

STRATEGIC PLAN

FY2023-FY2026
FOR THE PERIOD OF
July 1, 2022-June 30, 2025



PHOENIX
RESOURCE CENTER

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"There are two gifts we should give our children; one is roots, the other wings."



OVERVIEW

Phoenix Resource Center, Inc. (Phoenix RC) presents our Strategic Plan for review, consideration, and approval. Phoenix RC has continued to steadily grow from incorporation in FY2011. In FY2011, Phoenix RC staff served approximately 200 families. Phoenix RC has continued to witness a reliable increase in referrals, with an average increase of 10-15% per fiscal year.

Phoenix RC is accountable for the delivery of safe, effective and evidenced based behavioral health services to our community. Phoenix RC is challenged to develop and implement more effective and cost-efficient strategies to meet the needs of families within our community. Phoenix RC has now pursued accreditation again for FY2023 through Commission on Accreditation of Rehabilitation Facilities (CARF). As a result of this accreditation pursuit, Phoenix RC has chosen to review and implement a continued Strategic Plan. In light of the changing landscape and many challenges, Phoenix RC has identified strategic priorities, goals and objectives for improving and maintaining the quality, scope and access of public mental health services offered particularly in Region 1, Region 3, and Region 4. The priorities form the basis for Phoenix RC strategic plan described in this report. We believe this plan will allow Phoenix RC to flourish as an excellent behavioral healthcare provider. This plan is not meant to be static: the goals and objectives in this document will continue to be updated and modified based on the changing landscape of mental health, unanticipated challenges and opportunities, input received from stakeholders, as action steps are implemented and as specific data is collected to evaluate the effectiveness of our implementation. The Strategic plan is a roadmap for Phoenix RC's future, and we believe it includes essential elements that can guide our agency to greater excellence. Information about this strategic plan will be made available on our website: www.PhoenixResourceCenter.org.

This Strategic Plan will guide Phoenix's journey through our next 3 years of service. We are confident that achieving the goals of this plan will both strengthen our organization and our capacity to continue serving children and families needing our services.

Phoenix Resource Center, Inc.
Co-Founders

Allison Pressley, LPC, CPCS
Deborah Stewart, LPC, CPCS
Elizabeth Reaves, LPC, CPCS

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SOURCES OF INPUT

In developing our strategic plan, Phoenix Resource Center, Inc. considered input from the following sources:

- ✓ Persons Served
 - May 2022: Client Feedback Questionnaire
- ✓ Personnel
 - November 2021: CARF Consultant Meeting
 - December 2021: Clinical Treatment Team
 - November 2021: Staff survey
- ✓ Stakeholders
 - January 2022: Local Interagency Planning Team Meeting
 - February 2022: Children in Need of Services Panel
 - March 2022: Promoting Safe and Stable Families Regional Conference
 - January 2022: Educational stakeholder survey

Topics for consideration in our strategic plan include:

- ✓ Expectations of person served
- ✓ Expectations of other stakeholders
- ✓ Competitors providing similar services in regions 1, 3, and 4
 - Availability of community-based services
- ✓ Financial opportunities
- ✓ Financial influences, both positive and negative
 - Including changes in Medicaid services
- ✓ Phoenix RC capabilities and capacity to serve referral sources
- ✓ Relationship with external stakeholders
- ✓ Current legislative and regulatory environments
- ✓ Use of technology in support services
 - Including impact on operations, service delivery, and performance improvements
 - Continued COVID impact on services
- ✓ Analysis of current performance
 - Continued accreditation standards

VISION, MISSION, AND VALUES

- Our Vision:** The Vision of Phoenix Resource Center, Inc. is to be an oasis of care, safety, prevention, and therapeutic services for the purpose of strengthening children and families!
- Our Mission:** The Mission of Phoenix Resource Center, Inc. is to serve and strengthen children and families by providing a continuum of competency-based, outcome-focused, preventative and therapeutic services.
- We Value...**
- Family** All children and families have inherent value and deserve respect, protection and opportunities for personal growth and development.
- Diversity** We are committed to honoring and promoting diversity and cultural competency in all our programs of services.
- Spirituality** All individuals have a right to their expressed spiritual and religious beliefs and will be treated with respect and unconditional love.
- Therapeutic Services** When the need for therapeutic services becomes necessary, children and families have the right to receive appropriate, quality, individualized services provided along a continuum of care.
- Role Modeling** All staff members serve as a positive role model for children, families, and communities
- Collaboration** Phoenix staff, persons served and community stakeholders work in partnership to ensure that adequate resources are provided to support the delivery of quality therapeutic services.
- Individual Worth** We promote self-worth, individuality and respect to the uniqueness of each child and family's political affiliation, religion, religious beliefs, race, color, gender, disability, age, creed, veteran status, sexual orientation, health, and national origin.
- Community** We believe caring communities are essential to enhancing quality of life. We advocate for all children and families through outreach in the community, promoting new initiatives and developing and delivering needed services.

STRENGTHS, CHALLENGES, OPPORTUNITIES, AND THREATS

Based on information provided by our need's assessments and surveys, Phoenix Resource Center, Inc. evaluated our strengths, challenges, opportunities, and threats.

Personnel Providing Direct Services

STRENGTHS

1. Staff and staff relationships
2. Staff committed to the Mission, Vision, and Values of PRC
3. Strong clinical skills including staff well versed in changing therapeutic interventions and partnership with counseling associations.
4. Strength based practices
5. Committed supervisory staff, and additional staff with CPCS credentials
6. Successful outcomes measured
7. Continued increase in PSSF funding

CHALLENGES

1. Obtaining Medicaid or DBHDD contracts
2. Lack of technology in the field
3. Lingering changes and obstacles presented by the pandemic, including adoption of telemental health services
4. Consistent access to counseling associations for staff to maintain access to changes in legislation.

OPPORTUNITIES

1. Adding more licensed staff
2. Community Outreach; being more recognized in the community
3. Grant eligibility
4. Adding more space to the office to meet the needs of direct services

THREATS

1. Competing providers
2. Technology to meet the needs of telemental health services

Based on the need's assessment, the following goals were identified to better support Personnel:

GOAL 1: Phoenix Resource Center would benefit from contracts through DBHDD and through Georgia Medicaid

Action Steps:

- A. Phoenix RC has registered for an Open Enrollment provider meeting in December 2022 to apply with DBHDD. Phoenix RC has applied to DBHDD in FY2020, however, DBHDD determined that the agency's application needed to demonstrate contractual history with the state for approval.
- B. Phoenix RC will apply to be an Intensive Family Intervention (IFI) provider in FY2023.

GOAL 2: Phoenix Resource Center could expedite documentation and intake processes through increased technological supports.

Action Steps:

- A. Phoenix RC will continue to apply for grants to obtain agency issued laptops for staff performing telemental health services.
- B. Phoenix RC will pursue and apply to grant opportunities in 2024

GOAL 3: Phoenix Resource Center staff should all be registered and have active LPCA of Georgia memberships.

- A. Phoenix RC Co-Founders will register each new staff member through the LPCA of Georgia association at the time of hire.
- B. Phoenix RC Co-Founders will maintain memberships for Phoenix RC staff members, and reimburse them for membership renewals.

Administrative Oversight

STRENGTHS

- 1. Up-to-date financial information
- 2. Continued ability to pay staff timely
- 3. Payroll and invoices processed with minimum errors
- 4. Responsive to needs of personnel
- 5. Improved hiring process
- 6. Ability to be flexible to agency growth and personnel feedback
- 7. Improved managerial support

CHALLENGES

- 1. Designated duties for managerial personnel
- 2. Availability of administrative trainings
- 3. Lack of appropriate planning for supervisors on leave
- 4. Additional trained staff to respond to referrals

OPPORTUNITIES

- 1. Quality employment recognition agency-wide
- 2. Collaboration with local schools for mental health advocacy
- 3. Continued outreach and networking with community partners

THREATS

- 1. Staff turnover
- 2. Rising operation costs as more personnel are hired

Based on the need's assessment, the following goals were identified for administrative oversight.

GOAL 1: Phoenix Resource Center would benefit from training multiple managerial staff on referral response

Action Steps:

- A. Phoenix RC will meet with managerial staff to hold training on responding to referrals. Training will be conducted by the final quarter of FY2023.
- B. Phoenix RC will designate a “Referrals Manager” to oversee referrals. Phoenix RC Co-Founder, Elizabeth Reaves, will continue to supervise referral monitoring.

GOAL 2: Phoenix Resource Center will update staff members on succession plan annually or as changes are identified.

Action Steps:

- A. Phoenix RC will send a contact sheet out weekly for staff to identify how to reach administrators and clinical supervisors.
- B. Phoenix RC will provide an updated succession plan to staff annually, or more frequently if changes are identified and made.

GOAL 3: Phoenix Resource Center will have four therapists maintained on the Advisory Team.

Action Steps:

- A. Phoenix RC recently had two vacancies on the Therapist Advisory Team. Phoenix RC will advertise these vacancies to be filled among current therapy staff.
- B. Phoenix RC will ask for each interested party to commit to a term of one year for the Advisory Team.

FINANCIAL STABILITY AND GOALS

Phoenix Resource Center, Inc. has been fortunate to meet all necessary financial obligations since incorporation in 2011. As such, Phoenix Resource Center, Inc. has developed the following goals for continued financial stability.

GOAL 1: Phoenix Resource Center will maximize center revenues and control overall expenses.

Action Steps:

- A. Phoenix RC will monitor monthly financial statement, and compare them to previous month’s financial growth
- B. Phoenix RC will seek funding opportunities from additional community partners
 - a. This may include church outreach such as Southern Hills during their month of giving
- C. Phoenix RC will continue to collect payments for private pay clients, which will increase our opportunity to accept private clients willing to participate in a sliding fee scale
- D. Phoenix RC will review and monitor contracts to ensure compliance

CONTINUED AGENCY GROWTH

Phoenix Resource Center, Inc. has grown significantly from FY12 to FY2022, increasing our staff members from 4 to 75. Phoenix RC is prepared to maintain our current staff load and will only increase if referrals increase. Phoenix RC also continued to maintain staff during the height of the COVID pandemic. Our staff numbers decreased by approximately 10% in 2020, and then continued to increase again in the second quarter of 2021. As such, Phoenix Resource Center, Inc is committed to the following goals for continued stable growth:

GOAL 1: Phoenix Resource Center will maintain qualified personnel to meet the needs of our referred families.

Action Steps:

- A. Phoenix RC will provide incentives for personnel committed to providing quality services.
 - a. Incentives may include:
 - i. 30 hours of annual leave
 - ii. Health insurance
 - iii. Dental and vision insurance
 - iv. Membership to counseling associations
- B. Phoenix RC will pursue applicants from the University of West Georgia, from which the Organization has had success finding quality personnel before
- C. Phoenix RC will pursue applicants from Ziprecruiter as well that does a superior job than other hiring websites at identifying appropriate applicants.

GOAL 1: Phoenix Resource Center will enhance administrative oversight by hiring another operations manager.

Action Steps:

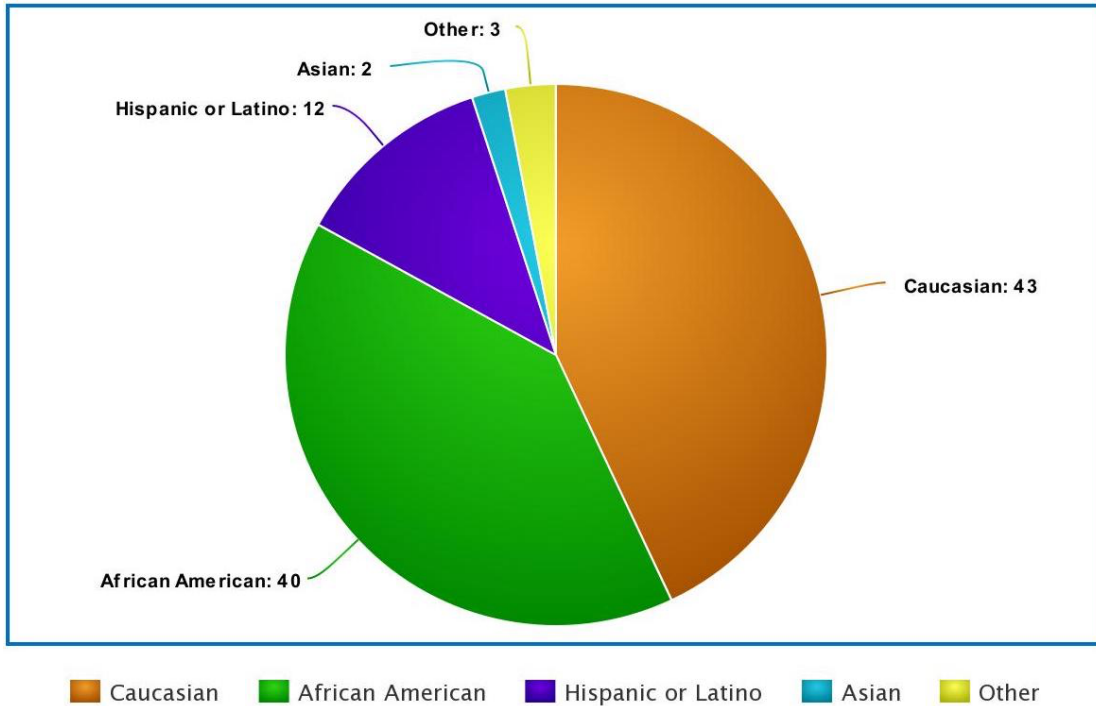
- A. Phoenix RC will create a job listing internally first to solicit applicants for an Operations Manager.
 - a. Immediate duties that need to be addressed:
 - i. Billing Audits
 - ii. Outstanding Spreadsheet Oversight
 - iii. Referral Management
- B. Phoenix RC will present the benefits of this position at the quarterly board meeting prior to soliciting applicants.
- C. Phoenix RC will pursue applicants from the University of West Georgia and through online job hosting websites if the appropriate applicant is not found internally,

ENHANCING COMMUNITY PARTNERSHIPS

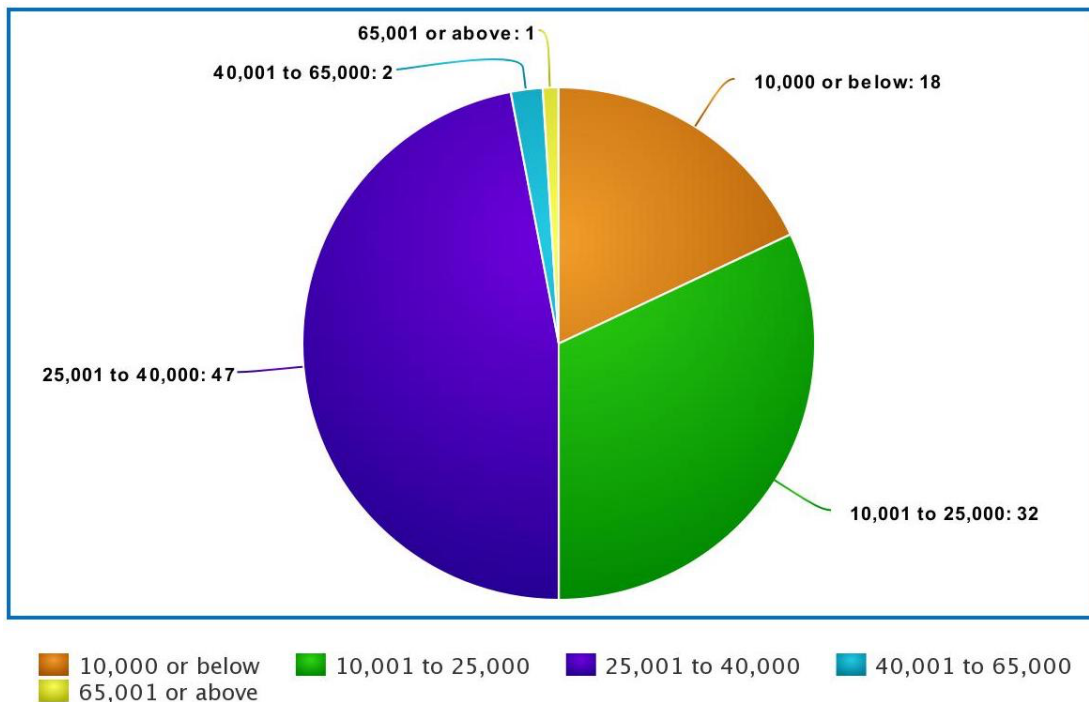
Phoenix Resource Center, Inc. continues to be a recognized community leader in providing quality community based therapeutic services. Phoenix RC proposes to increase community awareness of our organization. In an effort to better understand the needs of our community,

Phoenix RC obtained data from personnel, referral sources, community stakeholders, and community stakeholders. The following demographic and community resource needs were identified as such:

Referred Family Demographics



Income Levels



In addition to the demographic information that was noted in recent needs assessments, referral sources indicated the following information to consider for agency goals:

- *Phoenix RC is the only service provider in Carroll County that provides both telemental health services and direct in-home services*
- *Phoenix RC is the only service provider in Carroll County utilizing grant funding for therapeutic services.*

GOAL 1: Phoenix Resource Center will enhance partnerships with community leaders and maintain positive community relationships.

Action Steps:

- A. Phoenix RC will participate in the following community outreach opportunities to strengthen community relationships:
 - a. Harvest for the Homeless
 - b. Fun Dog Show
 - c. Women's Shelter Halloween Festival
- B. Phoenix RC administrators will commit to serving on one board or committee with City Station or a comparable community program
- C. Phoenix RC will begin sending out a quarterly newsletter to update stakeholders on our organizational changes and successes.
- D. Phoenix RC will be an active sponsor for local school events and community projects, such as:
 - a. Burwell Christmas Program
 - b. DFCS Christmas Program
 - c. WACM Food Pantry
 - d. Local children sports teams and events (ie, cheerleading, soccer, band, etc.)

GOAL 2: Phoenix Resource Center will continue to apply for Promoting Safe and Stable Families funding to increase community supports and outreach.

Action Steps:

- A. Phoenix RC will attend the Bidder's Conference for PSSF funding
- B. Phoenix RC Elizabeth Reaves will apply for PSSF funding in two categories, Therapeutic Interventions and Supervised Visitation
- C. Phoenix RC will notify stakeholders and community of PSSF awards and information pertaining to referring families to services.

Succession Plan

In the event of significant leadership changes, Phoenix Resource Center has adopted the following succession plan. The primary goal for this succession plan is to facilitate peaceful and efficient leadership transitions in the events of retirement, resignation, or unexpected tragedy. This plan reflects Phoenix RC's values by ensuring that the continued success of the company remains a high priority.

Contingency Plan		
<p><i>Currently no staff have indicated or notified Phoenix RC of intentions to retire or leave the agency. To ensure a seamless transition within leadership due to an unforeseen event, the follow contingency plan is suggested.</i></p>		
Position	Current Staff Member	Interim Staff
Chief Executive Officer	Elizabeth Reaves, LPC, CPCS	Allison Pressley, LPC, CPCS <ul style="list-style-type: none"> • Allison Pressley is a Co-Founder of Phoenix Resource Center and meets the necessary requirements for this position. • Ms. Pressley will remain as interim CEO until voted on by the Board of Directors to solidify her position • Ms. Pressley will be compensated for her position as CEO at the approved rate from the Board of Directors at the time of succession.
Clinical Supervisor	Debbie Stewart, LPC, CPCS	Darlene Ferrell, LPC, CPCS <ul style="list-style-type: none"> • Darlene Ferrell is a Certified Professional Clinical Supervisor and has provided supervision in the past. • Ms. Ferrell will remain as the Interim Clinical Director and will be eligible to maintain this position permanently if she so chooses. If she does not wish to maintain the position, she is committed to the position until a full-time supervisor is found within a 6-month time frame. If the search for a new supervisor should exceed 6 months, Ms. Ferrell will notify the agency of her desire to continue the interim position. • Ms. Ferrell will be compensated as a Clinical Supervisor during her temporary position as approved by the Board of Directors.
Payroll and Grant Management	Allison Pressley, LPC, CPCS	Elizabeth Reaves, LPC, CPCS <ul style="list-style-type: none"> • Elizabeth Reaves has appropriate knowledge of the payroll system and grant management.

		<ul style="list-style-type: none"> Elizabeth Reaves will maintain this position until a new manager can be secured permanently. Ms. Reaves is committed to maintaining this position for a minimum of 6 months until the appropriate manager can be found.
Operations Manager	Alicia Mathis, BS	<p>Position to Hire</p> <ul style="list-style-type: none"> Should Ms. Mathis leave the agency, her position would be advertised internally first and candidates interviewed for potential hire. While Ms. Mathis' position is valued and needed, in an emergency situation her duties could be divided between the CEO, remaining management, and Clinical Director until a full-time candidate could be hired.
Operations Manager	Jason Tidwell	<p>Position to Hire</p> <ul style="list-style-type: none"> Should Mr. Tidwell leave the agency, his position would be advertised internally first and candidates interviewed for potential hire. Should the position remain vacant, it will be advertised publicly. While Mr. Tidwell's position is valued and needed, in an emergency situation his duties could be divided between the CEO, remaining management, and Clinical Director until a full-time candidate could be hired.
Billing Specialist	Debbie Ragsdale	<p>Position to Hire</p> <ul style="list-style-type: none"> Should Ms. Ragsdale leave the agency, her position would be advertised internally first and candidates interviewed for potential hire. Should the position remain vacant, it will be advertised publicly. While Ms. Ragsdale's position is valued and needed, in an emergency situation his duties could be divided between the CEO, remaining management, and Clinical Director until a full-time candidate could be hired.
Board of Directors	Elizabeth Reaves, LPC, CPCS Debbie Stewart, LPC, CPCS Allison Pressley, LPC, CPCS Denise Billingsley Don Kaylor Sherry Kimball Carol Burton	<p>Position to Hire</p> <ul style="list-style-type: none"> Should a member of the board resign, the position would be advertised publicly amongst stakeholders to determine the best fit for the agency. The remaining Board of Directors would vote on the potential candidate. In the event of a tie, a vote would be determined by the Chairman. The Chairman also has the authority in the event

		of a tie to request a new candidate be voted on to solicit a majority vote.
Therapist Advisory Team	Latoya Banton, LPC Darlene Ferrell	<p>Position to Fill</p> <ul style="list-style-type: none"> • The Therapist Advisory Team (TAT) positions are ONLY eligible for current therapist staff members. • In the event a TAT member leaves, all staff will be notified of the vacancy and interested parties will be interviewed. The vacant seat will be voted on by the remaining TAT members. • Phoenix RC presently has two vacancies to fill for this position. Phoenix leadership will notify therapists of the available positions.
CSI Advisory Team	Tywone Glover Kimberly Poole Amie Blankenship Sanford Heard	<p>Position to Fill</p> <ul style="list-style-type: none"> • The CSI Advisory Team (CSI) positions are ONLY eligible for current CSI staff members. • In the event a CSI member leaves, all staff will be notified of the vacancy and interested parties will be interviewed. The vacant seat will be voted on by the remaining CAT members.

Short Term Leadership Absence

Outlined hereafter are plans for short-term coverage of leadership.

Position	Current Staff Member	Interim Staff
Chief Executive Officer	Elizabeth Reaves, LPC, CPCS	Allison Pressley, LPC, CPCS <ul style="list-style-type: none"> Allison Pressley is a Co-Founder of Phoenix Resource Center and meets the necessary requirements for this position. In the event that Ms. Reaves is on short-term leave of vacation, duties will be maintained by Ms. Pressley.
Clinical Supervisor	Debbie Stewart, LPC, CPCS	Darlene Ferrell, LPC, CPCS <ul style="list-style-type: none"> Darlene Ferrell is a Certified Professional Clinical Supervisor and has provided supervision in the past. In the event that Ms. Stewart is on short-term leave, duties will be maintained by Ms. Ferrell.
Payroll and Grant Management	Allison Pressley, LPC, CPCS	Elizabeth Reaves, LPC, CPCS <ul style="list-style-type: none"> Elizabeth Reaves has appropriate knowledge of the payroll system and grant management. In the event Ms. Pressley is on short-term leave, duties will be maintained by Ms. Reaves.
Operations Manager	Alicia Mathis, BS	Managerial Staff <ul style="list-style-type: none"> In the event Ms. Mathis is on short-term leave, her duties will be divided amongst the remaining managerial staff.
Operations Manager	Jason Tidwell	Managerial Staff <ul style="list-style-type: none"> In the event Mr. Tidwell is on short-term leave, her duties will be divided amongst the remaining managerial staff.
Billing Specialist	Debbie Ragsdale	Managerial Staff

		<ul style="list-style-type: none"> • In the event Ms. Ragsdale is on short-term leave, her duties will be divided amongst the remaining managerial staff.
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**STRATEGIC PLAN
REVIEW & ACCEPTANCE**

At Board of Directors meeting of Phoenix Resource Center, Inc. on April 4th, 2022 the Strategic Plan for the period of FY2023 through FY2026 was reviewed and accepted by Phoenix Resource Center, Inc. Co-Founders and the Board of Directors.


The Strategic Plan will be reviewed and shared and reviewed with personnel through agency meetings as well as posted on the organization’s website.

Persons served and community stakeholders will have access to our strategic direction and achievements through our website.


The Board of Directors will review the Strategic Plan annually, the first review scheduled for the 3rd Quarter of FY2023.



Elizabeth Reaves, LPC, CPCS
Co-Founder
Executive Officer
4/20/2022
Date



Allison Pressley, LPC, CPCS
Co-Founder
Corporate Secretary
4/20/2022
Date



Debbie Stewart, LPC, CPCS
Co-Founder
Clinical Director
4/20/2022
Date