

Board Handbook – Regional Access Project Foundation

Board of Directors Handbook
Regional Access Project Foundation

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BOARD MEMBER HANDBOOK REGIONAL ACCESS PROJECT FOUNDATION

INTRODUCTION

Welcome to the Regional Access Project (RAP) Foundation, Inc. This manual is intended as a guide to acquaint you with the Foundation; our vision for the future, goals, and processes designed to accomplish our goals. It explains our policies and procedures, benefits and opportunities, and responsibilities of our Board members, Committee members and employees of the Foundation.

Not all details are provided in this manual. The Foundation reserves the right to change, rescind, or add policies, benefits, or practices at its sole discretion, with or without notice. This manual is not intended to create any express or implied contractual obligations. If any portion of this book is in conflict with legislation, regulations or laws, the legislation, regulations or laws shall prevail.

Please read all the information carefully and keep the manual where you can refer to it easily; it answers most of the usual questions. Please do not hesitate to ask the Chief Executive Officer (CEO) questions that are not answered here.

Information

The Regional Access Project (RAP) Foundation incorporated in 1992 but planning to develop the organization was initiated following completion of the 1989 Lewin Study. It was established to address unmet health, mental health, and juvenile intervention needs in eastern Riverside County through new and innovative programs or expansions of existing programs to new target populations, geographic locations or larger groups of participants.

The RAP Foundation, a public benefit corporation, is a nonprofit foundation that receives funding through unique cooperative agreements between the RAP Foundation and Riverside County; and between the County of Riverside and the former City of Palm Desert Redevelopment Agency, whereby an amount of money equivalent to the City portion of sales tax generated by businesses located in the Costco Shopping Center development on the northwest corner of Monterey and Dinah Shore and on 12 acres of land to be developed on the northeast corner of Monterey and Dinah Shore is passed through to RAP by the City of Palm Desert. The contract agreements between RAP Foundation and the County of Riverside, and the City of Palm Desert and Riverside County are unlike any other in the State of California and possibly the country.

The RAP Foundation is comprised of twenty-one (21) board members. Foundation Directors are appointed to four year terms. The Fourth District County Supervisor is a permanent member of the board.

The Board has the following Standing Advisory Committees: Executive, Grants Review, Facilities, Audit, Finance/Investment, Governance, Nominations, and Facilities in which Board members serve. In addition, The Board created the following Standing Advisory Committees: Health- Mental Health and Center for Nonprofit Advancement (CNA). These two committees are made up of board and non-board member volunteers with specific expertise and knowledge.

Each year, RAP makes funds available to tax exempt agencies and organizations through a variety of mechanisms in order to address unmet priority needs in the areas of health, mental health and juvenile intervention. Following staff due diligence processes, Letters of Intent (LOI), Request for Proposals (RFPs) and Request for Qualifications (RFQs) responses are reviewed by staff. Following a thorough review and evaluation by staff, readers with specific expertise in subject areas and the Grant Committee, recommendations for funding are then made to the Board of Directors. The Board then completes its own review and makes awards of funding based on the results of those combined reviews.

Grants are typically made on a yearly basis with funded agencies having the opportunity to reapply for up to two additional years based on their having met specific benchmarks. Longer grant terms may be made for long term projects. All funded programs are expected to provide reports on program progress, expenditures and measurement of impact on the targeted population. Capacity building services are provided through our Center for Nonprofit Advancement program that may be provided to nonprofit organization receiving grants to address health, mental health or juvenile intervention gaps in services to residents of eastern Riverside County, at no cost to the organization. Assistance comes in many forms, including consultants, workshops, mentorships, conferences, etc.

FOUNDATION HISTORY

In the years 1988 and 1989, several major events were taking place in Riverside County. The County was trying to identify ways to fund services to address unmet need in eastern Riverside County but were faced with tax dollars being allocated by means of population based formulas that allowed a majority of tax dollars raised in eastern county to be allocated to western county. The City of Palm Desert had applied to LAAFCO to annex property which included the area commonly known then as the Price Club area but was opposed by a property owner with a tentative map in process. In addition, the County was also in need of funds for police, fire, and libraries, etc. and the shopping center would provide that revenue.

Ultimately, Palm Desert City Council Members, Carlos Ortega (then the Redevelopment Agency Director) and 4th District County Supervisor Patricia “Corky” Larson negotiated the following:

- < The County would expedite the tentative map and the property owner would not oppose the annexation;
- < The City of Palm Desert would annex the identified geographic area including the Price Club Shopping Center
- < The City of Palm Desert would collect its usual share of property tax;
- < The City of Palm Desert Redevelopment Agency would pass through to the County of Riverside, an amount of money equal to the cities share of the property tax collected from the Price Club Shopping Center and ultimately, the 12 contiguous undeveloped acres, to be used for services in health, mental health and juvenile intervention.
- < That funding agreement would include a sunset clause defined as the life of the Redevelopment Agency.

In May 1989, the County Board of Supervisors approved the concept of assigning revenue from the Price Club area to mental health, health and juvenile intervention needs in the desert. Because of the highly transient nature of the Coachella Valley and rural eastern county areas, and poor census data, it was difficult to document need. In addition, the perception was that the desert was a wealthy area with a majority of seniors, few if any gangs, and minor needs in services, while the city areas of western had a greater need for funds. In November 1989, the Desert Facilities Corporation, was contracted to provide a needs assessment for eastern Riverside, which, when completed, became known as the “Lewin Study”. The study documented that not only are there unmet needs in health, mental health and juvenile intervention, but that they are disproportionately greater in eastern county.

In March 1991, the Board of Supervisors directed the County Administrative Office to establish a trust account for sales tax revenue from the agreement with the City of Palm Desert regarding the Price Club and other commercial projects located on the shopping center area and 12 contiguous acres of undeveloped land. At the same time, the original Blue-Ribbon Committee was appointed to advise the Board of Supervisors on unmet needs in the desert.

In April 1992, the Board of Supervisors approved and authorized the Chairperson to sign a cooperative agreement between the County of Riverside and the City of Palm Desert and the Palm Desert Redevelopment Agency, regarding the Price Club shopping area. The County would receive 24% of tax increment generated in the “added” territory of Project Area #1 and 12.57% of tax increment in Project Area #3, except when the tax increment exceeds \$1.25 million, at which time the County will receive 20%. This agreement specifically identified the Regional Statistical Areas of 52, 53 and 54 (see map) as the areas impacted by the agreement for use of funds. That area includes the geographic areas up to the pass area south to the Colorado River. It includes all of Supervisorial District #4 and part of District #3.

The Regional Access Project officially incorporated and became the Regional Access Project Foundation, Inc in October 1992; and in December the Board of Supervisors approved the initial allocation to RAP. By January of 1993, By Laws had been approved. The first Board of Directors included Mary Drury, Nelda Esmeralda, Kay Hazen, Richard Cromwell, III, Kyle Denning, Carol Engelhard, Tom Kieley and Corky Larson. Also, that month, the Board of Supervisors approved the original allocation of \$195,000.00.

In July of that year, action was taken by the Board of Supervisors to approve the RAP Foundation as fiscal agent for the County of Riverside to implement the agreement between Palm Desert Redevelopment Agency and the County of Riverside for tax increment funds. They also authorized the Auditor Controller to transfer all funds to RAP and directed the Redevelopment Agency to pass through all agreement related funds directly to the RAP Foundation.

In August of 1994, the Board of Supervisors accepted the first Annual Report (actually 1993 and 1994 combined) and clarified language regarding administration of funds and indemnification. One year later, Supervisor Roy Wilson requested the Board of Supervisors abolish the Blue-Ribbon Committee as the Corporate Board of Directors of the Regional Access Project Foundation replaced the entity.

Since that time, RAP has continued to address unmet need through funding cash grants to service providers of programs in health, mental health and juvenile intervention to residents of eastern Riverside County; and the provision of technical assistance to build the capacity of the organizations through TAP - an in-house technical assistance program providing consultants, accountants, legal assistance, translation assistance and other areas of in-kind services. The 1999/2000 year saw 66 separate programs funded and 2000/2001 with a similar number of programs with grants exceeding \$1,000,000.00. Revenue has increased from the initial \$195,000.00 to over \$1,000,000.00 annually. Palm Desert and the County of Riverside can be proud of all that RAP Foundation has accomplished because without them there would have been no RAP. And without RAP, thousands of people would still be without the help they desperately need.

LEGAL DOCUMENTS

ARTICLES OF INCORPORATION

IRS EXEMPTION LETTER

BYLAWS

CODE OF ETHICS

Mission

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

Code of Ethics

Given its mission, RAP has adopted a code of ethics to guide its board members, committee members and staff in their conduct when acting on behalf of RAP. The Code contains broad principles reflecting the types of behavior RAP expects towards constituents, donors, employees, peers and the public.

This policy is not intended as a stand-alone policy. It does not embody the totality of the Regional Access Project Foundation (RAP) ethical standards, nor does it answer every ethical question or issue that might arise. Rather, it is one element of a broader effort to create and maintain a quality organization that gives ethical conduct the highest priority. This Code will be reviewed periodically.

Board members, committee members and staff will:

1. Listen to our stakeholders and make all reasonable efforts to satisfy their needs and concerns within the scope of our mission, and to strive for excellence and innovation and demonstrate professional respect and responsiveness to constituents, donors and others.
2. Make an effort to understand, respect and support our constituents from other cultures, exemplified by the contributions of our staff and executive leadership, and to contribute to an organizational culture that respects the diverse, individual contributions of staff and leadership.
3. Respect the confidentiality of sensitive information about RAP, its members, constituents, donors, board and employees.

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4. Comply with applicable federal, state and local laws, regulations and fiduciary responsibilities in an effort to create transparency in all of our operations.
5. For the board of directors, provide credible and effective oversight to the organization's work without personal bias.
6. Not accept commissions, gifts, payments, loans, promises of future benefits, or other items of value from anyone who has or may seek some benefit from RAP in return.
 - a. A board member may not make a presentation/request for funding or services to RAP Committees, Board and staff.
 - b. Funding/Services requests must clearly disclose respective board member's connection to organization on the appropriate agenda.
7. ~~Abide~~Abide by the governing documents and policies of RAP.
8. Be accountable for adhering to this Code of Ethics.
9. Adhere to the RAP Conflict of Interest Policy.
10. Adhere to the RAP Whistleblower Policy.
11. Act at all times in accordance with the highest ethical standards and in the best interest of RAP, its members, constituents, donors and reputation.
12. Openly and honestly tell the truth.
13. Honor our commitments and promises to the best of our abilities.
14. Appropriately acknowledge contributions from other individuals and organizations who help facilitate our goals.
15. Not be deceptive in our fundraising activities or in prospecting for new members to join RAP.
16. Advocate for all nonprofit organizations, but not for any specific initiative - being respectful to the sector as a whole.
17. Not lobby with the intent to influence individual board members and staff.

Commented [LD1]: The Executive Committee preferred striking out language and adding a. and b., per instructions from our attorney as a method to address sensitive issue.

Compliance, Monitoring and Reporting

Regional Access Project Foundation management is responsible for communicating this Code of Ethics to all members of the board of directors, standing committee members, as well as staff, staff interns and staff volunteers and for ensuring its adherence at all times.

(Ratified by the Regional Access Project Foundation’s Board of Directors July 27, 2016)

**REGIONAL ACCESS PROJECT FOUNDATION
CODE OF ETHICS - DISCLOSURE FORM**

This form must be completed by all members of the board of directors, standing committee members, as well as staff, staff interns and staff volunteers upon their joining the organization.

The undersigned, by their affixed signature, accept and agree to abide by the Code of Ethics policy.

Signature

Printed Name

Position within the organization (e.g. board member, committee member, staff, etc.)

Date

(Ratified by the Regional Access Project Foundation’s Board of Directors _____)

Conflict of Interest Policy for REGIONAL ACCESS PROJECT FOUNDATION

1. Purpose. The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

2. Definitions.
Interested Person. Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family (including without limitation those persons not related to the person, but with whom the person resides or shares a domestic partnership), or through any other material relationship which would cause a reasonable person to believe that such financial interest could exist:

- a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement;
- b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement; or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration, as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Paragraph b. of Procedures, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

3. Procedures.
a. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose to the Organization, through its Board Chair or otherwise, the existence of the financial interest, the business, familial or other relationship that gives rise to the financial interest, and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

b. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the

determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

- c. Procedures for Addressing the Conflict of Interest.
 - i. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest. The disclosure, the fact that the interested person left the meeting, and any board findings and actions shall be memorialized in the minutes of the applicable meeting,
 - ii. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
 - iii. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
 - iii. If a more advantageous transaction or arrangement is not reasonably obtainable under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.
- d. Violations of the Conflicts of Interest Policy.
 - i. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
 - ii. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate corrective action.

4. Records of Proceedings. The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest

was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

5. Compensation.

a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

6. Annual Statements. Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a written statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain

its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

7. Periodic Reviews. To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.

b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit, or in an excess benefit transaction.

8. Use of Outside Experts. When conducting the periodic reviews as provided for in Paragraph 7, the Organization may, but need not, use outside advisors. If outside

experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

CONFLICT OF INTEREST CODE

REGIONAL ACCESS PROJECT FOUNDATION

A California Nonprofit Corporation

Conflict of Interest Disclosure Statement

Date:

I have read the attached Conflict of Interest Policy approved by the Board of Directors of Regional Access Project Foundation on _____, 20___. I understand it and agree to conform to the spirit and purpose of its provisions.

In answering the following questions, I have, to the best of my knowledge, included such material interests of my immediate family members and those with whom I have a material personal relationship, as well as those who apply to me directly. In determining whether a “material interest” exists in any entity, it is understood that these words include a position such as an officer, partner, director or trustee, or the ownership of 5 percent or more of the beneficial or proprietary interest in the entity.

1. Are you or any immediate family member **an officer or director** of any entity with which Regional Access Project Foundation has business dealings? ___ Yes ___ No. If “yes,” please list the names of the entity in which you, any immediate family member, or any person with whom you have a material personal relationship, are an officer or director and the office held:

2. Do you or any immediate family member have a **financial interest** in or business relationship with, or receive income from, any entity with which the Regional Access Project Foundation has business dealings? ___ Yes ___ No. If “yes,” please list the names of the entity in which the interest is held, the person(s) by whom such interest is held, and the nature and extent of interest:

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3. Did you or any immediate family member receive, during the past twelve months, any gifts or loans from any source from which the Regional Access Project Foundation buys goods or services or with which the Organization has significant business dealings? ___ Yes ___ No. If “yes” please describe:

4. Are you an employee of, or in any way associated with, another non-profit organization with whom the Regional Access Project Foundation has entered into or contemplates entering into any transaction? ___ Yes ___ No. If “yes” which organization and in what capacity?

I agree to report future changes in the status of my, or my immediate family’s, affairs covered by the above questions. It is understood that this form becomes part of a confidential file of the Regional Access Project Foundation to be used only to the extent necessary for the administration and verification of this Disclosure Statement.

Date: _____

Print name

Signature

VISION AND MISSION STATEMENTS

MOTTO

AInveniemus Viam Faciemus@
We Shall Find a Way or We Shall Make One

VISION STATEMENT

The Regional Access Project Foundation vision is for an enhanced quality of life for all inhabitants 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, which serve the populations of eastern Riverside County in the areas of health, mental health, and juvenile intervention.

BOARD DEVELOPMENT

TERMS

General

CBO – Community Based Organization

FBO – Faith Based Organization

501 (c)(3) – The section of the Internal Revenue Code that designates an organization as charitable and tax-exempt. Organizations qualifying under this section include religious, educational, charitable, amateur athletic, scientific or literary groups, organizations testing for public safety or organizations involved in prevention of cruelty to children or animals. Most organizations seeking foundation or corporate contributions secure this classification from the IRS. Note: The IRS tax code sets forth a list of sections (4-26) to identify other nonprofit organizations whose function is not solely charitable (e.g. chambers of commerce, fraternal societies, etc).

509 (a) – This section of the tax code defines public charities as opposed to private foundations. A 501(c)(3) must also have a 509(a) designation to further define the agency as a public charity.

Articles of Incorporation – This document is filed with the Secretary of State or other appropriate state office by persons establishing a corporation. This is the first legal step to forming a nonprofit corporation.

Form 990 – This document is the IRS form filed annually by public charities which allows the IRS to assess compliance with tax code. The form lists organizational assets, receipts, expenditures and compensation of officers and staff.

Public Charity – A public charity is an organization that qualifies for tax-exempt status under Section 501(c)(3) of the Internal Revenue Code. It is an entity organized and operated exclusively for charitable, religious, scientific, literary, or education purposes, where there is no private inurement (profits cannot benefit private individuals). A nonprofit is entitled to receive tax-deductible contributions from donors, and is exempt from paying federal and state income taxes on most income.

Private Foundation – A private foundation is an organization that also qualifies for tax-exempt status under Section 501(c)(3), but is subject to several tax and operating restrictions that are not imposed on public charities. Some of these restrictions include excise taxes, restrictions on self-dealing with substantial contributors, and annual distribution requirements.

Donor Advised Fund – A donor advised fund is a charitable investment plan administered by a public charity. Donors make tax-deductible contributions to the fund and can recommended grants to other charitable organizations. In addition to donor advised funds offered by traditional public charities, many community foundations and commercial entities (banks and mutual fund companies) may offer a donor advised fund as well.

Uniform Management of Institutional Funds Act (UMIFA) – A model law adopted in several states that applies to the investment of assets held by certain institutions. The Act contains special provisions relating to the management of endowment funds.

Prudent Man Rule – A basic standard of conduct for fiduciaries (directors and officers of a public charity) which states that they shall discharge their duties in the interest of the nonprofit and with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent man acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims.

Governing a Nonprofit

Conflict of Interest Policy – A general written statement of a nonprofit organization’s philosophy toward handling situations that may be a conflict of interest as directed by the IRS and California Corporation Codes.

Investment Policy – A written policy statement of an organization’s philosophy towards investments that serves as a guide for current and future investment decision-making.

Gift Acceptance Policy – Written statement of philosophy regarding nonprofit organizations acceptance of gifts. Policy guides the review of potential situations to determine whether it is in the organization’s best interest to accept or decline a prospective gift.

Donations to a Nonprofit

Gift – usually a transfer of cash or property to a charitable organization without the expectation of receiving anything in return.

Donor imposed conditions versus restrictions – Sometimes a donor may place a condition or a restriction on his or her gift/donation. A condition is a stipulation by the donor that specifies a future event whose occurrence, or failure to occur, may give the donor the right to a return of the donated asset, or a release from the obligation to donate the asset in the first place. Examples may include a donation on the condition that additional funds are raised to meet a particular goal or that a new program is established. On the other hand, a donor restriction stipulates that the donated asset must be used only for a particular purpose. For example, a gift for endowment is a donor restriction.

Planned Giving (aka “deferred giving” and “gift planning”) – refers to a process of making one or more gifts of assets to a charitable organization, usually part of the donor’s estate plan. The donor, or an individual that he or she designates, may retain the right to either the future income or the assets themselves. The charity normally does not have the full use, or any use, of the gift until some point in the future.

Examples of planned giving programs include:

Pooled Income Funds – Donor contributes money or appreciated assets into a trust and retains the actual income (if any) produced by the contribution. Upon the death of the donor, the remaining balance goes to charity.

Charitable Gift Annuity - Donor transfers cash or other property to a charity in exchange for a commitment by the charity to pay the donor a specified amount each year during the remainder of the donor's life.

Charitable Remainder Unitrusts – Donor typically contributes appreciated assets into a trust and receives a fixed percentage (at least 5%) of each year's total value of trust assets. Upon the donor's death, or at the end of a specified term, the remaining balance goes to charity.

Charitable Remainder Annuity Trusts – Donor usually contributes appreciated assets into a trust and receives a fixed dollar amount (at least 5% of the initial trust value) each year. Upon the donor's death, or at the end of a specified term, the remaining balance goes to charity.

Charitable Lead Unitrusts – Donor contributes assets into a trust and the charity receives a fixed percentage of the total value of the assets each year for a period of years or for the donor's lifetime. Upon the expiration of a specified term, the remaining balance goes to the donor's family.

Charitable Lead Annuity Trusts – Donor contributes assets into a trust and the charity receives a fixed dollar amount of income each year for a period of years or for the donor's lifetime. Upon the expiration of a specified term, the remaining balance goes to the donor's family.

Please note that in the context of the Charitable Remainder and Lead Annuity Trusts, the term "annuity" refers to a form of payment, not a commercial product.

Types of Nonprofit Funds

Endowment Funds versus Current Funds – Endowment funds tend to be used over and invested for a longer period of time than current funds. Endowment funds also tend to carry more donor restrictions than current funds. A more detailed description of each type of fund follows.

Endowment - established fund of cash, securities, or other assets to provide income for maintenance of the nonprofit. The use of the fund will be *permanently restricted or temporarily restricted*. *Note:* While the Financial Accounting Standards Board (FASB) and the American Institute of Certified Public Accounts (AICPA) guidelines apply to endowments, applicable state law definitions must also be followed.

Permanent Endowment Funds – funds generally established by donor-restricted gifts to provide a permanent source of income. The portion of a permanent endowment that must be maintained permanently, not used up, expended, or otherwise exhausted, is classified as *permanently restricted net assets*. Only the income earned by these assets can be used while the original gifts are kept intact, either forever, or for a stated time.

Term Endowment Funds A term endowment provides income for a specified period. The portion of a term endowment that must be maintained for a specified term is classified as *temporarily restricted net assets*. *Note:* Some donors may ask charities to hold term endowment

that may then be passed through for current use, or later given by the donor to permanent endowment in whole or part.

Quasi-Endowment or Unrestricted Funds – a governing board may earmark a portion of its *unrestricted net assets* as a board-designated endowment (i.e., funds functioning as endowment, board designated funds or *quasi-endowment funds*) to be invested to provide income for a long, but unspecified, period. A board-designated endowment is not donor restricted (like an Endowment Fund), and is classified as unrestricted net assets. The principal of these funds may be spent at any time (unlike an Endowment Fund).

Current Unrestricted Fund (aka Unrestricted Fund, Operating Fund, General Fund, Current Fund, Current General Fund) – fund of assets/money that have no restrictions on its use. The board can use amounts out of this fund as it chooses, to carry out the purposes for which the organization exists.

Current Restricted Fund (aka Current Restricted Fund, Fund for Specified Purposes, Donor Restricted Fund, or Restricted Fund) – fund of assets given to the nonprofit to be spent as part of the normal activities, but only for certain specified purposes. The specific purpose restriction differentiates this fund of assets from the Current Unrestricted Fund (above).

Terms Specific to RAP Foundation

Determination of Focus

Responsibility – Grant Committee and Staff - Final approval by Board of Directors

Based on data reviewed by staff and the Grant Committee in the focus areas of health, mental health juvenile intervention a decision is made as to general applications or ~~a specific~~ a specific issue to be identified for and initiative or RFP (request for proposal). An amount of award range is determined based on the annual fund allocation to new and renewal programs set by the Board of Directors as part of the budget process. An Evaluator may be included in this process in order to identify specific results expected by the Committee; and to assist the applicants in developing their evaluation component.

RFP (Request for Proposal) / RFQ (Request For Qualifications)

An RFP or RFQ may be issued according to determination by the Board of Directors and will include a mechanism for agencies and organizations to request a form for Letters of Intent. Due dates for each step of the process will be included in any specific initiative or RFP along with specific language defining the scope of the unmet need identified by the Foundation and the expected result of grants.

Letter of Intent

The Letter of Intent (LOI) format (Step 1) is very simple and includes the name of the organization, the amount requested, and a basic description of the program and the results they

hope to achieve. Typically, one month is allowed for return of the Letter of Intent. Staff then reviews the letters and determines which meet RAP or Request for Proposal (RFP) initial criteria in order to receive a formal application.

Application Process

LOIs received in response to an RFP are reviewed by staff's who determine if criteria has been met. Upon satisfactory determination, the applicant is invited to proceed with the application process (Step 2). The Grants Manager will meet with the applicant to address questions, provide guidance through the process and conduct a site visit. If the applicant decides to continue, he/she is invited to submit an on-line proposal (Step 3).

Committee Review

Following staff review, selected Readers with relevant expertise receive a summary of notes taken during the on-site visits by staff, the application, and any appropriate additional information. A Score Sheet is provided which includes a comment section. Each reader scores the applications independently and then participates in a group meeting where staff works with the committee to resolve any unanswered questions or issues. Score areas are weighted by priority. Scores are then reported to staff along with comments, which are then recorded by staff and an average score determined. The highest and lowest scores are dropped in an effort to preserve a true average. The Readers provide input to the Grants Committee for review. The Grants Committee interview with applicants and will make a recommendation to the Board of Directors of the foundation for funding or denial of funding.

Recommendation

Once a committee recommendation is made, the CEO adds the "Action" item to the next Board of Directors meeting. The name of the organization, the program name, the amount requested, a summary of the program proposal and the recommendation of the committee, including all conditions is included.

Board Review

The Board of Directors receives a list of programs recommended for funding and those recommended not to be funded. Foundation policy states that in the event the Board does not agree with the committee recommendation, the application will be returned to committee for further review and comment.

Small Grant

The Grants Manager may direct prospective applicants to the Small Grant on-line application if there is not an open RFP and the requested amount does not to exceed \$5,000. All areas of the application are reviewed by the Program Officer and Chief Executive Officer. In the case of

discrepancies, or questions, staff will request a clarification or additional information and materials from the applicant. The application will be reviewed by the Grants Review Committee which will provide a recommendation to the Board of Directors.

Application Response Letters

In the event the Board of Directors does not fund an application, or the Letter of Intent indicates the program proposal does not meet criteria to receive an application, the organization requesting funding is sent a letter explaining why they did not receive an application, or that they were not funded this cycle and encouraging them to apply in the future. To protect the Foundation, the letter is not specific as to the reason for denial of funding. However, the applicant may call the CEO or Program Officer for further explanation. There is an appeal process available.

In the event the Board of Directors does fund an application, the organization requesting funding is sent a letter of congratulations and two copies of a contractual agreement. The agreement includes report and funding dates. The applicant is required to return two signed originals to the Foundation prior to the initial check being issued.

Contract

The RAP Foundation contractual agreement is a simple contract generated by either the CEO or, in the event of a Renewal of Funding, by the Program Officer which is then reviewed by the CEO. Grant agreements identify the requirements of the foundation and the applicant. The formal application that was reviewed and approved is used as Exhibit A and attached to the contract as it identifies each activity, goal and objective. Any modifications would be attached as Exhibit B. The CEO signs the agreement and forwards to the applicant agency. Once signed by the applicant and returned to the Foundation the initial program payment is made as the Foundation pays in advance rather than in arrears. All contract components are reviewed by both the CEO and the Program Officer prior to being issued as a safeguard against errors. Small grants are paid out with 90% upfront and 10% retention pending receipt of final report. Larger grants are split into 3 payments of 45%, 45% and 10%, unless otherwise negotiated (many grass roots and start-up programs may require additional funding up front), with 10% always being held for the final report. All payments are contingent upon meeting agreed benchmarks, appropriate reporting of progress and expenditures, approval by staff and the appropriate committee and, finally, by the Board of Directors.

Initial Payment

Once the signed contracts have been returned, as the Foundation pays in advance rather than in arrears, the initial payment check will be issued. A letter is sent by the Program Officer explaining the amount of the check and other pertinent information, and explaining the report due dates.

Report Format

Prior to contracts being signed, the Program Officer arranges a meeting with the program provider to determine the appropriate areas for reporting. The Foundation requires bi-annual (unless otherwise determined) reports prior to payments. The report format include standard questions. The intent is that there is no misunderstanding of what specifically is to be reported and evaluated. Reports can be completed on line.

Report Review

Bi-annually an electronic notice is sent to all funded organizations reminding them of the program report due date a minimum of 10 days prior to the due date. Each contract includes a schedule of reports and payment due dates.

Typical Funding Process

A typical time line from start to finish of the grant process is as follows:

- **Letters of Intent** issued – no due date for Small Grants, only for Initiative Grants
- **Applications** issued upon approval of LOI – no due date unless Initiative or RFP
- Bidder's Conference – mandatory
- Staff review of applications and on-site visits – approximately one month
- Readers review of applications
- Grants Committee interview of applicants and make a recommendation to the Board of Directors
- Staff provides recommendation to the Board of Directors for next regularly scheduled meeting
- Board Action
- Funding announced
- Contracts issued
- Initial payment upon receipt of signed agreement

**POSITION DESCRIPTIONS
COMMITTEE MEMBERSHIP
PROCESS AND MEETINGS**

JOB DESCRIPTIONS FOR NONPROFIT BOARD MEMBERS

Position Title: **Chair of the Board**
Function:

- As Chairperson of the Board, assure that the Board of Directors fulfills its responsibilities for the governance of the foundation. Ensures the effective action of the board in governing and supporting the foundation, and oversees board affairs.
- Be a partner to the CEO, helping him/her to achieve the mission of the foundation.
- Optimize the relationship between the board and management. Acts as the representative of the board as a whole, rather than as an individual supervisor to staff.

Responsibilities:

- Chair meetings of the Board. See that it functions effectively, interacts with management optimally, and fulfills all of its duties. With the CEO develop agendas.
- With the CEO recommend composition of the Board Committees. Recommend committee chairperson with an eye to future succession.
- Determines whether executive committee meetings are necessary and convenes the committee accordingly.
- Reflect any concerns management has in regard to the role of the Board of Directors or individual directors. Reflect to the CEO the concerns of the Board of Directors and other constituencies.
- Present to the Board an evaluation of the pace, direction, and organizational strength of the foundation.
- Prepare a review of the CEO and recommend salary for consideration by the appropriate committee.
- Annually focus the Board’s attention on matters of foundation governance that relate to its own structure, role, and relationship to management. Be assured that the Board is satisfied it has fulfilled all of its responsibilities.
- Act as an additional set of eyes and ears.
- Serve as an alternate spokesperson. Speaks to the media and the community on behalf of the organization (as does the executive director / CEO) representing the foundation in the community.
- Fulfill such other assignments as the Chairperson and CEO agree are appropriate and desirable for the Chair to perform.
- Serves at a minimum on the Executive Committee, Finance and Audit Committees.

Position Title: Vice Chair

Function:

- General – Acts as Chair in his/her absence. Fulfills all functions of the Chair as defined under Chairperson of the Board, in the absence of the Chair.

Duties:

- Assists the Chair on specified duties.

- Is assigned at a minimum to the Executive and Finance Committee.

Position Title: Secretary

Function:

- General – Maintains corporate records for several purposes, including accurate recollection of decisions; determination of eligibility to vote; continuity of policies and practices; and accountability of directors and officers.

Duties:

- Ensures that accurate minutes of meetings are taken and approved.
- Ensures that the records of the organization are maintained as required by law and made available when required by authorized persons.
- Ensures that official records are maintained of members of the foundation and Board.
- Ensures that an up to date copy of the bylaws is available at all times.
- Ensures that proper notification is given of meetings as specified in the bylaws and by state law.
- Provides items for the agenda as appropriate.
- Presides over meetings in the absence of the Chair and Vice Chair.
- Is designated by the Board of Directors as one of the signing officers for certain documents.
- Is the person upon whom legal notice to the corporation is served and is responsible for ensuring that documents necessary to maintain the corporation are filed.

Position Title: Treasurer

Function:

- Manages the board's review of and action related to, the board's financial responsibilities. May work directly with the bookkeeper or accountant, or other staff in developing and implementing financial procedures and systems.

Duties:

- Ensures that appropriate financial reports are made available to the board. Regularly reports on key financial events, trends, concerns and assessment of fiscal health.
- Chairs the Finance Committee.
- Ensures, through the Finance Committee, sound management and maximization of cash and investments.

Position Title: Member, Board of Directors

Function: Provide governance to the Foundation, represent it to the community, and accept the ultimate legal authority for it.

Duties of directors - a director shall perform the duties of a director, including duties as a member of any committee of the board upon which the director may serve, in good faith, in a manner such director believes to be in the best interests of the corporation with such care, including reasonably inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.*

Three Main Obligations:

1. To exercise reasonable care when he or she makes a decision as a steward of the organization.

- *Reliance upon others for information is balanced by the duty of inquiry*
- *Be informed, and make informed decisions*
- *Commit the time necessary to be informed, and attend meetings regularly*
- *Do not be afraid to ask questions – it’s every Director’s duty*

2. To show allegiance as a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization.

- *Types of decisions involving loyalty include: interested director transactions (self-dealing), corporate opportunities, fundraising for multiple organizations*
- *Undivided allegiance to the organization*
- *Never use information obtained for personal gain*

3. Faithful to the mission and goals

- *Public trust to use funds to fill our stated mission and goals***

Duties:

- Planning
 - Approve the foundation’s philosophy and review management’s performance in achieving it.
 - Annually assess the environment and approve the foundation’s strategy in relation to it.
 - Annually review and approve the foundation’s plans for funding its strategy.
 - Review and approve the foundation’s five year financial goals.
 - Annually review and approve the foundation’s budget.
 - Approve major policies.
- Organization
 - Elect, monitor, appraise, advise, support, reward, and, when necessary, change top management.
 - Be assured that management succession is properly being provided.
 - Approve appropriate compensation and benefit policies and practices.
 - Propose a slate of directors for members and fill vacancies as needed.
 - Annually approve the Performance Review of the CEO and establish his/her compensation based on recommendations of the Personnel Committee and Chairperson of the Board
 - Determine eligibility for and appoint Board Committees in response to recommendations of the Nominating Committee.
 - Annually review the performance of the Board and take steps to improve its performance.

- **Operations**
 - Review the results achieved by management as compared with the foundation’s philosophy, annual and long range goals, and the performance of similar organizations.
 - Be certain that the financial structure of the foundation is adequate for its current needs and long range strategies.
 - Provide candid and constructive criticism, advice and comments.
 - Approve major actions of the foundation, such as capital expenditures and major program and service changes.

- **Audit**

Be assured that the Board and its committees are adequately and currently

 - Informed – through reports and other methods – of the condition of the foundation and its operations.
 - Be assured that published reports properly reflect the operating results and financial condition of the foundation.
 - Ascertain that management has established appropriate policies to define and identify conflicts of interest throughout the foundation, and is diligently administering and enforcing those policies.
 - Appoint independent auditors subject to approval by members.
 - Review compliance with relevant material laws affecting the foundation.

MEETINGS

All board and committee meetings follow Robert’s Rules of Order.

BOARD OF DIRECTORS

The Board of Directors, by resolution and Bylaws, meets on the fourth (4th) Wednesday of each month, at 9:00 a.m. unless otherwise scheduled, in the RAP Foundation offices. The January meeting is the Corporate Annual Meeting and includes election of corporation officers including Chair, Vice Chair, Secretary and Treasurer every two years. Members may attend the meetings in person or through alternate forms of communication as defined

by California Corporations Codes including telephone or video conferencing, subject to Ralph M. Brown Act requirements.

A total of twenty one (21) members can serve on the Board of Directors. The attendance of 50% plus one of current active board members constitutes a quorum. Written proxy may be used in voting but not to meet a quorum or attendance requirements. The Directors, upon a majority vote of the Board, shall have the right to remove a Director for cause and declare the office of such Director vacant upon the occurrence of:

Board members are required to attend Board meetings regularly and at a minimum serve on one committee.

- a. Members can be absent for up to 30% of board meetings in a calendar year.
- b. Members can be absent for up to 30% of the Committee meetings within a calendar year.
- c. A period of absence for more than 30% of meetings may be requested by the board member and be considered for action the Executive Committee. It will then be included as a Consent Agenda item with limited information to respect the member's privacy.

In order to ensure a quorum, members are encouraged to notify the Board Chair or the Chief Executive Officer with as much advance notice if they plan to be absent.

BOARD MEETING NOTICES

Responsibility - Staff

The Regional Access Project Foundation follows Brown Act requirements for meeting notices. In compliance with the Ralph M. Brown Act, agendas are posted in a site accessible to the public at 41550 Eclectic St. Palm Desert, CA 92260-and on the foundation website (www.RAPFoundation.org) a minimum of 72 hours prior to the meeting time.

All RAP Foundation meetings are public except in the situation of special circumstances requiring a closed session. In accordance with Brown Act requirements, any actions taken during a closed session are reported along with specific California Government codes.

BOARD MEETING PACKETS

Responsibility - Staff

Board meeting packets contain the following: notice of the meeting place, date and time: an agenda, minutes, financial reports, CEO's report, any other information regarding quarterly reports, grant applications, correspondence, committee reports and any other issues.

COMMITTEE MEETINGS

Responsibility - Staff

Regular Committees meet each month in advance of the regular Board meeting. Some

Committees meet as needed, for example Audit and Governance. Meetings are held in the Regional Access Project Foundation offices. Each Committee has a formal Description that includes the Objective /Process/Membership/Structure. Committee assignments are regularly made at the Annual Board meeting or may be changed at the request of board members throughout the year.

Committees have the same attendance requirements as the Board of Directors. “The Board shall have the right to remove a Committee Member for cause and declare the seat of that committee member vacant” due to poor attendance.

Committee members are required to attend assigned meetings regularly and at a minimum serve on one committee.

- a. Members can be absent for up to 30% of the Committee meetings within a calendar year.
- b. A period of absence for more than 30% of meetings may be requested by the board member and be considered for action the Executive Committee. It will then be included as a Consent Agenda item with limited information to respect the member’s privacy.

In order to ensure a quorum, members are encouraged to notify the Committee Chair or the Chief Executive Officer with as much advance notice if they plan to be absent.

COMMITTEE MEETING NOTICES

Responsibility - Staff

The Regional Access Project Foundation follows the Ralph M. Brown Act requirements for meeting notices. Notices are sent to Committee prior to the meeting date. Notices are posted on premises in the main lobby, and on the website at www.RAPFoundation.org 72 hours prior to the meeting time.

Notices include the names of participants, indication of whether the meeting is a regularly scheduled meeting or a special meeting, any information regarding closed sessions, and information on how to reach staff prior to the meeting time. All RAP Foundation meetings are public except in the situation of special circumstances requiring a closed session at a Board of Directors meeting. All committee meetings are public meetings.

COMMITTEE MEETING PACKETS

Responsibility - Staff

Committee meeting packets contain the following: notice of the meeting place, date and time; agenda, minutes, any other information regarding applications, correspondence or other issues.

CALENDARS

Responsibility - Staff

Board members are given calendars of scheduled meetings. Generally the Board goes “dark” in August and combines the November December meetings.

ANNUAL MEETING

Responsibility - Staff

Each year the Foundation holds its Corporate Annual Meeting in January. That meeting focuses on election of officers every two years, renewal of corporate policies, and regularly scheduled business.

GRANTS

GRANT PROCESS

Determination of Focus

Responsibility - Committees and Staff - Final approval by Board of Directors

Based on data reviewed by the **Health-Mental Health** Committee regarding unmet needs in the focus areas of health, mental health or juvenile intervention, a decision is made as to

the specific issue to be identified for an RFP (request for proposal) or Request for Qualification (RFQ). An amount of award range is determined based on the annual budget revenue projections and new and renewal funding allocation projections. An Evaluator may be included in this process in order to identify specific results expected by the Committee; and to assist the applicants in developing their evaluation component. Year round funding is available if criteria is met for a Small **Grants or Sponsorship requests** separate from RFPs or RFQs.

RFP (Request For Proposal) / RFQ (Request For Qualifications)

Responsibility - Staff

Each RFP or RFQ issued includes a mechanism for agencies and organizations to request a form for Letters of Intent. Due dates for each step of the process are included in the RFP along with specific language defining the scope of the unmet need identified by the Foundation and the expected result of grants. **Small or Sponsorship Grants** do not have due dates.

Letter of Intent

Responsibility - Committees and Staff

The Letter of Intent format is very simple and includes the name of the organization, the amount requested, and a basic description of the program and the results they hope to achieve. For an RFP or Initiative, typically one month is allowed for return of the Letter of Intent. Staff reviews the letters and determines which meet RAP basic or RFP initial criteria in order to receive a formal application. **Small Grant or Sponsorship** Applications may download the Letter of Intent format directly from the Foundation website with no established due date.

Application

Responsibility - Committees and Staff

Applications are issued following staff determination that service providers meet initial criteria and merit a formal application format. The Application includes a basic information cover sheet with the title of the program, project period, applicant agency or organization and relevant information, description of the agency, total program budget, total RAP funds requested, incorporation information, tax status, insurance information, and contact person. It requires identification and documentation of specific unmet need, a program description that includes a one or two paragraph summary for use in recommendations or PSAs, program goals and objectives and a plan for evaluating the success level of the program, a work plan, an explanation of the volunteer component, documentation of all agreements with other organizations, a history of the applicant, a specific budget for RAP funds and expected in-kind, and a plan for sustainability. The score format used by the Grant Committee is included in the application. Except in the case of an RFP or Initiative, there is no due date.

Staff Review

Responsibility - Staff

Upon return of the application form, the Program Officer sets up a meeting with each applicant in order to verify the existence of the program and learn more about the applicant's intent to provide service generally or consistent with an RFP. This on site visit is also an opportunity for each applicant to explain verbally the goals and purpose of the

program. Committee members are included in this step of the process. All areas of the application are reviewed by the Program Officer and Chief Executive Officer. In the case of discrepancies, or questions, staff will request a clarification or additional information and materials from the applicant.

Committee Review

Responsibility - Committees and Staff

Following staff review, each of the committee's readers receives a copy of the application and all pertinent information including a summary of notes taken during the on-site visits by staff. Reviewers/Readers are encouraged to call staff with questions prior to the review meeting. Reviewers/Readers assess all applications utilizing a score format developed by the Foundation. Scores are then reported individually to staff along with comments during the meeting. Those scores are then recorded by staff and an average score determined as a step in having the group reach consensus for recommendation. The highest and lowest scores are dropped in an effort to preserve a true average. Staff advances the Reviewers/Reader's score to the Grants Review Committee for a recommendation to the Board of Directors of the Foundation for approval or denial of funding, conditions, special considerations.

Board Review

Responsibility - Board of Directors and Staff

The Board of Directors receives a summary list of programs recommended for funding and those recommended not to be funded. In addition, they receive the Summary Recommendation Sheet which includes the information noted above. The summary list submitted to the Board also includes the amount requested individually and as a total. It also includes the average score determined by the reviewing committee, and recommendation statements. Foundation policy states that in the event the Board does not agree with the committee recommendation, the application will be returned to committee for further review and comment.

Notification of Denial

Responsibility – Chief Executive Officer or Program Officer

“No” Email - In the event the Board of Directors does not fund an application, or the Letter of Intent indicates the proposal does not meet criteria to receive an application, the organization requesting funding is sent an email explaining why they did not receive an application, or were not funded this cycle and encouraging them to apply in the future. To protect the Foundation, the email is not specific as to the reason for denial of funding. However, the applicant may call the Chief Executive Officer or Program Officer for further explanation. There is an appeal process available.

“Yes” Email - In the event the Board of Directors does fund an application, the organization requesting funding is sent an email of congratulations and two signed copies of a contractual agreement. The agreement includes report and funding dates and the grant recipient is required to return one signed original to the Foundation prior to the initial check being issued.

Contract

Responsibility – Chief Executive Officer

The RAP Foundation grant agreement is a simple agreement generated by either the CEO or, in the event of a Renewal of Funding, by the Program Officer, which identifies the requirements of the Foundation and the applicant. The formal application that was reviewed and approved is used as Exhibit A and attached to the Grant Agreement as it identifies each activity, goal and objective. Any modifications would be attached as Exhibit B. Once a signed original is returned to the Foundation, the initial program payment is made as the Foundation pays in advance rather than in arrears. All agreement components are reviewed by both the CEO and the Program Officer prior to being issued as a safeguard against errors. Payments are typically divided into four equal payments with the exception of the fourth payment having a minimum of \$500.00 deducted and held as a final payment to insure receipt of the final report. All payments are contingent upon meeting agreed benchmarks, appropriate reporting of progress and expenditures, approval by staff and the Grant Committee and, finally, by the Board of Directors. On occasion, other payment arrangements may be made depending on the needs of the organization. Grass roots programs and start up programs may require additional funding up front.

Initial Payment

Responsibility - Staff

Once the signed agreement has been returned the initial check is provided as the Foundation pays in advance rather than in arrears. A letter is sent by the Grants Manager explaining the amount of the check and other pertinent information, and explaining the report due dates. A meeting date is set at that time to review report criteria.

Report Format

Responsibility – Grants Manager

After contracts are signed, the Grants Manager arranges a meeting with the program provider to determine the appropriate areas for reporting. The Foundation requires quarterly reports prior to payments, which are only issued following approval of the review committees and the Board of Directors, of the report format submitted by the grantee. The report format is developed for each individual agency as requirements are determined by their application. The intent is that there is no misunderstanding of what specifically is to be reported and evaluated. By meeting with the applicant to develop the format, most questions are answered prior to committee review. Reports will be expected to be submitted on-line, unless other arrangements are made to accommodate the funded agency.

Report Review

Responsibility - Committees and Staff

Each quarter a notice is sent by the Grants Manager to all funded organizations reminding them of the program report due date a minimum of one month prior to the due date. Those reports are typically due two weeks prior to the Grant Committee meeting so that staff can do an initial review prior to the regularly scheduled meetings. They are then placed on the committee agenda, along with a listing of current status of each program, for

their review and recommendation to the Board of Directors for payment or nonpayment. Each agreement includes a schedule of reports and payment due dates.

Request For Proposal (RFP) Typical Time Line

A typical time line will be approximately six months from start to finish process is as follows:

- The RAP Board approves the RFP
- Release of RFP and Letter of Intent (LOI)
- Grants Manager reviews LOIs to determine if criteria is met
- Grants Manager either mails denial letters or contacts the agency to notify of satisfactory determination and of the application process (Step 1)
- Grants Manager conducts site visit and meets with each agency to provide guidance and feedback on initial application draft. (Step 2)
- The RFP is due (Step 3)
- Reviewer with expertise in the subject area will rate applications/proposals
The RAP Grants Review Committee will meet with each applicant, utilize the Reviewers score sheet and input and provide a recommendation to the RAP Board
- The RAP Board will approve or deny the request for funding
- RAP Grants Manager will create contracts
- RAP Grants Manager will authorize payment(s)

Fourth Supervisorial District Map

Map of Sales Tax Area

Organizational Chart

Current Board Member List and Term Limits

Grant Process Flow Chart

Strategic Plan – 2020

Center for Nonprofit Advancement Business Plan