A PORTFOLIO OF 28 YEARS OF INVESTMENTS AND IMPACT
1990-2018

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COMMUNITY REVITALIZATION * PUBLIC SAFETY * WORKFORCE DEVELOPMENT * EDUCATION REFORM * FISCAL SPONSORSHIP
ABOUT THE ST. CROIX FOUNDATION

September 24th, 2018 marks the St. Croix Foundation for Community Development’s 28th birthday! There was no way to predict that this anniversary would find us once again facing similar conditions that surrounded our inception. As a small operating foundation launched on the heels of the devastation of Hurricane Hugo, without the luxury of an endowment, the impact of Hurricanes Irma and Maria on the Territory has underscored the relevance and need for a community organization like St. Croix Foundation. In reflection, what the Foundation has been able to accomplish in the two and a half decades since 1990 is simply remarkable. In total, over the past 28 years, St. Croix Foundation has been a conduit of almost $40 million private and public-sector dollars invested into the U.S. Virgin Islands. The organization has also received national recognition in almost every priority area - from economic development and community revitalization to public health, education, and nonprofit development.

But, St. Croix Foundation is not a conventional community foundation - that is, one that builds fund portfolios, awards grants and then crosses its fingers in hopes that those grants will achieve their intended outcomes. While that approach may work in some regions, in our isolated island community, real holistic community development requires much deeper engagement from civic and philanthropic organizations. As such, the Foundation develops programs and spearheads comprehensive initiatives to tackle controversial public policy issues, prodding and leading our community toward progress and innovation. We have been most successful at building strategic partnerships and leveraging scarce resources.

In reality, the Foundation is both an operating foundation (administering programs and providing direct services) as well as a grantmaker, connecting diverse segments of our community with generous donors to award strategic grants that address some of the Territory’s most entrenched socio-economic needs. Founded in 1990, one year after Hurricane Hugo, by community stalwarts, Mr. Phillip Gerard (a prominent local community activist), and his friend Mr. Michael Neuburger (a retired German aerospace executive), the Foundation has remained uncompromised and unrelenting in our demand for stronger, accountable island governance.

We are deeply proud of the lasting imprint the organization has made on the social and economic fabric of this community. In the aftermath of two devastating category 5 hurricanes in September 2017, the relevance and impact of St. Croix Foundation’s format as a place-based foundation has held steady and been proven once again. Our ability to respond quickly, assess needs, and make high impact data-driven decisions is supporting a more holistic recovery for our community.

As the Foundation looks ahead, we are embarking on some of the most ambitious work in our history - challenging the status quo; pushing for radical policy reforms in each priority area (Community Revitalization, Economic Development, Public Education and Nonprofit Development); and holding our partners and ourselves to an even higher standard of accountability, collaboration, and philanthropy. We are equally committed to challenging the field of philanthropy to evolve and grow in the same way the field encourages grantees and social systems to change. Place-based foundations must become the norm rather than the exception and we are prepared to advocate for that shift!

With a mission of encouraging greater philanthropic activity, marshaling resources and serving as a catalyst for the benefit of the people of the Virgin Islands, St. Croix Foundation is striving to build a model community, with the resilience to turn adversity into opportunity. We Believe in healthy towns. We Believe that education is the pathway to economic prosperity. We Believe in the role of nonprofits (working in concert with the private sector) to fill vital service gaps that government alone cannot. And, we Believe that by empowering people, philanthropy can create ‘radical ripples’ that spur revolutionary change in communities like ours. The Foundation is deeply grateful for all of our partners who have supported our mission, who are holding the vision of prosperity for the Territory and who Believe with us that together, we can make a difference!

Warm Regards,

Deanna J. James, Executive Director
1990
St. Croix Foundation established

1999
Selection by the Center for Disease Control to serve as third party fiduciary, administering and monitoring critical federal AIDS funding awarded to the Territory

2003
Recognized by the US Small Business Administration for managing one of the top five best Women’s Business Centers in the nation

2007
National recognition by the International Downtown Association for the comprehensive nature of our town rebuilding efforts to restore our economic centers

2008
National recognition by the Council on Foundations for our entire body of economic and community development work

2009
National recognition by the National School Boards Association for our community-based approach to public education reform through our Model Schools Initiative

2009
Forbes Travel names St. Croix Food & Wine Experience as a Top Ten International Food and Wine Festival

2009
Launch of the US Virgin Islands’ first Small Business Incubator

2014
SCF Youth Advisory Council selected to present at the National Youth Leadership Council for the development of their Global Youth Network

2014
National and local media recognition for Culinary Internship Program with Facebook and Celebrity Chefs through St. Croix Food & Wine Experience
As needs increase and resources become scarcer, leveraging the strengths and staying power of the civic sector is more critical than ever before. Since the storms, SCF has supported nonprofits by:

- **securing $272,000 in grant funding** (outside of the CARE Grant) that went directly to our philanthropic partners on St. Croix including Lutheran Social Services, Women's Coalition of St. Croix, Red Cross, St. Croix Montessori, and Boys and Girls Club.
- **approving the Long-Term Recovery Group as a fiscal sponsored project (free of charge),** allowing them to operate and fundraise under the Foundation's nonprofit umbrella.
- **convening nonprofits at our 2nd Annual Nonprofit Retreat, where over 30 nonprofits introduced their work and vision to national partners** including Council on Foundations, the Center for Disaster Philanthropy, Mary Reynolds Babcock Foundation and the philanthropic arm of the Federal Emergency Management Agency.
- **conducting our first Nonprofit Disaster Recovery and Capacity Assessment Survey in October 2017, in which SCF was able to identify or directly provide resources to 60% of nonprofit respondents who had been impacted**; our second Survey in January, with 57 number of respondents, provided the Foundation with critical data needed to inform our grantmaking, to advocate for nonprofits, and to assist our Consortium in building a case for support for national funders. In June of 2018, the Foundation released an official report on the survey findings to the public officials, nonprofits, and national partners such as the Federal Reserve Bank.
1990

St. Croix Foundation Established
The Foundation's revitalization of our towns through major initiatives like the rehabilitation of Sunday Market Square and our Scrape, Paint, Rejuvenate Program, is testimony of our belief that healthy towns sustain healthy communities.

1998

Enterprise Zone Tax Legislation
St. Croix, St. Thomas, St. John
1998 - present
In 1998, St. Croix Foundation helped write and advocate for the passage of the first Enterprise Zone tax credit legislation, creating incentives for property owners to rehabilitate or sell properties. Today, we continue to advocate for increased credits for town rehabilitation, including underwriting interest rates on mortgages for owners that wish to return to town as occupants.

2000 - present
TOTAL INVESTMENT: $7 million dollars
For over 15 years, the Foundation has been assisting Christiansted property owners by providing over 120 grants for exterior renovations, lot cleaning, and bushing. With funding support from the Waste Management Authority (formerly the Anti-Litter and Beautification Commission), the Casino Control Commission, and private donors, we have funded youth cleanup programs Territory-wide and removed junked and abandoned vehicles from countless properties and roadways.

1998 - present
TOTAL INVESTMENT: $5 million dollars
In 1998, the Foundation purchased 5 Sunday Market Square properties from a bankrupt community development corporation and began steadily renovating the properties with funding from generous private donors and public sector partners including the Department of Public Works, the Public Finance Authority, the Department of Agriculture-Rural Development, the Federal Highway Administration, and the Community Development Block Grant Program. With a total investment of over 5 million dollars, the impact of our work is evident in the heart of the Square.

That's Community Impact.
### Women’s Business Center
**1999 - 2004**
- **Micro Loans to Women Entrepreneurs:** $80,000
- **WBC Operational Funding:** $500,000

For 5 years, the Foundation’s Women’s Business Center (WBC) offered a full range of services with the aim of decreasing women’s dependency on welfare and encouraging self-reliance and self-sufficiency. **Recognized as one of the top 5 WBCs in the Nation,** the Center provided local women internet access, training courses, seminars, mentoring sessions, and micro loans for entrepreneurial ventures and small business development.

### Intermediary Relending Program
**1996 - 2007**
- **Amount Loaned:** $1,700,000
- **Businesses Created/Expanded:** Over 60

Designed as a revolving loan program, the Foundation’s Intermediary Relending Program provided loans for the creation and expansion of over 60 local businesses over a period of 10 years. **That's Impact.**

### Business Incubator & Resource Center
**2009 - present**
- **Funding Secured:** Over $800,000

In 2009, the Foundation opened the first Business Incubator in the Territory, offering start up small businesses shared use of office equipment and personnel while also providing the training necessary for success. Today, the Incubator comprises a state-of-the-art tele-conferencing boardroom and business center, which offers community rentals and computer free access to the Foundation Directory for grant searches.

**1990
St. Croix Foundation Established**
Recognizing that small businesses are the engine of every economy, we have made economic development a top priority for 25 years.

**Former Governor Delongh, Vice Chair of the Foundation, Dr. Valdemar Hill, and President of the Foundation (1992 - 2014), Roger Dewey, cut the ribbon on the Territory’s first Business Incubator.**
St. Croix Foundation for Community Development

**Public Safety**

1990
**St. Croix Foundation Established**
Over the past 25 years, the Foundation has developed and maintained a close working relationship with the Virgin Islands Police Department. Working alongside civic organizations and our police, the Foundation continues to demonstrate our commitment to making the Virgin Islands a safer place to live and do business.

<table>
<thead>
<tr>
<th><strong>Security Cameras on St. Croix, St. Thomas, &amp; St. John</strong></th>
<th><strong>Community Police Partnership Funds</strong></th>
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<tr>
<td><strong>2000 – 2007</strong></td>
<td><strong>2006 - present</strong></td>
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<td><strong>Funding Secured: $400,000</strong></td>
<td><strong>Public Safety Grants: $470,000</strong></td>
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<td>Fifteen years ago, St. Croix Foundation, in partnership with the Christiansted Restaurant and Retail Association and the St. Croix Hotel Association, secured nearly $400,000 to place security cameras on St. Croix, St. Thomas, and St. John. For seven years afterwards, the Foundation raised funds for maintaining the cameras. Today, we are identifying funding to upgrade the systems on all three islands.</td>
<td>Made possible through generous corporate and individual donations, our Community Police Partnership Funds have provided training to officers for Fingerprint Identification, Window Tint Analysis, Homicide Investigation, and K-9 Handling.</td>
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<tr>
<th><strong>VIPD –Bicycle Patrol Unit</strong></th>
<th><strong>Downtown Lighting Initiative</strong></th>
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<tr>
<td><strong>2000 - present</strong></td>
<td><strong>2009</strong></td>
</tr>
<tr>
<td><strong>Rent Space &amp; Equipment: $70,000</strong></td>
<td><strong>Investment: $10,000</strong></td>
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<td>When the Virgin Islands government announced its goal of creating a VIPD Bicycle Patrol Unit in 2000, within two weeks the Foundation had secured funding to provide training so that bicycle patrols could immediately commence on St. Croix and St. Thomas. Today, Bicycle Patrol Units are well-established in Christiansted and Frederiksted on St. Croix and in Charlotte Amalie on St. Thomas. Ensuring a strong presence in downtown Christiansted, the Foundation has also provided the Christiansted Bicycle Patrol Unit with rent-free office space in Sunday Market Square since 2002.</td>
<td>In 2007, the Foundation officially launched a Downtown Lighting Initiative seeking to ensure that our historic town districts were well-lit for both safety and aesthetics. We procured a proprietary light fixture approved by the VI Historic Preservation Commission and, working with downtown merchants, renowned lighting expert Ray Grenald, and the VI Energy Office we provided energy-saving bulbs and cost-effective light fixtures to assist businesses. Today, almost 10 years later, Community Partners like the Christiansted Restaurant and Retail Association and the Christiansted Community Alliance have picked up the baton and are developing more comprehensive downtown lighting Initiatives.</td>
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**That's Impact.**
St. Croix Foundation for Community Development
Youth & Education

Grants & Scholarships
2000 - present
Funds Awarded: $715,795
Strategic grantmaking can do more than serve as a ‘Band-Aid’ for an immediate need. While the Foundation pursues the root causes of what ails our public education system, we have offered over $700,000 in grants and scholarships to support and showcase the innovative, progressive, and strategic programming that exists in the Territory.

Model Schools Initiative
2005 - present
Investment: $600,000
Launched in 2005, our Model Schools Initiative has evolved into one of the largest and most comprehensive public/private educational endeavors in the Virgin Islands in investment and in scope. We have built an incomparable track record of achievements over the past 10 years, to include:
- Providing on-the-ground, comprehensive direct services to 2 schools for over 5 years that funded professional development for all faculty and resulted in a 70% reduction in discipline infractions and a 30% increase in math scores.
- Coordinating the travel of over 300 local educators to the renowned Model Schools Conference.
- Facilitating the creation of a state-of-the-art computer lab secured for a local public junior high school in partnership with Hovensa.
- Publishing a 55 page case study on the state of public education in the Virgin Islands.
- Hosting over 20 public forums and roundtable discussions for stakeholders and policymakers on educational reform.
- Launching an 18-week Education First editorial series in local and social media, seeking to make education a top priority in the November 2014 election.

Youth Advisory Council
2009 - present
Investment: $85,000
Throughout our educational outreach efforts, St. Croix Foundation has been committed to developing high impact programming for our most important educational stakeholders—our students. With the mission of teaching youth in our community about philanthropy and grant-making through experiential learning, our Youth Council is an entirely organic endeavor driven by youth for youth. Nationally Recognized by the National Youth Leadership Council in 2014 for their Global Youth Network which seeks to connect youth locally and abroad.

Youth Internships with National Partners
2014 - present
Investment: $33,700
St. Croix Foundation has leveraged our annual fundraiser, St. Croix Food & Wine Experience, into a vocational internship program. Since 2014, 4 interns have traveled to Menlo Park in California to intern at Facebook’s corporate headquarters. The program has since expanded to include internships at a renowned Hawaiian restaurant in 2015. Changing Young Lives. National exposure for the Virgin Islands.

Policy Mapping & Teaching Lab
2013 - present
Investment: $53,000
After 10 years of work in education, the Foundation shifted our focus from programs to policy. Since 2013, we have conducted a deep analysis of the Virgin Islands Public Education System, examining VI Codes, organizational charts and operating policies to identify outdated and incongruent statutes. The Foundation has, to date, convened the full Legislature, Board of Education, Department of Education, University of the Virgin Islands, and key stakeholders from the civic, public and private sectors.

The Foundation is also finalizing the blueprint for a state-of-the-art teacher training lab. As a strategic partnership between a cadre of local and national education partners, the lab will provide innovative teacher-training, instructional design and research as well as serve as a hub for educational excellence.

That's System-Wide Impact.
1990  
St. Croix Foundation Established  
As one of the preeminent providers of fiduciary and fiscal sponsorship services in the Territory, the Foundation has afforded community-based organizations and charitable initiatives the highest level of assurance that their programs and funds are being expertly managed and administered.

Non Profit Fiscal Management & Sponsorship  
1992 - present  
FUNDAS MANAGED: OVER $8 MILLION DOLLARS  
Organizations Served: Over 200  
For over 20 years, St. Croix Foundation’s fiscal sponsorship services have provided a reliable and accountable vehicle through which grassroots organizations can pursue their mission under the guidance of our established 501(c)3 umbrella. Today, the Foundation is a preeminent provider of fiscal sponsorship services in the Territory with an impressive portfolio of more than 200 projects.

AIDS Education and Outreach Services  
1992 – 2011  
FUNDAS MANAGED: OVER $12 MILLION DOLLARS  
Back in 1992, the Foundation was entrusted with the proceeds from the first AIDS fundraiser in the Territory. With a grant from the Foundation, VI Community AIDS Research and Education, VICARE, was subsequently established as the first community organization focused solely on AIDS outreach.

Seven years later, the Foundation was approached by the Center for Disease Control and Health Resources Service Administration (HRSA) who asked the Foundation to manage federal AIDS funding in partnership with the VI Department of Health.

In 2008, HRSA petitioned the Foundation to expand our financial management role and take over primary program management and oversight of all AIDS medication procurement and outreach services for the Territory. Through the Foundation’s efforts with and in partnership with the Department of Health, the Territory became eligible for more than 1/2 million dollars in supplemental funding.

That's Impact.
Creating a Community-Wide Case for St. Croix: The Nonprofit Consortium

CONVENING THE NONPROFIT SECTOR

In the summer of 2016, the St. Croix Foundation for Community Development launched the Nonprofit Consortium— a dynamic collaboration consisting of staff and board members from local nonprofit organizations committed to strengthening their operations and creating a collective vision for the civic sector. Convening around operational priorities and aligned missions, nonprofits have been grouped into the following 5 ‘sectors’: Culture & the Arts, Environmental Preservation, Health & Human Welfare, Workforce Development & Education and Economic Development. Today, there are over 40 organizations at the table, representing some of the largest and smallest nonprofit organizations on the island.

MOBILIZING CIVIC LEADERS

Through the Consortium, local civic organizations have begun making some of the most courageous decisions around their sustainability and their impact as they embrace difficult operational strategies like merging, collaborating, and for some, even sunsetting.

DONOR STUDY

As an extension of the Nonprofit Consortium, the Foundation also conducted a comprehensive Donor Study, interviewing over 50 of the Foundation’s closest friends and supporters. Seeking to assess the capacity and willingness of Corporate and Individual Donors to support the nonprofit sector, our findings have been consistent and unanimous: Donors in our Community are fatigued and overwhelmed by the number of solicitations they receive as well as by the gravity of social needs. In response, the Foundation is demonstrating real Leadership and Innovation by building a new network of partners with mainland Foundations to support our nonprofits and the Community we all serve.

In February of 2017, we hosted a delegation of 7 foundation CEO’s and Executives on St. Croix focusing on Diaspora Philanthropy as we presented our case to national leaders around the need for greater (and more targeted) philanthropic support to the Territory and to the Region. It was the first coordinated convening of this nature on St. Croix.

Nonprofit Consortium Participants

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<tr>
<th>Organization</th>
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<td>Arts &amp; Culture</td>
<td>Environment</td>
<td>Community Education</td>
<td>Environment</td>
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<tr>
<td>Social Services</td>
<td>Environmental Services</td>
<td>Health &amp; Human Services</td>
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<td>Environmental Preservation</td>
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<td>Health &amp; Human Services</td>
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<td>Workforce Development</td>
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The Nonprofit Consortium, working collaboratively, has the potential to be a leading force for innovation by creating a model for sustainability and economic prosperity for St. Croix and the entire Territory by the year 2020.
Together we can make a difference.

St. Croix Foundation for Community Development’s mission is “to encourage greater philanthropic activity, to marshal resources, and to act as a catalyst to benefit the people of the Virgin Islands.” Today, having amassed a truly impressive portfolio of successful initiatives, we look forward to the next 25 years with great optimism and determination.

**2017**

**Public Safety**
Extending our 15 year partnership with the VIPD, the St. Croix Foundation’s vision for the future is to marshal greater community support in addressing public safety issues. We seek to award up to $250,000 annually in grants to the VI Police Department for targeted projects including the upgrade and expansion of the Territory’s security cameras, training for homicide detectives, acquisition of equipment, and flexible support that is responsive to emerging needs.

**2018**

**Nonprofit Consortium**
At the heart of our community development efforts is our nonprofit organizations who fill critical gaps that our public sector agencies cannot. We seek to develop a Nonprofit Consortium that will build endowments for up to 15 nonprofit organizations in the Virgin Islands. The Consortium will provide supports beyond financial including training, technical support, and networking.

**2019**

**Effective Teachers**
After ten years of research, direct services, and partnerships with schools, teachers, and administrators, St. Croix Foundation has grown acutely aware of the critical role of highly effective teachers in the success of the Territory’s students - and the overall state of our Educational System. Our proposed Teacher Leaders Collaborative, in development with the Department of Education and the University of the Virgin Islands, seeks to provide teacher-training, research on education policy, and will serve as a hub of educational excellence in the Caribbean.

**Targeting the Root Cause.**
**Building Capacity.**
**That’s Impact.**

**2020**

**The Old Alexander Theatre**
The Alexander Theatre has been a community center of commerce, politics, and culture since the mid 1900s. By 2020, the Foundation intends to fully renovate the theatre into a state-of-the-art performing arts center. Holding performances and hosting presentations and lectures for up to 400 patrons, the theatre will also serve as a mentoring/internship site for young people wishing to pursue careers in the arts and hospitality industries.

**2016**

**Operational Endowment**
In recognition and demonstration of 25 years of extraordinary leadership in service to our Community, the St. Croix Foundation seeks to establish a $2.5 million Operational Endowment to ensure the sustainability of the Territory’s premier community development foundation.

**Strategic Grant Making**
In the future, the Foundation will continue to focus our programmatic agenda on providing our schools with targeted resources as we strive to sustain the original, overarching goal of our Model Schools Initiative—supporting systemic reform.

Recognizing that many of our community’s corporate and private-sector stakeholders are searching for meaningful opportunities to support our public education system, we will also be aggressively working towards building our public education endowment so that we may continue to serve generations of students in our schools.

Through the Foundation’s portfolio of Youth and Educational Grants, community stakeholders and businesses will continue to be afforded opportunities to make the greatest impact on student achievement through strategic grantmaking.