



HIGHLAND RIVERS FOUNDATION

STRATEGIC PLAN

2023-2026

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EXECUTIVE SUMMARY

The Highland Rivers Foundation was incorporated in 2018 by Melanie Dallas, CEO of Highland Rivers Behavioral Health. HRBH is Georgia's largest provider of treatment, recovery and support services for individuals with mental health disorders, substance use disorders, and intellectual and developmental disabilities. Its service area is 13 counties in northwest Georgia. This area totals 1.7 million or 17% of the state's population. The agency is a state-designated safety-net provider of behavioral health services. As such, HRBH serves northwest Georgia's most vulnerable population. The service population is adults including veterans, children, and families. Individuals served are low-income, uninsured or underinsured, or those who rely on Medicaid, Medicare, or other public insurance.

HRBH accepts everyone, regardless of ability to pay. Otherwise, many individuals in the service population would be unable to receive needed treatment and support. Although HRBH is a provider for the state, there are major funding gaps between state-covered services and the full-range of services required for the highest quality care.

The Foundation was formed to help fill these funding gaps. Its fundraising for programs and services help remove barriers to service, expand services, and enhance facilities where services are provided. Through its work, the Foundation helps level the playing field. Outcomes of its work help individuals served have an equal opportunity to rebuild their lives, reunite their families, and restore hope in becoming contributing members of the community. The Highland Rivers Foundation is a 501c3 tax-exempt charitable foundation (Federal tax ID: 81-4628046, www.highlandriversfoundation.org).

MISSION

Highland Rivers Foundation's mission is to support individuals and communities served by Highland Rivers Behavioral Health through developing resources that enhance access, services, and improve quality of life.

ORGANIZATIONAL GOALS, OBJECTIVES, STRATEGIES, & KEY PERFORMANCE INDICATORS

DEVELOPMENT & GROWTH

Our development strategy supports the Highland Rivers Foundation’s comprehensive funding needs, while also meeting the challenges facing those we serve and support. We will continue to practice responsible stewardship by investing in the data and infrastructure resources necessary to develop our growing fundraising programs, with the aim of expanding the foundation's reach within the philanthropic community.

To gain momentum, we will continue to institute strategies focused on diversified funding streams by building our major gifts, increasing grant making activity, incorporating corporate social responsibility partners, hosting successful events, and instituting an annual fund, all while expanding our fundraising footprint. We will also work toward completing our first capital campaign.

In order to accomplish our goals, we will need the support of both the Highland Rivers Foundation Board as well as the Highland Rivers Behavioral Health Governing Board in the direct solicitation of major and principle gifts as well as serving as table captains for our events. Our plan also requires the growth of membership of the Foundation’s board. Because special events can support the needed annual fund, these will be a primary focus of the Foundation. An additional focus will be a capital campaign for one of our main priorities, Mothers Making a Change, and staff will continue to move forward with our major gifts initiative. Additional resources will be needed for this process, and we will invest in those resources early.

To build a platform for success, we will prioritize our organization’s transparency. We will integrate new data and micro-targeting tactics into donor engagement and annual fund strategies in order to build a pipeline of major donors. To support all of our efforts, we will launch a fully integrated marketing campaign that includes an annual impact report, quarterly newsletters, press engagements, and social media strategies.

To elevate our presence in the philanthropic community, we will further advance our fundraising programs, meaningful partnerships with community foundations, and long-term donor initiatives and strategies.

We are confident that this strategic plan will support our development efforts and our vision of being an organization with broad philanthropic support.

Our ultimate goal is to reach a point where each of our mission-driven priorities are fully attainable.

Funding Priorities Overview

Mothers Making a Change: The Foundation aims to address the need for facility, renovations, and/or land to develop a new facility in Cobb County to house this program.

Youth Services: The need is for therapy tools and aids, scholarships for academic tutoring, sports leagues, music lessons, and more.

Crisis Stabilization Units: The need is for renovations that improve the four crisis care units in Polk, Floyd, Whitfield and Cobb counties.

The Green Zone Veteran Recovery Center: The foundation plans to garner the initial funding for the Green Zone in order to acquire a single-story facility between 3,000 and 10,000 square feet in Cherokee County.

Mosaic Place Recovery Center: Funding is needed for resources provided to those who are supported by the center and for continued programming.

Powering Recovery with Generators: The need is for backup generators for 24-hour programs. The most immediate need is for a generator for the Highland Recovery Center, a residential program in Pickens County for men who have substance use disorder.

REAL Individual Support (Recovery Essentials & Living Supports): Resources are needed to acquire all the household items necessary to support individuals and families in safe and stable housing.

Highland Rivers Scholarship Program, Recovery to Work Program: Funding for scholarships to support individuals who are in recovery for mental health and substance use disorder to pursue higher levels of education and certification.

Program	Need	Progress
Mothers Making A Change	Between \$2.5 M & \$4.9 M dependent on the location of purchased facility	\$25,000
Youth Services	Unlimited	\$3,100
Crisis Stabilization Units Renovation	\$325,000	\$0
The Green Zone Recovery Center	\$1.4 M	\$21,000
Mosaic Place Recovery Center	\$25,000	\$0
Powering Recovery with Generators	\$45,000	\$13,100
REAL Individual Support	\$20,000 500 Kits	\$8,300 208 Kits
Highland Rivers Scholarship Program	Unlimited	\$75,000
Other Program: Narcan Education & Distribution	Unlimited	\$32,600
Other Program: Employee Mini Grant	Unlimited	\$2,600

Development Overview

Emphasizing a strategic and multi-faceted approach, the Highland Rivers Foundation aims to strengthen its fundraising endeavors and secure the necessary resources to make a lasting impact on the lives of those they serve using the strategies below.

Annual Fund

Deploy new data and micro-targeting to our annual fund program to identify and foster relationships with prospective future donors. This will include special events that successfully meet the purpose and goals of the organization and make financial sense.

Capital Campaign

Complete the capital campaign for Mothers Making a Change by June 20, 2025.

Donor Engagement

Continue to implement consistent branded and transparent messages and calls-to-action in all donor communication.

Corporate Social Responsibility

Engage corporations and businesses in multiple ways, including volunteer opportunities, event sponsorship and fulfilling the needs of current priorities.

Major Gifts

Increase participation in our major gifts program.

Grants

Author successful grant proposals that align the mission of the funder with that of our organization and utilize the grant monies as intended.

Data Integration

Utilize data from Highland Rivers Behavioral Health to adequately highlight the impact made by both Highland Rivers Behavioral Health and the Highland Rivers Foundation, as well as to reflect the continued challenges and needs of the service populations and communities.

Development Vision & Goal

Our vision is to garner extensive and diverse philanthropic backing, ensuring all mission-driven priorities become fully attainable. Over the next three years, the Highland Rivers Foundation will work towards building an annual fund of \$250,000, raising the funding needed to complete the capital campaign and meeting the goals of the funding priorities listed above.

Development Objectives & Strategies

Organizational Development

- Enhance Donor Engagement activities that operationalize the donor pledge that was instituted in FY23.
- Partner with the Georgia Department of Behavioral Health & Developmental Disabilities to determine the monthly rental rates for foundation-owned buildings by the end of the first quarter. This will be used to cover the costs of ongoing building maintenance of foundation-owned property.
- Explore and identify revenue generating programs, including the use of the Find Help platform and establishing the Training Institute with speaker's bureau to provide data analytics within our community.
- Continue to expand on the Friends of Highland Rivers with the goal of building a broad base of 500 supporters by the end of FY24. Increase friends by 50% in FY25 and FY26.
- Expand board membership by two members per year.
- Continue to improve our ratings on nonprofit charity watchdogs through increased transparency and data collection.
- Increase the employee give program at Highland Rivers Behavioral Health and its staffing company. This will be realized by launching the Employee Mini-grant and Scholarship funds in the Fall of FY24.

Marketing

- Execute a full marketing program that includes an annual impact report, quarterly newsletter, and press releases beginning in August 2023.
- Develop and implement a social media campaign to build an online base of supporters beginning in the first quarter of FY24.
- Increase the marketing position of the Foundation by year three with a 50% increase in email engagement, follower count, and post shares.

Annual Fund & Special Events

- Build a fund to support the annual costs of the foundation of \$250,000. This will be accomplished through one special event that will be held by May 2024 and increase to two special events in 2026.
- In addition, 15% will be included in grants and campaigns, when applicable, to support the indirect costs of the organization.

- Expand Community Foundation partnerships to include the Community Foundation of Greater Atlanta.
- Continue to participate in End-of-the-Year Appeals and Giving Tuesdays for priorities, increasing participation and donations by 10% every year.

Major Gifts and Corporate Philanthropic Programs

- Engage a consultant to develop strategies for transitioning prospects into realized gifts, specifically those targeted for larger capital campaigns.
- Work with donor prospect research firm to identify additional prospects that give to behavioral health and other organizations in our service area.
- Continue outreach to those prospects already identified, increasing the response and conversion rate from 10% to 20% over the next three years.
- Build a corporate philanthropic program to engage businesses and corporations in investing in our organization long term, aligning with their goals of measured community impact.

Capital Campaign

- Establish a fund with the Cobb Community Foundation to build the support and integrity of the organization.
- Implement the Mothers Making a Change capital campaign beginning with the quiet phase in FY24. The amount and scope of the campaign will be determined by the property purchased; the first property with renovation is estimated at \$4.9 M and the second property with renovation is \$2.5 M.

Grants

- Increase the grant making of the organization by submitting an average of 24 proposals per year ranging from \$5,000 to \$100,000;
- Increase the award rate from 10% to 30% over the three-year period.

Development Key Performance Indicators

(Reported Quarterly)

Non-duplicate donors

Donor retention rate

Unrestricted funds raised

Average donation made

number of grants submitted vs. grants received

Progress made toward fundraising goals

REPORTING ON PROGRESS

We will actively seek to increase positive communications with all of our donors, philanthropic partners, board members, community stakeholders, and partners.

Prioritizing communication as part of our daily operations, including resource availability, progress in achieving our goals, emerging needs and the plans and activities to address the identified needs.

Producing quarterly and annual communication of accomplishments achieved in meeting the goals and objectives outlined in the strategic plan.

Our organization will attract new board members, and drive productivity and accountability in meeting the objectives of the strategic plan. Modifications of the strategic plan may be made during the annual budget planning period (spring) if more pressing plans are identified or if funds are needed to support the continued growth of the organization.