



SpringForward is on a mission to redefine the job market for people encountering multiple barriers to employment. SpringForward is an incubator that is creating high quality jobs, and building community wealth, through tailored employment opportunities and employee ownership in high growth industries. Each portfolio company serves an emerging market sector or need and will be comprised of employees/owners using the EVERY Employee framework. SpringForward was founded by PHILLIPS Programs, a nonprofit with 55 years of experience serving youth with emotional and behavioral health needs.

Our first social enterprise business initiative, SpringForward Farms, creates high-quality jobs in hydroponic greenhouses, growing fresh greens, and culinary herbs, year-round for local consumption. It is rooted in the success of the indoor vertical farm project at PHILLIPS School ~ Laurel, MD, which grows live greens and has sold them to Baltimore-area restaurants.

Just as PHILLIPS Programs found success in customizing education around the needs of students, SpringForward is designed around the unique abilities and needs of our workers. The company will be based on our human-centered design EVERY Employee™ approach, a tailored workplace model that ensures all workers have fair wages, a voice in governance and, eventually, an ownership stake in the business operation.

**CONTACT:**

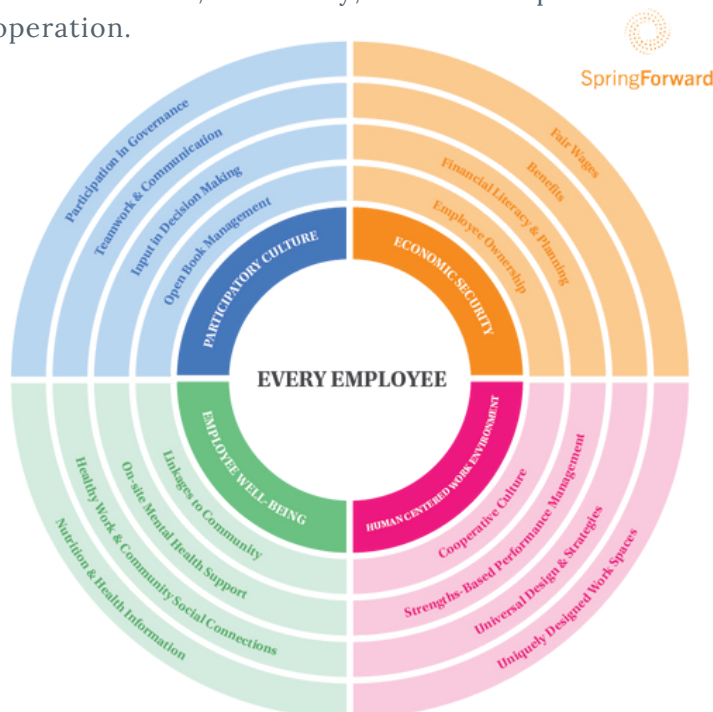
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**ABOUT PHILLIPS PROGRAMS**

*Expertise, Experience, Quality*

- Utilizes research-based evaluation data on impact and outcomes for youth with behavioral health needs who have experience working in controlled environment agriculture.



**SpringForward**  
 Creating high quality jobs and building community wealth through tailored employment opportunities leading to employee ownership in a high growth industry.

We are leading the way by making an investment that unleashes potential and enables social connection for our employees while providing an example that others can replicate.

# Built For Growth

SpringForward Farms will start as a 4-bay, pesticide-free, hydroponic greenhouse operation, growing lettuces, basil and microgreens year-round for local consumption.

SpringForward Farms is built for growth. From the choice of growing methods and crop mix to our unique employee model and financing sources, the business is prepared for early and smooth expansion. Flexible design allows for a wide variety of crops including leafy greens, herbs and edible flowers. This diversity offers increased resiliency in the face of changing market conditions.

Although there is one large-scale lettuce producer in Baltimore and several small greenhouse operations in the Washington/Baltimore region, most of our competition comes from large, corporate growers in western states and Mexico. According to a 2015 “Maryland Grown” report, only 6 percent of Maryland vegetable production is in dark green vegetables (including leafy greens and broccoli) and overall, leafy green production meets less than 10 percent of total demand. This gives SpringForward Farms advantages including the ability to offer a fresher, local alternative to distant suppliers, along with our positive social mission.

## Sample Annual Food Production:



145,000 Live Herb Plants



75,000 lbs of Leafy Greens



16,200 Trays of Live Microgreens

## Financial Snapshot:

Greenhouses: 4 (initially)  
Area required: 1 acre  
Jobs created: 7-8  
Capital Cost: \$1.6 million  
Annual Revenue: \$580,000  
Time to reach cash-flow positive operations: 16-20 months

## A Better Workplace for All

SpringForward offers a welcoming environment for young adults struggling to make the transition from school to work. Guided by our EVERY Employee™ approach we're creating a new kind of workplace that works better for all workers. We will pay higher-than-industry average wages and provide benefits, demonstrating that an enterprise can be competitive in the marketplace and still provide a fair income. Once this social enterprise is well-established, it plans to convert to a cooperative business structure, giving employees the opportunity to join in ownership and governance. We want our employees to become agents in the success of their own business. Leading to increased productivity and higher profitability. We will distill and disseminate what we learn in order to inform others how to replicate our success, creating high quality jobs in other industries and communities.

### STAFF

Piper Phillips Caswell, *President & CEO*  
Trixie Herbert, *Chief Operating Officer*  
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Julie Buisson, *Business Operations Manager*

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