



Re Direction | Structure | Determine | Establish



The Rapides Foundation

Alexandria, Louisiana



M I S S I O N

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

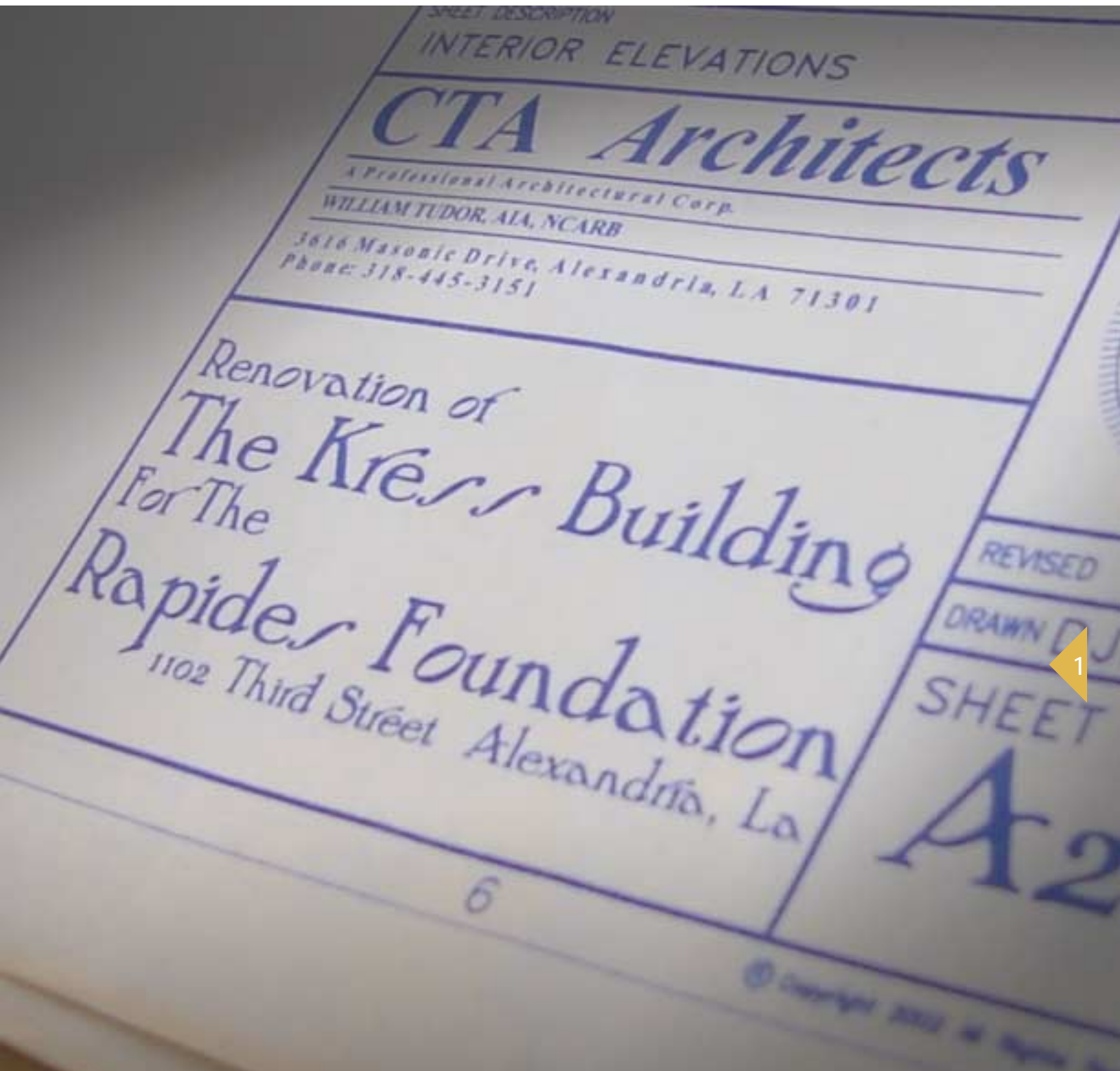
Our vision is to be a perpetual resource for exploiting opportunities that strengthen health and well-being, education, and the arts and humanities.

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

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ReDirections

Throughout the pages of this annual report you'll see photos of the renovations to our new building and office space. What was once a thriving downtown Kress five and dime store - which had been shuttered for almost 30 years - is now our home. While this new space is one of our most dramatic outward changes during 2003, there were many other Redirections we would like to share with you.

ReDirections

MESSAGE FROM THE PRESIDENT AND CHAIRMAN

Last year's Annual Report *The Learning Connection* described the Foundation's work and accomplishments as always being tied to the practice of learning – whether for an individual, organization or community. 2003 continued that theme and saw the Foundation move in new directions; many as part of the ongoing development of programs and process. We believe that these new directions are consistent with our mission of improving the health and well-being of Central Louisiana in ways that support broad sectors of the community. Foundations are sometimes rightfully accused of serving the interests of a few – a few celebrated residents; a few recognized organizations or a few small sections of a village, city or parish. Through our staffing and Board composition; our grantmaking programs and process; our direct operating programs and our ongoing efforts to serve the community as an objective technical resource, we believe we are just one example of supporting a new direction for Central Louisiana.

ReEstablish

The first visible sign of a new direction for the Foundation may be the long awaited move to our permanent office location in the former Kress five and dime store in downtown Alexandria. With a substantial renovation, the Foundation offices now anchor a multi-use facility also housing the United Way of Central Louisiana, eight primarily volunteer arts groups, a 200 seat black box theatre, a mezzanine for low-cost community meetings and Foundation operating programs in medication access and community development. The Arts Council of Central Louisiana – reborn and sustained by Foundation grant dollars – manages much of the space for community use. Large neon signs in the style of the building's 1930s roots greet building users and serve to communicate a message of openness and permanency.

ReStructure

The 2002 Annual Report briefly mentioned some new directions that the Foundation Board had approved at its fall retreat. In 2003 we implemented these changes to continue efforts to focus our work in the areas where we can have the greatest impact. We reduced our service area to include only the parishes commonly described as Central Louisiana; we reworked our funding interests to concentrate more fully on health promotion and healthcare access along with the fundamental building blocks of system building in education, community and economic development; and we recommitted to developing ongoing programs for evaluation of our work and the work of our partners. Similarly, we are phasing out the Responsive Grant program, a holdover from the early days of the Foundation before we had delineated our areas of interest and opportunities for impact.

ReDirect

One example of a new direction based upon learning and experience is the establishment of the PAP (Pharmaceutical Access Program) as



Joseph R. Rosier, Jr.
President and CEO



Vanda L. Davidson, MD
Board Chairman

MESSAGE FROM THE PRESIDENT AND CHAIRMAN

a component of our CMAP (Cenla Medication Access Program). CMAP employees based in rural community sites work directly with physicians' offices to enroll their patients in the confusing drug company programs. While many programs try to negotiate this complex system, CMAP has learned that the direct link to doctors' offices is the component that makes a program effective and can support people in routinely receiving their chronic care medication. By the end of 2004, we expect that over 175 physicians and 5,000 residents will be enrolled, with savings to residents projected at well over \$15 million.

ReDetermine

2003 also brought two new projects that took us into new areas. In response to community interest, the Foundation worked on a major development project to better quantify the needs, hopes and dreams of local business people both individual and corporate – about opportunities for growth of the regional economy. This work resulted in the announcement of a \$1.5 million challenge match to the local community for the establishment of a new, regional private sector-led economic development group; its project name is CAP-Cenla Advantage Partnership.

The Foundation also stepped in to respond to the shrinking resources and services for the thousands of uninsured in the region. In partnership with The Lewin Group, a national health policy firm, we initiated work on a quantitative and qualitative analysis of the current demands on the system, as well as opportunities for more efficient and effective care. Similar efforts continue in many regions of the state and our hope is that we will all be able to present a compelling case for better care for the uninsured.

ReDefine

K-12 education continues to be a major area of Foundation work and 2003 also saw that program move in some new directions. Many of the 100+ individual five year school grants that began in 1999 are phasing out, to be continued with work by individual leadership teams and on the school district level. A Steering Committee was also formed to develop the concept of a Local Education Fund – to be known as The Orchard Foundation. Orchard will be an independent advocate for K-12 education on the regional level and work with teachers, schools and districts for improvements in learning.

As you read through this report, you'll find that 2003 was a time of redefining and restructuring in some Foundation areas to better carry out our mission. We believe this positions our Foundation and communities to move forward in many new directions toward better health.



ReCommend

Grant Allocation Goals



4

- Healthy People
- Education
- Healthy Communities

PHILANTHROPIC OBJECTIVES

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

HEALTH & WELL-BEING

To promote healthy behavior, improve access to quality, affordable healthcare, foster a safe and caring community, and build capacities that enable people to address local concerns.

EDUCATION

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

ARTS & HUMANITIES

To enhance appreciation, presentation and participation in artistic and cultural activities.



“Employees were able to improve their individual capabilities by learning and developing new skills, which resulted in two positive outcomes: increased performance of our maintenance organization, as well as providing employees the opportunity for advancement within the maintenance wage progression. This opportunity touched almost every maintenance employee at our Chopin, LA facility.

The Rapides Foundation has been good stewards of the monies entrusted to them, because they’ve certainly followed up with us to ensure that the grant money was appropriately spent and that we achieved the desired result.”

Ray Peters, Martco Limited Partnership
Vice President of Human Resources





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*CMAP/PAP participant
Nita Teasley of Alexandria*

ReCommit

CMAP-Cenla Medication Access Program



8,283

Total CMAP enrollment through Huey P. Long Medical Center, Card Program and Pharmaceutical Access Program.

\$13,096,399

Total cost savings to patients.

*Totals are through December 2003

In 2003, the Cenla Medication Access Program (CMAP) continued to grow. At the end of the year, over 8,000 individuals were routinely getting their medication needs met through the program – reaching the goal set through its initial three year funding agreement. CMAP remains one of the largest rural medication assistance programs in the country. At the December meeting of the Foundation Board of Trustees, the Board affirmed its support of the organization by granting funds for an additional three years.

In addition to the established Huey P. Long Medical Center and medication card programs, CMAP expanded into a new direction in 2003 by developing and implementing a community-based liaison program – the PAP or Pharmaceutical Access Program – in five parishes. These CMAP employees are based in the parishes and work directly with local physicians to enroll their patients in manufacturers’ medication assistance programs. Based upon the success to date, an additional three parishes will be added in 2004.

With the passage of the Medicare Reform Bill and its various medication benefit packages, CMAP is likely to go off into other directions in the coming years in an effort to maximize medication access and education for needy residents of Central Louisiana.



*Winn Parish Medical Center physicians
and CMAP/PAP participants Bobby Ensminger, MD,
Eric Dupree, MD and Mark V. Shelton, MD.*

AED Implementation Program ReImplement

The Automated External Defibrillator (AED) Implementation Program began in 2000 as a program to equip public safety workers with these lifesaving devices then shifted gears in 2003, beginning the different, but equally rewarding challenge of training “lay” community volunteers and placing AEDs in public places like schools, churches and governmental service centers. By the end of 2003, over 2,000 volunteers had been trained and 225 AEDs placed in exchange for a \$250 local co-pay per site and a formal commitment to maintain both CPR/AED certification.

More than 1,000 residents will be trained in 2004 and an additional 170 units placed. The program will wrap-up in the fall of 2004 with a brief application period for any groups that were missed the first time around. The Foundation is committed to supporting the future of this response system and is considering options for enhancing data collection, training and support.



Simmesport Mayor James Fontenot with Simmesport Utilities Superintendent Franklin Bordelon pose with the town's AED unit from Operation: Public Access Program.



Jim Spencer, Pastor of the Kingsville Baptist Church in Tioga has a vested interest in The Rapides Foundation's Operation: Public Access Program. On August 2, 1999 Jim had a heart attack requiring seven by-passes. To his knowledge that is a record that still stands for the Central Louisiana area.

Kingsville Baptist Church was the first organization to sign up under the AED Public Access Program. There are 16 AED trained individuals in their congregation and at least one of them attend every church service.

Rev. Jim Spencer
Pastor, Kingsville Baptist Church



*Kellie Chavez Greene,
Director, Community Development Works*

CDW - Community Development Works

ReFacilitate

Kellie Chavez Greene, an experienced nonprofit consultant and trainer from Baton Rouge, assumed management of the CDW program in fall 2003 and became the full-time Director of Community Development for the Foundation in January 2004.

After three years of operation as the Foundation's nonprofit and community leadership training arm, CDW has accumulated a great deal of information on what has worked well, what programs require some changes and what programs and strategies, after much evaluation, don't seem to facilitate the type of community change that supports the Foundation's mission.



"We took a dilapidated apartment complex and turned it into a seniors complex which was designed to bring stability back into the community and also to give seniors an affordable living place with all the amenities to it.

I think it's kind of a prayer that has been answered because what the grants have done, especially in the African-American community where we're getting back to our roots of helping to revitalize the community, is to give us the resources to deal with those issues that need to be dealt with, whereas some years ago we had a desire to do it, but we didn't have the funds to do it. Now we have the funds to do it, and hopefully the desire to go along with it.

The Rapides Foundation has played a significant role. If it wasn't for the Foundation we would not have been able to get these things done. Without the Foundation we would never have been able to accomplish what we've got now."

Rev. Donny Granvel
Mt. Zion Missionary Baptist Church

CDW - Community Development Works

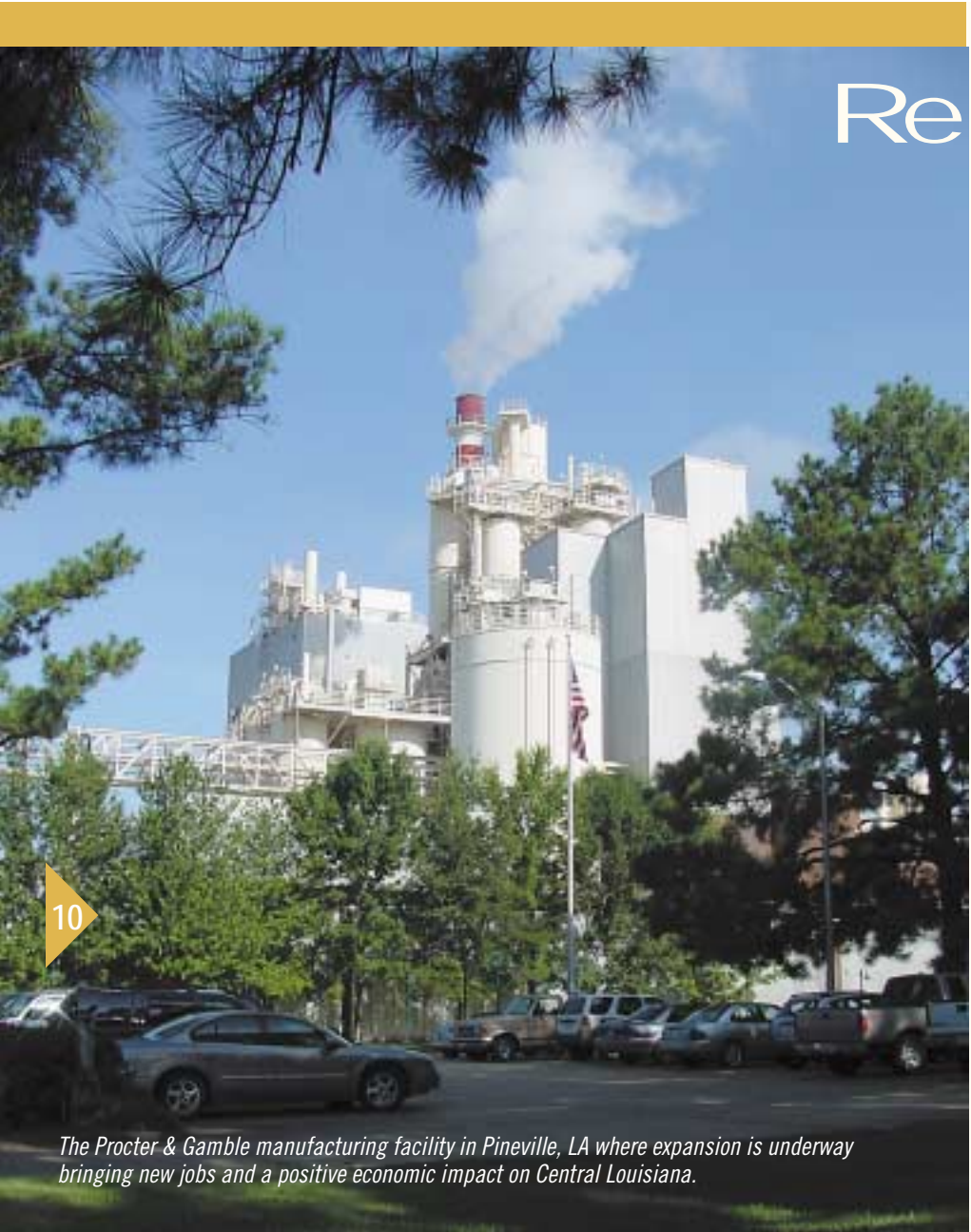


Medical Library Consortium librarian Miriam Brown is a 2003 graduate of the CDW training sessions

2004 will bring a variety of new and enhanced CDW projects including a Learning Lab at the Foundation building, a program to broker the services of volunteer community-based professionals and an exciting pilot that will develop young corporate professionals for placement on the Boards of local nonprofits. As part of these programmatic enhancements, CDW will be partnering with the United Way of Central Louisiana, the Louisiana Association of Nonprofits and LSUA, along with experienced trainers and consultants from throughout the region and the country.

Community Development Works

Helping People Build Communities in Central Louisiana



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The Procter & Gamble manufacturing facility in Pineville, LA where expansion is underway bringing new jobs and a positive economic impact on Central Louisiana.

Business Infrastructure Development

ReDefine

COMMON GROUND, HIGHER GROUND

In early 2003, the Foundation was approached by a number of groups interested in financial support to start up new efforts in financial support to respond to the dominant concern of most residents – how to create higher-wage jobs for their communities?

In response, the Foundation initiated a major fact-finding effort in April 2003 called *Common Ground, Higher Ground*. Hundreds of local, regional and national economic development organizations were analyzed and over 60 local leaders volunteered for extended interviews about their own business challenges.

Themes from these interviews were consolidated, the interviewees brought back for small group feedback sessions and the process concluded with a September roll-out of a conceptual model called CAP - the Cenla Advantage Partnership.

International Paper Mill is an integral part of the timber industry in Central Louisiana.



“There is no single economic development entity reaching across Central Louisiana that has the scope and breadth CAP will create. We believe there will be unique advantages provided by a privately funded organization as well.

The Foundation is providing the backdrop and energy for CAP development while the leaders steering its development must put most of their attention elsewhere. I appreciate this stewardship and am confident The Rapides Foundation will nurture CAP into implementation. Simply put, without The Rapides Foundation, this effort would not be where it is today.”

Todd Hoffman
Plant Leader, Procter & Gamble

Business Infrastructure Development

CAP


Cenla Advantage Partnership

Based upon the consensus of those interviewed, CAP will be a new economic development organization with some important structural and programmatic components: (1) The organization will be led by private sector business representatives with a financial interest in the organization, (2) The organization will have a regional focus reflecting the way that the local economy and its workforce relate, (3) The organization will focus on the technical and policy needs of existing and linked higher wage employers and (4) The organization must have a Board of Directors that is diverse with respect to geography, race, gender and experience. In support of these tenets, the Foundation has offered a \$1.5 million cash match against local contributions over a three year period.

2004 will see the launch of CAP's local funding phase under the direction of a nine member Steering Committee. Once completed, that will allow a Board of Directors to be formed and the hiring of staff to respond to the interests of the higher wage paying business community.



Cleco's Rodemacher Power Plant



The CAP Steering Committee: (left-right) Jeffrey Garrison, M.D., Orthopaedic and Sports Medicine Specialists; Jennifer Stevens, Owner, Stevens and Associates; Curman Gaines, Executive Director, Central Louisiana Business Incubator; Committee Chairman Rod Noles, President, Noles-Frye Realty; Roy O. Martin, III, President and CFO, Roy O. Martin Lumber Company, LLC; Todd Hoffman, Plant Leader, Procter & Gamble; Kelly Rush Williams, President/CEO, The Rush Companies; David Eppler, President, Cleco; and Kathy Sellers Johnson, Owner, The Sellers Group.



ReConnect

Education Initiative

We have worked for over five years with hundreds of school leaders – teachers, principals, central office professionals, superintendents and school board members – representing over 200 public and private schools throughout the region.

As the Foundation moves closer to the completion of our individual school grants program, we are headed in two exciting new directions. In 2004, The Orchard Foundation, our new local education fund, will be in full swing in its role as an independent non-partisan advocate and technical resource for K-12 education. And our grants work will move up to the school district level and help the districts continue to integrate the five years of learning they already have under their belts. This district level project, the Systemic Initiative builds upon work begun with the Educators Leadership Institute (ELI) – a very successful team approach to improving teaching and learning.

Districts within the region continue to show some of the greatest improvements in performance and accountability in the state. We believe that our continued involvement will help advance these early achievements.

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Wallace Wilson, Pickering Elementary School principal consults with Brenda Gibson, paraprofessional (left) and Brenda Owens, first grade teacher (center)

THE ORCHARD FOUNDATION

Empowering today's teachers. Educating tomorrow's leaders.



"The beauty of it, as I see it, is that The Rapides Foundation has underwritten The Orchard Foundation with start-up funds so that our Board can concentrate on strategic planning, using best practices and seeing models, instead of out having to have bake sales and fundraisers to get it off the ground. That's a great start-up opportunity.

I hope that 10 years from now that Central Louisiana has the best educated, highest credentialed, most respected, and best paid teachers in the South. I believe there's a very real possibility that if The Orchard Foundation does what it can do, we will have people clamoring to come to this region and teach.

I've appreciated the opportunity to meet and interact with other people throughout the Central Louisiana parishes who have common needs and goals that I see here in Winn Parish, and the collaborative effort working with all those people through The Rapides Foundation, has been a rewarding experience for me."

Tony Acosta, PA-C (physician assistant-certified)
Clinical Services Manager for the Winn Parish Medical Center and Board Member for The Orchard Foundation

Cenla Alzheimer's Project

ReEvaluate

Much of the Foundation's work involves listening, asking questions and being available to push towards effective strategies for the region. The Cenla Alzheimer's project was a direct response to dedicated community volunteers that approached the Foundation with personal and professional concerns about the lack of any cohesive strategy for services and support for individuals and families impacted by Alzheimer's disease. This assessment period, in close collaboration with these volunteers and the national Alzheimer's Association, leads to a new direction for Alzheimer's services in 2004. Not only will there be a professionally staffed organization with a regional focus but the office of the Louisiana Chapter of the national Alzheimer's Association will be relocating to Central Louisiana. Everyone who has worked on this long process should be congratulated for their unwavering determination!

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*Jean Lively, retired Chief Nursing Officer
at Rapides Regional Medical Center*

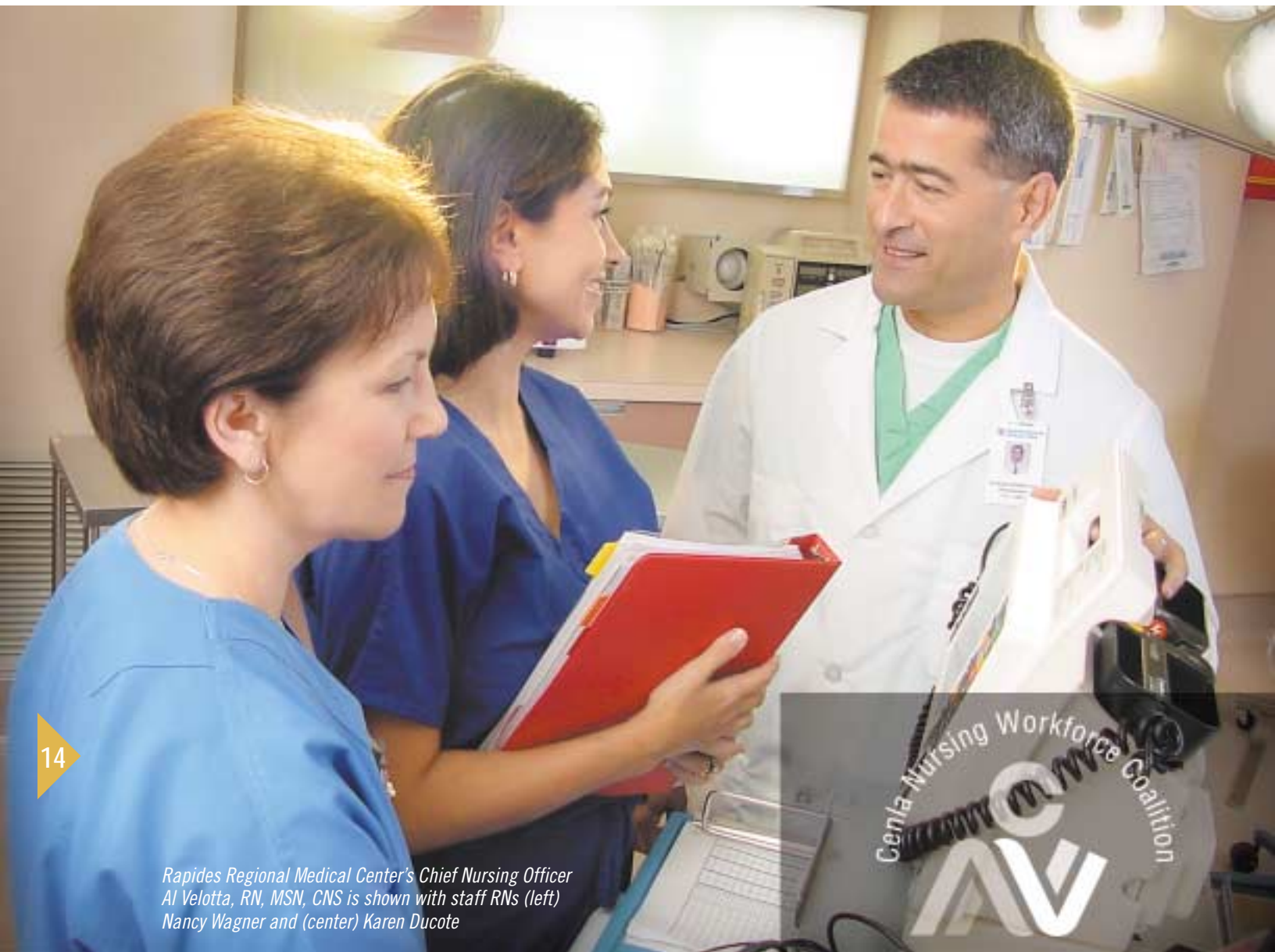
Collaborative Divorce Project

"The Rapides Foundation's foresight, courage and continued guidance has created a world class program that directly affects the health of families in divorce in Central Louisiana. The Foundation's clear support and funding of an 'idea for community improvement' has created a pride and esprit d'corps that motivates our local professionals to now lead and teach others across the state and nation.

The ability to design, form and train a Collaborative team of professionals for public good, not for profit, before starting the first case is unique in this emerging field. As requests from around the world flow in asking how we managed to do this, our first response is find a funding source truly committed to social improvement and work with them. We did and thanks to The Rapides Foundation the dream of true transformative social change is coming true."

Judge W. Ross Foote
Retired, 9th Judicial District Court





Rapides Regional Medical Center's Chief Nursing Officer Al Velotta, RN, MSN, CNS is shown with staff RNs (left) Nancy Wagner and (center) Karen Ducote

Cenla Nursing Workforce Coalition ReEmploy

The Foundation has made a major two year investment in programs and organizational development intended to create a culture in Central Louisiana that does a better job at encouraging, training and supporting nurses for our local healthcare employers. Beyond the needs of employers, nursing stands out as one of the few careers where a resident can receive all their education locally and immediately acquire stable higher wage employment with health insurance. 2004 will see the Cenla Nursing Workforce Coalition program transition to exploring and developing new community and school sites, a new office location and an independent funding base with strong local ownership.

CHRISTUS St. Frances Cabrini Hospital staff RNs (left to right) Ameil Washington, Troy Lejeune, and Brenda Lanaux





Parish Nursing Initiative ReSolve

Most Central Louisiana residents have a close relationship with their church family. For years now, a national movement has been growing that ties together community nursing and the church family. In 2004, the Foundation will develop and support training and other resources for volunteer nurses working on health issues with their congregations.

Lisa Lauve, RN, BSN, and Chief Nursing Executive at CHRISTUS St. Frances Cabrini Hospital, is enrolled in the Parish Nursing Certification Program

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Central Louisiana Occupational Health Nurses

"Central Louisiana Occupational Health Nurses (CLOHN) is a group of nurses dedicated to promoting health and safety in the workplaces we serve and in our community. We realized that cardiovascular disease is the number one health problem in each of our employee populations, and agreed to work together to develop a joint health and wellness project that would bring about positive change within our respective companies and Central Louisiana as a whole.

Our overall desire is to decrease the incidence, severity of illness and death associated with cardiovascular disease, the number one killer of men and women in the US and in Central Louisiana. We each see the impact this disease has on personal health, company productivity and rising healthcare costs. Recognizing that CVD is in many cases largely the result of lifestyle choices, we want to educate, challenge and change the eating, exercising and emotional habits of our employees and their dependents. We believe involving the family is key to lifelong individual change and is a unique feature of Wellness Works in Cenla. We are excited about all of the good things that can come from this project. It has tremendous potential to change lives for the better."

Collene Van Mol, BSN, RN, COHN-S
Occupational Health Nurse, Roy O. Martin Lumber Company



Healthcare Safety Net ReAssess

2003 saw the Foundation enter into ongoing policy discussions with healthcare providers and state and elected officials regarding the crumbling safety net for healthcare services in the state. Never intended as a primary care or wellness strategy, the current system of care and financing limits both individuals' ability to get the care they need at the proper time and the ability of healthcare providers to give that same care. 2004 will see continued upheaval in the system, with the Foundation serving as a facilitator and convener through our work with The Lewin Group, a national healthcare policy firm.

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A Region at Risk

25.4%

of Rapides Parish adults aged 18 to 64 have no health insurance coverage. Nationally the rate is 15.6%.

50%

of people living below the poverty level don't have insurance.

43.6%

of Rapides Parish adults report some type of difficulty accessing healthcare in the past year.

75%

of adults in poverty have healthcare access problems.



"Our companies were really struggling with how to get a handle on the rise in healthcare costs. As it turned out, cardiovascular disease was pretty much the overwhelming commonality among all of these companies and these organizations. And the risk factors for cardiovascular disease are the same risk factors you have for diabetes and cancer. Those are also heavy hitters and high cost illnesses. So by targeting cardiovascular disease, we're really targeting cancer and diabetes at the same time.

Our hope is that there's education, there is a movement by this group of people to eat better, cook better, exercise more, and adopt a lifestyle that's just healthier and that will trickle-down to friends, neighbors and relatives. We also hope that eventually other companies in the area will see what this has done and they will want to do the same thing in their companies. So we really want this to start with our companies but end up reaching out to the entire community.

I'm very excited about it. It's a wonderful opportunity. If I had written a script, I don't think I could have written it any better the way this has worked out. It fell right in line with what some of our biggest issues were. I see it as just a huge win for the companies, for the community, for everybody really."

Andrea Pannell, RN, BBA, COHN-S
Health Systems Leader for Procter & Gamble

Walking Trails ReInvigorate

The Foundation has identified walking as an inexpensive and fun activity that appeals to residents of all ages, in both urban and rural settings.

The Foundation provides matching cash funds of 50% of up to \$10,000 for the construction of walking trails. So far the Foundation has funded 15 walking trails throughout our service area, at a variety of locations.

Schools have applied for funding, and also cities/towns, nonprofit hospitals, Councils on Aging and Recreation Districts. While the groups and settings for these walking trails may be different, they all have one thing in common; the desire to provide a special place where community members can walk their way to improved health.



Neomea Branson, Linda Kerry and Alice Perry (center) enjoy the newly constructed walking trail at Sicily Island

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Kim Deville, Peggy Dubroc (center) and Ron Deville exercise on the walking trail at Tioga Elementary

Health benefits from regular physical activity such as walking include:

- Reduced risk of dying prematurely
- Decreased risk of dying from heart disease
- Decreased risk of developing colon cancer
- Reduced risk of developing high blood pressure
- Help in reducing blood pressure in people who already have this condition
- Decreased risk of developing diabetes
- Lower risk of developing hypertension
- Increased muscle strength, flexibility and sense of balance, all of which reduce the risk of falls
- Help in controlling weight

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 100 K-12 schools.
Systemic Change Initiative	To engage 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.
Educators Leadership Institute (ELI)	A number of local school districts are participants in a challenging and intensive program of learning and planning under the umbrella of ELI, all focused on improving instructional leadership.
Local Education Fund	The Foundation is in the process of establishing 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 will continue involvement with three important programs: 1) A Regional Arts Council, 2) Affordable office and performance space at The Rapides Foundation Building, and 3) A 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.

NOTE - The last deadline to apply for funds under the Foundation's Responsive Grant category will be January 17, 2005. The category is being phased out. Please contact Program staff for additional information.



The Rapides Foundation Grants 2003

DIRECT CHARITABLE ACTIVITIES

Cenla Advantage Partnership (CAP) (3 years)	(matching) \$1,500,000
For formation of regional employer-led economic development umbrella group.	
Cenla Medication Access Program (CMAP) (3 years)	9,375,669
Regional program providing 10,000 persons (goal) with ongoing chronic care medication, and medication education.	
Community Development Works (CDW) (3 years)	1,389,390
Regional program to develop and support nonprofit groups and community leaders.	
Local Education Fund (3 years)	600,000
Regional nonprofit to serve as umbrella for K-12 enhancement programs and educational advocacy efforts.	

HEALTHY COMMUNITIES

Central Louisiana Community Foundation	\$10,000
Technical Assistance for strategic planning and board development.	
Central Louisiana Community Foundation	10,000
Support for full time executive director during planning process.	
Northern Central Louisiana Interfaith (2 years)	75,000
To support an ecumenical effort to link churches in advocacy efforts such as housing, employment and voter registration by national faith-based community-organizing group.	

HEALTHY PEOPLE

Community Senior Citizens Multi-Purpose Resource Center (2 years)	\$75,000
Matching funds for expansion of current older adult wellness programs in South Alexandria to include broader community.	
Granberry Counseling Center (3 years)	350,000
Establishment of mental health counseling services in five parishes.	
LaSalle Council on Aging (2 years)	75,000
Establishment of health and marketing programs in Jena.	
Sisterhood of Central Louisiana (2 years)	125,000
Matching funds for implementation of youth-led HIV/AIDS prevention program focusing on African-American youth in Alexandria/Pineville.	
The Health Enrichment Network (3 years)	150,000
Matching funds for implementation of diabetes wellness and care programs in Allen Parish.	
Town of Campti (2 years)	75,000
Matching funds for establishment of senior center and older adult wellness programs.	

MINI-GRANTS AND TECHNICAL ASSISTANCE GRANTS (one year or less)

A Quality Life of LaSalle, Inc.	\$10,000
Program planning efforts related to adolescent risk-reduction in Jena.	
Allen Parish Ward 5 Industrial Development Corporation	10,000
Consulting for effort to convert abandoned manufacturing facility in Oakdale to industrial park.	
Bethlehem Housing Development Corporation	10,000
Organizational planning efforts for Oakdale-based nonprofit seeking to develop affordable housing.	
Boys and Girls Club of Central Louisiana	10,000
Board and staff training and development.	
Central Louisiana Homeless Coalition	5,000
Grants development funding for proposed professional staffing.	
City of Ville Platte	10,000
Project development for program to engage employers to serve as mentors to adolescents.	
Extra Mile, Region VI	8,000
Planning project to enhance executive staff roles and responsibilities at Central State Hospital.	
Friendship House	10,000
Board development and organizational planning funds for Alexandria-based adult daycare organization.	
Handiwork Productions	10,000
Part-time marketing effort targeted towards increasing business contracts for sheltered workshop for the disabled.	

The Rapides Foundation Grants 2003

Louisiana School for the Agricultural Sciences	10,000
Project development for community health clinic at Hessmer-based Charter School.	
Louisiana United Methodist Children and Family Services	8,000
Feasibility study for introduction of family support programs into Cenla.	
Le Theatre des Bon Temps	10,000
To support development of community-based collaborative for youth arts in Avoyelles Parish.	
Ninth Judicial District Court	10,000
To provide technical assistance in the development of coordinated legal and social services targeting non-custodial fathers to improve parent-child relationships and support.	
Rose of Sharon Development Corporation	10,000
Board and staff training and development for Alexandria church-based community outreach effort.	
St. James Episcopal Church	10,000
Afterschool tutoring program in collaboration with Rugg Elementary (Alexandria).	
Seventh Judicial District Court	7,500
Grants development funding for drug court project in Concordia Parish.	
The Early Childhood & Family Center of Avoyelles	10,000
Pilot project in Pre-K child health programs in Mansura.	
The Health Enrichment Network	10,000
Board training and development for Allen Parish-based health education group.	
Trinity Ministry	10,000
Organizational and program planning efforts addressing needs of adolescent African-American males in Alexandria.	
PARISH NURSING - CONGREGATION GRANTS	
First United Methodist Church - Alexandria	\$2,738
Horseshoe Drive United Methodist Church	8,000
Newman United Methodist Church	10,000
Our Lady of Prompt Succor Catholic Church	8,000
Pilgrim Baptist Church	8,000
St. Rita Catholic Church	3,340
WALKING TRAILS (Matching Dollars \$2/Foundation to \$1/Local)	
Ball Elementary	\$6,000
Renovation of unusable existing trail.	
Enterprise Recreation District	10,000
Former school site in northwest Catahoula Parish.	
Mary Goff Elementary School	9,000
To develop a public walking trail in the Tioga area of Rapides Parish.	
Natchitoches City Recreation Department	2,500
To support development of a walking trail in the South Park area of the City of Natchitoches.	
Natchitoches Council on Aging	10,000
Adjacent to new Senior Center.	
Slagle Senior Citizens Center (Vernon Parish)	10,000
Adjacent to Senior Center.	
Vernon Parish School Board	10,000
Behind Leesville High School.	
Village of Dry Prong (Grant Parish)	6,121
To develop a walking trail within the corporate limits on city-owned property.	
Village of Moreauville (Avoyelles Parish)	10,000
To provide a walking trail for this community in rural Avoyelles Parish.	
Village of Plaqueville (Avoyelles Parish)	10,000
New track in business district-adjacent to Veterans Memorial.	
Village of Sicily Island (Catahoula Parish)	10,000
Part of enhanced recreational park facility.	

Education Initiative Grants 2003

This is a list of schools that were awarded funding through five year grants under our Education Initiative. Each school is eligible to receive up to \$25,000 annually for efforts to improve student achievement.

ALLEN PARISH SCHOOL BOARD

Allen Parish Alternative Education School

To improve student achievement particularly in reading and math. The school will begin with Reading Renaissance.

Fairview High School

To improve student achievement in reading and math through Reading Renaissance, Math Renaissance and other strategies.

Kinder Elementary School

To improve student achievement by rethinking curriculum content and developing new teaching strategies in math and language arts.

Kinder Middle School

To improve student performance in math through new teaching strategies and the expanded use of technology.

Oakdale High School

To implement a career education program. Included will be a change in the school's schedule to longer instructional blocks.

Oberlin High School

Beginning in grades 7-8, use the Accelerated Reader to improve the ability of teachers to respond to student needs and to develop appropriate intervention strategies.

Oakdale Junior High School

To support a whole school reform effort to reorganize the school class schedule, institute interdisciplinary team teaching, and improve class management.

Oberlin Elementary School

To address low reading performance through expanded professional development in assessment techniques, identifying student weaknesses, and development of individualized interventions.

AVOYELLES PARISH SCHOOL BOARD

ALERT School - LaSAS

To support program development, organization and staff training on new curricula to meet the needs of at-risk students involving the integration of technology at a new agri-science alternative high school.

Avoyelles High School

To provide teacher training in use of technology throughout the curriculum.

Bunkie Elementary School

To improve student test scores through the integration of technology into the curriculum, developing interdisciplinary units and thematic teaching.

Bunkie High School

To support faculty training for integration of technology into curriculum to improve reading achievement.

Cottonport Elementary School

To upgrade student achievement in mathematics primarily through integration of technology into the math curriculum.

Lafargue Elementary School

To improve student performance through a multi-year school restructuring project addressing teacher content knowledge, teaching strategies, and integration of technology into instruction. Teaching collaboratives, team teaching, and a re-conceptualization of curriculum changes will be involved.

Mansura Middle School

To assist teachers in effectively utilizing state mandated benchmarks to improve instruction. The focus will include content knowledge and use of technology.

Marksville Elementary School

To improve student reading performance through the use of Spalding and Reading Renaissance strategies in language arts instruction and to institute technology training for students and their parents.

Marksville High School

To provide the training necessary for teachers to incorporate technology into curriculum and instruction.

Marksville Middle School

To improve student achievement in reading comprehension and vocabulary. The school will use an interdisciplinary approach by including reading in all subject areas.

Education Initiative Grants 2003

Plaucheville Elementary School

To integrate the use of technology into daily lessons and to develop and then implement the use of thematic units as the foundation for curriculum.

Riverside Elementary School

To restructure the school educational program with a formal, on-going professional development program that will include new teaching methods, new content and problem solving activities to engage students as active learners.

CATAHOULA PARISH SCHOOL BOARD

Jonesville Elementary School

To provide training for teachers for hands-on, minds-on strategies in math, science and social studies.

Martin Junior High School

To improve reading skills in grades 5-8 through a comprehensive professional development program addressing diagnosis and individualized improvement plans based upon student need. The program will include teacher training to integrate reading skills throughout all subject areas, collaborative teaching, classroom management, motivational teaching strategies, etc.

Sicity Island High School

To develop standards-based, career oriented student instruction and learning through a staff training program addressing teaching methods, strategies, integration of technology into curriculum, interdisciplinary lessons and collaborative teaching.

CATHOLIC DIOCESE OF ALEXANDRIA

St. Anthony's of Padua

The school, in collaboration with Holy Ghost, Sacred Heart, and St. Joseph's, proposes technology training for its teachers to build new teaching strategies and integration of technology use into everyday instructional strategies.

St. Mary's Catholic School

To provide teachers with new skills that improve student achievement in reading and writing. The school will focus on aligning curriculum and use coaching and project-centered learning activities with a writing emphasis.

St. Rita Catholic School

To improve student achievement through improved instruction in mathematics.

CONCORDIA PARISH SCHOOL BOARD

Ferriday Junior High School

To equip faculty in the use of technology across the curriculum as a strategy for improving student performance and state assessments.

Ferriday Upper Elementary School

To improve reading achievement by developing a comprehensive reading program. The school will begin efforts with training in the Accelerated Reader.

Vidalia High School

To provide teachers with training in the use of technology as a tool for more effective instruction in all curriculum areas.

EVANGELINE PARISH SCHOOL BOARD

Bayou Chicot High School

To restructure the school's education program to include the school schedule (block scheduling) and teacher training in multi-sensory, integrated learning techniques to actively engage students in the learning process.

Carver Elementary School

To implement character education learning into the curriculum through new teaching strategies.

Hester Heath Elementary School

To improve literacy for students using Write Track and Accelerated Reader.

James Stephens Elementary School

To provide faculty with advanced training related to instructional programs curriculum for a cadre of teachers who will then serve as teacher trainers or mentors. The program will initially focus on language arts.

Ville Platte Lower Elementary School

To improve student reading achievement through assessment and diagnosis of student needs and then new program development.

Education Initiative Grants 2003

GRANT PARISH SCHOOL BOARD

Colfax Elementary School

The school effort will focus on improving student performance through the development of small adult learning communities that will emphasize instructional strategies, assessment procedures and changing learning environment.

Dry Prong Junior High School

To implement the middle school model using interdisciplinary teams for instruction to enhance and improve student learning.

Georgetown High School

To improve language skills in grades 5-12 using new teaching/learning techniques. Teacher training will focus on reading and writing activities.

Pollock Elementary School

To improve student achievement in math through the use of hands-on activities and other teaching strategies such as manipulatives.

South Grant Elementary School

To focus on reading achievement using professional development in assessment and diagnosis of learning barriers, alternatives for the learning disabled students, and improved motivation strategies.

LASALLE PARISH SCHOOL BOARD

Fellowship Elementary School

To improve the student achievement through the integration of technology in all curriculum areas.

Goodpine Middle School

To improve student performance by equipping paraprofessionals in the use of more individual and small group instruction in all subject areas.

Jena Elementary School

The school, in collaboration with Olla-Standard Elementary, will institute technology training for teachers focused on the integration of computer use within curriculum and classroom learning activities. Training will include classroom management and interactive learning activities.

Jena High School

To increase student achievement through the use of technology, to provide training for teachers on the full integration of technology throughout the curriculum.

Jena Junior High School

To provide training in the use of technology as an instructional tool to improve student achievement in all subject areas.

LaSalle High School

To increase student achievement through the use of technology, to provide training for teachers on the full integration of technology throughout the curriculum.

LaSalle Junior High School

To provide faculty training in the use of technology as an instructional tool to improve student achievement on state tests.

Nebo Elementary School

To develop a comprehensive reading program by beginning with the Accelerated Reader.

Olla-Standard Elementary School

The school, in collaboration with Jena Elementary, will institute technology training for teachers focused on the integration of computer use within curriculum and classroom learning activities. Training will include classroom management and interactive learning activities.

NATCHITOCHES PARISH SCHOOL BOARD

Cloutierville Elementary/Junior High School

To refine and focus strategies to improve student achievement in reading and writing, emphasizing evaluation, assessment and the management of classroom instruction.

Lakeview Junior/Senior High School

To address weaknesses in the language/communications skills of students through the development of strategies for teaching writing across the curriculum.

Natchitoches Central High School

To improve instruction through a broadened curriculum and the implementation of team/multi-disciplinary teaching as well as technology integration.

Education Initiative Grants 2003

NSU Elementary Lab School

To improve student achievement through the use of new brain research on how young people learn. It will include changes in class scheduling, assessment methods, new strategies for teachers and expanded use of technology.

RAPIDES PARISH SCHOOL BOARD

Alexandria Middle Magnet School

To plan for and implement a modified middle school model with an emphasis on improving math and reading scores.

Alexandria Senior High School

To build staff knowledge in new strategies and teaching techniques, develop a relationship with the business community and increase communications with parents all focused on improving student achievement.

Arthur F. Smith Junior High School

To implement the middle school concept with training for teachers in academic teaching teams, advisory programs, and interdisciplinary teaching.

Bolton High School

To build staff capacity to implement the Bolton Model: training to restructure teaching, broaden the curriculum content for team/multi-discipline use, and infuse technology in curriculum.

Buckeye High School

To implement technology instruction and learning strategies to improve student critical thinking skills. The focus will be on math.

Cherokee Elementary School

The school will redefine curriculum content and skills by grade level and the connections among them using the Basic School model. The objective is to improve student higher-thinking skills and test scores.

D.F. Huddle Elementary School

To improve student achievement in math and language arts through the development and use of interdisciplinary thematic units and team teaching.

E.C. Hayes School for Exceptional Students

To provide training for special education teachers in new strategies and techniques for special education students.

Glenmora Elementary School

To improve student achievement in reading and math.

Hayden R. Lawrence Middle School

To improve student writing skills through staff training in new standards and approaches of teaching writing skills.

J.B. Nachman Elementary

To improve student reading achievement using the Accelerated Reader and to provide professional development for teachers in reading strategies.

J.S. Slocum Elementary School

To improve student achievement in math by implementing a teacher assessment program to identify areas of weakness, improve teacher content knowledge and then develop instructional strategies.

Mary Goff Elementary

To provide teacher training related to new and more effective teaching and learning strategies to raise student achievement.

Peabody Magnet High School

To focus on student learning centered around career paths, and to upgrade teaching skills to teach within inter-disciplinary clusters.

Phoenix Magnet Elementary School

To improve student achievement in reading literacy and vocabulary through new teaching strategies.

Pineville High School

To improve achievement and standardized test scores in math with an effort involving eight feeder schools, focusing on new teaching strategies for the math teachers. Secondly, to bring the science department into the project to allow the science and math areas to support and reinforce student learning.

Pineville Junior High School

To implement the "middle school" concept and to provide staff training in team teaching and interdisciplinary learning and project-centered curriculum.

Plainview High School

To provide staff training to improve student achievement in math.

Reed Avenue Elementary School

To improve student achievement by incorporating instructional methodologies such as team teaching and planning new assessment strategies.

Education Initiative Grants 2003

Ruby Wise Elementary School

To improve student learning through creative team-teaching strategies to be integrated into the curriculum, including creative writing, arts and music.

S.M. Brame Junior High School

To reorganize the school using the middle school concept, develop staff skills in team teaching and improve content knowledge.

Tioga Elementary School

To improve student achievement in math and language arts through the integrated use of technology in instruction and performance assessment strategies.

W.O. Hall Math/Science Magnet Elementary School

This is a collaborative effort with its feeder school to improve student attainment in math by redesigning the math curriculum and providing professional training and inter- and intra-grade planning that would include new teaching methods.

Walter D. Hadnot Elementary School

The project is a collaborative with its feeder school. They will address staff training and curriculum re-design to include alternative, hands-on activities to enhance comprehension of math concepts. Training will be expanded to include parents and other community resources.

VERNON PARISH SCHOOL BOARD

Anacoco Elementary School

To improve reading and math achievement through interdisciplinary teaching strategies.

East Leesville Elementary School

To create an integrated curriculum plan for science and social studies through extensive writing and problem solving/critical thinking.

Evans High School

The school will address the new teaching methods required in order to make the most effective use of time under block scheduling.

Leesville High School

To develop and plan the "career academy" as a means of fostering academic achievement, reducing absenteeism and drop outs, and improving test scores. The grant provides assistance for curriculum development and staff training and support efforts to develop business coalitions.

Leesville Junior High School

To implement the middle school concept, to provide teachers with additional training in understanding adolescent development and individual learning styles.

North Polk Elementary School

To improve student achievement through a curriculum that is built around developmentally appropriate learning opportunities based upon the developmental level of the child.

Pickering Elementary School

To provide staff training to deepen and expand the writing curriculum.

Pickering High School

To improve student reading comprehension and develop critical thinking skills through a program that emphasizes writing across the curriculum.

Simpson High School

To improve student achievement through collaborative team planning and cross-curricular teaching using interdisciplinary approaches.

South Polk Elementary School

To improve student achievement in math and reading. First strategies include Accelerated Reader and Math Renaissance programs.

Vernon Middle School

To improve student achievement in reading and vocabulary through the use of Project Read.

West Leesville Elementary School

To implement a school-wide focus on literature and reading as a means of improving student achievement.

WINN PARISH SCHOOL BOARD

Atlanta High School

To improve student achievement in reading, language arts and English through changed teaching strategies and practices for the whole school. The school will start with and then build upon existing teaching tools such as Accelerated Reader and targeted instructional focuses.

Education Initiative Grants 2003

Dodson High School

To develop an aqua-culture/horticulture program emphasizing math and science concepts as the method of improving student performance. Grant funding is used for consultation, curriculum development, staff development costs, training materials, etc.

Winnfield Intermediate School

To develop and implement, in collaboration with the primary and middle schools, a character education effort.

Winnfield Middle School

To develop and implement, in collaboration with the primary school and intermediate school, a character education effort which will include staff development, training materials, etc.

PRIVATE SCHOOLS

Avoyelles Public Charter School

To provide training in the use of Direct Instruction to improve reading achievement of students.

Grace Christian School

To implement a professional development program to build technology skills and to integrate technology use in the classroom so that student learning involves higher thinking skills.

SYSTEMIC INITIATIVE PLANNING GRANTS (one year – each up to \$20,000)

ALLEN PARISH SCHOOL BOARD

Student Achievement through Teaching Excellence

AVOYELLES PARISH SCHOOL BOARD

Advancing Leadership and Instruction (ALI)

CATAHOULA PARISH SCHOOL BOARD

Improving Instruction through Leadership

GRANT PARISH SCHOOL BOARD

Effective Instruction

LASALLE PARISH SCHOOL BOARD

LaSalle IMPACT

NATCHITOCHE PARISH SCHOOL BOARD

Improving Student Achievement in 8 Steps

RAPIDES PARISH SCHOOL BOARD

Differentiated Instruction K-12

VERNON PARISH SCHOOL BOARD

Fostering Professional Learning Communities

WINN PARISH SCHOOL BOARD

Professional Learning Community





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 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 purchases 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.



Financial Summary

Combined Statements of Activities and Changes in Net Assets

For the Years Ended December 31, 2003, 2002, and 2001

	2003	2002	2001
CHANGES IN UNRESTRICTED ASSETS:			
INVESTMENT INCOME:			
Income on cash and long-term investments	\$3,220,596	\$2,782,882	\$5,310,932
Gains and losses on securities	23,844,330	(12,242,701)	(9,302,613)
Equity earnings of jointly owned companies	3,122,584	4,558,836	2,841,635
	<hr/>	<hr/>	<hr/>
TOTAL INVESTMENT INCOME	\$30,187,510	(\$4,900,983)	(\$1,150,046)
INVESTMENT EXPENSE	637,911	783,549	940,751
	<hr/>	<hr/>	<hr/>
NET INVESTMENT INCOME	29,549,599	(5,684,532)	(2,090,797)
CONTRIBUTIONS	300	1,369	400,000
PROGRAM EXPENSES			
Grants	6,494,052	7,295,963	7,080,969
Memorial Contributions	12,449	400,000	0
Direct Charitable Expenses	3,728,094	2,879,647	853,596
Development	1,334,245	631,211	817,309
Administration	1,190,876	1,331,635	1,169,209
	<hr/>	<hr/>	<hr/>
TOTAL PROGRAM EXPENSES	\$12,759,716	\$12,538,456	\$9,921,083
INCREASE/DECREASE IN UNRESTRICTED NET ASSETS FROM OPERATIONS			
	16,790,183	(18,221,619)	(11,611,880)
EXPENSES FROM DISCONTINUED OPERATIONS	-5,887	-10,697	0
	<hr/>	<hr/>	<hr/>
INCREASE IN NET ASSETS	16,784,296	(18,232,316)	(11,611,880)
NET ASSETS, BEGINNING OF YEAR	180,293,808	198,526,124	210,138,004
NET ASSETS, END OF YEAR	\$197,078,104	\$180,293,808	\$198,526,124

Financial Summary

Statements of Financial Position

For the Years Ended December 31, 2003, 2002, and 2001

	2003	2002	2001
ASSETS			
Cash and cash equivalents	\$159,406	\$773,078	\$4,342,005
Accounts receivable			
Prepaid expenses	30,133	20,542	19,858
Furniture and equipment, net	2,950,344	2,481,795	378,709
Assets whose use is limited	460,387	475,081	4,471,206
Marketable securities	143,655,129	128,352,684	145,982,110
Investments at cost plus equity in undistributed earnings	54,456,173	51,781,957	49,142,156
Total Assets	201,711,572	\$183,885,137	\$204,336,044
LIABILITIES			
Accounts payable	685,894	443,473	131,426
Due to Partnership	0	0	0
Retirement plan expense payable	0	0	49,820
Payroll, payroll taxes and benefits payable	11,296	10,254	7,280
Grants payable	3,596,603	2,789,120	5,270,909
Annuity obligations payable	323,091	337,785	350,485
Total Liabilities	4,616,884	\$3,580,632	\$5,809,920
Net Assets - Unrestricted	197,094,688	180,304,505	198,526,124
Total Liabilities and Net Assets	\$201,711,572	\$183,885,137	\$204,336,044



Trustees and Advisors

Trustees

- Vanda L. Davidson, M.D. – Board Chairman
Physician
- Rev. Doyle Bailey
Former Director of Stewardship
Louisiana Baptist Convention
- Lynn Bordelon
Vice President/Business Banker
Hibernia National Bank
- Jacque Caplan
Community Volunteer
- Blake Chatelain
President & CEO – Red River Bank
- Ilyas Chaudhry, M.D.
Physician
- Kathleen F. Nolen
Treasurer – Cleco
- John Rhodes, M.D.
Physician
- Daphne R. Robinson
Attorney-at-Law
Provosty, Sadler, deLaunay, Fiorenza & Sobel
- Joseph R. Rosier, Jr.
President & CEO – The Rapides Foundation
- Regionald K. Seastrunk
Equal Employment Opportunity Manager
Ft. Polk
- Caroline Theus
President – Keller Enterprises
- Melanie Torbett
Community Volunteer and
Freelance communications writer
- Renick P. Webb, M.D.
Physician
- Paul M. “Mac” Davis, Jr., M.D.
Director Emeritus, Physician
- Roane Hathorn
Director Emeritus, Rapides Bank (retired)

Advisors

- Jim Clinton
Executive Director
Southern Growth Policies Board
Research Triangle Park, North Carolina
- Carol Goldstein
Cultural Planning Consultant
Los Angeles, California
- J. Pat Harris, DDS
Dental Director
Los Barrios Unidos
Community Clinic, Inc.
Dallas, Texas
- Linda Juszczak, DNSc, MPH, CPNP
Director, Education and Training,
Montefiore School Health Program
Director, Center for Evaluation and
Quality, National Assembly
on School Based Health Care -
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
- Dianne Williams
Organizational, Leadership and Rural
Community Development Consultant
Greenbrier, Arkansas
- 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



2004 Appointments

The following began service as Trustees in January of 2004:
Michael G. Buck, M.D., Albin M. Lemoine, Jr.,
and Maxine Pickens

Special Recognition

We wish to recognize the contributions of Vanda L. Davidson, M.D., who concluded his Board service in 2003.



The Rapides Foundation Staff

The Rapides Foundation Staff

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

Cindy F. Avery
Accountant (part-time)

Vicki Bernard
Director of Communications

Annette Clark, MBA
Special Projects Associate

Margaret Daniel
Receptionist/Secretary

Ingrid Davis
Accountant

Yvette Desrosiers-Alphonse, MPH
Program Officer

Donna Hernandez
Receptionist

Flora S. Keys
Grant Technician

Patricia M. LaCour
Grant Administrator

Loretta T. Magee
Executive Assistant to the President

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
Supervising Pharmacist

Kevin Brown, RPh
Program Pharmacist

Tigist Smith
Administrative Technician

Crystal Watts
Receptionist/Data Entry Technician

CMAP / Patient Assistance Program Specialists:

Adrienne Acosta – Winn Parish

Jeannie Atwood – Rapides Parish

Jennifer Bruning – Vernon Parish

Sally Murchison – Natchitoches Parish

Crystal Veronie – Rapides Parish

Cenla Nursing Workforce Coalition Staff

Dena A. Norton, RN, BSN, MSN
Program Administrator

Judy Bordelon
Parish Nurse Coordinator (part-time)

Donna Hernandez
Program Assistant

Community Development Works (CDW) Staff

Kellie Chavez Greene
Director of Community Development

Tigist Smith
Administrative Technician



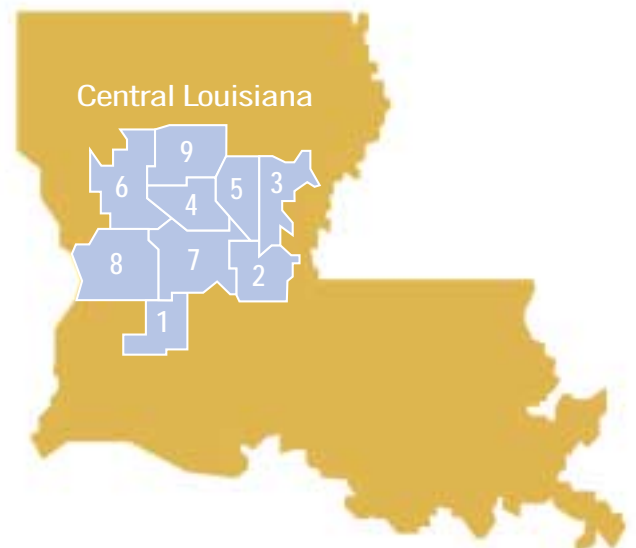




The Rapides Foundation

Service Area Parishes

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





1101 Fourth Street, Suite 300 • Alexandria, LA 71301 • 318-443-3394 • 1-800-994-3394 • www.rapidesfoundation.org