

PHILLIPS Programs – 2025 Strategic Plan

	GOALS		KEY STRATEGIES	CORE ACTIVITIES
1.	OFFER SUSTAINABLE AND REPLICABLE MODELS THAT PROVIDE EMPLOYMENT OPPORTUNITIES FOR THOSE ENCOUNTERING BARRIERS	A.	Provide workforce development programs and services to adults transitioning into work not limited to individuals served by PHILLIPS Programs	 Create pathways to entrepreneurship by researching existing programs and or developing within PHILLIPS
				 Research the feasibility of green jobs, childcare, technology, and hospitality for potential CTE tracks
				 Build Tech Talent by expanding tech-related opportunities such as content creating curriculum (e.g., right brained thinking related to curriculum and CTE)
				 Research jobs forecast as a mechanism to consider additional CTE tracks (effective pandemic)
				 Explore scenario planning and scenario shifts and implications
				Pursue partnerships with community colleges and businesses to enhance CTE options
		B.	Expand programming into targeted areas of Maryland/Region	 Advance services by ensuring flexibility and responsiveness to program expansion opportunities
				Research feasibility of Family Partners services in DC and MD
				Develop partnerships with MD-based supporters around workforce development
		C.	Enhance curriculum	Develop program/curriculum that develops strengths of right-brained thinking
				 Develop teacher training focused on right-brained learning
		D.	Offer/Develop Practical Life Developing Program	 Explore expansion of services to address 18-22 year olds that pertain to life skills development through offering transition services
		E.	Capture Youth Voice	 Expand opportunities for youth and young adults to share their insights, real life experiences and advice

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2. BECOME THE THOUGHT	A.	approaches to innovative practices and service	•	Document Intellectual Property related to the development of each social enterprise business for both consultative services and replication purposes
LEADER IN THE REGION AND TO			•	Write How-To training manuals, scholarly articles, etc., that reflect our practices (such as the documentation project)
ORGANIZATIONS THAT FOCUS ON TRANSITIONING	B.	Be a strong advocacy voice at the legislative level, including regional and national levels	•	Develop strong parent, staff and youth team to testify, write, speak and meet with various stakeholders; provide curriculum to promote understanding of legislature and how it impacts services
ADULTS WITH			•	Consider youth/alumni advisory group
DISABILITIES FROM			•	Develop initiatives with trustees and the CEO to advocate proactively for policies and regulations that positively impact services and programs and to build upon content expertise
EDUCATION TO	C.	Research and adopt technology and evolving technology that	•	Research augmented reality application to educational interventions
EMPLOYMENT,			•	Research apps to provide support in both educational and workplace settings
BEHAVIORAL		would impact our programs and	•	Provide teletherapy options including tele-consultations for behavioral support
HEALTH SERVICES AND		services	•	Evaluate current and future technology support systems such as further modification of PowerSchool
SPECIAL EDUCATION			•	Develop data systems which capture the impact of programs and service outcomes in a seamless format
PROGRAMS			•	Explore feasibility of virtual school options
			•	Develop private training and curriculum portals for families and staff to make resources available online
	D.	Network with and partner with nonprofits and corporate neurodiversity centers of excellence	•	Research and target potential partners and strategically approach
	E.	Position staff and Board Trustees to participate actively as leaders at conferences and professional panels and/or presentations	•	Identify conferences, panels, etc., for purposes of participation on key topics and expertise to PHILLIPS
			•	Enhance parent communication
	F.	Evaluate constructs and their application to PHILLIPS' practices		Develop strong parent, staff and youth team to testify, write, speak and meet with various stakeholders; provide curriculum to promote understanding of legislature and how it impacts services
			_	Consider youth/alumni advisory group
			•	Develop initiatives with trustees and the CEO to advocate proactively for policies and regulations that positively impact services and programs and to build upon content expertise

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3.	DIVERSIFY AND	A.	Develop a comprehensive fund-raising plan including strategies and programs supported by funding sources from local and federal government, private philanthropy, foundations and corporations, individuals and estate planning processes	 Create five-year fundraising plan including major gifts to support the social enterprises, endowment, and/or Family Partners
	INCREASE FUNDING, INCLUDING RESOURCES			Secure Federal and/or State grants and other funding to support programs
	FROM	В.	Review to expand staff leadership structure	Plan for sufficient staff positions to provide back office support for social enterprises
	NATIONAL ENTITIES,			 Evaluate school and Family Partners programs individually and collectively and assess staff needs
	WITHOUT			Identify teacher/staff salary parity goal and develop strategies to achieve
	DISRUPTING			Develop a targeted recruitment and onboarding campaign for staff/teacher positions
	THE CORE	C.	Review to expand resource development staff capacity	Conduct a needs assessment and research costs in order to:
	BUSINESS			 expand federal grant applications consider engaging in a Direct Mail campaign after exhausting PHILLIPS Programs database utilize a wealth screening consultant to identify additional prospects identify marketing needs in order to promote social enterprises
		D.	Identify key donors, within and without the region, with track records of supporting organizations with missions similar to PHILLIPS	Research funders of socially conscious companies and create plan to build relationships and secure support
		E.	Produce and sell targeted curriculum and/or other educational products or models	 Document Intellectual Property related to the development of each social enterprise business for both consultative services and replication purposes (e.g., Parenting Education Program)
				Evaluate value-added products and services within the social enterprises for sale
				 Explore additional opportunities within the building trades for potential social enterprise and/or products for sale
				Develop parent training tracks (e.g., focus on protective factors)
				 Expand training for other curriculum and groups (similar to parents with Right Response training)
		F.	Identify and recruit partners with	Establish relationships with thought leaders in 3D, indoor farming, and other practices
			successful track records of innovation	Utilize Community Conversations to engage with thought leaders
		G.	Develop scenario planning	Conduct SWOT and risk management analysis

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4. INCREASE	A. Establish a Foundation to	Research foundations that support direct services and other non-profits' work as potential models
VISIBILITY,	increase assets and visibility at	Conduct a feasibility study
REGIONALLY	the local and national level	Determine legal structure
AND	B. Develop a marketing plan	Develop videos/interviews with youth, parents, stakeholders sharing their stories of impact
NATIONALLY,	addressing corporate and legislative leadership to message intentionally that we want to be a leader in school and workforce development	Create content in areas of PHILLIPS' expertise
AND BE		Develop training videos, modules, webinars, presentations, etc., on areas of expertise
RECOGNIZED AS AN EXPERTS		 Pursue partnerships with other providers, universities and corporations to develop programming and messaging, particularly around areas of entrepreneurship
IN DEVELOPING AND		• Evaluate similarly-missioned local and national nonprofits with higher visibility from a marketing standpoint
IMPLEMENTING		Develop a plan to market the social enterprises
PROGRAMS		Develop a plan to further market Family Partners
AND SERVICES		Add advertising money to budget and hire agency to create and implement plan
THAT POSITIVELY IMPACT		• Identify PHILLIPS Programs leadership to participate on the boards of high profile chambers; apply to Leadership groups in Baltimore and Washington, DC; Serve on targeted Community Foundation galas; speak on high profile panels
CHILDREN, YOUTH,		• Hire a lobbyist and/or recruit a Trustee who is with a lobbying firm to create and conduct an advocacy plan pro bono
ADULTS AND		Determine capacity to hire a dedicated marketing staff person
THEIR FAMILIES		 Develop positive messaging that removes the deficit model language and develops the mindset of talent
	C. Research organizational models of successful visibility and financial expansion	Conduct interviews to ascertain potential actions
	D. Identify and pursue public	Rebrand to reflect expansion
	relations firms that could provide pro-bono support	Develop core messaging including story-telling, branding and content creating
	E. Develop innovation workgroup	Create a culture/mindset that expands opportunities for programs and services
	. Develop an employer brand	Showcase staff talent and recognition via social media, presentations, etc.
		 Facilitate organization-wide evaluation and practices around implicit bias; not to be confused solely with racial injustice
		Evaluate current practices and target specific DEI practices in hiring and retention at all levels
	G. Continue best in class approaches	 Advance best practices and effective cultural values in the delivery of PHILLIPS programs and services including special education, etc.

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5. INCREASE THE SIZE AND DIVERSITY OF THE BOARD	A. Consider targeted skills and background as new Board members are identified and recruited	 Ascertain expertise and connections in: State and National government experience Youth with behavioral health support needs Parents and family members of individuals with behavioral health challenges Diversity of thought from age, ethnic background, experience and education Foundations and philanthropic leadership Access to financial resources Name recognition
	B. Develop new means to identify and recruit board members	 Ads in Idealist and other websites; solicit contacts of Board Alumni; make a pitch at the Gala
	C. Develop an effective Board portal	Interview trustees on portal content needs
	D. Understand and share expectations for Board service and engagement	Create a Board engagement letter
	E. Organize virtual meetings for Board and Committees	Organize key events
	F. Assign Board members to focus on regional and national issues	 Interview trustees on interest around issues related to PHILLIPS Programs and services
	G. Engage active participation of Board members in innovation and advocacy initiatives	Interview and assign Board Members to task groups
	 H. Encourage Board members in becoming familiar with other organizations, and learning about their programs, activities and strategies 	Identify key organizations; promote engagement