

Strategic Plan 2014-2019



**REGIONAL ACCESS PROJECT
FOUNDATION**

Regional Access Project Foundation, Inc.

Motto

We shall find a way or we shall make one

Vision Statement

The Regional Access Project Foundation's vision is for an enhanced quality of life for all residents of eastern Riverside County.

Mission Statement

The Regional Access Project Foundation provides funding, oversight, technical assistance and guidance to nonprofit, community based organizations or other collaborative groups, and other tax-exempt agencies which serve the populations of eastern Riverside County in the areas of health, mental health, and juvenile intervention.

Environmental Scan

3

- **Changing demographics – higher percentage of children and senior population**
- **Lingering poverty affecting health access, housing, and youth**
- **Increased public safety and law enforcement issues including offender early release**
- **High rates of addiction**

Challenges

4

- Needs of the area exceed the available resources
- Find additional funding sources
- More collaboration i.e. DHCD, Anderson Foundation
- Increase outreach and networking
- Research and develop more grant funding sources
- Keep and maintain dedicated staff

Concerns, Constraints & Assumptions

5

- **Attitude about east vs west (within Palm Springs – Coachella Valley) divided valley with greater need in the east**
- **Higher use of weapons by law enforcement when responding to crimes in eastern Coachella Valley (and DHS) – suspect prejudice and profiling are involved**

SWOT - Strengths

6

- **Good reputation because of competent and experienced Board and staff**
- **Reliable funding source in the region because of strong balance sheet**
- **Strong accountability and grant management**
- **TAP and Fast Pitch as signature programs**
- **Networking by Board and Desert Connections Staff**
- **Relationship in the Community including Fourth District Supervisor Participation**

SWOT - Weaknesses

7

- Increase and diversify funding sources to improve sustainability
- Poor Branding and Visibility
- Lack of specific initiatives within the three primary areas
- Clarification on RFPs, application, and approvals processes for grants and TAP requests
- Need to improve technology infrastructure including hardware, software, and online tools
- Improve monitoring, evaluation and reporting of programs to better understand impact and return on investment

SWOT - Opportunities & Threats

8

- **Tell our Story**
- **Facilitate conversations, promote better awareness and understanding of the role of RAP in the community**
- **Determine if there is duplication of services**
- **Expand/Facilitate RC Health System, RC Public Health, RC Mental Health, Eisenhower, Kaiser, Veterans, UCR Medical School/USC and other health services opportunities**
- **Tenet Healthcare, JFK**
 - explore interest in knowing more about East Valley
- **Improve access/transportation – talk with Sunline**

Foundation Essentials

9

- **Vision**
 - Review original Vision Statement , critique current statement, and revise
- **Mission**
 - Scope and parameters - Too broad is almost as bad as too narrow
 - Emphasis needs to be on the people served, not who served them
 - Emphasis was originally on “Health Access” – has that changed?

Foundation Essentials

10

- **Values – new values selected need to be defined with value statements**
 - Advocacy
 - Competence
 - Integrity
 - Sensitivity/Awareness
 - Code of Ethics
 - ✦ Need to develop and adopt “Code of Ethics”

Strategic Objectives & Goals

11

- **The final stage in our Strategic Planning Process would be to**
 - Adopt the timeframe for the plan, and
 - Adopt the suggested strategic objectives and goals in each functional area

Timeframe

12

- Assign goals as either short-term (within a year - assign a realistic target) or long term (more than a year - assign a realistic target)
- The timeframe for individual goals will be determined by the committee/task force/workgroup assigned to the goal
- The suggested timeframe for the overall plan is usually a period of years (5)
 - i.e. 2014 through 2019

Marketing/PR/Outreach

13

- **Increase Visibility**
 - Educate the public about RAP's mission and role in the community
- **Improve Outreach**
 - Raise profile among groups who could develop mutually beneficial relationships through RAP
 - To reach potential applicants
- **Goal 1 Update materials to effectively establish and promote RAP Brand (ST)**
- **Goal 2 Update the web site (ST)**
- **Goal 3 Develop and Implement plan using Desert Connections to assess the Community needs(ST)**
- **Goal 4 Implement Tracking mechanism to monitor effectiveness of marketing efforts(ST)**

Operations

14

- **Board Growth and Development**
 - Ensure that the Board has the size and diversity to effectively lead the organization
- **Program Evaluation**
 - Yearly evaluation of programs to measure impact and reviews to see if there are duplication of services
- **Goal 1 Review all Ad Hoc Committees to ensure all Board members are participating and no Board members are over committed to too many committees(ST)**
- **Goal 2 Develop schedule for Committee meetings to ensure projects are proceeding in a timely and effective manner(ST)**

Talent

15

- Ensure the Foundation retains and recruits the right number of people with the right skills to effectively meet the needs of the organization today and in the future
- Encourage staff development through continuing formal education
- Review staff compensation to ensure the Foundation is meeting the market and staff expectations for wage and, benefits including regular evaluations of staff based on performance
- Ensure staff is developing competence and flexibility through adequate cross training

- **Goal 1 Implement a Human Resource Management System for hiring, training, and evaluating staff and volunteers(ST)**
- **Goal 2 Research, acquire, and implement merit-based employee evaluation system(ST)**
- **Goal 3 Review and update Human Resource policies and incentives for employee development(ST)**
- **Goal 4 Review staff compensation profile and develop plan to ensure staff is properly compensated(ST)**

Grants

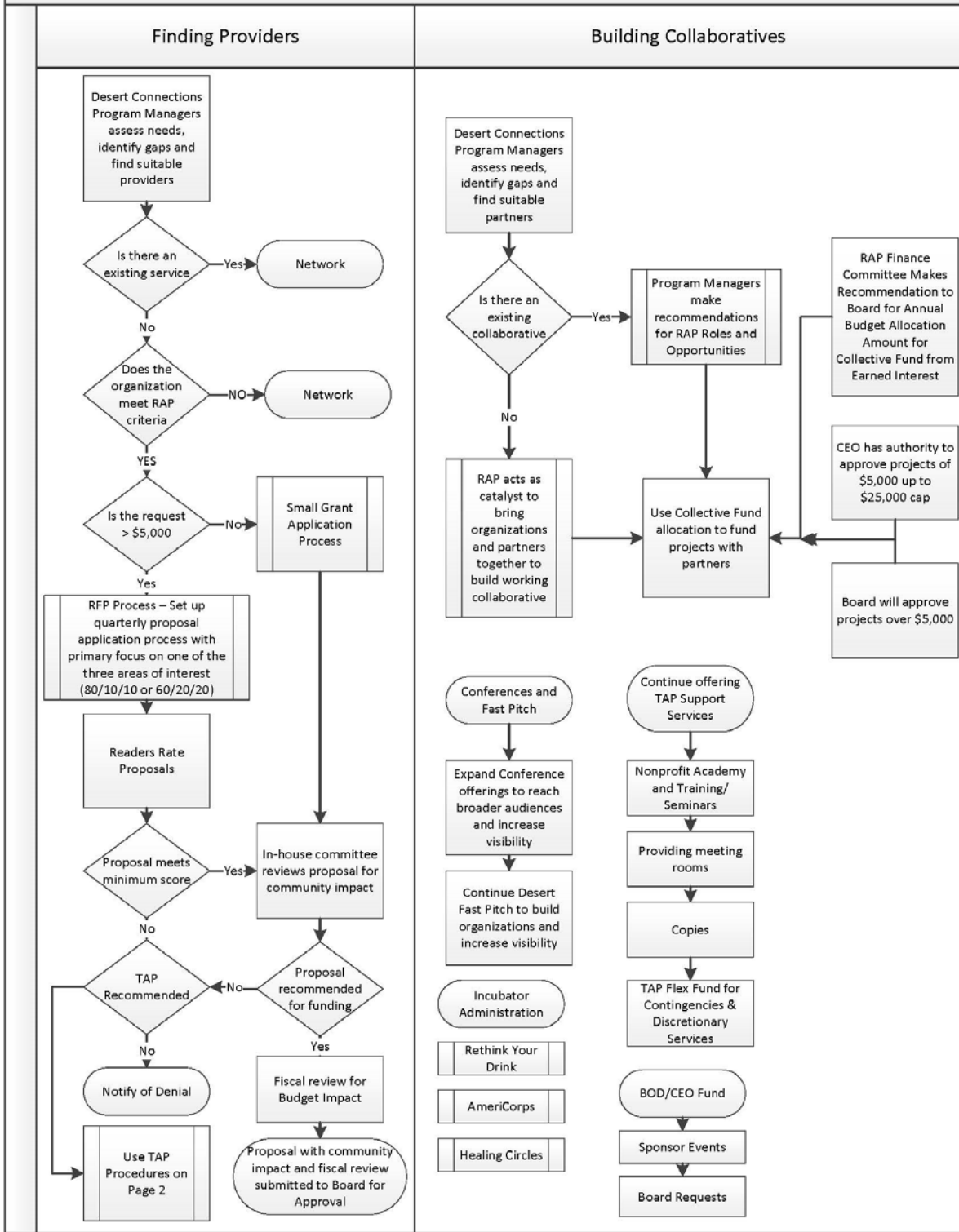
16

- Revisit Grants application process and scoring,
- Review effects on funding and cash flow
- Explore possibilities of combining Health, Mental Health, and Juvenile Intervention interests through the RFP process for more focused and comprehensive programs
- Measurement of long-term impact of grants given

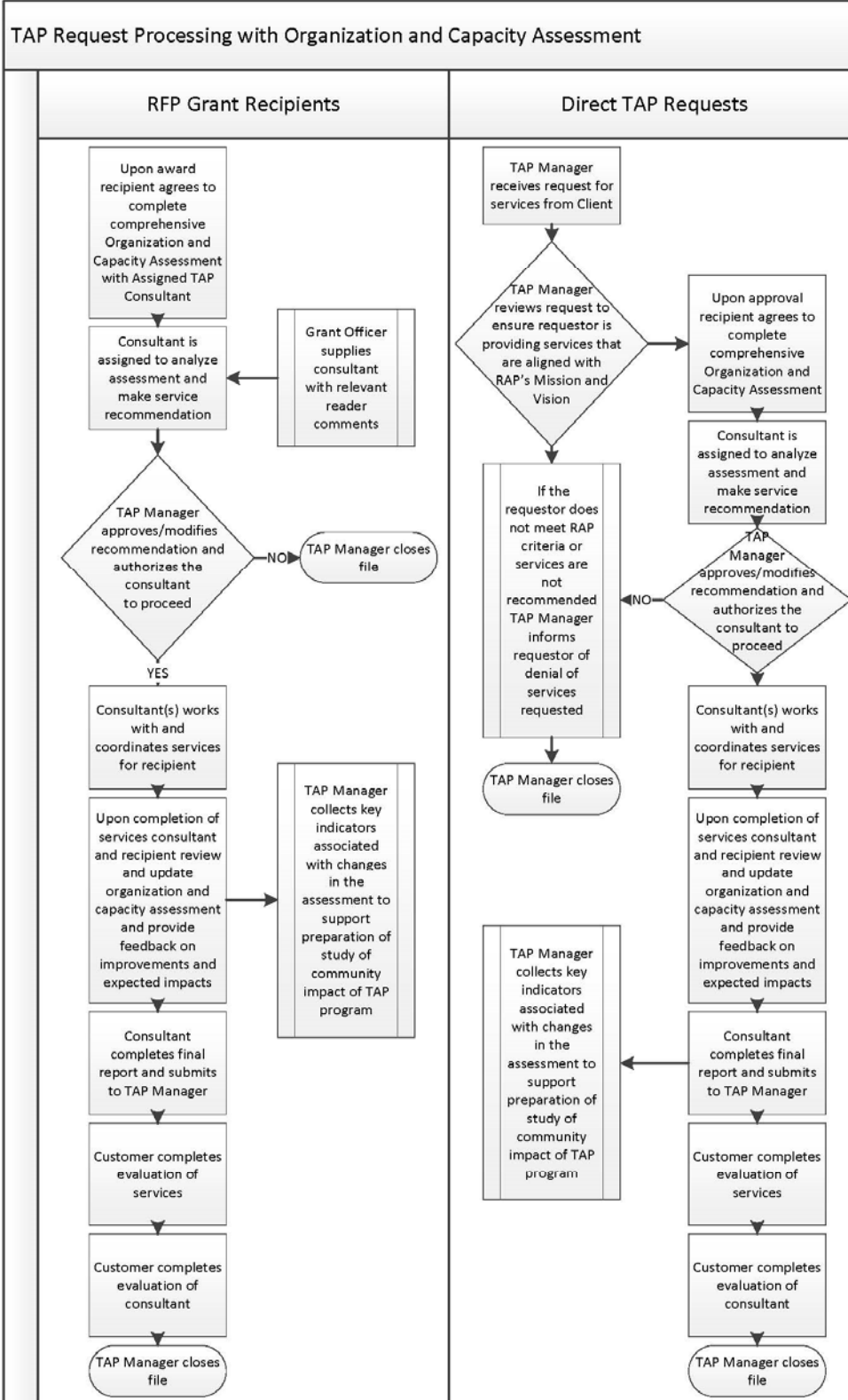
- **Goal 1 Proceed with implementing the revised process integrating Desert Connections, Grants and TAP – See Attachment 1, as amended (LT)**
- **Goal 2 Approve an annual budget allocation for Collective Fund from earned interest(ST)**

Attachment 1

Desert Connections – Assessing Community Needs and Identifying Service Gaps



Attachment 1



TAP

19

- Board needs to work with staff input, regarding pros and cons of divesting TAP from RAP
- Explore renaming TAP to help people better understand its function and mission
- **Goal 1 Explore options to create a separate 501 (c) 3 for TAP in the future(ST)**
- **Goal 2 Investigate bringing in additional funding partners to work with TAP(ST)**
- **Goal 3 Brainstorm and work with focus groups to rename TAP(ST)**

Financial

20

- Reduce overhead % to ensure at least 75% of operating budget is allocated for programs
- Diversify Fund development to attract more business and nonprofit partners and large donors
- Review funding cycle and increase income from revenues and investments each year
- Examine use of space for ways to reduce costs associated with facilities rental

- **Goal 1 Adopt a Budget Allocation Process that supports the goals of focusing and prioritizing grants each quarter on more specific areas of interest for greater impact (See example below for guideline)(ST)**
- **Goal 2 Implement Sage Software Accounting & Reporting System to better track cash flow and for better forecasting(ST)**
- **Goal 3 Identify ways to reduce high cost of facilities by seeking a renegotiation of current rental agreements and exploring alternative facilities with lower costs for both the short-term and for the long-term(ST/LT)**
- **Goal 4 Develop a plan to raise an additional \$100K this year and increase growth of new funding by 15% each year(ST/LT)**

Fund Allocation Model Example

Quarter	Focus *	Release RFP	Proposal Deadline	Board Approval	Board Allocation	CEO/InHouse Committee Allocation**	Total Allocation
First	Health	May 1, 2014	May 30, 2014	July 2014	\$160,000	\$30,000	\$200,000
Second	Juvenile Intervention	July 1, 2014	August 29, 20a4	October 2014	\$160,000	\$30,000	\$200,000
Third	Fast Pitch & Conference	October 1, 2014	November 21, 2014	January 2015	\$77,000 & \$30,000	\$30,000	\$137,000
Fourth	Mental Health	January 1, 2015	February 28,2015	April 2015	\$160,000	\$30,000	\$200,000

* Board select area of focus based on needs and priorities

** CEO has discretion to allocate up to \$1,500 in grants for emergencies, select cases per quarter up to a total of \$15,000 per year, In-House Committee has discretion to allocate mini-grants to \$5,000 and with Executive Committee approval Small grants up to \$10,000

