

Department of the Treasury Internal Revenue Service	Name of the organization

▶ Complete if the organization answered "Yes," on Form 990, Part IV, lines 21 or 22. ▶ Attach to Form 990.

Name of the organization

Employer identification number

RAPIDES FOUNDATION

72-0423603

## Part I

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . .
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States. . . . .

## Part II

**Grants and Other Assistance to Governments and Organizations in the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed.

[illegible]

**For Privacy Act and Paperwork Reduction Act Notice, see the Instructions for Form 990.**

(HTA)

**Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.

Use Schedule I-1 (Form 990) if additional space is needed.

[illegible]

**Supplemental Information.** Complete this part to provide the information required in Part I, line 2, and any other additional information.

[illegible]

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees

- **Attach to Form 990. To be completed by organizations  
that answered "Yes" to Form 990, Part IV, line 23.**

OMB No. 1545-0047

**2008**

**Open to Public  
Inspection**

Name of the organization

RAPIDES FOUNDATION

Employer identification number

72-0423603

**Part I Questions Regarding Compensation**

- 1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees   |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) |

- b** If line 1a is checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain . . . . .
- 2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a? . . . . .

- 3** Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply.

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input checked="" type="checkbox"/> Written employment contract                     |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations                | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

- 4** During the year, did any person listed in Form 990, Part VII, Section A, line 1a:

- a** Receive a severance payment or change of control payment? . . . . .
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan? . . . . .
- c** Participate in, or receive payment from, an equity-based compensation arrangement? . . . . .
- If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

**Only 501(c)(3) and 501(c)(4) organizations must complete lines 5–8.**

- 5** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? . . . . .
- b** Any related organization? . . . . .
- If "Yes" to line 5a or 5b, describe in Part III.

- 6** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? . . . . .
- b** Any related organization? . . . . .
- If "Yes" to line 6a or 6b, describe in Part III.

- 7** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III . . . . .

- 8** Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs. section 53.4958-4(a)(3)? If "Yes," describe in Part III . . . . .

Yes No

1b

2

X

4a

X

4b

X

4c

X

5a

X

5b

X

6a

X

6b

X

7

X

8

X

For Privacy Act and Paperwork Reduction Act Notice, see the Instructions for Form 990.

(HTA)

Schedule J (Form 990) 2008

**Part II** Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use Schedule J-1 if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

**Note.** The sum of columns (B)(i)–(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a.

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
SEE ATTACHED SCHEDULE	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0	0	0	0
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	(i)	0	0	0	0	0	0	0
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	(i)	0	0	0	0	0	0	0
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	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
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	(ii)	0	0	0	0	0	0	0
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	(ii)	0	0	0	0	0	0	0
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	(ii)	0	0	0	0	0	0	0
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	(ii)	0	0	0	0	0	0	0
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	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)	0	0	0	0			

**Part III** Supplemental Information

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Area with horizontal dashed lines for supplemental information.

**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990**

- Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.

OMB No. 1545-0047

**2008**

**Open to Public  
Inspection**

Name of the organization

RAPIDES FOUNDATION

Employer identification number

72-0423603

SEE ATTACHED SCHEDULE

▶ Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37. ▶ See separate instructions.

Department of the Treasury  
Internal Revenue Service

Name of the organization

Employer identification number

RAPIDES FOUNDATION

72-0423603

## Part I Identification of Disregarded Entities

(A) Name, address, and EIN of disregarded entity	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Total income	(E) End-of-year assets	(F) Direct controlling entity
CMAP EXPRESS 02-0751416					
1101 FOURTH STREET, ALEXANDRIA, LA 71301	MEDICATION	LA	2,539,602	1,896,349	RAPIDES FOUND
THE ORCHARD FOUNDATION 87-0730768					
1101 FOURTH STREET, ALEXANDRIA, LA 71301	EDUCATION	LA	1,529,882	1,156,163	RAPIDES FOUND
			0	0	
			0	0	
			0	0	
			0	0	

## Part II Identification of Related Tax-Exempt Organizations

[illegible]

**Part III Identification of Related Organizations Taxable as a Partnership**

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Predominant income (related, investment, unrelated)	(F) Share of total income	(G) Share of end-of-year assets	(H) Disproportionate allocations?		(I) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(J) General or managing partner?
							Yes	No		
RAPIDES HEALTHCARE S...	HOSPITAL	LA	N/A	Related	1,794,102	55,334,097		X	0	X
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	
-----					0	0			0	

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust**

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Type of entity (C corp, S corp, or trust)	(F) Share of total income	(G) Share of end-of-year assets	(H) Percentage ownership
-----					0	0	%
-----					0	0	%
-----					0	0	%
-----					0	0	%
-----					0	0	%
-----					0	0	%
-----					0	0	%
-----					0	0	%
-----					0	0	%
-----					0	0	%



**Part V** Transactions With Related Organizations**Note.** Complete line 1 if any entity is listed in Parts II, III, or IV.**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?

- a** Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity . . . . .
- b** Gift, grant, or capital contribution to other organization(s) . . . . .
- c** Gift, grant, or capital contribution from other organization(s) . . . . .
- d** Loans or loan guarantees to or for other organization(s) . . . . .
- e** Loans or loan guarantees by other organization(s) . . . . .
- f** Sale of assets to other organization(s) . . . . .
- g** Purchase of assets from other organization(s) . . . . .
- h** Exchange of assets . . . . .
- i** Lease of facilities, equipment, or other assets to other organization(s) . . . . .
- j** Lease of facilities, equipment, or other assets from other organization(s) . . . . .
- k** Performance of services or membership or fundraising solicitations for other organization(s) . . . . .
- l** Performance of services or membership or fundraising solicitations by other organization(s) . . . . .
- m** Sharing of facilities, equipment, mailing lists, or other assets . . . . .
- n** Sharing of paid employees . . . . .
- o** Reimbursement paid to other organization for expenses . . . . .
- p** Reimbursement paid by other organization for expenses . . . . .
- q** Other transfer of cash or property to other organization(s) . . . . .
- r** Other transfer of cash or property from other organization(s) . . . . .

	Yes	No
<b>1a</b>		X
<b>1b</b>	X	
<b>1c</b>		X
<b>1d</b>		X
<b>1e</b>		X
<b>1f</b>		X
<b>1g</b>		X
<b>1h</b>		X
<b>1i</b>	X	
<b>1j</b>		X
<b>1k</b>		X
<b>1l</b>		X
<b>1m</b>		X
<b>1n</b>		X
<b>1o</b>		X
<b>1p</b>		X
<b>1q</b>		X
<b>1r</b>	X	

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

	(A) Name of other organization(s)	(B) Transaction type (a–r)	(C) Amount involved
(1)	CMAP EXPRESS	b	2,267,496
(2)	CMAP EXPRESS	i	9,443
(3)	THE ORCHARD FOUNDATION	b	1,435,898
(4)	THE ORCHARD FOUNDATION	i	3,881
(5)	RAPIDES HEALTHCARE SYSTEM	r	3,795,134
(6)			0



**Part V, Line 4b (990) - Authority over a Financial Account in a Foreign Country**

At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	
If "Yes," enter the name of the foreign country:	
1	Cayman Islands
2	
3	
4	
5	
6	
7	
8	
9	
10	

Part VII, Section B, Line 1 (990) - Highest Compensated Independent Contractors

	Contractor's Name	Check if Business	Street Address	City	State	Zip Code	Foreign Country
1	COLLABORATIVE STRATEGIES	X	411 N. EXETER AVENUE	MARGATE	NJ	08402	
2	KALB-TV	X	P.O. BOX 951	ALEXANDRIA	LA	71309	
3	STERLING CAPITAL MANAGEMENT	X	4064 COLONY ROAD, SUITE 300	CHARLOTTE	NC	28211	
4	BLUE CROSS OF LOUISIANA	X	P.O. BOX 261798	BATON ROUGE	LA	70826	
5	REGIONAL TECHNOLOGY	X	205 LLOYD STREET, SUITE 210	CARRBOR	NC	27510	
6							
7							
8							
9							
10							

Description of Services	Compensation	Explanation
CONSULTING	749,588	ECONOMIC DEVELOPMENT
OUTREACH SERVICES	181,430	TELEVISION
MANAGEMENT	144,952	INVESTMENT MANAGEMENT
INSURANCE	116,808	HEALTH INSURANCE
CONSULTING	338,382	ECONOMIC DEVELOPMENT

**Part X, Line 4 (990) - Accounts Receivable**

		Accounts receivable		Allowance for doubtful accounts	
		Beginning	End	Beginning	End
1	DUE FROM CMAP	1	18,476,269	78,614	7,071,115
2	DUE FROM ORCHARD	2		27,722	
3		3			
4		4			
5		5			
6		6			
7		7			
8		8			
9		9			
10		10			
11	Total accounts receivable	11	18,476,269	106,336	7,071,115
					0

Part X, Lines 10a and 10b (990) - Land, Buildings, and Equipment

Category or Item		Land	Buildings	Leasehold Improve-ments	Equipment	Other	Check if Investment Asset	Check if Asset Disposed	Cost/Other Basis	Beginning Accumulated Depreciation	Ending Accumulated Depreciation	Disposals/ Adjustments	Beginning Balance	Ending Balance
1	FIXED ASSETS					X			84,167,438	46,915,195	50,879,151		26,820,996	33,288,287
2									0	0			0	0
3									0	0			0	0
4									0	0			0	0
5									0	0			0	0
6									0	0			0	0
7									0	0			0	0
8									0	0			0	0
9									0	0			0	0
10									0	0			0	0
11									0	0			0	0
12									0	0			0	0
13									0	0			0	0
14									0	0			0	0
15									0	0			0	0
16									0	0			0	0
17									0	0			0	0
18									0	0			0	0
19									0	0			0	0
20									0	0			0	0
21									0	0			0	0
22									0	0			0	0
23									0	0			0	0
24									0	0			0	0
25									0	0			0	0
26									0	0			0	0
27									0	0			0	0
28									0	0			0	0
29									0	0			0	0
30									0	0			0	0
31									0	0			0	0
32									0	0			0	0
33									0	0			0	0
34									0	0			0	0
35									0	0			0	0
36									0	0			0	0
37									0	0			0	0
38									0	0			0	0
39									0	0			0	0
40									0	0			0	0
41									0	0			0	0
42									0	0			0	0
43									0	0			0	0
44									0	0			0	0
45									0	0			0	0
46									0	0			0	0
47									0	0			0	0
48									0	0			0	0
49									0	0			0	0
50									0	0			0	0
51									0	0			0	0
52									0	0			0	0
53									0	0			0	0

Part X, Lines 11 and 12 (990) - Investments - Securities

Check one box below to indicate how securities are reported:

- ☐ Cost
- ☒ End of year market value (FMV)

							0	180,326,531	127,666,063
Securities at end of year		Publicly Traded Securities?	Financial Derivatives	Closely-Held Equity Interests	Number of Shares/Face Value	Value at Time of Donation	Beginning Balance Book Value FMV	Ending Balance Book Value FMV	
1	INVESTMENTS			X	0.00	0	443,999	443,999	
2	INVESTMENTS	X			0.00	0	179,882,532	127,222,064	
3					0.00	0	0	0	0
4					0.00	0	0	0	0
5					0.00	0	0	0	0
6					0.00	0	0	0	0
7					0.00	0	0	0	0
8					0.00	0	0	0	0
9					0.00	0	0	0	0
10					0.00	0	0	0	0
11					0.00	0	0	0	0
12					0.00	0	0	0	0
13					0.00	0	0	0	0
14					0.00	0	0	0	0
15					0.00	0	0	0	0
16					0.00	0	0	0	0
17					0.00	0	0	0	0
18					0.00	0	0	0	0
19					0.00	0	0	0	0
20					0.00	0	0	0	0
21					0.00	0	0	0	0
22					0.00	0	0	0	0
23					0.00	0	0	0	0
24					0.00	0	0	0	0



Part X, Line 15 (990) - Other Assets

23,876,884      8,499,709

Description		Beginning	End
1	SEE SCHEDULE	23,876,884	425,488
2	INTANGIBLES		8,074,221
3			
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[illegible]

**Core Form, Part I, Line 1. Briefly describe the organization's mission or most significant activities.**

The mission of The Rapides Foundation (TRF) is to improve the health status of Central Louisiana. TRF is a member of Rapides Healthcare System LLC, which owned and operated five acute-care hospitals in Louisiana during 2008. Additionally, TRF provides funding for projects which effectively address the following philanthropic objectives:

- Healthy People – To promote healthy behaviors and improve access to healthcare.
- Education – To increase the level of educational attainment and achievement as the primary path to improved economic, social and health status.
- Healthy Communities – To improve economic opportunity and family income; and enhanced civic and community opportunities for more effective leaders and organizations.

**Core Form, Part III, Line 1. Briefly describe the organization's mission.**

The mission of The Rapides Foundation (TRF) is to improve the health status of Central Louisiana. TRF is a member of Rapides Healthcare System LLC, which owned and operated five acute-care hospitals in Louisiana during 2008. Additionally, TRF provides funding for projects which effectively address the following philanthropic objectives:

- Healthy People – To promote healthy behaviors and improve access to healthcare.
- Education – To increase the level of educational attainment and achievement as the primary path to improved economic, social and health status.
- Healthy Communities – To improve economic opportunity and family income; and enhanced civic and community opportunities for more effective leaders and organizations.

**Core Form, Part III, Line 4. Describe the exempt purpose achievements for each of the organization's three largest program services by expenses.**

**4a(1).** Acute-care Hospital Services – The Rapides Foundation is a 50% voting member of Rapides Healthcare System LLC (RHS), which owned and operated five acute-care hospitals in Louisiana during 2008. As an owner of RHS, TRF seeks to provide the highest standard of patient care that is safe, effective, efficient, timely, patient-centered and equitable. With a 2008 overall risk-adjusted mortality index of 0.95 and an overall risk-adjusted complications index of 0.64, RHS provided top-level patient-care outcomes. In 2008, for the second year in a row, Rapides Regional Medical Center received the Platinum Level Louisiana Hospital Quality Award from Louisiana Health Care Review.

TRF also seeks to assert, develop and support access to non-urgent care for the uninsured and underserved populations. In 2008, RHS provided charity care and other community benefits totaling \$16.4 million, as outlined on Schedule H, Part I, Line 7k attached hereto. This included \$12.8 million of unreimbursed patient care costs, \$1.2 million in community education, community programs and community donations; and \$2.4 million in support of the LSU Family Practice Residency Program. In May 2008, RHS opened the doors on a \$50 million hospital

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expansion, which included a new intensive care unit and a new emergency room. Approximately 75% of the construction contracts were placed with local businesses, and the expansion created about 75 to 100 new jobs.

**4a(2). Education** – As part of The Rapides Foundation's (TRF's) Systemic Initiative in Education, in 2008 more than 160 educators from nine parishes (counties) received monthly hands-on, real-life teaching instruction aimed at increasing writing and mathematical skills of students. Also in 2008, approximately 70 new administrators and emerging leaders participated in an eight-month, hands-on course to encourage principals to foster leadership capacity in the school's teachers, support staff and students. TRF began planning in 2008 for a change in focus toward science, technology, engineering and math (STEM). In 2009, TRF will begin awarding grants that focus on STEM as well as career and technical education (CTE).

TRF has set the following long-term goals for its Education Initiative: By 2012:

- iLEAP test results will increase to 55% from 52.3%.
- 75% of students will attain "Approaching Basic" or above in language arts, math and science on the iLEAP test.
- 25% of students will achieve "Advanced/Mastery" level on the iLEAP test.
- The drop-out rate will decrease from 5.9% to 3.8%.
- The demographically adjusted performance score will increase from 1.10% to 3.5%.

**4a(3). Healthy People** – In 2008 for the first time in its history, The Rapides Foundation (TRF) concentrated on the prevention of premature death and disease through its "Get Healthy Cenla" program. In January, TRF launched Get Healthy Cenla by bringing in renowned anti-tobacco speaker Patrick Reynolds, grandson of tobacco mogul R.J. Reynolds. In May, TRF hosted a New Orleans Saints/Gatorade Junior Youth Training Camp, featuring New Orleans Saints lineman Tim Duckworth. This training camp encouraged youths to live tobacco-free lives. This year alone, 27 organizations and school districts began their important work as grantees for Get Healthy Cenla. More than \$350,000 in grant funds was awarded in 2008. In 2008, TRF presented the first Central Louisiana School Wellness Summit to encourage and support school wellness efforts in the area.

In August, TRF began running the "Become an EX" anti-tobacco campaign, television and radio ads aimed at giving smokers the help they need to quit successfully. TRF also ran "truth®" ads devised to stop youths from starting to use tobacco. TRF also brought Rick Stoddard, the man who launched an anti-tobacco crusade after losing his 46-year-old wife to lung cancer, to Central Louisiana in November to deliver his message to area students. He spoke to nearly 8,500 students at 22 schools in nine parishes.

TRF's Cenla Medication Access Program (CMAP) provides chronic care prescription medications for people who cannot afford them. CMAP's goal is to ensure appropriate medication access and education and also promote other preventive health practices among residents with limited incomes. The patient assistance program is working with 200 physicians. The program has assisted more than 7,300 individuals with over 104,000 applications for free or low cost medications at a cost savings of more than \$26 million to patients.

In 2008 CMAP extended its reach to 30 additional parishes through a partnership with the Bureau of Primary Care and Rural Health under the Louisiana Department of Health and Hospitals. CMAP now serves 39 parishes. In 2008 CMAP helped more than 6,500 patients get medications. CMAP Extra, a prescription-savings program designed to help lower families'

medication costs, launched in 2008. The benefit is available to everyone regardless of age or income. The average saved per prescription was more than \$50. Nearly 1,400 people received savings during the first seven months of the program.

TRF's new Cancer Screening Project will help area residents get life-saving cancer screenings in 2009. 2008 was an important year of planning for the program, which will target three types of cancers beginning in 2009: colon cancer, cervical cancer and breast cancer.

Selected long-term goals (2012) for the Healthy People Initiative include:

- Decrease current smoking among youth from 23% in 2003 to 16%.
- Decrease current smoking in adults from 24.9% in 2005 to 20%.
- Decrease the percentage of overweight adults from 68% to 67%.
- Decrease the percentage of adolescents who are overweight from 15% to 13%.
- Increase percentage of adults participating in moderate physical activity for at least 30 minutes per day 5 days per week from 24% to 35%.
- Increase the percentage of adolescents engaging in moderate physical activity for 30 minutes 5 days per week from 20% to 30%.
- Increase the percentage of adults who eat 5 servings of fruits and vegetables per day to 30%.
- Increase the percentage of adolescents who eat 5 servings of fruits and vegetables per day from 20% to 25%.
- Increase the percentage of adults with a specific source of ongoing primary care from 72% in 2005 to 85%.

#### **4a(4). Other program services Healthy Communities --**

In late 2008, The Rapides Foundation (TRF) and one of its grantees, the Cenla Advantage Partnership, held a series of meetings centered on the theme "Beyond High School: What will it take to build Cenla's next workforce?" These discussions drew business, government and education leaders who are interested in developing more effective education and training opportunities for the future workforce of Central Louisiana and served as a first step in a new regional workforce initiative.

For the past two years, TRF has made small business development a priority with its Entrepreneurial League System® of Central Louisiana. Using coaching methodology, ELS gives business people the skills they need to broaden their entrepreneurial talent. Teams meet on a regular basis with their coach. During its second year in existence, two more teams received training from ELS, making ELS consist of 6 teams of 12 entrepreneurs each.

Twenty Central Louisiana professionals graduated from Cenla Boardbuilders in 2008, a TRF Community Development Works (CDW) program that trains emerging leaders to become active in their communities as members of nonprofit boards of directors. The professionals went through a series of sessions in 2008 to learn the roles and responsibilities of being effective board members. After completing the training, they were each matched with a nonprofit organization and will now serve on their boards.

CDW provided free trainings throughout the year at no cost to nonprofit organizations. CDW offered basic courses for new groups, general courses for those that are emerging, advanced courses for mature organizations and specialized workshops for faith-based organizations. Nearly 200 people attended these trainings.

Selected long-term goals (2012) for the Healthy Communities Initiative include:

- Grow the real median household income to \$34,000. (5-yr growth rate of 1.2%)

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- Increase the importance of citizen-led efforts in the community to 85%.
- Increase the number of residents who volunteer frequently to 25%.
- Increase the number of residents who engage frequently in fundraising for community efforts to 72%.
- Increase the number of leaders who regularly partner with other organizations to accomplish their missions to 58%.
- Increase the number of community groups achieving excellence in best practices for nonprofit management to 58%.

**Core Form, Part VI, Line 2. Did any officer, director, trustee, or key employee have a family or business relationship with any other officer, director, trustee, or key employee?**

One trustee of The Rapides Foundation, a retired bank president, was hired as a temporary employee and a consultant to provide banking expertise to a bank, whose president and CEO is also a trustee of The Rapides Foundation. Total 2008 salary paid was \$800, and consulting fees were \$30,900.

**Core Form, Part VI, Line 6. Does the organization have members or stockholders?**

The trustees of The Rapides Foundation also serve as the members of the organization.

**Core Form, Part VI, Line 7a. Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?**

Potential trustee candidate are submitted by trustees to the Governance Committee of The Rapides Foundation. The Governance Committee reviews the candidates' qualifications and expertise, comparing each to the expertise and representation present among the current slate of trustees. The Committee then chooses a pool of candidates to interview. From those candidates interviewed, the Committee chooses the final new trustee candidates to recommend for vote of the current trustees. Trustees generally serve three-year terms and are limited to serving no more than two consecutive terms.

**Core Form, Part VI, Line 10. Was a copy of Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990.**

A final copy of the Form 990 is furnished to the Audit Committee of The Rapides Foundation Board (TRF) for review and approval, and a meeting is held to discuss the Form 990 in detail, which is attended by staff who assisted in compiling the form, as well as, representatives of the external accounting firm who compiled the form. The Audit Committee then provides the draft Form 990 to the TRF Board for review and approval prior to filing.

**Core Form, Part VI, Line 12c. Does the organization regularly and consistently monitor and enforce compliance with the (conflict of interest) policy? If "Yes," describe in Schedule O how this is done.**

The Rapides Foundation has both a "Staff Code of Ethics and Conduct" and a "Trustee Code of Ethics and Conduct," both of which define and describe actions to be taken in the event of conflicts of interest. The "Staff Code of Ethics and Conduct" is monitored and enforced through organizational procedures, controls and daily supervision of employees by the next level of management. The "Trustee Code of Ethics and Conduct" is monitored at each trustee board and committee meeting, as the first agenda item is one in which trustees are asked to disclose any potential conflicts with listed agenda items. A trustee that has a potential conflict of interest with a matter that comes before the board or committee is required to leave the room before the matter is discussed, and a majority vote of the remaining disinterested board trustees determine whether a conflict actually exists. If a conflict is determined to exist, then the conflicted trustee is not allowed to be present during board discussion and vote on the issue creating the conflict. Each year, trustees and key employees are required to complete a conflict of interest questionnaire to disclose business and personal relationships that could be potential conflicts of interests.

**Core Form, Part VI, Line 15b. Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision: (a) The organization's CEO, Executive Director, or top management official? (b) Other officers or key employees of the organization? Describe the process in Schedule O.**

The Rapides Foundation Board Compensation Committee, which is composed of the independent members of its Executive Committee, engages a third-party compensation consultant to provide market information concerning pay and benefits and make compensation structure recommendations for all organization positions. The consultant is provided with job descriptions for all job positions. The consultant then compares those jobs with similar positions at similar types and sizes of organizations. The consultant meets with the Compensation Committee and provides the comparison data, along with their recommendations for pay ranges for each position (minimum, midpoint, maximum). Recommendations are based upon market averages of similar types and sizes of organizations.

The CEO and two directors of the organization are considered key employees. The CEO recommends the pay for the two directors and a salary budget for the remaining employees to the Compensation Committee for approval. The consultant meets with the Compensation Committee independently to discuss recommendations for CEO pay.

**Core Form, Part VI, Line 19. Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public.**

The Rapides Foundation Mission, Philanthropic Objectives, Guiding Organizational Objectives, Staff Code of Ethics and Conduct, Trustee Code of Ethics and Conduct, and Annual Report (including financial statements) are all available on the organization's website at [www.rapidesfoundation.org](http://www.rapidesfoundation.org).

**Schedule C, Part 1-A, Line 1. Provide a description of the organization's direct and indirect political campaign activities in Part IV.**

None.

**Schedule D, Part X. Provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48.**

"The Company elected in 2008 to defer until 2009 the provisions of FASB Interpretation 48, 'Accounting for Uncertainty in Income Taxes.' It has not adopted any uncertain tax positions with respect to those amounts reported in its 2008 and 2007 financial statements."