



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 LEADER IN THE REGION AND TO ORGANIZATIONS THAT FOCUS ON TRANSITIONING ADULTS WITH DISABILITIES FROM EDUCATION TO EMPLOYMENT, BEHAVIORAL HEALTH SERVICES AND SPECIAL EDUCATION PROGRAMS	A. Produce white papers on approaches to innovative practices and service	<ul style="list-style-type: none"> Document Intellectual Property related to the development of each social enterprise business for both consultative services and replication purposes
		<ul style="list-style-type: none"> Write How-To training manuals, scholarly articles, etc., that reflect our practices (such as the documentation project)
	B. Be a strong advocacy voice at the legislative level, including regional and national levels	<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> Consider youth/alumni advisory group
		<ul style="list-style-type: none"> 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
	C. Research and adopt technology and evolving technology that would impact our programs and services	<ul style="list-style-type: none"> Research augmented reality application to educational interventions
		<ul style="list-style-type: none"> Research apps to provide support in both educational and workplace settings
		<ul style="list-style-type: none"> Provide teletherapy options including tele-consultations for behavioral support
		<ul style="list-style-type: none"> Evaluate current and future technology support systems such as further modification of PowerSchool
		<ul style="list-style-type: none"> Develop data systems which capture the impact of programs and service outcomes in a seamless format
		<ul style="list-style-type: none"> Explore feasibility of virtual school options
		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Identify conferences, panels, etc., for purposes of participation on key topics and expertise to PHILLIPS
		<ul style="list-style-type: none"> Enhance parent communication
	F. Evaluate constructs and their application to PHILLIPS' practices	<ul style="list-style-type: none"> 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
		<ul style="list-style-type: none"> Consider youth/alumni advisory group
		<ul style="list-style-type: none"> 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 INCREASE FUNDING, INCLUDING RESOURCES FROM NATIONAL ENTITIES, WITHOUT DISRUPTING THE CORE BUSINESS	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	<ul style="list-style-type: none"> Create five-year fundraising plan including major gifts to support the social enterprises, endowment, and/or Family Partners Secure Federal and/or State grants and other funding to support programs
	B. Review to expand staff leadership structure	<ul style="list-style-type: none"> Plan for sufficient staff positions to provide back office support for social enterprises Evaluate school and Family Partners programs individually and collectively and assess staff needs Identify teacher/staff salary parity goal and develop strategies to achieve Develop a targeted recruitment and onboarding campaign for staff/teacher positions
	C. Review to expand resource development staff capacity	<ul style="list-style-type: none"> Conduct a needs assessment and research costs in order to: <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 successful track records of innovation	<ul style="list-style-type: none"> Establish relationships with thought leaders in 3D, indoor farming, and other practices Utilize Community Conversations to engage with thought leaders
	G. Develop scenario planning	<ul style="list-style-type: none"> Conduct SWOT and risk management analysis

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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	<ul style="list-style-type: none"> • Ascertain expertise and connections in: <ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> • Ads in Idealist and other websites; solicit contacts of Board Alumni; make a pitch at the Gala
	C. Develop an effective Board portal	<ul style="list-style-type: none"> • Interview trustees on portal content needs
	D. Understand and share expectations for Board service and engagement	<ul style="list-style-type: none"> • Create a Board engagement letter
	E. Organize virtual meetings for Board and Committees	<ul style="list-style-type: none"> • Organize key events
	F. Assign Board members to focus on regional and national issues	<ul style="list-style-type: none"> • Interview trustees on interest around issues related to PHILLIPS Programs and services
	G. Engage active participation of Board members in innovation and advocacy initiatives	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Identify key organizations; promote engagement