In just 10 years, The Rapides Foundation has evolved into a nationally recognized innovative philanthropy by developing sustainable programs that will continue to impact our community health, education and economic development for decades to come.
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.

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.
## Making a Difference

### 1994-1996
- Foundation Established
- Trustee Research
- First Grants
- Mission & Vision
- Grant Guidelines Established
- Identify Determinants of Health
- Community Health Assessments Commissioned

### 1997-1998
- Tulane Community Health Assessment
- Strategic Grantmaking Framework
- Board Retreat
- Initiatives Identified for Five Priority Areas
- Education Initiative-School Cycle Grants

### 1999-2000
- Community Development
- Workforce Development
- Faith & Health
- Board Retreat
- AED Network Operation Heartbeat
- Cenla Medication Access Program (CMAP)

### 2001-2002
- Community Development Works (CDW) Nonprofit Management Classes
- Board Retreat-Philanthropic Review
- Educators Leadership Institute (ELI)
- 2002 Community Health Assessment
- School-Based Health Centers

### 2003-2004
- AED Network Operation Public Access
- Redefined Service Area
- Redefined Initiatives
- Parish Nursing
- Walking Trails/Playgrounds
- Cenla Advantage Partnership (CAP)
- The Orchard Foundation
- Systemic Initiative
Message from the President and Chairman

The 2003 annual report looked at many significant changes in the life of The Rapides Foundation – from our physical location, as we moved into our new building in the renovated Kress Five and Dime store in downtown Alexandria, to revised grant guidelines and service area.

In 2004 the Foundation celebrated its 10th anniversary. For this year's report we wanted to take the opportunity to reflect back on a decade of service – taking an even longer view at where we’ve been, projects funded through the years, as well as mark some notable accomplishments by both our programs and our Foundation staff.

We'll also look at what our Foundation plans for the future to remain focused on our mission of improving the health and well-being of the communities of Central Louisiana.

History

On September 1, 1994 a reservoir of almost $150 million was used to create the largest endowed charitable foundation in Louisiana, The Rapides Foundation. Although new to Central Louisiana as a grantmaking organization, The Rapides Foundation stems from a legacy of healthcare and community service that spans ten decades. It began in 1903 when a group of six physicians formed the 20-bed Alexandria Sanitarium at the corner of Second and Lee Street. The Louisiana Baptist Convention acquired the sanitarium in 1917 and operated it as the Baptist Hospital until 1970 when it was turned over to the community as Rapides General Hospital. From that point, the hospital flourished as Rapides Regional Medical Center and developed into one of the leading nonprofit, acute care hospitals in the state.

In 1994, a joint venture partnership with Columbia/HCA was formed, creating a pool of resources to enable and sustain the quality of living in Central Louisiana through grantmaking activities as The Rapides Foundation. Today the Foundation owns 26% of what is now Rapides Healthcare System, made up of Rapides Regional Medical Center, Avoyelles Hospital in Marksville, Oakdale Community Hospital in Oakdale, Savoy Medical Center in Mamou and Winn Parish Medical Center in Winnfield.

Nationally Recognized Partner

This year’s annual report includes quotes from leaders of several state, regional and national organizations that have partnered with the Foundation on a program or project or who have come to recognize the Foundation as a resource for building relationships. You will read their comments regarding the Foundation’s unique ability to collaborate on local, state, regional and national levels, as well as to lead the way in creating innovative, sustainable, visionary programs.

Innovative

On occasion when reading about a Foundation program you will see “first of its kind or largest of its kind in a rural area.” Two Foundation-funded programs fall under this category. The Cenla Medication Access Program that is now the largest privately funded medication access program serving a rural area in the United States and works with more than 160 area physicians. The AED Network with 450 life saving AED (Automated External Defibrillator) units throughout Central Louisiana and over 3,000 trained individuals in a population of only 350,000. According to the American Heart Association it is the largest AED implementation project in any rural area of the United States.

Sustainable

Our grantmaking focuses on developing and building programs that will be able to continue successfully or leave a significant impact on the overall health of the community even if its funding period ended today. These are sustainable programs. The Foundation’s efforts have produced
several sustainable, thriving organizations in the areas of health and education. One of our longest running and ever growing programs is the LSU Health Sciences Center’s Family Practice Residency Program. Established in 1995 the program has now trained 42 residents, 25 of them have set up practices in Central Louisiana. Another longstanding program is the Education Initiative. Since its founding in 1998 to present we have seen this program evolve from individual five year grants totaling close to $10 million to 111 schools – to the now Systemic Initiative grants where we are working with all public school districts in our service area.

Along with the residency program, we have funded numerous other programs in the area of healthcare access with great success. Two examples are the Sicily Island Dental Clinic in Catahoula Parish and two School-Based Health Centers in Allen and Natchitoches parishes. The dental clinic is now providing services for over 7,000 appointments annually to the citizens of five Central Louisiana Parishes. The school-based health centers are providing comprehensive primary and preventive physical and mental healthcare to children K-12 in school settings.

**Visionary**

When asked to describe the work of the Foundation one of our consultants refers to our efforts as visionary. This is something we strive for in all of our programs. In 2005 the Foundation will continue the work of such visionary programs as the Cenla Medication Access Program, Community Development Works and Cenla Advantage Partnership. All these programs are detailed in this report.

We will also begin to see the development of new programs like the Central Louisiana Occupational Health Nurses’ Wellness Works project, which is working with six local employers to improve the health and well-being of all their employees, and the Department of Health and Hospitals Bureau of Primary Care and Rural Health’s Health Systems Development for Central Louisiana in developing new sites in Central Louisiana where residents can receive primary healthcare services.

On behalf of the Foundation’s Board and staff, we look forward to the next ten years, when we believe the new programs we are now supporting will also be called innovative, self-sustaining and visionary.
Michael Ellerbee, M.D. (left) checks patient Ed Irwin at the Family Practice Residency Clinic while Michael Madden, M.D. observes.
In 1995 one of the Foundation’s initial grantmaking efforts was to award the LSU Health Sciences Center a $5.3 million/five-year grant to start the community-based Family Practice Residency Program at Rapides Regional Medical Center. The project was developed to assist in recruiting, training and retaining residents/physicians in Central Louisiana’s rural communities. This proposal was submitted in response to the state’s rural physician shortage. Studies showed approximately two-thirds of all physicians established practices within 50 to 60 miles of their residencies.

In 1999 there were two graduates of the program and both are currently practicing in Central Louisiana; Dr. John Miller is located in Pineville, and Dr. Elizabeth Tenaglia is in Leesville. Since 1999, 42 residents have completed the program, 25 are currently practicing in Central Louisiana.

Since 1999, 42 residents have completed the program, 25 are currently practicing in Central Louisiana.

“My original intention was to go back to north Louisiana. I think the biggest part of choosing to stay, is that I now consider this home. The professional opportunity certainly presented itself to be here. Alexandria is a very progressive medical community for an area of its size, so there is an opportunity to practice in a smaller setting, but access very readily, state-of-the-art medicine. It is a great situation to be in.”

Dr. Carole Holton
Education Initiative

The Education Initiative began in 1998 with a September kick-off meeting attended by over 90 schools. The Foundation’s first grants in education were awarded in 1999 to individual schools in three cycles – schools in each cycle, or group received five year grants. The grants focused on improving student performance through enhanced professional development of both teachers and administrative staff.

As the interest and participation of local educators began to grow, the Foundation established the Educators Leadership Institute (ELI). ELI brought together superintendents, principals, teachers, and school administrators in Central Louisiana to hear from and meet with recognized educators throughout the country.

The Foundation’s Education Initiative reached a major milestone in 2004. It marked the end of the majority of school level grants and the beginning of a major new effort, the Systemic Initiative in Education. ELI helped accelerate the Foundation’s involvement at the district level. The Systemic Initiative was launched to continue to strengthen district leadership teams as they accept direct responsibility for planning and implementing system-wide change in schools and districts.

“Using The Rapides Foundation grant money we instituted a reading program in the school called ‘Write Track’. After we began the writing program our test scores improved. And the effects of the program were apparent not only in all grade levels but in all disciplines. Many of the skills that are indigenous to being good writers were also having a positive effect on student achievement in other areas as well. So overall the end result is improved student achievement.”

Ann Smith, Assistant Principal, Pickering Elementary
Sicily Island Dental Clinic

In 1999, Catahoula Parish Hospital District #2 received a $500,000/5 year grant for start-up and operational support for a dental program at Sicily Island Community Health Center.

Access to medical care is a major problem for a large number of rural residents in Central Louisiana. When health services are located many miles away from their homes, the cost and inconvenience of travel means that critical care is delayed, and preventive care is often ignored completely.

By offering convenient, affordable healthcare close to home, the Sicily Island Community Health Center is making a difference in the lives of the people of its community and is an example of how a small group of committed individuals can impact the lives of thousands.

“At the Sicily Island Dental Clinic we were able to provide services to over 4,000 appointments in 2003. In 2004 that number increased to about 7,000. We continuously see more and more patients in need. We started with one full-time dentist and now we have two full-time dentists and a part-time dentist and dental hygienist. And we’re expanding care to the surrounding parishes and actually working with the public school systems, Head Start centers, and nursing homes.”

Emma Tarver
CEO, Catahoula Parish Hospital District #2
Friendship House

In early 2000, the Friendship House Adult and Daycare Center received a $120,000 grant to be paid over a period of three years. The Foundation funded this program for the enhancement of healthcare and marketing services of the agency as a regional resource for adult day services. Friendship House is currently the only licensed adult daycare center in Central Louisiana.

“We’re 23 years old but our most significant growth has really been in the last five to six years. The Rapides Foundation’s first initiative grant really was such a huge catalyst for helping us begin to move ahead. We were able to add several staff positions, increase our knowledge in many areas, and increase the care we offered, as well as gain more awareness in the community. It’s also opened up opportunities for us that weren’t directly connected to the grant simply because of our contact with the Foundation. And then the most recent grant we received helped us take everything we had learned and really move it to the next level as we plan for the future. I can’t say enough about the Foundation and how they have been instrumental in our becoming a model center in the state.”

Julie Morris (left)
Director of Friendship House

“The Rapides Foundation assistance certainly validated what we thought we were doing well. It helped us to reevaluate and critique ourselves in a more organized manner. It also helped us to just look at our future growth, where we need to go with some of the problems that we have such as transportation, and the facility itself. It certainly has given us a more in-depth understanding of what good we’re doing and what changes we need to make in improving the care that we’re giving.”

Ann Deshotels (right)
Former Board President of Friendship House
In 2000, the Community Senior Citizens Multipurpose Resource Center received an $80,000 grant to be paid over two years for the implementation of various health and wellness activities for older adults in south Alexandria.

Seniors Aging with Grace and Energy (SAGE)

“I don’t know what we would have done without The Rapides Foundation. I hate to even try and speculate. They have been our rock from the very beginning. We started out from nothing. The grant was what allowed us to go out into the neighborhood and interview seniors and that’s the way we got started. We were first simply a senior citizens group and after that we were able to add an exercise program called SAGE, Seniors Aging with Grace and Energy. We strive to get seniors out of the house and involved in the fellowship of our group. There’s nothing like getting people together.”

Daisy Dempsey
Executive Director, Community Senior Citizens Multipurpose Resource Center, Inc.
Workforce Development

In 2000, the first Economic Development (Workforce) Initiative Grants were funded. The Foundation made an investment in workforce development projects in Central Louisiana. Working with an initial group of 16 nonprofit organizations and private employers, the Foundation embarked on an ambitious quest to boost the area’s overall economic health by improving both employee and company skills.

“...The Rapides Foundation grant helped a number of our employees, both our manufacturing and office people, either learn new skills or fine tune their current skills in such areas as computer software for example, and statistical process control for another. They were able to learn skills that made them eligible to move to different level jobs. This allowed us to stay in business and be competitive.

The skills the employees learned helped us, one, by improving the quality of the product going to the customer which obviously you have to do to stay in business. It also helped us to become more proficient time wise. Speed and money...that helps the company stay in business.

We’re a relatively small company and without The Rapides Foundation grant we would not have been able to offer this training. Take for example the software training. We ended up having say, ten people who picked up software know-how versus one or two we would have had otherwise. So the grant expanded the number of people who could do certain jobs.”

Rod Thomas
Quality Manager for AFCO Industries
“Giving technicians extra training like the grant provided, gives us a stronger workforce. An employer has the opportunity to put a tech on board that doesn’t have to start from scratch, doesn’t have to start at the bottom of the ladder. The less training that you have to give them the better off you are. So if you can get them coming in with quality training, it helps you. It also enlarges the field of trained techs for an employer to choose from. You end up with a stronger workforce.”
Court Appointed Special Advocates (CASA)

In 2001, the Rapides Children’s Advocacy Center was granted $93,000 over two years to develop an intensive volunteer recruitment and retention program focusing on recruitment of minority volunteers to serve as court appointed advocates for abused children through the Court Appointed Special Advocate (CASA) program.

David Sikes
Executive Director of Rapides Children’s Advocacy Center, Inc.

“The grant helped us grow tremendously over that period of time. We exceeded our goal for volunteer recruitment allowing us to serve even more children than we would have been able to otherwise. Our program focus is on abused and neglected children and what we do is train everyday people, just regular community citizens to track the cases of children who have been removed from their homes and make sure that they don’t slip through the cracks of the system. So the funding from The Rapides Foundation helped us gain a very good foundation for our program in the community.

I think what the grant did; it helped us gain entry into segments of our community to better help us reach out further and let people learn about what we do. Before someone can volunteer they have to know first that we even exist and through the Foundation’s dollars we were able to devise a media campaign that consisted of all forms of access; through outdoor advertising, television advertising, radio advertising and print media. All of those things which allowed us to distribute our information to a wider audience.”

Mark Vilar
Former Board President of Rapides Children’s Advocacy Center, Inc.

“I think the grant had a substantial impact. It helped create and increase the awareness of CASA in the community. It increased the awareness of our need for volunteers to help represent these abused and neglected children as they go through the legal process. I know in fact that it was successful. The goal originally was to try to recruit 100 volunteers. Ultimately they recruited approximately 120 volunteers, so they met and exceeded the goal by 15 to 20 percent.

The services that the CASA organization provides is directly related to the volunteers that we have. The actual employees of CASA only indirectly provide the services to the kids. It’s the actual volunteers that interact with the children every day. So as we increase the number of volunteers that in turn allows us to serve more and more children. And that was the impact we felt from the grant. The grant allowed us to increase volunteers which substantially increased the number of children we could serve.

I’ll tell you what else it did. Much of The Rapides Foundation money was spent toward increasing minority participation at CASA. And at the end of the grant period our minority volunteer participation was higher than the national average for CASAs across the country, which it had not been before. So I think that’s a significant point; that it helped us increase minority participation which is obviously a substantial resource of people that could help us. The grant helped us get access to that group of people.”
Court Appointed Special Advocates (CASA)

David Sikes (left), Executive Director and Mark Vilar, former Board President of Rapides Children's Advocacy Center, Inc.
School-Based Health Centers

In mid 2001, the Natchitoches Parish School Board received a technical assistance grant for the planning and development of a school-based health center to be located at Natchitoches Central High School. The following year they were awarded a three year, $500,000 grant for the establishment of a model high school school-based health center to emphasize risk reduction and disease management programs. Later that same year another school-based health center was funded in Allen Parish at Oakdale High School.

“Oh my goodness yes, the health center has been a success. Our interest is to keep the children in school and to keep the parents on the job and we’ve been able to do that. In addition to the medical side we do a whole lot of education. As a social worker I go into the classrooms every month and talk about one specific issue like an abstinence program to prevent teenage pregnancy, which is over and above what the teachers were asking of us.

I feel like I’ve been able to pull families together. If a student has a problem at home they can’t focus in the classroom. So when a student comes to me with a problem I’ll have family sessions and try to get to the root of the problem. When you create a healthier home environment then that student can go to school and focus on their studies and you’ll see their grades go up. That just makes my heart swell. I’m very proud of the health center as all of us are.”

“I think that the school-based health center at Natchitoches Central High School is helping to meet both medical and emotional or social issues for many students. We are able to meet some needs there that otherwise we would not be able to meet. The main thing is that many of our students that need medical services but may not be getting them otherwise are taking advantage of our center. Every year our total enrollment has grown and the number of visits has also grown. The end result is healthier students and less absenteeism.”
School-Based Health Centers

Kristy Landry
Nurse Practitioner at Oakdale School-Based Health Center

“I think the grant has been great because the kids can access care immediately and on their own. They don’t have to wait three days for a doctor’s appointment. They don’t have to wait for their parents to get off work. It also keeps them from missing class. The care is right there for them when they need it.

The Center is great. I live in another parish and I wish my children had the opportunity to have this kind of center. People around here ask me about my job and they have no clue about what a school-based health center does, but after I tell them how great it is they all wish they could have one for their kids.”
Fred Cerise, MD, MPH, Secretary, Louisiana Department of Health and Hospitals

As most of you are aware, Governor Kathleen Blanco has made reform of Louisiana’s public healthcare system a top priority of her administration. This commitment began immediately following her election when she convened the first-ever Healthcare Summit.

In response to Governor Blanco’s request, The Rapides Foundation hosted the Healthcare pre-Summit meeting for Region VI. In February 2004 more than 200 people attended a pre-Summit meeting at the Foundation building in downtown Alexandria.

Following the pre-summit, the governor urged each region to form a consortium to ensure that proposed solutions to Louisiana’s healthcare problems came from the people who are most affected and most knowledgeable. The Region VI consortia was formed with Joe Rosier, President and CEO of The Rapides Foundation as the chairperson. Mr. Rosier presented the consortia’s finding at the state Healthcare Summit later in the year. To date, approximately 400 people across the state have joined a regional healthcare consortium. Each consortium is linked with Governor Blanco’s Healthcare Reform Panel.

I want to use this opportunity as a way of thanking Mr. Rosier for chairing the Region VI Consortium, and the many dedicated members who have volunteered their time to the healthcare reform effort. It is through this work at the local level that we will one day be able to see our friends and neighbors live longer, healthier lives ... with the supports and services that best meet their needs.

Michael J. Olivier, Secretary, Louisiana Department of Economic Development

Economic Development works the best when the state and regional partners cooperate to pursue business. The Governor and Louisiana Economic Development are placing a priority on building good relationships with organizations like Cenla Advantage Partnership. We are looking forward to working together and building on the momentum of the successes of Union Tank Car, General Motors, and Roy O. Martin, just to name a few.

Cecil J. Picard, Superintendent, Louisiana State Department of Education

The role of school leaders to impact instruction and student achievement cannot be underestimated. Research tells us what many of us know from observation – it takes an effective principal to make a successful school.

The department has launched the Louisiana Educational Leaders Network to aggressively target the needs of educational leaders throughout our state – to recruit, prepare, induct, and support these leaders.

The work of The Rapides Foundation in the leadership arena supports and enhances department leadership initiatives. The department encourages the Foundation’s effort and looks forward to continued collaboration in this and other areas.
The Southeastern Council of Foundations is a membership association of grantmaking foundations and programs that promotes excellence throughout the field of philanthropy and the creation of new philanthropic resources to benefit the region.

Since the foundation’s establishment, the board and staff of The Rapides Foundation have devoted time and resources to refining their skills at grantmaking and philanthropic management. I doubt that we have ever had a member whose leadership has been more involved with us than The Rapides Foundation. Board and staff are regular in attendance at our Annual Meetings and take advantage of many of the other services we offer. We’re especially pleased that Rapides has also had three of its staff participate in our unique Hull Fellows Program – designed to assist new and/or young board and staff hone their leadership gifts.

In my interaction with The Rapides Foundation, I was totally impressed with its commitment to the community. In a very proactive way, the Foundation allocated considerable funds and human resources into working with the health care community in Central Louisiana on strategies to prevent a nursing shortage. By 2020, the nation is predicted to have a shortage of 800,000 nurses, and nurses are the linchpin between healthy and poor patient outcomes. The Foundation funded the Central Louisiana Nursing Workforce Coalition to address issues around the shortage. The Coalition conducted a public relations recruitment campaign and established a successful mentoring program for nursing students. These activities would not have happened without the guidance and stewardship of The Rapides Foundation.

In late 2004 The Rapides Foundation contracted with Macaulay & Burtch, P.C. to assess its nursing workforce efforts. Ms. Lanier has ten years experience with nursing workforce development work at the national level, having served as the Deputy Director of Colleagues in Caring: Regional Collaborative for Nursing Workforce Development, a national program funded by The Robert Wood Johnson Foundation. She also has two decades of experience in nursing education.
The Robert Wood Johnson Foundation is the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans. It works with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change.

Most foundations have a difficult time collaborating. The Rapides Foundation has gone out of its way to become a model for developing good relationships with national and regional foundations to lead the way in developing partnerships.

It is not easy for national foundations to do good grantmaking at a local level. The Rapides Foundation is on the cutting edge of how you define the important issues for a region. The Robert Wood Johnson Foundation has looked to their board and staff for assistance and advice to strengthen its efforts in this area.

The relationship between these foundations has matured over time and we are now positioned to chart the course for collaboration in the next century.
State, Regional and National Partners

Lauren LeRoy, Ph.D, President and CEO, Grantmakers in Health
Grantmakers In Health (GIH) is a nonprofit, educational organization dedicated to helping foundations and corporate giving programs improve the nation’s health. Its mission is to foster communication and collaboration among grantmakers and others, and to help strengthen the grantmaking community’s knowledge, skills, and effectiveness. Formally launched in 1982, GIH is known today as the professional home for health grantmakers, and a resource for grantmakers and others seeking expertise and information on the field of health philanthropy.

The Rapides Foundation has consistently shown its commitment to Grantmakers In Health and the field through both its financial support and the generosity of its board and staff in sharing lessons and practical advice from their work. Its active participation has aided GIH in furthering its mission of helping grantmakers improve the nation’s health.

Barbara Newhouse, Vice-President of Field Operations, Alzheimer’s Association
The Alzheimer’s Association is the world leader in Alzheimer’s research and support. It is the first and largest voluntary health organization dedicated to finding prevention methods, treatments and an eventual cure for this disease.

The Alzheimer’s Association has moved its Louisiana Chapter from New Orleans to Alexandria. Alexandria is much more centrally located to cover the entire state. We’ve got a good, strong grouping of volunteers in the Alexandria area, and it’s our sense that it’s going to be easier to build from Alexandria as the core and reach out across Louisiana, than to be positioned in one side of the state.

The level of support we have received from The Rapides Foundation is striking to me; it does not exist elsewhere throughout the country. It is my sincere hope that with its support and the community’s ongoing commitment, that we will achieve nothing less than a hundred percent success!
The Foundation would like to recognize the following state, regional and national accomplishments of 2004.

Joseph R. Rosier, President and CEO continues his service to the Robert Wood Johnson Southern Rural Access National Advisory Committee (NAC). Southern Rural Access Program is a regional effort to improve access to basic healthcare in eight of the most underserved rural states in the country. These eight states include; Alabama, Arkansas, Georgia, Louisiana, Mississippi, South Carolina, East Texas and West Virginia. The National Advisory Committee is a diverse group of experts who advise the Foundation on all aspects of the program.

Allen J. Smart, Vice President of Programs serves on the board of the Local Initiative Funding Partners. This board is a partnership between The Robert Wood Johnson Foundation and local grantmakers such as The Rapides Foundation, supporting innovative, community-based projects to improve health and healthcare for underserved and at-risk populations.

Vicki Bernard, Director of Communications was appointed by Governor Kathleen Blanco to serve on the Louisiana Commission on Women’s Policy & Research. The Commission is chiefly responsible for advising the governor on women’s policy. It identifies and analyzes trends of negative impact regarding health and prosperity of women. The commission proposes possible solutions to particular hardships, needs and concerns.

Wendy Roy, Program Manager for the Cenla Medication Access Program was selected to attend the Hull Leadership Program sponsored by the Southeastern Council of Foundations. The Program is intended to nurture and inspire the Southeast’s next generation of philanthropic leaders through opportunities for personal and professional growth.

Automated External Defibrillator (AED) Operation Public Access Phase II – These lifesaving units are now in public places - from churches and schools, to malls, office buildings, stadiums, and other locations where large groups gather. By September of 2004, 225 AEDs had been placed for this phase of the project and over 3,000 Central Louisiana residents had received AED/CPR training.

Coughlin-Saunders Performing Arts Center Dedication – The arts center, built at the corner of Lee and Third streets in downtown Alexandria at a cost of slightly more than $9 million, opened in August of 2004. It seats 615 and has been the site of more than 50 events, ranging from plays to a wedding reception, in its first year. The center, which is owned by the city, was built with money received from a mixture of grants and private fundraising. The biggest gifts were $4 million from The Rapides Foundation, $3 million from the state of Louisiana and $2 million – half for construction and half for an operating endowment – from the Coughlin-Saunders Foundation. The center was built on land donated to the city by McCormick & Co., former owners of The Town Talk.

Educators Leadership Institute (ELI) Workshops at Tall Timbers – ELI workshops concluded in April at Tall Timbers in Woodworth. ELI was a year-long series of six focused, intensive workshops creating knowledge, skill and attention to instructional leadership. Parish ELI teams are cross-disciplinary teams, usually school grant recipients selected by the Superintendent and central office supervisors.

Frye Dedication – Along with the new Foundation headquarters – 2004 also marked the opening of the new Frye Nonprofit Development Center located on the second floor of the new Rapides Foundation Building and dedicated to Ray and Minnie Lee Frye. Ray Frye was a well-known civic leader in Alexandria until his death in 1994. Frye and his wife Minnie Lee were known for their philanthropic activities.
Notable Accomplishments

**Learning Lab Opening** – Located on the first floor of The Rapides Foundation Building, the CDW Learning Lab is a place for Cenla residents, community groups, and nonprofit organizations to access technical assistance, information, publications, and databases that assist them in planning programs and projects in their communities. The Learning Lab houses a nonprofit and community development library and small computer center for prospect and program research.

**Lewin Report Released** – In 2003, The Rapides Foundation contracted with The Lewin Group, a national healthcare policy-consulting firm, to conduct an intensive assessment of the programmatic and financial environment of primary and hospital services for the medically indigent and describe options for an affordable and more effective system of delivery. The findings were released in May of 2004 in a report titled *Assessment of the Healthcare Safety Net Needs and Services in Central Louisiana*, which can be found on the Foundation Web site www.rapidesfoundation.org.

**New Web site Launched** – During 2004 the Foundation’s Web site was completely redesigned to make it more streamlined and to present only the most pertinent information needed by our diverse audiences. The graphics and various pages mimic this new style of our program materials. Other new tools were added with the redesign process. The home page now features Foundation headlines and a search tool to take users directly to their point of interest. These items make the Web site much easier to navigate.

**Parish Nurses Graduate First Class** – Cenla Faith & Health Nursing Network graduated its first class of parish nurses in May of 2004. Eighteen nurses representing various congregations and healthcare systems around Alexandria were among the first graduating class. The program is now expanding to surrounding parishes.

**Regional Communications Awards** – The Rapides Foundation earned eight awards for outstanding communications at the annual Southern Public Relations Federation Conference. These awards include three Awards of Excellence and five Certificates of Achievement.

**Systemic Initiative Grants Awarded** – The Foundation moved to working at the school district level. The Systemic Initiative in Education provides districts with a vehicle which allows them to continue their progress as the five-year school grants come to an end.

**10th Anniversary Celebration** – All current and prior Foundation Board members, representatives from grantee organizations, as well as numerous community, business and political leaders were invited to celebrate the 10th anniversary of the Foundation which opened its doors in September of 1994.

**Open House for The Rapides Foundation Building** – In addition to the Foundation’s 10th anniversary, we also celebrated moving into our new location in downtown Alexandria. The Rapides Foundation is now housed in the historic former Kress Department Store.

**The Orchard Foundation Public Kick-Off** – The Rapides Foundation has earmarked $600,000 for the next three years for the Local Education Fund (LEF) now called The Orchard Foundation. The Orchard foundation has been created to generate broad community support within the Central Louisiana region for education improvement and to encourage, support, and direct reforms.
By the end of 2004, over 450 AEDs had been placed with some 275 organizations from paid police and fire professionals to small rural churches. Over 3,000 First Responders and Community Volunteers have received CPR/AED training through this project. Thousands of local residents continue to be trained and recertified in CPR and AED protocols as a result of the program. The Foundation is committed to maintaining the AED network and contracted with local ambulance service MedExpress to monitor the use and upkeep of the equipment and to maintain the high level of user readiness.

In July of 2004, Gregory Brooks, Winnfield Correctional Center guard collapsed after finishing a qualifying run. Luckily, Lonnie Smith, S.O.R.T. Commander at the center had received AED/CPR training through the AED Network and knew the steps in the Chain of Survival. Because of Lonnie’s quick thinking Mr. Brooks is alive today.
Cenla Medication Access Program (CMAP)

CMAP is a program that is helping provide medications for chronic conditions, as well as medication education on the importance of appropriate medication usage. The Rapides Foundation is funding a three-part approach to help individuals receive their medications. Each part of the program is different so that CMAP is able to reach as many people in rural Central Louisiana as possible to help them receive their needed prescription medications. The components are (1) a patient enrollment program at the region’s public hospital, Huey P. Long Medical Center-England Airpark Outpatient Pharmacy, (2) the CMAP Card System, and (3) the Patient Assistance Program (PAP).

Four years old and growing stronger every day - In 2004 CMAP added two new locations to their Patient Assistance Program (PAP), one for Avoyelles Parish and one for Catahoula-LaSalle Parishes. CMAP is now the largest privately funded medication access program serving rural areas in the United States. As of December 2004, CMAP has saved close to 5,000 uninsured and underinsured residents of Central Louisiana over $15 million with the assistance of 163 area physicians.
Community Development Works (CDW)

In 2000, The Rapides Foundation launched Community Development Works to provide nonprofit leadership training and grassroots organizational development. Today the development and support of nonprofit organizations and community leadership continues to be a major basis of Foundation work as we strengthen the programs of CDW. In 2004, an exciting program called Board Builders debuted—where young professionals are loaned by local companies to be trained in sound nonprofit Board practices then matched with local nonprofits that have committed to place these individuals on their Boards and mentor them through their early days of Board membership. 2005 will see the continued growth of the Learning Lab, a center for all resources and research materials related to nonprofits – located on the first floor of the Foundation’s building.

Board Builders Program participants from Rapides Parish: (Front row L to R) Tracy Nash, Hibernia Bank; Jodie Peart, Rapides Regional Medical Center; Rishella Malveaux, Paragon Casino Resort; Lisa Oney, International Paper; and Andrew Cutrer, Red River Bank. (Back row L to R) Cade Young, Martco; Susan Broussard, Cleco and John Hall, CHRISTUS St. Frances Cabrini Hospital.
With healthcare a dominant part of her platform, newly elected Governor Kathleen Blanco pledged that the first 90 days of her administration would see the formation of a high level Governor's panel. In 2004, we began participating in regular meetings hosted by the Department of Health and Hospitals in response to opportunities that were being made available to develop some enhanced strategies on serving the uninsured. Foundation President and CEO Joseph Rosier is Chair of the Region VI Consortia, enabled by legislation to provide local input to the Governor's Healthcare Panel.

The Foundation is a very active participant as the Governor's office and the Department of Health and Hospitals develop and provide direction for the legislature. In response to a request from the Office of the Governor, Consortia are now meeting in each region of the state to seek solutions to healthcare issues facing Louisiana. The Foundation, as part of its expressed work on the healthcare access issue, will continue to be involved in considering state and regional solutions to providing care for the thousands of uninsured in the area.

December 2004 marked the end of the first phase of the Walking Trail program. Funding has been provided for 20 walking trails, and the program has been a resounding success – particularly in smaller communities throughout the region where the projects have spurred on some very visible signs of communities coming together for a single purpose. The playground grants program, a similar effort, has been successful in stimulating new funding opportunities and brought to prominence the need for informal places for children to meet, play and exercise.
Looking to the Future

Alzheimer’s Association

2004 saw the establishment of both a regional and statewide presence for the Alzheimer’s Association after an absence of at least five years from Central Louisiana. We are very excited that the state Chapter office of the National Alzheimer’s Association moved from New Orleans to Alexandria. This transition to Alexandria is largely the result of The Rapides Foundation’s commitment to help establish a presence on the issue of Alzheimer’s for the region.

The national office has recognized the strong regional leadership that has developed over the past year and sees Cenla as a major site for opportunities in education, support and rural systems development. The Foundation responded to informal groups of local caregivers and other advocates in whose goals are also improving care for chronic conditions.

We hope that 2005 will bring heightened community interest in the issue and begin the development of enhanced systems of care for patients, caregivers and families.
2004 saw the formation of a nine-member Steering Committee, and the initiation of the private sector fundraising effort for this unique challenge grant from the Foundation. For every $1 raised in the private sector, the Foundation will make available $1 of funds as a match for this new regional private sector economic development organization. CAP’s goal is to create greater wealth for the region in the form of more effective and prosperous businesses able to develop and trade in higher value added products and pay higher wages.

2005 will see the formation of CAP’s 18 member Board, incorporation of the organization and recruitment efforts to hire a strong top-flight management team.

Southern Growth Policies Board is a non-partisan public policy think tank based in Research Triangle Park, North Carolina. Formed by the region’s governors in 1971, Southern Growth Policies Board develops and advances visionary economic development policies by providing a forum for partnership and dialogue among a diverse cross-section of the region’s governors, legislators, business and academic leaders and the economic and community development sectors. This unique public-private partnership is devoted to strengthening the South’s economy and creating the highest possible quality of life. It is supported by memberships from 13 Southern states – Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Virginia, West Virginia – and the Commonwealth of Puerto Rico.

“Most institutions, even very good ones, underachieve in relation to their own goals. It’s perfectly normal to have hopes and aspirations that are higher than we ever quite manage to attain. I think that The Rapides Foundation has accomplished exactly the opposite.

As a hospital conversion foundation, you might expect the Foundation to do well in its healthcare investments. You would be surprised, however, to see it take on broader workforce issues and be successful at it, but The Rapides Foundation has also done that.

Now it has moved into still more challenging territory, seeking to reimagine and reinvent how economic development takes place in Central Louisiana. The creation of the Cenla Advantage Partnership is a brave and visionary action. When Southern Growth Policies Board recommended the creation of Regional Prosperity Alliances (in our 2005 Report on the Future of the South), we cited the efforts of The Rapides Foundation as the kind of actions that it would take for a region to transform its economy and sustain that transformation.”

Jim Clinton, Executive Director, Southern Growth Policies Board
Health Systems Development for Central Louisiana

After a year-long developmental process, the Louisiana Department of Rural Health and Primary Care received a grant for $750,000 over three years for an intensive regional approach to developing various new sites in Central Louisiana where local residents can receive affordable, basic primary healthcare services. These sites will use various federal and state programs to assist them in subsidizing care for the uninsured. While these programs have been active in other states, and in other parts of Louisiana, they have not been successfully implemented on any scale in our region.

In 2005, the state team will be working throughout the region inviting communities and parishes to participate; developing and completing the initial round of state and federal applications in association with local hospitals, municipalities and community groups.
Wellness Works in Cenla

2004 began the pilot period for a group of companies, led by their occupational health nurses, interested in supporting improvements in their employees’ health and, undoubtedly, the health of their business and the community at large. A variety of strategies are being tested - including programs that focus directly on losing weight, healthier eating at work, self-care of chronic conditions and regular exercise. This collaborative is a unique venture drawing national interest. Most targeted worksite wellness work to date has included mostly upper management level employees. Wellness Works focuses on hourly workers with support and involvement from upper management.

In 2005, the Foundation is challenging the companies to commit to some long-term strategies that will likely include significant changes in internal human resource and management practices.

(1) Richard Poche of Procter & Gamble

(left) Cleco employees utilize the company fitness center to fulfill their Wellness Works prescribed exercise programs. (front) Bobby Gordon, (back l-r) Emeal Jones, Mary Clifton, Sylvia Kerry and Mary Covington
(top) Linda Dotson, RN, BSN and Nurse Manager at the VA Medical Center and a graduate of the Foundation’s Parish Nursing program. (bottom) Chawn Texada, RN, ADN, school nurse at South Grant Elementary School, administers hearing tests for elementary school children.
Program Priority Summary

### Healthy People

**Healthcare Access**
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.

**Healthcare Access Infrastructure**
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.

**Health Promotion and Disease Prevention**
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.

**Participatory Arts Programs**
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

**K-12 Grants Programs**
Although closed to new schools, the Foundation currently has grants with about 35 K-12 schools.

**Systemic Change Initiative**
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.

**The Orchard Foundation**
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

**Citizen and Nonprofit Training and Organizational Development**
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.

**Workforce Development**
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.

**Effective and Innovative Business Environment**
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.

**Arts and Culture Infrastructure**
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.

**Community Data, Information and Resources**
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.

### Eligibility Requirements
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.
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.
Cenla Nursing Workforce Coalition (CNWC) (10 months) 235,000
To support an independent nonprofit dedicated towards promoting nursing as a career, enhancing quality of the nursing workforce and recruiting middle and high school students into nursing educational programs.
Community Development Works (CDW) (3 years) 1,389,390
Regional program to develop and support nonprofit groups and community leaders.
The Orchard Foundation (TOF) (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.

HEALTHY COMMUNITIES
Arts Council of Central Louisiana (3 years) $281,500
Operational support for the continued stability of the Arts Council of Central Louisiana along with equipment replacement fund for The Rapides Foundation Building arts space and the Coughlin-Saunders Performing Arts Center.
Enterprise Corporation for the Delta (3 years) 375,000
To establish nonprofit business lending services for underserved business markets.
Evangeline-Rapides Skills Network, Inc. (1 year) 75,000
To support training activities for a collaborative network of employers; AFCO, Cabot, Cleco, and Cooper Cameron.
Friends of the Alexandria Zoo (2 years) 90,000
To design, develop and implement enhanced educational and docent programs for support of the expanding activities of the Alexandria Zoological Park.
Ninth Judicial District Court Hearing Office (3 years) 300,000
To implement a program of parenting education and employment services and support for non-custodial fathers to encourage financial and emotional support for their children and families.

HEALTHY PEOPLE
Agenda For Children (2 years) $100,000
Covering Kids & Families Partnership - to enroll 1,700 hard-to-reach children for healthcare services through the State’s LaChip program.
Central Louisiana Occupational Health Nurses (18 months) 225,000
To establish multi-employer health promotion and healthcare programs.
Department of Health and Hospitals, Bureau of Primary Care & Rural Health (3 years) 750,000
To develop 15-20 Rural Health Clinics and Federally Qualified Health Centers (FQHCs) in Central Louisiana.
D.O.V.E.S. (Domestic Violence & Legal Advocacy Program) (2 years) 55,000
To expand health and advocacy services for victims of sexual assault in Natchitoches Parish.
Louisiana Public Health Institute (18 months) 75,000
To pilot an intergenerational health mentoring program in Avoyelles Parish.

MINI-GRANTS (one year or less)
Avoyelles Hospital Service District #1 $5,000
To publish a directory that will contain medical, social, mental, physical and spiritual health service contact information for the parish.
Avoyelles Parish Medical Alliance 3,500
To support a bullying prevention program at elementary schools.
Bolton High School 7,500
To develop and integrate a physical fitness curriculum that includes exercise and nutrition for high school students.
Montessori Educational Center, Inc.  
To assist board with strategic planning in board development.  
10,000

River Oaks Square Arts Center  
To support development of a long-range strategic plan for promotion and education of contemporary visual art and fine crafts.  
4,000

St. Mary’s Residential Training School  
To develop a long-range strategic plan to meet emerging needs in the delivery of quality care and education for adults and children.  
10,000

PLAYGROUNDS (Matching Dollars $1 to $1)  
To support development and installation of playground equipment for the following:

Families Helping Families - for developmentally delayed children at the Pineville location.  
$10,000

Housing Authority of the City of Natchitoches - at two housing sites in Natchitoches.  
10,000

Recreation District No. II of the Parish of Allen - playground improvements at Lambert Park.  
10,000

Cities of:  
Natchitoches - at Town South Park in the city of Natchitoches.  
4,000

Winnfield - at Grove Street Playground/Sports Complex.  
10,000

Schools:  
Bunkie Elementary School - at Bunkie Elementary School.  
6,240

Pollock Elementary School - behind Pollock Elementary School.  
10,000

Rosepine Elementary School - on the grounds of Rosepine Elementary School.  
10,000

Towns of:  
Campti - on the grounds of the old Campti school.  
10,000

Cheneyville - within the town’s recreational complex.  
10,000

Elizabeth - at Finke Park.  
10,000

Mansura - with additional exercise stations near the walking trail.  
10,000

New Llano - at New Llano Community Park.  
5,000

Villages of:  
Georgetown - in the community of Georgetown in Grant Parish.  
10,000

Plaucheville - near the walking trail at the Veterans Memorial site.  
6,000

WALKING TRAILS (Matching Dollars $2 to $1)  
To develop a walking trail for the following:

Hickory Hill Community Planning Council - near Issac Brouillette Road north of Marksville.  
$10,000

Natchitoches Parish School Board - behind Natchitoches Central High School.  
10,000

Recreation District No. II of the Parish of Allen - overlay the walking track at Lambert Park in Oberlin.  
10,000

The Extra Mile Region VI, Inc. - on the grounds of the old St. Joseph’s school in Alexandria.  
10,000

Towns of:  
Campti - on the grounds of the old Campti school.  
10,000

Cottonport - overlay the walking track behind the elementary school.  
7,800

Jonesville - at Stewart Clark Park.  
10,000

Lecompte - behind the high school.  
10,000

Pollock - at LaCroix Park behind Town Hall.  
10,000

SYSTEMIC INITIATIVE IN EDUCATION (3 years)  
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.  
$5,974,650

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

The Rapides Foundation  •  2004 Annual Report
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 entitled, 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 Rapides 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.

(Note: Responsive Grants were phased out in January 2005.)
For supper, Franklin’s mother gave him fly soup.

“Yummy!” said Franklin.

“I know I can eat fly soup for five hours?” Franklin ate fly soup for one hour.

Then he held his tummy and moaned.

“I will have to think of something else,” he said.
## Combined Statements of Activities and Changes in Net Assets

For the Years Ended December 31, 2004, 2003, and 2002

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INVESTMENT INCOME:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income on cash and long-term investments</td>
<td>$2,952,454</td>
<td>$3,220,596</td>
<td>$2,782,882</td>
</tr>
<tr>
<td>Gains and losses on securities</td>
<td>13,490,200</td>
<td>23,844,330</td>
<td>(12,242,701)</td>
</tr>
<tr>
<td>Equity in earnings of jointly owned companies</td>
<td>8,415,529</td>
<td>3,420,820</td>
<td>4,558,836</td>
</tr>
<tr>
<td><strong>TOTAL INVESTMENT INCOME</strong></td>
<td><strong>$24,858,183</strong></td>
<td><strong>$30,485,746</strong></td>
<td><strong>($4,900,983)</strong></td>
</tr>
<tr>
<td><strong>INVESTMENT EXPENSE</strong></td>
<td>710,158</td>
<td>637,911</td>
<td>783,549</td>
</tr>
<tr>
<td><strong>NET INVESTMENT INCOME</strong></td>
<td>24,148,025</td>
<td>29,847,835</td>
<td>(5,684,532)</td>
</tr>
<tr>
<td><strong>CONTRIBUTIONS</strong></td>
<td></td>
<td>300</td>
<td>1,369</td>
</tr>
<tr>
<td><strong>PROGRAM EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>9,357,609</td>
<td>6,494,052</td>
<td>7,312,537</td>
</tr>
<tr>
<td>Memorial Contributions</td>
<td>3,447</td>
<td>12,449</td>
<td>400,000</td>
</tr>
<tr>
<td>Direct Charitable Expenses</td>
<td>3,865,777</td>
<td>3,728,094</td>
<td>2,929,466</td>
</tr>
<tr>
<td>Development</td>
<td>871,095</td>
<td>1,334,245</td>
<td>631,211</td>
</tr>
<tr>
<td>Administration</td>
<td>1,494,190</td>
<td>1,190,876</td>
<td>1,265,242</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM EXPENSES</strong></td>
<td><strong>$15,592,118</strong></td>
<td><strong>$12,759,716</strong></td>
<td><strong>$12,538,456</strong></td>
</tr>
<tr>
<td><strong>INCREASE / DECREASE IN UNRESTRICTED NET ASSETS FROM OPERATIONS</strong></td>
<td><strong>8,555,907</strong></td>
<td><strong>17,088,419</strong></td>
<td><strong>(18,221,619)</strong></td>
</tr>
<tr>
<td><strong>EXPENSES FROM DISCONTINUED OPERATIONS</strong></td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>INCREASE IN NET ASSETS</strong></td>
<td><strong>8,555,907</strong></td>
<td><strong>17,088,419</strong></td>
<td><strong>(18,221,619)</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS, BEGINNING OF YEAR</strong></td>
<td>197,392,924</td>
<td>180,304,505</td>
<td>198,526,124</td>
</tr>
<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td><strong>$205,948,831</strong></td>
<td><strong>$197,392,924</strong></td>
<td><strong>$180,304,505</strong></td>
</tr>
</tbody>
</table>
### Statements of Financial Position
For the Years Ended December 31, 2004, 2003, and 2002

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,614,751</td>
<td>$159,406</td>
<td>$773,078</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>31,322</td>
<td>30,133</td>
<td>20,542</td>
</tr>
<tr>
<td>Furniture and equipment, net</td>
<td>3,052,540</td>
<td>2,950,344</td>
<td>2,481,795</td>
</tr>
<tr>
<td>Assets whose use is limited</td>
<td>444,473</td>
<td>460,387</td>
<td>475,081</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>154,435,085</td>
<td>143,655,129</td>
<td>128,352,684</td>
</tr>
<tr>
<td>Investments at cost plus equity in undistributed earnings</td>
<td>54,031,794</td>
<td>54,754,409</td>
<td>51,781,957</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$213,609,965</td>
<td>$202,009,808</td>
<td>$183,885,137</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>791,507</td>
<td>685,894</td>
<td>443,473</td>
</tr>
<tr>
<td>Due to Partnership</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Retirement plan expense payable</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Payroll, payroll taxes and benefits payable</td>
<td>18,761</td>
<td>11,296</td>
<td>10,254</td>
</tr>
<tr>
<td>Grants payable</td>
<td>6,543,689</td>
<td>3,596,603</td>
<td>2,789,120</td>
</tr>
<tr>
<td>Annuity obligations payable</td>
<td>307,177</td>
<td>323,091</td>
<td>337,785</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$7,661,134</td>
<td>$4,616,884</td>
<td>$3,580,632</td>
</tr>
<tr>
<td><strong>Net Assets - Unrestricted</strong></td>
<td>205,948,831</td>
<td>197,392,924</td>
<td>180,304,505</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$213,609,965</td>
<td>$202,009,808</td>
<td>$183,885,137</td>
</tr>
</tbody>
</table>
Current Board Members

(front row left-right): Caroline Theus, Melanie Torbett, Joe Rosier
(2nd row): Dr. Michael G. Buck, Dr. Ilyas Chaudhry, Jacque Caplan, Blake Chatelain
(3rd row): J. Lynn Bordelon, Maxine Pickens, Dr. Renick Webb
(back row): Regionald Seastrunk, Kathleen Nolen, Rev. Doyle L. Bailey, Albin M. Lemoine, Jr., not pictured, Dr. John Rhodes
Current and Former Board Members Since 1994

Current 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,
  - Hibernia National Bank

- Michael G. Buck, M.D.
  - Physician

- Jacque Caplan
  - Community Volunteer

- Blake Chatelain
  - President & CEO, Red River Bank

- Ilyas Chaudhry, M.D.
  - Physician

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

- Kathleen Nolen
  - Treasurer, Cleco

- Maxine Pickens
  - Medical Certification Regional Manager, Bureau of Health Standards

- John Rhodes, M.D.
  - Physician

- 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

Former Trustees

- James R. Baker, Jr.
- James Byrd
- Richard Crowell, Deceased
- Richard L. Crowell, Jr.
- Vanda L. Davidson, M.D.
- Wesley Davis, M.D.
- M. Lawrence Drerup, M.D.
- Gregory S. Erwin
- Ray Frye, Deceased
- P.K. Kaimal, M.D.
- JoAnn Kellogg
- Philip C. Lindsay, M.D.
- Gail C. Little
- Alfred Mansour, Jr., M.D.
- John McCabe, M.D.
- James L. Meyer, Deceased
- Robert C. Morrison, M.D.
- Gregory L. Nesbitt
- Greg O’Quin
- Bernard E. Patty, III, M.D.
- Robert Ratcliff
- Daphne R. Patty
- Harry B. Silver
- Larry Smith
- Jane Texada
- Foster Walker, III

Honorary

- Paul M. Davis, Jr., M.D.
- Roane Hathorn
- Don Rodemacher, Deceased

2005 Appointed:
- Kelvin Freeman - Industrial Engineer, Dresser Flow Solutions
The Rapides Foundation Staff:
Joseph R. Rosier, Jr., CPA, CFA
   President/CEO
Vicki Bernard
   Director of Communications
Annette Clark, MBA, CHE
   Special Projects Associate
Yvette Desrosiers-Alphonse, MPH
   Program Officer
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

Cenla Medication Access Program (CMAP) Staff:
Wendy Roy
   Program Manager
Tammy Billings
   Patient Assistance Program Supervisor
Sue Fontenot, RPh, CDE
   Supervising Pharmacist
Kevin Brown, RPh
   Program Pharmacist
Crystal Watts
   Office Manager

CMAP / Patient Assistance Program Specialists:
Adrienne Acosta
   Winn Parish
Jorie Asperstrand
   Vernon Parish
Jeannie Atwood
   Rapides Parish
LaShonda Brown
   Rapides Parish
Cheryl Chambers
   Natchitoches Parish
Janell Cheek
   Avoyelles Parish
Stacie Dickens
   Allen Parish
Sally Merchison
   Natchitoches Parish
Jessica Paul
   Catahoula/Lasalle Parishes
Cindy Peaslee
   Rapides Parish
Amy Poe
   Vernon Parish
Crystal Veronie
   Rapides Parish
TERRICA WALLACE
   Natchitoches Parish

Community Development Works (CDW) Staff:
Kellie Chavez Greene
   Director of Community Development
Felicia Walker
   Program Assistant
Amanda Weatherford
   Receptionist/Data Entry Technician

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
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
**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.

**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.
In just 10 years, The Rapides Foundation has evolved into a nationally recognized innovative philanthropy by developing sustainable programs that will continue to impact our community health, education and economic development for decades to come.