence from key stakeholders (Board, Community, Business Partners and Staff) and regions served. Increase, from baseline, the number of donors to ECF by no less than 25% per year.

Responsible: CEO, **CDO**

Action Items:

a. Identify baseline of donors (defined as donors who give annually (past 3 years)) to ECF by August 2020
b. Identify major influencers within ECF's current support network and design a plan to engage them to attract their respective colleagues and friends into the ECF system, starting with the top 10 identified by September 2020.
c. Identify prospective influencers currently not within the ECF support network with strategies to approach these individuals by January 2021.
d. Record the number of donors against baseline and report quarterly to the Development Committee starting August 2020.

Objective 17 - Populate local and state-wide Board memberships (legislative advocacy, foundations, service and governing organizations) with ECF representatives from staff and Board.

Responsible: CEO, CDO, CFO, CPO

Action Items:

a. Identify the most impactful membership organizations by region and state by December 2020.
b. Identify the best suited member of the ECF staff or Board to join these membership organizations in positions of influence starting January 2021.
c. Report quarterly the number of ECF representatives serving on various local and state Boards, with positions held starting January 2021.

Objective 18 - Increase net dollars raised for operations by 10% per fiscal year.

Responsible: CEO**, CDO**

Action Items:

a. Identify net dollars raised in FY ending 6/30/20 by August 2020.
b. Include a 10% or higher increase in net dollars raised in each FY budget submitted by the Board starting in FY 20-21.
c. Report quarterly net dollars raised to the Development Committee starting September 2020. Include: Grants, Individual gifts, events net dollars.

Objective 19 - Using the revised Governance and Associate Board Charters, recruit and maintain active Board and Associate Board member engagement, as measured by annual assessments

Responsible: **CEO**, Board of Governance Chair, AB Chair, Board Chair

Action Items:

a. Board to finalize the revisions to the Governance and Associate Board charters by December 2020.
b. Governance Committee to meet to discuss and develop recruitment strategies and events regularly, starting January 2021.
c. Annual Assessments will be completed and used to identify current Board strengths and needs at member and committee levels starting Spring 2021.

4. GOAL 4- INVEST IN THE TECHNOLOGICAL INFRASTRUCTURE FOR ENHANCED SERVICE AND OPERATIONAL EFFICIENCY AND EFFECTIVENESS.

Objective 20- Using an internal IT assessment, identify internet, notebook, video, tele-conferencing, security and cloud-based needs for staff and people served. Prioritize the needs with input from programs, finance and development departments and implement the plan on an ongoing basis.

Responsible: CAO, **IT Administrator, CFO**, CDO, CPO

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Action Items:

a. Assess programs needs for remote services including lap tops and provide list to be included in the overall IT Plan – December 2020
b. Assess IT security risks and recommend software/hardware to prevent these risks- October 2020
c. Research cloud based needs and make recommendations – December 2020
d. Prioritize needs and determine costs – March 2021
e. Present an implementation plan for Years 1, 2 and 3 – May 2021
f. Work with Development Director for funding opportunities - Ongoing

5. GOAL 5 EXAMINE AND ASSESS THE ECF BRAND AND DEVELOP A COMPREHENSIVE IMAGE AND COMMUNICATION PLAN TO ACCURATELY DIFFERENTIATE AND PROMOTE ECF'S IDENTITY IN THE MINDS OF ALL COMMUNITY STAKEHOLDERS.

Objective 21- Review and update the brand analysis report generated by Pepperdine University students

Responsible: CEO**, Director of Marketing,** CDO

Action Items:

a. Following review, the Director of Marketing and CDO will make a recommendation to the CEO by February 2021.
b. CEO to report recommendation to the ECF Board March 2021.

Objective 22 - Develop an RFP to recruit and identify a brand expert to work with an Internal Brand Task Force comprised of representatives from ECF staff, boards, family, community partners, and people served. (year 3)

Responsible: CEO**, Director of Marketing,** Board Chair, CDO, CPO

Action Items:

a. RFP to be developed by July 2022.
b. ECF to select a team to assess RFP response by April 2022.
c. Rebranding XX? Begins September 2022.

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6. GOAL 6 - STRENGTHEN ECF'S FINANCIAL POSITION

Objective 24- Negotiate adequate rates of reimbursement for services delivered as opportunities are created internally and by system reform

Responsible: CEO, **CPO**, CFO, and Director of Marketing

Action Items:

a. As programs evolve, submit new program designs with realistic budgets to the funding source June 2023
b. As new services are identified, negotiating adequate rates for services provided
c. As geographic expansion is identified, negotiating adequate rates for service provided.

Objective 25 - Use the aforementioned staffing assessment to maximize operational efficiency, strategically expand financially prudent services, fundraising effectiveness, donor development, and service expansion to eliminate the structural deficit by June 2022 (5% annual endowment draw for operations is a legitimate revenue stream used to meet this objective)

Responsible: CEO, CPO, CFO, CAO, CDO

Action Items:

a. Review financial strengths and weakness of staff to utilize staff in positions that best fit them and ECF.
b. Use the staff assessment to identify employees who recognize needed efficiencies, assist in decision making and implement plans leading to financial success.
c. Use the staff assessment to determine relationships, either personal or through exposure at program sites, that could assist promotion of programs and/or fundraising.
d. Strategically expand services understanding the capacities of staff and staffing needs for a successful program.

Objective 26 - Continue active memberships and visible engagement of ECF stakeholders in legislative advocacy that influence rates for services delivered.

Responsible: CEO, CPO, **Director of Marketing**, CDO

Action Items:

a. Continue active membership in local and State advocacy groups, including: CDSA, Coalition, CAPSES, CAHF. (Ongoing)
b. Research and Identify apps to imporove efficiency of engaging stakeholders in legislative advocacy by Jan 2021
c. Acquire APP's and implement use by April 2021

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Objective 27 -Contribute no less than $4 million to ECF's endowment by December 2021, and continue regular investment management oversight and due diligence.

Responsible: CEO, Board Chair, **CFO**, CDO

Action Items:

a. Ensure quarterly Investment Committee meetings
b. Make strategic decisions that would increase the endowment (i.e. sale of buildings, investment in a business)
c. Assess cash flow impact between endowments, line of credit and/or long term borrowing in order to grow the endowment.

Objective 28 - Ensure the maximum level of PPP Loan forgiveness through prudent actions taken with consultation from loan and government experts

Responsible: CFO

Action Items:

a. Gain a solid understanding of PPP loan forgiveness through reading, webinars and consultation
b. Strategize, with consultation, the "timing" of forgiveness
c. Ensure that back-up documentation supports the maximum forgiveness
d. Work with our lender to ensure that information is clear and accurate and received timely.

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The Exceptional Children's Foundation's (ECF's) planning and corresponding actions are informed by our organization's mission, vision and core values.

MISSION

The mission of ECF is to provide the highest quality services for children and adults who are challenged with developmental, learning, and emotional barriers - empowering them to reach their greatest potential.

VISION

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

SLOGAN

Enriching the lives of children and adults with learning differences since 1946.

CORE VALUES

People First - We place the highest value on the people involved in our organization, and respect and appreciate each person's unique abilities and contributions.

Service Excellence -We provide progressive, educational, therapeutic, employment, residential and community programs to benefit our program participants, and are committed to recruiting, developing and retaining employees and contract professionals who are highly skilled and who possess the values consistent with those of ECF.

Integrity - We provide services and conduct business with strict adherence to the highest values of society, and are committed to maintaining those high standards in all that we do.

Empowerment -We are committed to providing our program participants the tools they need to make the best choices in their lives.

Fiscal Responsibility -We honor and embrace our fiduciary responsibility to manage our resources efficiently and effectively, and remain accountable.

Community Building & Advocacy - We are committed to educating and encouraging the general public and legislators to include people with developmental, learning and emotional disabilities in all aspects of community life. Our services and programs are designed to maximize choice and opportunities for the people we serve.

Life-Long Learning and Enrichment - Understanding that each individual learns differently, we are dedicated to offering a wide range of experiences and opportunities to encourage individuals to discover and develop their unique abilities and talent.