



Strategic Plan

2026-2029

Adopted January 28, 2026



Vision

Regional Access Project Foundation supports and invests in nonprofits working to improve the lives of all residents within the communities we serve.

Mission

To provide funding, capacity building and guidance to nonprofit community-based organizations, tax-exempt agencies, and mission aligned programming to collaboratively advance health, mental health and juvenile interventions.



Executive Summary

The Regional Access Project (RAP) Foundation Board of Directors and team members gathered at Desert Willow Golf Resort, Palm Desert, CA on November 20, 2025. During the retreat, RAP team members reviewed and celebrated accomplishments of the past year. The retreat was facilitated by Kim McNulty, who leads through fun activities, break-out sessions and group sharing exercises. The purpose was to explore and understand strategic initiative areas and affirm a new 3-year Strategic Plan with specific goals and outcomes.



Opening: RAP Timeline

Celebrating 33 Years of Impact

A historical timeline captures key moments and accomplishments achieved over the last 33 years.

A Legacy of Service and Growth

1989 – Blue Ribbon Advisory Committee created by Fourth District Supervisor Patricia “Corky” Larson

1991/1992 – Aurora Kerr served as the first Executive Director of RAP

1992 – RAP 501c3 was authorized

1992 – The Living for the 90’s event was created by Supervisor Corky Larson, administered by RAP – Later renamed Senior Inspiration Awards

1993 – Mary Drury served as Board Chair until 2000

1993 – RAP created “ Call to Care”, a Valley wide immunization and caregiving program

1994 – Fourth District County Supervisor S. Roy Wilson took over the implementation of transitioning RAP as an independent nonprofit

1994 – Judee Cox was hired as Executive Director

1998 – RAP create TAP, a program to offer operational assistance, seminars, educational opportunities

2001 – Richard Cromwell III served as board Chair until 2003

2002 – RAP’s Mental Health Committee created a plan to address “ runaway/throw away” kids problem and lack of facility in CV - Work resulted in the creation of Safehouse of the Desert

2003 – David Tshopp served as board Chair - Bill Kroonen joined RAP Board and Bea Gonzalez joined the Mental Health Advisory Committee

2004 – The State of California started reducing 25% of payment to cover California budget decreases known as the “Triple Flip”

2004 - 2005 – Mary Drury served as Board Chair

2006 - 2007 – JM Evosevich served as Board Chair

2007 – RAP moved from Indio to the Berger Foundation building in Palm Desert

2008 – Bill Kroonen served as Board Chair

2007 – The first UCR Certificate Program was offered

2009 – Building Healthy Communities was created in partnership with the California Endowment – transitioned into Alianza CV

2010 – RAP created the Food Providers Network to address the food insecurity issue

2010 – Mary T. Roche served as Board Chair

2010 – RAP created the HEALNet program with Desert HealthCare District to address health

2011 - 2014 – Joe Hayes served as Board Chair

2011 – RAP created the Desert Connections Initiative

2013 – With Fourth District Supervisor John J. Benoit's support, the County of Riverside paid RAP \$2,675,800 of money owed for "Triple Flip" revenue. Funds were used to purchase our

2013 – First Desert Fast Pitch was held at Agua Caliente Casino

2014 – First RAP Quarterly Newsletter Produced

2015 – Moved offices to Palm Desert Civic Park for 2 years

2015 – Online application process was initiated – started with Salesforce – transitioned to

2015 – Launched a new strategy of Requests for Proposals (RFP) with specific priorities.

2015 – The 4-year Mental Health Initiative was created in recognition of the greater need to dedicate a greater percentage of funding to this unmet need. Later extended with a reduction in funding

2016 - 2020 – Mark Moran served as Board Chair

2016 – The RAP Board decided to rename TAP services the CNA program and expanded

2016 – CV Youth Leadership using the Joven Noble Curriculum – First graduation class at Bobby Duke Middle School – attended by Rosemary Ortega, Rudy Gutierrez

2016 – RAP partnered with the Community Foundation (now IECF) to host the "Give Big" platform – a campaign to seek on-line donations

2016 – The Rethink Your Drink Program was created in Partnership with Riverside County

2017 – January RAP moved into a new building purchased in 2016

2018 – The James Irvine Foundation granted RAP \$1M over 3 years

2019 – Palm Desert Rotary honored RAP as the "Educator of the Year" for the CNA program

2019 – The Desert Fast Pitch featured Dr. Michele Borba as the Inspirational Speaker

2019 – RAP was recognized by Association of Fundraising Professionals (AFP) as Nonprofit of

2019 – RAP invested in Results Based Accountability (RBA) training to improve evaluation of

2020 – RAP expanded CNA services beyond eastern Riverside County

2020 - 2022 – Craig Borba served as Board Chair

2021 – The CV Healthy Living program in partnership with Riverside County Public Health was

2022 – The RAP Board decided to change from the CNA program to NPO Centric

2022 – Received ARPA Grant from Riverside County to provide capacity building services

2022-2025 – Jan Pye Served as Board Chair – taking over from Mike Gialdini who served in

2023 – The County of Riverside awarded RAP \$1.5M to provide capacity building services throughout Riverside County utilizing American Recovery Plan Act (ARPA) funds

2024 – The Board approved the first Blythe two-year Mental Health Grant



Current Strategic Plan Progress, Trends, Gaps and Priorities

The RAP team reported on the progress on the 2023-2025 Strategic Plan, the Goals and Objectives for each of the six Key Initiatives identified:

1. Governance
2. Grants
3. NPO Centric
4. CV Healthy Living
5. Finance
6. Facilities

Current trends, gaps, and priorities were identified to include in the new Strategic Plan, FY 2026 – 2029.



1. Overview Strategic Plan Progress

- a. New funders are investing in RAP
- b. RAP has a strong business plan for NPO Centric
- c. RAP is growing youth voice (we have an intern) and administer CV Youth Leadership
- d. Grants includes Results Based Accountability (RBA). RBA is a tool to make better decisions and prove the impact of grant funding. RAP plans to train four additional staff in RBA this year.
- e. Buy-in of members who see value is key – RAP sees this demonstrated by increased engagement
- f. RAP is building visibility of RAP/NPO Centric as a key non-profit resource
- g. Marketing is generating great attendance for programming
- h. CV Giving Day and Desert Fast Pitch programs are going great!



2. Current Trends & Gaps

- a. Federal funding cuts are impacting non-profits
- b. Fear in the community is evident due to immigration action
- c. Increased need for capacity building, and ability to RAP programs with RAP funding and grants
- d. Mental Health remains a major issue and needs support



3. Priorities

- a. Continue to recruit and retain expert staff for programming
- b. Continue professional development for staff
- c. Expanding partnerships
- d. Continue to market to bring greater awareness of RAP's services
- e. To strengthen board governance and have an engaged Board

Strategic Initiative 1

GOVERNANCE



1) Current Trends

- Good participation from board members
- The board self-assessment showed slight improvement in many governance categories.
- Attendance and participation in committee and board meetings is good.

2) Proposed Goals

- **Goal 1:** Implement methods to continue board growth and development
- **Goal 2:** Increase board membership to 21 members
- **Goal 3:** Review board roles and responsibilities
- **Goal 4:** Transparency

Strategic Initiative 2

GRANTS



*Melissa Robles,
Grants Manager*



*Stephanie Minor, Director
of Strategic Development*

1) Current Trends

- a. Current grant allocations
 - \$1,435,200 in grant funding was awarded FY 2024-2025
 - Small Grants: \$362,500
 - Sponsorships: \$46,500
 - Mental Health Grants: \$622,000
 - CV Giving Day: \$50,000
 - UCR Nonprofit Management Certificate: \$75,375
 - Other Grants: \$71,745
- b. Grant allocations are distributed throughout geographic region, eastern Riverside County
- c. RAP uses RBA to measure not just what we do but whether anyone is better off as a result of funding. RAP track outputs (activities), quality and outcomes (the real change created)
- d. Data is collected through final reports, training evaluations, workshop surveys and narrative summaries which demonstrated strengthened outcome reporting across programs

2) Proposed Goals

- **Goal 1:** Begin tracking NPO Centric outcomes using RBA
- **Goal 2:** Measure and improve community outcomes for Request For Proposals
- **Goal 3:** Enhance the sponsorship process to ensure transparency, efficiency and alignment with priorities
- **Goal 4:** Establish efficient committee meetings to improve communication and decision-making
- **Goal 5:** Strengthen accountability, transparency and learning

Strategic Initiative 3

NPO CENTRIC REVIEW



*Taly Fantini,
NPO Centric Director*

1) Current Trends

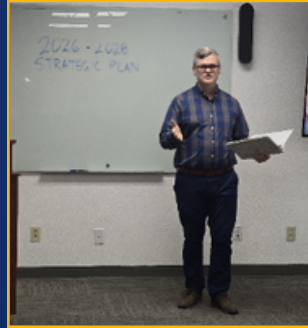
- a. Nonprofit CEO level engagement is strong
- b. Growing response from San Bernardino and Riverside organizations
- c. 75% said we enhanced their skills and knowledge
- d. 93% of members were very satisfied with workshops
- e. 91% of members are willing to recommend NPO Centric services
- f. Members believe we are an essential service!

2) Proposed Goals

- o Goal 1: Continue to Make NPO Centric an “Essential” Service for Members
- o Goal 2: Increase Audience Engagement through NPO Centric Marketing Channels
- o Goal 3: Ensure NPO Centric’s Value Proposition Strengthens Year Over Year
- o Goal 4: Grow NPO Centric throughout the Inland Empire and Riverside County

Strategic Initiative 4

NPO CENTRIC REVIEW



*Adam Lackie, CV Healthy Living
Supervisor and Accountant*

1) Current Trends

- a. Strong community partnerships with schools and local agencies
- b. Federal funding discontinued leading to end of Riverside County partnership on nutrition program.
- c. Community needs are increasing:
 - Rising concerns about youth vaping
 - Increased request for nutrition education for youth and families
 - Growing interest from school districts and agencies

2) Proposed Goals

- Goal 1: Strengthen CVHL's program identity and independence
- Goal 2: Expand reach and impact across the Coachella Valley
- Goal 3: Strengthen program sustainability through data and evaluation
- Goal 4: Secure and diversify funding streams
- Goal 5: Create a Coachella Valley Healthy Living Committee

Strategic Initiative 5

FINANCE



*George Holliday,
Controller*

1) Current Trends

- a. Improved financial controls and processes with additional accountant
- b. RAP's Controller has facilitated NPO Centric workshops
- c. Improved grant review process with financial oversight strengthening

2) Proposed Goals

- o Goal 1: Accountability for maintaining budget by department
- o Goal 2: Oversight of reviewing financial component of grant applications for financial viability
- o Goal 3: Utilize finance to provide consulting in conjunction with NPO Centric

Strategic Initiative 6

FACILITIES



*Mireya Reyes,
Administrative Director*

1) Current Trends

- a. Improved security at facility
- b. Maintenance issues are resolved timely
- c. Initial renovations have been completed.
- d. Technology is being used to improve oversight of utilities, and use of meeting rooms

2) Proposed Goals

- o Goal 1: Enhance building safety and security
- o Goal 2: Improve tenant support and building experience
- o Goal 3: Renovate and reconfigure second floor space
- o Goal 4: Cost savings

Closing and Next Steps

The 2026 – 2028 Strategic Plan will guide the RAP Board of Directors for the next three years. The six key initiatives are clear and have specific goals supported by the RAP team and board members.

The RAP Board will review the Strategic Plan annually to assess progress. The Strategic Plan may be modified by the Board to respond to unexpected or changes in community needs.

