

# CHALLENGING CHANGE



2005 Annual Report

 **The Rapides Foundation 2005****Contents**

President and Chairman's Message .....	2
Hurricanes Katrina and Rita .....	4
<b>HEALTHY PEOPLE</b>	
Wellness Works.....	8
AED Network.....	10
Cenla Medication Access Program - CMAP.....	12
Walking Trails/Playgrounds .....	14
Cenla Healthcare Access Project.....	16
<b>EDUCATION</b>	
Education Initiative.....	18
<b>HEALTHY COMMUNITIES</b>	
Community Development Works - CDW .....	22
Cenla Advantage Partnership - CAP .....	24
Entrepreneurial League System® - ELS.....	26
1300 Jackson Street - Pediatric Therapy Center.....	28
<b>FOUNDATION GRANTS AND PROGRAM INFORMATION</b>	
Grant Application Process .....	30
Program Priority Summary.....	31
2005 Grants.....	33
Financial Summary.....	36
Trustees .....	38
Staff.....	39
Advisors .....	40



## Foundation Mission

The Rapides Foundation is a community resource dedicated to improving the lives of Central Louisiana citizens through financial support of worthy projects.

Our vision is to be a perpetual resource for exploiting opportunities that strengthen health and well-being, education, and the arts and humanities.

Our mission is to improve community health and brighten the future through building capacity to resolve local challenges in Central Louisiana.

## Philanthropic Objectives

The Rapides Foundation will develop Initiatives and award grants which are judged to advance our philanthropic objectives in three areas of interest:

### Healthy People

To improve access to quality healthcare, promote healthy behaviors and foster a safe and caring community.

### Education

To encourage the attainment of knowledge and skills and the practice of responsible citizenship through access to effective learning opportunities.

### Healthy Communities

To improve opportunities for civic, business and cultural engagement leading to more effective and productive leaders, organizations and employment opportunities.

# CHALLENGING CHANGE

**T**WO MAJOR HURRICANES IN 2005 PRESENTED THE RAPIDES FOUNDATION and the rest of Central Louisiana with unexpected challenges. But while Katrina and Rita wreaked havoc and prompted an extraordinary funding move, The Rapides Foundation never veered from its mission of improving the health of our communities.

This annual report emphasizes what can only be described as a challenging year full of demands and change. You'll see the continuation of several initiatives, while some programs reached new levels.

You can't talk about the year 2005 without mentioning Hurricanes Katrina and Rita. The summer storms left thousands of South Louisiana residents without a place to call home, and many sought shelter and comfort in Central Louisiana. Not missing a beat, our Board of Trustees quickly mobilized and suspended the Foundation's grantmaking policy in order to help those who were helping the people most affected by the hurricanes – local organizations that provided shelter, food and clothes for evacuees, and school systems that educated their children. As one hurricane shelter coordinator described, "It's amazing how help arrives when you need it most."

## EXISTING PROGRAMS THRIVED

Our Board also made sure that existing programs flourished in 2005.

Cenla Medication Access Program, for example, ensured that thousands of Central Louisiana residents got the medicines they so needed to survive. To help improve our residents' health, the Foundation funded numerous grants that allowed organizations to build walking trails and playgrounds throughout Central Louisiana.

In this report you'll see the smiling face of Mansura grocery store owner Lonis Kelone. The photograph makes everyone at the Foundation smile. The reason: Kelone is alive, thanks to the Foundation's Automated External Defibrillator Project. The Foundation partnered with the American Heart Association to put AEDs in the hands of First Responders, schools, churches and other organizations throughout Central Louisiana. By 2005 the project had evolved, and now we are following through to work to ensure these machines are properly maintained. Several Central Louisiana residents like Kelone are alive today because of this life-saving network.

The Foundation also maintained its focus on education throughout 2005. The Systemic Initiative continues our work with all nine school districts in our service area. It moved to a new level in 2005 as the Foundation sponsored a two-day community summit designed to address the vital issue of high school redesign. This work on high school reform continues throughout 2006.

Our Community Development Works program continues to offer training and support for nonprofit organizations in Central Louisiana. The popular Board Builders and Board Works programs grew stronger in 2005, helping experienced board members and young professionals to become nonprofit leaders in their communities.

Economic development is an important part of our work – because it is so vital for healthy communities. 2005 saw the evolution of two exciting programs in this area: Cenla Advantage Partnership (CAP) and the Entrepreneurial League System® of Central Louisiana.

CAP is in the process of becoming a nonprofit economic development organization, with a vibrant board of directors and executive director. The Entrepreneurial League System®, also known as ELS, is working closely with locally owned business owners to help them thrive and become even more successful.

### LOOKING TO THE FUTURE

Much of the work of the Foundation in the areas of health and healthcare to date has focused on trying to fill various short and long-term gaps in the healthcare delivery system. With our significant investments in primary care development, medication access, mental health access and other services, as well our ongoing work with local and state leadership to develop a sustainable system of funding for these types of services – we believe that we are gaining traction in developing a system of comprehensive care for the lower income and uninsured residents of our region.

Unfortunately, healthcare is often responding to disease brought on by behavior. Ideally, we would all want to stop preventable disease from occurring. In looking at an area where we believe the Foundation could have a significant impact, there appears to be no greater opportunity than reducing the number of people who use tobacco. And further – the real opportunity rests with ensuring that young people never start to smoke rather than the extremely difficult challenges of getting longstanding smokers to quit.

In response, the Board of the Foundation has made a \$2.5 million commitment over the next three years for a multi-component program of tobacco control aimed at 10-17 year olds throughout the region. We will be actively involved with school and community-based programs and with physicians, and we will develop a major media campaign. If you live in Cenla, it will be impossible to avoid the programs and the message – whether you are a child, parent or grandparent. The Board and staff of the Foundation believe this is some of the most important work we will ever do to improve the health status of our region.



Joseph R. Rosier, Jr., CPA, CFA  
President/CEO



Regionald Seastrunk  
Board Chairman

# KATRINA / RITA RESPONSE



Stephen Laughlin (left), pastor of First Baptist Church in Oakdale, looks over food supplies with Hurricane Katrina evacuee Brian Etienne, Sr.



## COMMUNITY CHALLENGE

# KATRINA / RITA RESPONSE

**2**005 BROUGHT THE WINDS OF CHANGE. HURRICANE KATRINA WAS poised to blast the Gulf Coast as August was coming to a close, and Louisiana held its breath. At first it appeared that our state was to be spared the worst of Katrina's wrath, and we breathed a collective sigh of relief. But then the floodwaters began to rise, claiming homes, roads, businesses, entire towns, parishes and historic New Orleans, one of the most famous cities in the world. People were trapped, many hundreds died, thousands upon thousands more fled to whatever safety they could find.

Many of those evacuees came here to Central Louisiana. As they began arriving, they looked for whatever assistance they could find. The Rapides Foundation knew it had to step in and help. Although it has dedicated itself to long-term projects that plan for the future, the Foundation could not ignore the suffering of the state and its people. The Foundation knew it needed to act, and act quickly. These evacuees would need immediate help without a lot of red tape attached. The Foundation also realized the impending strain the evacuees would place on the area's nonprofit services and on our schools.

So even as the floodwaters were still rising, The Rapides Foundation took the lead and began to take action. In an emergency response, the Foundation's Board of Trustees suspended its grantmaking policy and voted to partner with the United Way of Central Louisiana and make an unprecedented \$1 million donation to this organization to establish a fund for hurricane victims in Central Louisiana.

In addition, the Foundation pledged up to \$500,000 to the nine school districts in Central Louisiana to help defray the costs of absorbing thousands of new students into the schools.

Just a month later a second storm, Hurricane Rita, slammed into Southwest Louisiana. That meant more destruction and even more evacuees moving into the area. The need for the newly created Katrina/Rita Response Fund became even more important. That million dollar donation from The Rapides Foundation, plus additional donations from area businesses, organizations and citizens in the hundreds of thousands of dollars, made a huge difference in our region's ability to respond decisively and effectively to the influx of evacuees into our communities.

The Katrina/Rita Response Fund assisted agencies like The Shepherd Center in helping people get food, gas vouchers, and transportation. "I honestly don't know what we would have done without the funds from the United Way and The Rapides Foundation," said Jannease Seastrunk, executive director of The Shepherd Center. "This money was such a huge relief, especially because we didn't have to jump through a lot of hoops to get it.

## KATRINA / RITA RESPONSE



Hurricane Katrina evacuees from Pointe a la Hache, Louisiana (left-right) Tori Etienne, Lynette Roberson and Paulette Moliere share cooking duties at First Baptist Church in Oakdale.



A snapshot of where Paulette Moliere's mobile home ended up after Hurricane Katrina slammed into Pointe a la Hache, Louisiana.

## KATRINA / RITA RESPONSE



East Leesville Baptist Church evacuees (left-right) Marvin Gordon, Stephone Powell and Michael Meyer

**“When the grant money from the United Way came in, it really helped with a lot of things.”**

Mary Johnson, East Leesville Baptist Church office manager and shelter coordinator

This has been one of the easiest funding experiences I have ever had, and in a time of crisis, what a relief to ask for what we needed and to get it. It was a wonderful experience. One I'll never forget.”

The Katrina/Rita Response Fund also helped shelters like the one at First Baptist Church in Oakdale. Its pastor, Stephen Laughlin, said, “It has helped us purchase food, it has helped with staffing and overtime, and to help pay for utilities above and beyond our normal use.”

East Leesville Baptist Church also received assistance. “When the grant money from the United Way came in, it really helped with a lot of things,” said Mary Johnson, office manager and shelter coordinator. “Even though we had canned goods and paper goods, we needed necessities like eggs, cheese, lunchmeat; and our electric bill was huge.

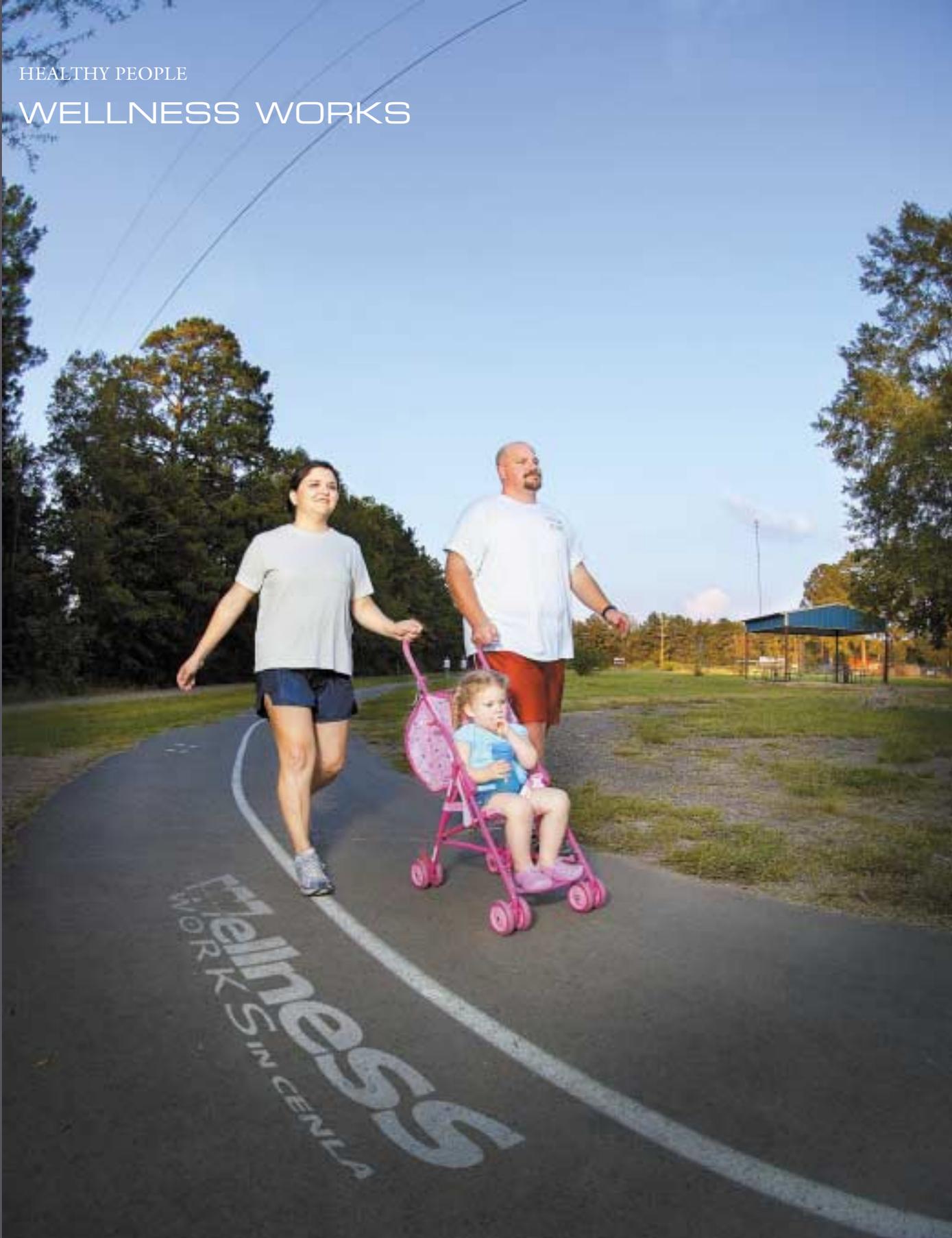


It’s amazing how help arrives when you need it most.”

Because of the foresight and quick response of The Rapides Foundation, thousands of people had help when they needed it most. 2005 brought the winds of change to our area. The Rapides Foundation helped give the area the means to weather the storms, and to welcome the calm winds of 2006.

HEALTHY PEOPLE

# WELLNESS WORKS



Rena and Chris Clayton and their daughter Kennedy exercise on a walking trail near Ruby-Wise Elementary School. The Claytons changed their lifestyles after participating in a wellness program at work.

# WELLNESS WORKS



WELLNESS WORKS WAS ORIGINALLY FUNDED BY THE RAPIDES Foundation as a pilot program proposed by the Central Louisiana Occupational Health Nurses (CLOHN). The organization's objective was to improve employee health, and lower both employee and employer healthcare costs.

Five Central Louisiana companies – CHRISTUS St. Frances Cabrini Hospital, Cleco, Dresser Industries, Rapides Regional Medical Center and Roy O. Martin Lumber Company – with their own occupational nurses to lead the way, put programs in place to address preventive health measures among its employees, with special emphasis on cardiovascular disease.

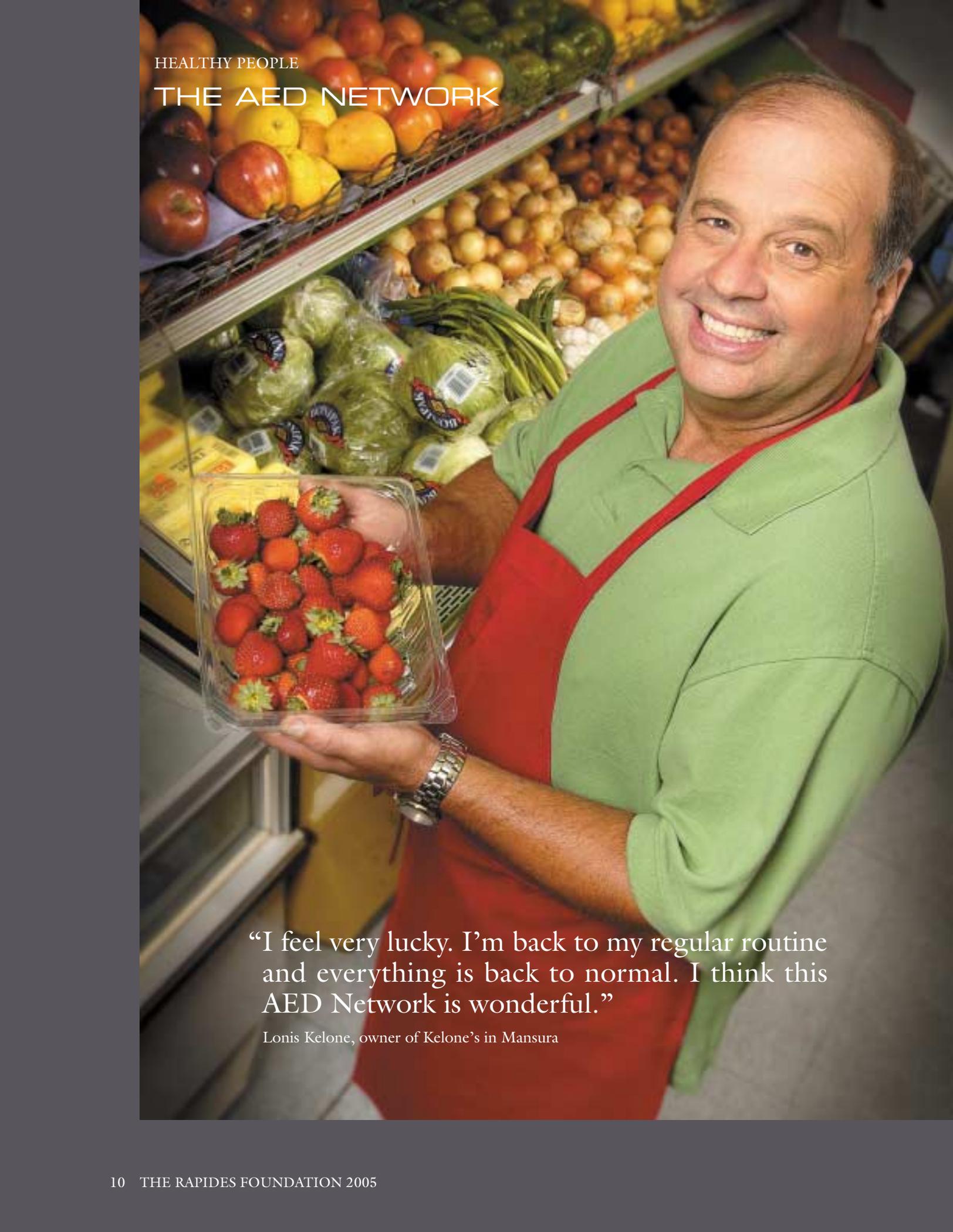
Company occupational health nurses and health experts helped create a worksite health model so successful and promising that in 2006 it was awarded a three-year, \$500,000 grant by The Robert Wood Johnson Foundation to expand the initiative called Wellness Works. More than 200 proposals from all across the country competed for this grant. The Wellness Works of Central Louisiana expansion program is one of only 12 projects selected in 2006.

The Rapides Foundation will invest an additional \$600,000 in matching funds. From here Wellness Works of Central Louisiana will be established as a nonprofit organization and then begin developing interest in the program among area businesses. The staff of this organization will consult with employers, utilize advantages of volume purchasing, and coordinate related services and programming for smaller businesses and regional employers. Customized options ranging from worksite walking breaks to physical fitness incentives; and from diet tips to onsite nutrition consultations for employees and their families, and many other wellness program opportunities will be possible for businesses with five to 500 employees.

Collene Van Mol, occupational health nurse specialist for the Roy O. Martin Lumber Company, helped create the worksite health model.

“Companies as well as individuals are beginning to see that they have to take responsibility for their own health,” Van Mol said. “Companies can see the value in wellness programming because generally, for every dollar that’s spent on wellness, you have a return on investment of between three to four dollars. So for companies it makes sense to have wellness programming.” Cindy Cespiva, marketing and communications manager at CHRISTUS St. Frances Cabrini Hospital, said employees frequently come to her with success stories made possible by Wellness Works.

“It’s wonderful to see the successes,” she said. “Because of the opportunity that The Rapides Foundation gave us, we were able engage our employees in wellness education, which ultimately leads to a healthier community.”

A photograph of a man, Lonis Kelone, smiling and holding a clear plastic container filled with fresh strawberries. He is wearing a light green polo shirt and a red apron. He is standing in a grocery store's produce section, with various fruits and vegetables visible in the background, including apples, lemons, onions, and leafy greens. The text "HEALTHY PEOPLE" and "THE AED NETWORK" is overlaid in the top left corner.

HEALTHY PEOPLE  
THE AED NETWORK

“I feel very lucky. I’m back to my regular routine and everything is back to normal. I think this AED Network is wonderful.”

Lonis Kelone, owner of Kelone’s in Mansura

# THE AED NETWORK



**T**HE AED RURAL NETWORK IS THE FIRST AND LARGEST OF ITS KIND in the United States and a proud achievement of The Rapides Foundation. This life-saving network consists of 480 AEDs (automated external defibrillators), which have been placed with some 275 organizations, including police and fire departments, schools and churches. Over 3,000 First Responders and Community Volunteers have been trained and certified in AED/CPR protocols.

A project begun in 2000, the AED Network was fully in place, equipment and training, by the end of 2004 – with the focus then shifting in 2005 to maintaining the efficiency and effectiveness of the network. To that end the Foundation contracted with local ambulance service MedExpress to ensure the integrity of the network. MedExpress personnel conduct twice-yearly inspections of the operating performance of the machines, maintain a continual check on the training, certification and readiness of the AED Network’s corps of volunteers, and help its members with any problems or questions that might arise.

One morning in March of 2005, 52-year old Mansura grocery store owner and caterer Lonis Kelone suffered a severe heart attack and collapsed in his store. Within minutes AED/CPR certified members of the Mansura Police Department arrived on the scene and were able to bring Mr. Kelone back to life. The AED Network has proven yet again its ability to make the difference between life and death.

HEALTHY PEOPLE

## CENLA MEDICATION ACCESS PROGRAM



# CENLA MEDICATION ACCESS PROGRAM



**2**005 CONCLUDED THE END OF WHAT WE MIGHT CALL THE FIRST generation of the Cenla Medication Access Program. Since 2001, more than 16,000 individuals utilized CMAP’s services to get medication for their chronic illnesses – whether they were a patient at Huey P. Long Medical Center or one of over 200 participating local physicians; whether they were very low-income individuals who were part of our “card” program; or whether they were more moderate income persons who were able to take advantage of our sophisticated system of accessing manufacturers’ “free” programs in association with their physician. The arrival of Medicare Part D, the federal prescription benefit, created a number of challenges and opportunities for CMAP in 2005. We successfully transitioned the eligible CMAP older clients to the best Medicare Part D program. We also have established one of the few central fill pharmacies nationally where manufacturers will allow CMAP to be certified to package and deliver the medication directly. This will reduce wait times from weeks and months to days. The state of Louisiana has shown interest in this strategy and we will continue to keep them updated on our program.

**Cenla Medication  
Access Program**

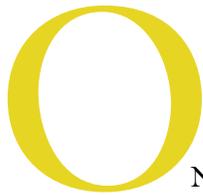


# WALKING TRAILS / PLAYGROUNDS



Pollock Elementary students (l-r) Lance Delrie, Sam Hudgens, Ragan Delrie, Tanner Brazil, and Sydney Leger are shown with parent volunteer Vivian Brazil who helped write the grant for the playground equipment at their school.

# WALKING TRAILS / PLAYGROUNDS



NE OF THE WAYS THE RAPIDES FOUNDATION ENCOURAGES healthy living is through its Walking Trail and Playground programs. This playground at Pollock Elementary School in Grant Parish is one of the many walking trails and playgrounds that are located in towns and cities across Central Louisiana. The walking trails and playgrounds are partially funded by the Foundation through grants that provide matching cash funds of 50 percent up to \$10,000. In 2005 numerous trails and playgrounds were completed, while grants to begin constructing even more were awarded. To date, The Rapides Foundation has helped build more than 50 walking trails and playgrounds in Central Louisiana, which contributes to increased exercise and healthier living among the area's residents both young and old.

## Playgrounds and Walking Trails Completed in 2005:

### PLAYGROUNDS:

Alexandria at J.B. Nachman Elementary School  
 Bunkie Elementary School  
 Campti at old school grounds  
 Cheneyville behind Town Hall  
 Georgetown near elementary school  
 Kinder at Lambert Park  
 Mansura near Town Hall  
 Natchitoches at Town South Park  
 Plaquemine by the Veterans Memorial  
 Pollock Elementary School  
 Rosepine Elementary School

### WALKING TRAILS:

Campti at the old school playground  
 Cottonport at the track behind the elementary school  
 Dry Prong behind the Town Hall  
 Hickory Hill Community on Issac Brouillette Road  
 Jonesville at Stewart Clark Park  
 Kinder at Lambert Park  
 Lecompte behind the high school  
 Leesville High School  
 Moreauville in front of Avoyelles High School  
 Natchitoches at Town South Park  
 Natchitoches Central High School  
 Pineville at Ruby-Wise Elementary School  
 Pollock at LaCroix Park  
 Slagle Senior Citizens Center  
 The Extra Mile, Alexandria, by the Cabrini Senior Center  
 Tioga at Mary Goff Elementary

These projects were awarded grants in 2003-05.

## CENLA HEALTHCARE ACCESS



Dr. Olabisi Oshikanlu examines 2-year-old Kassadi Adkins at the Shalom Clinic for Children in Natchitoches.

“Hopefully by the end of this grant people will be able to say they have better access to healthcare. I hope to see fewer individuals coming into the emergency room with primary healthcare complaints, and more people with a primary care physician so that their health condition doesn't deteriorate to the point that they need to go to the ER.”

Project Coordinator Patricia Starling

# CENLA HEALTHCARE ACCESS PROJECT



ONE OF THE RECURRING FINDINGS IN ANY COMMUNITY assessment is the shortage of affordable healthcare providers for the uninsured. As we all know, the emergency room of the local hospital is a poor replacement for a regular ongoing healthcare relationship. Over the past couple of years, the Louisiana Bureau of Primary Care and Rural Health has been reorganized and re-energized and is now in the top tier nationally of states in the ability to acquire federal funding for affordable healthcare clinic sites. To that end, The Rapides Foundation has a three-year grant with the bureau to provide an intensive level of effort; with the goal to create 10-15 additional access points throughout the region.

In 2005, the first year of the Foundation grant, community healthcare development meetings were held across the Foundation's nine-parish service area to determine what healthcare needs existed in each parish. From there, *Health Systems Development for Central Louisiana*, as the project is called, began to work with each parish to assist their communities in achieving their healthcare goals with a number of services like physician recruitment, feasibility studies, resource development, technical support and market analyses.

This Foundation project has been instrumental in assisting Bunkie General Hospital in Avoyelles Parish to open its second rural clinic. In Grant Parish, the project helped secure a primary care physician for the area, who was able to open a rural health clinic there. After President Bush named Winn Parish one of America's most needy counties in 2005, *Health Systems Development for Central Louisiana* began working with the community of Winnfield to open a federally qualified health center.

"2005 was definitely a year of going to the communities to find out what they felt their needs were and what they were willing to support in their communities," Project Coordinator Patricia Starling said. "There's no one better than the people who actually live there to tell us what they think will work in their community. In 2006 and the remainder of the grant, we will be focusing on the regional issues that we found the parishes had in common."

"I think this program definitely puts Central Louisiana at an advantage. We have staff that can focus just on these nine parishes ... so this grant is allowing us to progress at a much faster pace."



Patricia Starling, Cenla Healthcare Access Project Coordinator, confers with Dr. Olabisi Oshikanlu of the Shalom Clinic for Children in Natchitoches.

EDUCATION

## SYSTEMIC INITIATIVE IN EDUCATION

### Central Louisiana High School

Funding Provided By  THE RAPIDES FOUNDATION

# Reform



More than 350 educators, business and community leaders, political officials and concerned citizens attended The Rapides Foundation's two-day Central Louisiana High School Summit in October 2005 to learn about ways to prepare our children for the 21st century.



# SYSTEMIC INITIATIVE IN EDUCATION

**T**HE SYSTEMIC INITIATIVE, A SCHOOL DISTRICT-LEVEL APPROACH to improving education and increasing student achievement, emerged in 2005 as the centerpiece of The Rapides Foundation’s Education Initiative -- successfully evolving from a school-level grants program. Literacy and leadership was the common focus in the education improvement plan of each of the nine parish school districts as the Systemic Initiative was implemented. Superintendents, principals and teachers participated in programs like faculty study groups – reading books of education theory and practice with subsequent discussion and relevant application – and professional learning communities, where teachers come together to discuss mutual problems and exchange ideas.

By the fall of 2005 a new element was added: high school redesign. Microsoft founder Bill Gates called high schools “obsolete” and invested over a billion dollars in new and innovative schools. Statistics showed more and more of our children leaving high school without the necessary skills to get a job or to pursue a college degree. To begin the dialogue in Central Louisiana to find out what we could do to strengthen our high schools, The Rapides Foundation held a two-day summit. Educators, business and community leaders, interested parents and citizens heard from a panel of experts from across the nation about the inability of high schools to prepare students to compete in the global, advanced technological workplace of the 21st century.

Kati Haycock, CEO and Executive Director of The Education Trust, was keynote speaker at the Central Louisiana High School Summit. “Kids are exiting high schools today with little better skills than 20 years ago. No matter how you add that up, it’s not exactly the kind of progress we’d hoped to make after 20 years of trying to improve things,” she said.

(continued)



Kati Haycock, CEO and Executive Director of The Education Trust

EDUCATION  
SYSTEMIC INITIATIVE



Kinder Middle School Principal Tracey Odom (left) and Building Resource Coach Susan Wilhemi work with students during teaming time.

## SYSTEMIC INITIATIVE

(Continued from page 19)

“Those of you who have looked at the international data know something quite simple, and that is, in other countries kids consistently grow more during their secondary school years than our kids do. It’s not because our children are not growing during their high school years.

“They’re growing, but they are growing less than their counterparts in other countries, even though we actually spend more on education than any other country.

“In the end what matters most is the quality of teachers. No matter what their family background, students who have even two weak teachers in a row never recover. Let me repeat that; never recover. Conversely if we could but assure low income kids just five above average teachers in a row I believe we could completely close the achievement gaps that currently exist.

“What you are doing in Central Louisiana is so very important. Young people in your schools are the very future of your communities, your state, and our country.”

In 2006 The Rapides Foundation will continue its lead role in the state in high school reform. Superintendent meetings are scheduled to work out a plan of action for improving our high schools. Toward the end of the year a retreat is scheduled for

superintendents and school board members to discuss high school reform.

#### THE ORCHARD FOUNDATION

The Orchard Foundation, a nonprofit organization supported by the Foundation to facilitate education improvement in our area, spent its second year of operation building relationships with the business and education community and sharing information with teachers. In addition to working with the United Way and other donors to bring in supplies for students who relocated in the area after Hurricanes Katrina and Rita, Orchard also received local funding for a literacy conference to be held during the 2006-07 school year.

In the area of high school reform, The Orchard Foundation will begin working with high schools to place site support personnel in schools as consultants. It also will work with the forestry and lumber industry to implement a program called Woodlinks, USA. Three area high schools will serve as models for this pilot program that works with business to structure coursework that will prepare a student with the skills needed to get a job in the lumber business.



## COMMUNITY DEVELOPMENT WORKS



Wyman Lewis, Jr. (front left) and Wyman Lewis, Sr. take part in a CDW leadership development class at the Learning Center for Rapides Parish, while instructor Sharon W. McCall (standing) answers questions for other class members.

# COMMUNITY DEVELOPMENT WORKS

**I**N 2005, COMMUNITY DEVELOPMENT WORKS (CDW), OUR NONPROFIT training and support services center, reached an important milestone as it became an official repository for The Foundation Center collection. The Foundation Center is the nation's leading publisher of written and online materials regarding private and public foundation data, as well as grantseeking in general. Prior to the CDW designation, area residents had to travel to Lafayette to access this comprehensive data source.

CDW concluded the second very successful year of its Board Builders program - our effort to inject younger professionals into nonprofit Board roles in partnership with both the nonprofit and corporate sector, as well as Board Works - an ongoing series of facilitated dialogues for nonprofit Board members around topics of mutual interest.

2006 will see a major evaluation of CDW's programs, past and present - with lots of opportunity for input from individuals and organizations throughout the region as to how CDW can best support the growth of the nonprofit sector to positively impact our communities.



CDW Training Class  
Instructor Sharon W. McCall works with Linda Hutson, board member of The Extra Mile, Region VI and staff member of the Food Bank of Central Louisiana.



**Community Development Works**  
Helping People Build Communities in Central Louisiana

## CENLA ADVANTAGE PARTNERSHIP



CAP President and CEO George Robertson explains CAP's plan of action to local business leaders.

# CENLA ADVANTAGE PARTNERSHIP

“The road ahead is not an easy one. We are creating business retention programs where none have existed. We are creating a state-of-the-art workforce improvement system where none has existed.”

CAP President and CEO George Robertson

# 2

2005 WAS A YEAR OF PLANNING FOR CENLA ADVANTAGE PARTNERSHIP, (CAP). After the formation of a diverse 18-member Board of Directors, CAP began to lay the framework to establish itself as a nonprofit economic development organization and to determine its mission and goals. The Board decided on a plan of action that seeks to ultimately further the ability of local residents to secure or develop local higher wage employment. By year's end the CAP board had successfully concluded their national search for the organization's first president and chief executive officer, and were poised to make 2006 a year of action.

George Robertson, longtime President of the Schenectady Economic Development Corporation, assumed the leadership role of President and CEO in March 2006. CAP's initial efforts will be aimed at business retention, and focusing on workforce and entrepreneurial development. CAP will be looking at the profiling and assessment of area workforce needs and employee skill levels, and launching a campaign called *Bring 'Em Home* which aims to recruit back the young workers that we have lost over the last decade. A seminar also was held on how small businesses can compete and survive in the new economy.

Some 25 area companies have contributed thus far to the CAP project. In addition to that money, The Rapides Foundation continues its three-year, \$1.5 million matching funds challenge to the private sector.



# ENTREPRENEURIAL LEAGUE SY



Entrepreneurial League System® of Central Louisiana Coach Gary Perkins (left), General Manager Keith Rabalais and Coach Ed Caplan (right) are helping local business people become more successful.

“The Rapides Foundation knows that the best way to have a healthy community is to make sure people have good jobs, and if you help them be successful business people, then more than likely they’re going to create good jobs.”

Keith Rabalais, General Manager, Entrepreneurial League System®

STEM<sup>®</sup> OF CENTRAL LOUISIANA

T
 HERE IS A MUCH QUOTED fact of economic development – 80-90% of new jobs come from existing business or locally developed new business. Data that the Foundation has tracked for many years has shown relatively low levels of business startups in the region. Interestingly, however, local small business owners have higher incomes than residents who work for others. The debate rests upon the question – can a successful entrepreneur be created and developed, or is there something that they have to be born with?

Dr. Gregg Lichtenstein has developed and promoted a conceptual and programmatic framework using baseball terminology and structure that says – entrepreneurs can be made using a logical and quantifiable system – the Entrepreneurial League System<sup>®</sup> (ELS). The Foundation has committed to a 30-month trial that will involve 48 entrepreneurs at the Rookie (beginner) and A (advanced-beginner) levels from throughout the region. In 2006, we will also be exploring other educational and technical supports for entrepreneurs. Dr. Lichtenstein's work has recently been picked up and selected as the basis for a major grantmaking initiative of the Kellogg Foundation.

HEALTHY COMMUNITIES

1300 JACKSON STREET



Pediatric Therapy Center Executive Director Stacey Debevec helps Chloe McGuffee, 9, of Jonesville develop motor coordination skills. "The Rapides Foundation provided us a new home at an extremely crucial time of need," Debevec said.

# 1300 JACKSON STREET PEDIATRIC THERAPY CENTER

**P**ART OF THE OBLIGATION OF THE FOUNDATION IS TO USE ITS ASSETS in a manner that maximizes the community benefit. In an unusual set of circumstances, the Foundation took possession of a building that was no longer needed by a past grantee and put together a special call for proposals to see what community organization could best project a real program enhancement with the building. Pediatric Therapy Center, the region's only nonprofit focused on the developmental needs of children, was awarded the building amidst many very compelling applications.



“The move enhanced our ability to better serve our clients in a more visible and convenient location, and it will allow for future program expansion.”

Stacey Debevec, Executive Director, Pediatric Therapy Center

## GRANT APPLICATION PROCESS

Qualified organizations requesting funds through the Program Priority or Responsive Grant Program should submit a Letter of Intent prior to the deadline. Letters of Intent will be reviewed and the applicants will be notified if a full proposal is desired for further evaluation. Applicants will be notified of selection decisions approximately 30 days after the deadline for the Letter of Intent.

Applicants requesting funds for Mini-Grants (up to \$10,000) or Technical Assistance (up to \$10,000) can submit at any time and a decision will be provided in 60-90 days.

Application materials and eligibility criteria are contained in the booklet titled, *Applying for Funds from The Rapides Foundation*. Any group or organization interested in applying for funds is encouraged to call the Program Assistant at 318-767-3013. She will direct your call to the appropriate Program staff person. Calls and e-mails are strongly encouraged prior to any formal written submissions.

### First Stage: Letter of Intent

(Program Priority and Responsive Grants)

Before submitting a Letter of Intent under any of the grant programs, an applicant should request a brochure from the Foundation which details complete requirements and guidelines. Applicants are also encouraged to discuss their project with a Foundation Program Officer.

In a Letter of Intent applicants will be asked to address the following:

- Organizational mission
- Problem or need
- Risk factors
- Desired outcomes
- Strategy
- Sustainability

### Selection Criteria

- Successful applicants will look to maximize use of existing local, state and federal funds and services in an effort to develop and sustain more effective systems.

- Successful applicants will demonstrate a high level of knowledge of the issues. They will also be able to demonstrate that they can be expected to manage a program with a good chance of being effective and creating positive change in community health and well-being.

- Successful applicants will propose to develop or provide services to a sufficient number of community residents to make an impact.

On the other hand, proposals calling for large grants to serve thousands of individuals across multiple parishes are rarely funded, at that scale. Successful applicants will, at a minimum, recognize the importance of evaluation in developing and supporting services that go beyond goodwill or charity. Start-up organizations are encouraged to apply for pilot and technical assistance support through

the Mini-Grant Program. Construction, renovation and equipment purchased are funded only in those unique cases where the capital purchase is a minor component to a larger Foundation program grant.

Applicants with weak or non-functioning Boards of Directors are generally not successful.

### Second Stage: Project Proposal

(Program Priority and Responsive Grants)

If your Letter of Intent is favorably reviewed, you will be asked to submit a complete Project Proposal on or before the announced proposal deadline. You will have about 60 days to complete the full proposal. This second stage of the application includes a complete business plan with project description, workplan and timeline, staffing and other resource requirements, and an evaluation plan. A project budget and narrative describing the assumptions for preparation of the budget will be a part of the proposal. You will be provided an outline for the proposal requirements as well as a budget worksheet and instructions when you are notified that your Letter of Intent has been favorably reviewed.

### Evaluative Criteria

Grant decisions are made through the combined effort of the Budget and Grants Committee of the Board of Trustees and the full Board. Staff provides recommendations to the Budget and Grants Committee based upon some or all of the following procedures: analysis of the written proposal, consultation with experienced program leaders and researchers in the field, site visits and meetings with project staff and Board, and experience with your organization or contributing personnel on prior grants.

Applicants will hear of decisions regarding their submissions via a letter. Award/decline letters will communicate the decisions of the Budget and Grants Committee or full Board and will also include information on various contingencies or pre-funding requirements. Please keep in mind that grant awards may contain significantly different terms of award than originally proposed by your group. Also, a contract (Grant Agreement) must be signed between your group and The Rapides Foundation which spells out requirements and expectations for superior performance.

Decline letters will generally not indicate specific reasons for Committee or Board action. Groups who are unsuccessful are encouraged to contact the Program Department. In many cases, staff are able to highlight certain areas of the proposal that may require additional refinement for program excellence.

### Grant Cycle Deadlines

Contact the Foundation for grant cycle deadlines or visit our Web site at [www.rapidesfoundation.org](http://www.rapidesfoundation.org).

(Note: Responsive Grants were phased out in January 2005.)

## PROGRAM PRIORITY SUMMARY

## Healthy People

<b>Healthcare Access</b>	An unacceptable number of community members cannot get the medical, dental and mental health services they need as a result of one or more of the following: lack of private insurance, shortage of available Medicaid providers, long waiting times for appointments with publicly-funded services, cost of medication, problems getting to services and, in some cases, shortages of certain types of medical, dental and mental health professionals.
<b>Healthcare Access Infrastructure</b>	The availability and affordability of local healthcare services is constantly being impacted by changes in state and federal funding. The Foundation may support assessments and programs that seek to better integrate systems of care for all community members, with specific emphasis on new or enhanced systems for the uninsured and underinsured.
<b>Health Promotion and Disease Prevention</b>	The historic public health work by William Foege and J. Michael McGinnis has conclusively demonstrated that at least 50% of all illness and death is directly connected to lifestyle choices. Proposals are particularly encouraged that clearly identify and link existing services in ways that make these services understandable, comprehensive and effective.
<b>Participatory Arts Programs</b>	Increasingly, clinical health professionals and health educators are effectively incorporating professionals from the artistic disciplines as part of both preventive health practices and disease treatment programs.

## Education

<b>K-12 Grants Programs</b>	Although closed to new schools, the Foundation currently has grants with about 35 K-12 schools.
<b>Systemic Initiative</b>	To engage all nine area school districts more deeply in the type of school improvement work that the Foundation has supported over the last five years through its K-12 grants.
<b>The Orchard Foundation</b>	The Foundation has established a new organization to provide meaningful opportunities for local engagement, with the goal of providing a permanent home for local efforts supporting higher student achievement.

## Healthy Communities

<b>Citizen and Nonprofit Training and Organizational Development</b>	The Foundation funds these activities under the umbrella of Community Development Works (CDW). CDW offers a variety of training programs and resources for both inexperienced and experienced community members and organizations interested in promoting positive community change. On a limited basis, the Foundation will consider proposals for operating funds from new or developing organizations who have, as their primary focus, the improvement of neighborhood or community standards of living.
<b>Workforce Development</b>	The grants program pushes employers to develop creative solutions for any perceived shortcomings that impact employee wage-earning potential and, concurrently, business productivity. Ultimately, the Foundation's interest in this area correlates the ability to earn a higher wage with other indicated measures such as home ownership and the ability to purchase health insurance.
<b>Effective and Innovative Business Environment</b>	The Foundation will consider funding requests for projects and programs that can raise the knowledge levels of employers and focus the community on legitimate higher wage economic opportunity. Some examples of these types of projects might include coordination and development of: small business incubators, business learning networks, industry-led alliances, joint apprenticeship programs, ISO certification teams, entrepreneur networks, seed capital funds, among others.
<b>Arts and Culture Infrastructure</b>	Although the Foundation is not accepting proposals for new funding in this area, we continue involvement with three important programs: 1) A Regional Arts Council, 2) Affordable office and performance space at The Rapides Foundation Building, and 3) Coughlin-Saunders Performing Arts Center in downtown Alexandria.
<b>Community Data, Information and Resources</b>	A great deal of the activity of the Foundation reflects our role as a broker of information. From early in the Foundation's history, we have emphasized the power of fact-based decision-making in everything from targeting a nonprofit's outreach efforts to developing plans for locating healthcare and counseling services. We have invested both time and funds in the development of various assessments, surveys and databanks. All of these are available to community members through the Foundation's program department.
<b>Eligibility Requirements</b>	The Foundation will award grants to organizations which are tax exempt under IRS Section 501(c)(3) and are not a private foundation as described under Section 509(a). Public agencies that meet additional criteria may also receive grant awards.



## GRANTS 2005


**The Rapides Foundation 2005**
**DIRECT CHARITABLE ACTIVITIES**

Cenla Advantage Partnership (CAP) (3 years)	(challenge match)	\$1,500,000
For formation of employer-led economic development umbrella group.		
Cenla Medication Access Program (CMAP) (3 years)		9,375,669
Regional program currently providing 16,000 people with regular source of chronic care medication and medication education.		
Community Development Works (CDW) (3 years)		1,389,390
Regional program to develop and support nonprofit groups and community leaders.		
The Orchard Foundation (3 years)		600,000
A nonprofit local education fund established as a resource for Central Louisiana that will work with school districts, businesses, and communities to improve educational opportunities in a nine-parish service area.		

**EDUCATION**

Hurricanes Katrina/Rita Evacuee Student Assistance		\$500,000
Assistance for public school districts and private schools.		

**HEALTHY COMMUNITIES**

City Park Players		\$4,100
Development of a long-range strategic plan.		
Collaborative Strategies (30 months)		1,330,000
Entrepreneurial League System® (ELS) for Cenla - “grow your own” program for entrepreneurs throughout the region.		
Louisiana Coalition Against Domestic Violence		10,000
Bridge funding for start-up domestic violence visitation center in Marksville.		
United Way of Central Louisiana, Inc.		1,000,000
Katrina/Rita Response Fund for local nonprofits, churches and municipalities.		

**HEALTHY PEOPLE**

A.L. Hayward, Sr., CDC - Bunkie		\$4,080
Senior Health & Wellness.		
Central Louisiana Breastfeeding Coalition (9 months)		90,000
Developmental and pilot funding.		

GRANTS AND PROGRAM INFORMATION

GRANTS 2005

Central Louisiana Occupational Health Nurses (6 months) Completion of Phase I of Wellness Works.	90,000
LSU HSC-School of Dentistry Matching funding to federal grant for dental education connected to HIV/AIDS population.	5,560
Mount Zion Missionary Baptist Church H.E.A.T. (Health Education Awareness and Training) parish nurse program.	3,500
Ninth Judicial District Court Adult mental health court planning.	10,000
Pediatric Therapy Center In-kind grant of building at 1300 Jackson Street.	N/A
Pineville Fire Department Auto Pulse C.P.R. Unit.	14,614
Pineville Fire Department Fire & Weather Safety Training House - Matching Challenge Funding.	10,000
St. Mary's Residential Training School Autism Conference.	5,000
Seeds of Harvest Senior Assistance Program in Alexandria.	4,000
The Learning Center for Rapides Parish Four-hospital collaboration for a national oncology nurse certification.	6,975
Volunteers of America of North Louisiana (3 years) Regional Teen Pregnancy Prevention Program.	500,000
 <b>PLAYGROUNDS</b> (Matching Dollars \$1 to \$1)	
To support development and installation of playground equipment for the following:	
Parents at Lab School (PALS) Behind the Northwestern State University Lab School in Natchitoches.	10,000
 <b>WALKING TRAILS</b> (Matching Dollars \$2 to \$1)	
To develop a walking trail for the following:	
4-Rivers Youth and Adult Community Association Adjacent to the community ballpark in Jonesville.	10,000
Town of Hornbeck Adjacent to the Optimist Building.	10,000
U.S. Forestry Service Across the street from the Veterans Administration Medical Center.	10,000

## GRANTS 2005

### SYSTEMIC INITIATIVE IN EDUCATION (3 years)

\$5,974,650

To provide resources for districts to nurture new instructional approaches for administrators and teachers that produce high student achievement, improved graduation rates and a more successful transition from one level of schooling to the next and then on to college and/or career placement.

School district grants include:

Allen Parish School Board	“Student Achievement Through Teaching Excellence”
Avoyelles Parish School Board	“Advancing Leadership & Instruction”
Catahoula Parish School Board	“Improving Instruction Through Leadership”
Grant Parish School Board	“Effective Instruction”
LaSalle Parish School Board	“LaSalle IMPACT”
Natchitoches Parish School Board	“Improving Student Achievement in Steps”
Rapides Parish School Board	“Differentiated Instruction K-12”
Vernon Parish School Board	“Fostering Professional Learning Communities”
Winn Parish School Board	“Professional Learning Communities”



# FINANCIAL SUMMARY

The Rapides Foundation

Combined Statements of Activities and Changes in Net Assets  
For the Years Ended December 31, 2005, 2004, and 2003

	2005	2004	2003
CHANGES IN UNRESTRICTED ASSETS:			
INVESTMENT INCOME:			
Income on cash and long-term investments	\$4,041,741	\$2,952,454	\$3,220,596
Gains and losses on securities	8,302,313	13,490,200	23,844,330
Equity in earnings of jointly owned companies	3,481,235	8,060,028	3,244,145
TOTAL INVESTMENT INCOME	<u>\$15,825,289</u>	<u>\$24,502,682</u>	<u>\$30,309,071</u>
INVESTMENT EXPENSE	<u>383,982</u>	<u>710,158</u>	<u>637,911</u>
NET INVESTMENT INCOME	15,441,307	23,792,524	29,671,160
CONTRIBUTIONS	-	-	300
PROGRAM EXPENSES			
Grants	4,140,647	9,357,609	6,494,052
Memorial Contributions	-	3,447	12,449
Direct Charitable Expenses	2,953,045	3,865,777	3,728,094
Development	1,337,982	871,095	1,334,245
Administration	1,807,829	1,619,054	1,190,876
TOTAL PROGRAM EXPENSES	<u>\$10,239,503</u>	<u>\$15,716,982</u>	<u>\$12,759,716</u>
INCREASE / DECREASE IN UNRESTRICTED NET ASSETS FROM OPERATIONS	<u>5,201,804</u>	<u>8,075,542</u>	<u>16,911,744</u>
EXPENSES FROM DISCONTINUED OPERATIONS	<u>-</u>	<u>-</u>	<u>-</u>
INCREASE IN NET ASSETS	5,201,804	8,075,542	16,911,744
NET ASSETS, BEGINNING OF YEAR	205,291,791	197,216,249	180,304,505
NET ASSETS, END OF YEAR	\$210,493,595	\$205,291,791	\$197,216,249

# FINANCIAL SUMMARY

Statements of Financial Position  
For the Years Ended December 31, 2005, 2004, and 2003

	2005	2004	2003
<b>ASSETS:</b>			
Cash and cash equivalents	\$5,442,599	\$1,614,751	\$159,406
Accounts receivable			
Prepaid expenses	39,497	31,322	30,133
Furniture and equipment, net	3,375,554	3,052,540	2,950,344
Assets whose use is limited	427,320	444,473	460,387
Marketable securities	154,863,543	154,435,085	143,655,129
Accrued RHS Settlement - PUT	2,606,529	-	-
Investments at cost plus equity in undistributed earnings	<u>50,102,960</u>	<u>53,499,618</u>	<u>54,577,735</u>
Total Assets	<u>\$216,858,002</u>	<u>\$213,077,789</u>	<u>\$201,833,133</u>
<b>LIABILITIES</b>			
Accounts payable	689,711	753,954	685,894
Payroll, payroll taxes and benefits payable	150,529	128,278	11,296
Grants payable	5,012,893	6,543,689	3,596,603
Annuity obligations payable	290,024	307,177	323,091
Total Liabilities	<u>\$6,143,157</u>	<u>\$7,733,098</u>	<u>\$4,616,884</u>
Net Assets -Temporarily Restricted	<u>221,250</u>	<u>52,900</u>	<u>-</u>
Net Assets -Unrestricted	<u>210,493,595</u>	<u>205,291,791</u>	<u>197,216,249</u>
Total Liabilities and Net Assets	<u>\$216,858,002</u>	<u>\$213,077,789</u>	<u>\$201,833,133</u>

# TRUSTEES

## TRUSTEES

Regionald Seastrunk  
Board Chairman,  
Equal Employment Opportunity  
Manager, Ft. Polk

Rev. Doyle L. Bailey  
Former Director of Stewardship,  
Louisiana Baptist Convention

J. Lynn Bordelon  
Vice President/Business Banker,  
Capital One Bank

Michael G. Buck, M.D.  
Physician

Jacque Caplan  
Community Volunteer

Blake Chatelain  
President & CEO, Red River Bank

Ilyas Chaudhry, M.D.  
Physician

Kelvin Freeman  
Industrial Engineer,  
Dresser Industries

Albin M. Lemoine, Jr.  
Avoyelles Parish School  
Superintendent, Retired

Kathleen Nolen  
Chief Financial Officer, Cleco

Maxine Pickens  
Medical Certification Regional  
Manager, Bureau of Health Standards

Joseph R. Rosier, Jr.  
President & CEO,  
The Rapides Foundation

Caroline Theus  
President, Keller Enterprises

Melanie Torbett  
Community Volunteer and  
Freelance Communications Writer

Renick P. Webb, M.D.  
Physician

Honorary Trustees:  
Paul M. Davis, Jr., M.D.  
Roane Hathorn

2006 Appointed:  
Bruce W. Barton, M.D.  
Physician

# STAFF

## The Rapides Foundation Staff:

Joseph R. Rosier, Jr., CPA, CFA  
President/CEO

Vicki Bernard  
Director of Communications

Annette Beuchler, MBA, CHE  
Special Projects Associate

Ingrid Fields  
Accountant

Donna Hernandez  
Receptionist

Emily Hoole, MPA  
Director of Evaluation

Flora S. Keys  
Grant Technician

Patricia M. LaCour  
Grant Administrator

Loretta T. Magee  
Executive Assistant to the President

Kristi Metoyer  
Associate Program Officer

Karol Scully  
Program Assistant

Allen J. Smart, MPH, CHE, CHES  
Vice President of Programs

## Community Development Works - CDW Staff:

Kellie Chavez Greene  
Director of Community Development

Megan Flynn  
Leadership Coordinator

Felicia Walker  
Learning Lab Technician

Amanda Weatherford  
Program Assistant

## Cenla Medication Access Program CMAP Staff:

Wendy Roy  
Program Manager

Crystal Watts  
Office Manager

Sue Fontenot  
Supervising Pharmacist

Kevin Brown  
Program Pharmacist

Tammy Billings  
Patient Assistance Program Supervisor

Tanya Sanders  
Receptionist/Data Entry Specialist

## CMAP/Patient Assistance Program Specialists:

Jorie Asperstrand	Vernon Parish
Jeannie Atwood	Rapides Parish
LaShonda Brown	Rapides Parish
Meghann Cearley	Rapides Parish
Cheryl Chambers	Natchitoches Parish
Janell Cheek	Avoyelles Parish
Stacie Dickens	Allen Parish
Ruth Gilchrist	Rapides Parish
Mindy Hancock	Winn Parish
Jessica Paul	Catahoula/LaSalle Parish
Cynthia Peaslee	Rapides Parish
Amy Perrin	Avoyelles Parish
Amy Poe	Vernon Parish
Crystal Veronie	Rapides Parish
Terrica Wallace	Natchitoches Parish

# ADVISORS

## The Rapides Foundation Advisors:

Jim Clinton  
Executive Director  
Southern Growth Policies Board  
Research Triangle Park, North Carolina

Carol Goldstein  
Cultural Planning Consultant  
Los Angeles, California

Pat Harris, DDS  
Dental Director  
Los Barrios Unidos  
Community Clinic, Inc.  
Dallas, Texas

Linda Juszczak, DNSc, MPH, CPNP  
Director, Education and Training  
and Pediatric Nurse Practitioner,  
Montefiore School Health Program.  
Director, Center for Evaluation and  
Quality, National Assembly  
on School Based Health Centers,  
Montefiore Medical Center  
Bronx, New York

Judith K. Leavitt, RN, MEd, FAAN  
Associate Professor  
University of Mississippi Medical Center  
Jackson, Mississippi

Gregg A. Lichtenstein, Ph.D.  
President  
Collaborative Strategies, LLC  
Margate, New Jersey



Kenneth J. Tewel, Ph.D.  
Associate Professor of Education (retired)  
Program in School Administration and Supervision  
Queens College of the City University  
of New York

J. Trent Williams  
Principal  
Regional Technology Strategies, Inc.  
Chapel Hill, North Carolina

Mary Chase-Ziolek, PhD, RN  
Director of the Center for Faith and Health  
Associate Professor of Health Ministries  
North Park Theological Seminary  
Chicago, Illinois

# FOUNDATION SERVICE AREA



## The Rapides Foundation

1. Allen
2. Avoyelles
3. Catahoula
4. Grant
5. LaSalle
6. Natchitoches
7. Rapides
8. Vernon
9. Winn



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