

## **Part A: Statement of Goals, Objectives, and Expected Outcomes**

### **Goals**

1. To increase the capacity of agencies serving immigrants in the Coachella Valley by providing financial assistance and capacity building services to strengthen and sustain their service delivery methods and strategies beyond this funding.
2. To increase coordination and collaboration of organizations serving the immigrant population in the Coachella Valley. This will lead to increased opportunities to reach more families owing to reduced redundancy and enhanced access for information/resources.
3. To increase behavioral health support for immigrants. Also, to agencies operating in a climate of heightened anti-immigrant sentiments, which creates a more stressful working environment.
4. To increase awareness of available services, and to provide accurate information to impacted immigrant populations (undocumented immigrants, mixed status families, legal immigrants, etc.) in our community (Coachella Valley/East Riverside County).

### **Objectives**

1. To continue to re-grant funding from the James Irvine Foundation to at least five agencies serving the needs of immigrant communities in the Coachella Valley.
2. To continue to increase the organizational capacity of a collaborative network providing services to immigrants by providing educational resources in nonprofit, organizational leadership, governance, fund development and addressing the needs of personnel aiding immigrants (i.e. nonprofit service stressors/burnout, etc.).
3. To provide behavioral health services to a minimum of 60 immigrants (including youth and adults) in the Coachella Valley/Eastern Riverside County.
4. To ensure accurate information is communicated to immigrants in our community through a variety of media outlets, primarily broadcast and social media.

## **Expected Outcomes**

The anticipated outcomes include the following:

1. Improved dissemination of accurate information for topics including immigrant rights, deportation support services, and Public Charge.
2. Increased awareness of services for immigrants by agencies participating in the “Collaborative Network,” consisting of the organizations funded previously or in the next round of funding.
3. Increased behavioral health resources to support personnel working directly with immigrants and their families. The support personnel, the immigrants and their families are all dealing with anxiety, stress and fear.
4. Increased behavior health services to support our immigrant population who are dealing with the fear and anxiety caused by anti-immigrant policies and the negative economic and health issues caused by the pandemic.
5. Increased organizational capacity of agencies providing immigration services by providing them with technical assistance resources to develop management and leadership skills.

## **PART B: Proposal Narrative**

### **Project Description**

Regional Access Project (RAP) proposes to The James Irvine Foundation that it continue to invest in the strengthening and the development of the collaborative network of agencies addressing the needs of immigrants in the Coachella Valley/Eastern Riverside County. RAP has successfully administered The James Irvine Foundation’s funding in the last two years to increase and coordinate immigrant resources in the Coachella Valley. We are working to address the gaps in services by increasing the organizational capacity of immigrant-focused organizations. The anticipated outcomes remain viable because we have invested resources in providing adequate staff to deliver enhanced services. In addition, we have facilitated coordination and cooperation through networking opportunities and provided the behavioral health services to anyone negatively impacted by immigration policies and are now having to deal with the COVID-19 epidemic.

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We continue to learn from our funded organizations, from community members, and from our independent evaluator, Health Assessment and Research for Communities (HARC) of the issues and problems that require additional funding during this critical time of major health and economic concerns caused by the COVID-19 pandemic. Our networking meetings have revealed that funding will be needed to sustain the work that was recently funded by The James Irvine Foundation (in December 2019). We intend to focus on the following areas to ensure we have invested in building a strong foundation from which the organizations will have a greater chance to succeed in sustaining these services:

- 1. Know your rights – educate immigrant populations of their rights**
- 2. Deportation support – legal representation, keeping families together**
- 3. Communication – ensuring the right people receive accurate information in a timely manner**
- 4. Address Behavioral Health issues affecting immigrant families**
- 5. Strengthen organizational capacity by providing educational resources, professional development, as well as support/techniques to address stressors experienced by personnel working with affected immigrant population**

RAP provides grant funding and capacity building through our Center for Nonprofit Advancement (CNA) to nonprofit organizations serving the residents of Eastern Riverside County. RAP's mission is to address disparities in the areas of health, mental health and juvenile intervention and to improve the well-being of all residents. RAP provides both grant funding and capacity building support and we continually assess ways to improve our processes to better address unmet needs in our community.

In partnership with The James Irvine Foundation (TJIF), RAP has invested its own resources to better serve our immigrant community. We have created our own funding opportunities to support those of The James Irvine Foundation because we recognize that all of our residents deserve a good quality of life regardless of their immigration status.

In addition to funding, RAP had invested our staffing resources to facilitate networking meetings of agencies serving immigrant populations. The immigrant serving organizations were brought together by RAP in 2018 and they continued to meet through 2019 on a regular basis. We were pleased with the increase in the number of “regular” attendees from the

original five to twenty participants since early this year. We have been able to maintain our role as a neutral convenor by providing not only a meeting space but also a positive environment wherein we encourage sharing of information and resources. Early meetings led to a collaborative effort among several agencies, resulting in a joint funding proposal which was funded in June.

We are fortunate to have a strong partnership with HARC, a research nonprofit organization which we continue to contract with to assess the impact of the funding from TJIF. HARC produced a Collective Impact Report in 2019, and RAP was able to learn more about the direct and indirect impacts of the December, 2017. That information guided us in establishing our current goals and objectives, and we have additional insight for effective use of a potential next round of TJIF funding. We anticipate receiving an updated HARC report this Fall, thus providing us with a more comprehensive analysis of how immigrant services have been impacted. As a result, it will influence how we direct funding in the focus areas to better achieve our Goals and Objectives.

RAP is committed to continuing to partner with TJIF to assist in re-granting funds and support agencies in their efforts to build their capacity to reach more people. We have gained experience and knowledge from the two years we have administered the funding for Priority areas **1** through **4, *Know Your Rights, Communications, Deportation Support, and Behavioral Health*** services. We plan to utilize the relationships we have developed with our previously and currently funded organizations in order to learn how to support their efforts and to address gaps in services.

We will continue monthly collaborative meetings utilizing Zoom technology until it is possible to convene in-person meetings. The strong personalities of people with a passion for the work and their opinions on how they each believe services should be delivered presents a difficult scenario. However, RAP staff has gained the trust and respect of the participants by being an active listener and addressing issues that are brought up by the group and by focusing on their mutual interest of serving our immigrant population.

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RAP received TJIF second year funding in late December 2019. While continuing to support the original five funded organizations from the initial year of funding, RAP hosted two meetings in early February to gain input of their experiences up until then and the areas to target funding in the future. We learned from the meetings of the tremendous need for behavioral health services for our immigrant population because families feel increased fear and uncertainty about their futures. On March 4 of this year, RAP released a Request for Proposal to re-grant funds towards the four funding priorities selected by TJIF.

RAP staff made outreach efforts to a variety of organizations, including public agencies, school districts, nonprofits, etc. throughout the Coachella Valley that might have a potential interest in serving our immigrant population. More than 20 organizations attended a Bidder's Meeting on March 11. The purpose of the meeting was to announce the TJIF funding opportunity, the criteria and the timeline, and to listen to a presentation by HARC on their ongoing analysis of the funding impact.

RAP's 30-day application process (Stage 1) encourages prospective applicants to ask questions to clarify points and to help in preparing a Letter of Intent (LOI) in the first two weeks (Stage 2). We received seven LOIs that were invited to submit an application. Several of the LOIs included a funding request towards behavioral health to address the poor mental health of more families than ever before. The requested amounts exceeded our available levels. RAP staff reviewed five applications to ensure they met the minimum requirements. The requested amounts reflected RAP's recommended reduced amounts towards behavioral health which was less than the amount the organizations would have liked. The five applications were assigned to "Readers" who were chosen because of their professional experience and knowledge of immigrant or mental health services (Stage 3). None of the readers were associated with any of the applicants. Only four of the five applications advanced to the next stage of review which was an interview with a Committee consisting of seven RAP board members and two non-RAP board members. The four applications were subsequently approved for funding by the RAP Board in June (Stage 4). Although an opportunity was provided to the fifth applicant to resubmit, the entity decided against doing so. After RAP staff conducted some outreach to

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mental health service providers, an organization with a strong reputation in serving immigrants in the eastern Coachella Valley has submitted an application for consideration. We anticipate that the RAP Board could be ready to make a future funding decision in early August.

We are proud of RAP's transparent funding process that provides full accountability; nevertheless we have been able to make the funds available to organizations within our six-month target date. RAP staff has been able to adapt to working remotely, utilizing technology to connect to people and to manage the added anxiety of living through this difficult time caused by the pandemic. The next step for the grants process is to integrate the evaluation process at the onset of each grant. HARC will work with RAP staff to identify the data to be collected in order for them to conduct their analysis. In addition, monitoring responsibilities and timelines will need to be agreed to by the funded organizations and RAP. Later this month, the funded organizations will resume their monthly meetings. The first meeting will be focused on an evaluation training by HARC.

Similar to the 2019 TJIF grant, we plan to continue to address the issue that is becoming more prevalent in providing these services, the stresses and/or burnout that was identified by the funded organizations in our meetings. Many of them have not received staff training and support needed in response to potentially experiencing vicarious trauma<sup>1</sup>, the emotional residue as a result of empathic engagement with individuals experiencing traumatic life events. The COVID-19 virus has contributed to the already stressful environment.

There is a strong need to continue to dedicate funding to provide access to therapists/counselors, providing workshops on how to address work related stress, and providing supportive networks.

In addressing ***Priority 4, Behavioral Health issues affecting immigrant families***, RAP will continue to respond to organizations which are addressing the behavioral health issues affecting the immigrant families. We demonstrated this intent by including this Priority in the

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<sup>1</sup> <https://alamedacountytraumainformecare.org/caregivers-and-providers/vicarious-trauma-secondary-trauma-and-compassion-fatigue/>

recent RFP. As a result, funding was allocated to a mental health agency working alone and also to a collaborative of agencies providing immigrant resources and mental health services because of the immense need to make these services available. Therefore, RAP feels it is imperative to continue to provide behavioral health services to families experiencing anxiety and fear of immigration policies/actions regardless of immigration status. We believe that that an allocation of \$115,000 for direct services for juveniles and adults is necessary. The health of our immigrant population is suffering not only because individuals are fearful of accessing services as a result of the Public Charge policy, but they are also less likely to access behavioral health services because of the negative stigma associated with it.

Lastly, RAP plans to address ***Priority 5. Strengthen organizational capacity by providing educational resources, professional development, as well as support/techniques to address stressors experienced by personnel working with affected immigrant population.*** RAP's Center for Nonprofit Advancement (CNA) provides capacity building resources to nonprofits. Services include, but are not limited to workshops, one-on-one consulting and networking opportunities.

RAP recognizes the importance of investing in capacity building to strengthen a nonprofit's financial sustainability. Therefore, we intend to adhere to the previous requirement that organizations complete a mandatory organizational assessment upon funding. The funded organizations, which varied from "grassroots" to well established, have indicated an interest in the following areas: Fundraising (coaching), Marketing, Strategies to Reach Communities without Internet, Mentoring/Guidance. Grant Writing, Strategic Planning/ Development, and Gaining Trust from The Immigrant Population, and Evaluation and Measurement.

In the next two to three months, RAP's CNA Director, Stephanie Minor, will be working with the funded organizations to complete their initial assessment to gain a better understanding of their respective needs. The services could vary from workshops, or one-on-one consulting. The

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services will be provided utilizing Zoom technology which will make it more convenient for organizations to participate. It will be necessary to allocate funding to cover Ms. Minor's services along with those of her support staff and consultants who have the expertise and communication skills to deliver the results needed effectively despite having to do so remotely.

### **Audience**

The population which will benefit from the availability of future funding include the following:

- Immigrant families living in the Coachella Valley who are dealing with misinformation about their rights facing even more difficult times exacerbated by the current pandemic causing health and economic concerns adding to the social unrest manifesting in anti-immigrant sentiments. There is still a great deal of misinformation that is being spread in the community which makes it more difficult for families to have accurate information and knowledge of their rights.
- Immigrant families experiencing fear and anxiety associated with potentially being deported, separated from their families, and not being able to access basic services. Families are dealing with more financial hardships as a result of the pandemic raising fears of not being able to afford the basic necessities or having access to public financial assistance leading to increased stress and possibly triggering domestic violence or substance abuse. Additionally, young kids living with adults experiencing elevated levels of anxiety and stress, are also experiencing emotional trauma which may have lifelong after affects.
- Service providers of immigration services who continue to struggle to provide resources to their clients by stretching beyond their limits to reach more clients. Often times, they rely on their staff to do more, work longer hours, be creative, and endure the emotional hardships on a daily basis without providing

strategies/techniques/resources. CNA resources for the agencies providing immigrant services will enhance their capacity to serve more clients effectively.

- Our community members at large that will continue to benefit from receiving accurate information regarding the latest developments impacting immigrant communities. This information can be shared widely through traditional media outlets and digital platforms.

### **Rationale**

The original 2017 TJIF \$200,000 grant led to the distribution of funds to the following five organizations to address Know Your Rights, Communications and Deportation Support:

- Inland Congregations United for Change (ICUC-CV)
- Carolyn E. Wylie for Children, Youth and Families
- Consejo de Federaciones Mexicanas Norteamerica (COFEM)
- Training Occupational Development Educating Communities (TODEC)
- California Partnership/Community Partners

In recognition that the Know Your Rights, Communications and Deportation Support efforts deserved continued financial support as well and a need to augment these services by adding mental health and capacity building services, TJIF allocated \$400,000 in late December 2019. RAP was able to expedite its grant-making process to distribute this funding to the following organizations providing Know Your Rights, Communication and Deportation Support:

- Inland Congregations United for Change (ICUC-CV)
- Consejo de Federaciones Mexicanas Norteamerica (COFEM)
- Training Occupational Development Educating Communities (TODEC)
- Inland Equity Partnership (California Partnership) in collaboration with two other organizations to expand their scope of services to offer mental health services by Jewish Family Services, peer support services by Danza Citlaltónac and media support by Get In Motion to bring awareness about mental health services

We are still exploring interest from two potential mental health providers to respond to the need for culturally competent counseling and therapy services with the remaining unallocated funds.

According to HARC's May 2019 "Collective Impact Evaluation of James Irvine Foundation Grant –Protecting the Rights of Immigrants" commissioned by RAP,

*"Specific areas that need additional efforts include: more programs for health care access, housing for undocumented, more education about Special Immigrant Juvenile Status (SIJS), more free legal services, more people need to be reached and more funding for immigrant services."*

### **Organizational Profile**

RAP's most recent accomplishments include the Re-granting of The James Irvine Foundation **Know Your Rights** funds. We are pleased with the increased resources in the Coachella Valley. According to the May 19, 2019 HARC Report:

"Since the beginning of the James Irvine Foundation re-granting funds, these five programs have had a direct impact on a large number of people which included a variety of groups. Together, the three funding goals reached approximately 9,784 people; **Communications** reached over 2,356 people, **Know Your Rights** reached over 5,885 people, and **Deportation Support** reached over 1,543.

"**Communications** efforts have increased DACA knowledge/renewal, more people are aware of their rights and resources, and trust has been more heavily established with local organizations seeking to help. **Know Your Rights** efforts have educated the community on their rights and workshops and legal assistance have ensured community members have a plan of action for issues that may arise. These efforts also reduced anxiety and fear in immigrant populations. **Deportation Support** efforts have increased the number of families that know their rights about deportation, have increased the number of residents who have received legal counsel and are on the path to legal status, and have increased the awareness of the various immigration reliefs available.

"Certainly, it is evident that the funding from the James Irvine Foundation has had a positive impact on the many people who have been reached by the efforts of the five grantee organizations. "

The May 2019 HARC Report was influential in TJIF's decision to expand on the work it started in 2017 with a second round of funding in 2019. A great deal of preparation work, such as hiring

an additional staff member, has taken place to advance to this stage. We awarded grants in June of this year to organizations to address the five Funding Priorities. We plan to initiate the capacity building services in the next 2-3 months to provide sufficient time for the agencies to take advantage of these services before the funding period expires.

RAP has the staff to support future funding. We will have oversight by our Grants Manager and CNA Director of a fully dedicated part-time position to this work. The three of them will coordinate the grants making process, monitoring and evaluation activities, and capacity building services.

The requested amount of \$400,000 includes direct staffing costs, evaluation costs and CNA costs which include workshops and consulting services provided by experts in those topics.

### **RAP's Senior Staff**

RAP's staff has extensive professional experience in managing grants, reporting and capacity building. RAP has tapped four of our professionals to be involved in carrying out the work for providing resources to our immigrant population:

***Leticia De Lara, Chief Executive Officer.*** Leticia has been with RAP for more than six years. She oversees the administration of our Grants and CNA Programs, and our facility. Leticia has a Bachelor of Science Degree in Business Administration and a Master's Degree in Public Administration. Leticia retired from the County of Riverside after twenty-five years. She served as the Chief of Staff for 4<sup>th</sup> District Supervisor Roy Wilson and the District Director for his successor Supervisor John Benoit.

***Eva Guenther-James, Grants Manager.*** Eva has been with RAP for 20 years and is responsible for creating Requests for Proposals, managing a volunteer peer review group, coordinating community meetings, and the administering, oversight and monitoring of grants. She has a Bachelor's Degree in Psychology.

***Stephanie Minor, Director of our Center for Nonprofit Advancement*** (CNA) program. Stephanie started with RAP in June of 2019 and already she is making significant contributions to strengthen CNA's services. Stephanie has a Bachelor of Arts in English. Before joining RAP, Stephanie served as the Director of Development for Martha's Village & Kitchen, a local nonprofit providing housing and supportive services to the homeless population. After four years, she promoted to Executive Vice President of that long-established organization.

***Karina Rios, CNA Services Manager.*** In addition to the key senior staff, Karina Rios is a valuable addition, who started with RAP in January 2020. She has a Bachelor of Arts in Management and Entrepreneurial Management and earned a Master's Degree in Public Administration. Karina works part-time, and her position is fully funded by 2019 TJIF grant. She is bilingual and a long-time resident of the eastern Coachella Valley.

CNA Consultants include experts in Grant Writing, Human Resources, Web Site Development, and others identified jointly by the CNA Director and funded agencies.

### **Market**

RAP provides funding to organizations addressing Health, Mental Health and Juvenile Intervention services. Although funding is, of course, an important attractant of interest, RAP's Center for Nonprofit Advancement (CNA) is equally, important because of its potential to develop the financial sustainability of organizations. Through our CNA program, we are the only organization in eastern Riverside County which provides expertise in nonprofit capacity building. We have developed successful programs to engage nonprofits in a variety of services including workshops such as: Human Resources, Ethics and Board Governance, Marketing, etc. We also offer the services of consultants with expertise in the following, but not limited to: Strategic Planning, Board Development, and Grant Writing. In addition, we partner with the

University of Riverside – Palm Desert Campus to offer a 35-week Certificate in Nonprofit Management. We also provide networking opportunities currently utilizing Zoom technology until conditions improve to allow for in-person opportunities. We aim to do as much as possible to support our nonprofit organizations and community partners to help them achieve their goals.

### **Challenges**

The key challenge we face at this time is the COVID –19 epidemic which is causing many health and economic concerns, and even more so with our immigrant population. Immigrant families are less likely to access public services because of fear and misinformation will struggle to make ends meet and will jeopardize their physical and mental health well-being.

Also, the Collaborative Network of Organizations Serving Immigrants will encounter more difficulties in reaching families due to them not attending community events, not allowing visitors in their homes, not sending their kids to school, not accessing health care but still in need of information and resources to help them survive this crisis.

We look forward to having the opportunity to continue to partner with TJIF to provide the resources in our community to better serve our immigrant population and those providing the services.

## **Part C: Proposal Budget Narrative for 18-month duration of the project - \$400,000**

Funds to be re-granted to other organizations will be approximately **\$215,000**. Including Immigration Know Your Rights (\$100,000), and Behavioral Health Grants (\$115,000)

### **Salaries/Wages - \$73,244**

- Full-Time Personnel – RAP Staff: Grants Manager - 120 hrs. @ \$29.33/hr. (\$3,520), and Director of Center for Nonprofit Advancement (Capacity Building) – 100 hrs. @ \$40.88/hr. (\$4,088) - \$7,608
- Part Time Personnel - based on a part-time assistant to help manage the program, meetings and convenings of the collaborative (80 hrs./month – 21 months - \$25/hour plus benefits\*). RAP Foundation is asking The James Irvine Foundation to cover the cost of this additional staff person that will be dedicated to the proposed project (\$65,436\*)

### **Benefits\***

- Full time benefits include: Federal and State payroll taxes, Workers Compensation insurance, 401K employer match (5%), vacation accrual and health insurance (\$900)
- Part-time benefits include: Federal and State payroll taxes and Workers Compensation and half of health benefit allowance \$1100/2\*, RAP will cover one half of \$1100

### **Capacity Building - Consulting services/contractors and Workshops - \$37,875**

- Potentially 13 grantees x 15 hours each (150 hrs. @ \$125/hour) (\$24,375)
- Workshops offered during 12 month period, each agency must select three from below: Fundraising (coaching), Human Resource Topics, Strategic Communications/Planning, Funding Your Future, and Developing Your Board (3 Workshops x \$2,500 = \$7,500)
- *Self-Care services* -Two Workshops x \$3,000 = \$6,000

### **Facilities/meeting- \$50**

- RAP Foundation will provide in-kind use of meeting space, and seek additional in-kind meeting space use at locations in eastern Coachella Valley (value \$500)
- Additionally – supplies will be needed for the meetings (Snacks & Water \$150)

### **Travel - \$600**

- Mileage reimbursement for staff. A number of round trips will be required to meet with collaborative and each grant applicant (including assessment and site visits)

### **Evaluation - \$31,500 - \$33,500**

- RAP plans to engage an expert agency to assist in evaluation plan development for this project, review of results/data and assistance with final report. Individual evaluation plans will be prepared for each grant awarded. 10% of Grant amount (\$21,000-\$23,500).
- Collective Impact Report will be completed by HARC \$10,000

### **Indirect Costs - \$40,000**

- Total indirect costs are set at 10% which is our estimated overall indirect cost rate.
- Indirect costs include, but not necessarily limited to: liability insurance (including D&O), supplies (such as copier paper/toner), copier lease, annual audit and tax preparation, accounting, financial reporting (including for grant reports), computer support and maintenance, utilities and Chief Executive Officer)