



**ANNUAL REPORT  
OF THE  
ST. CROIX FOUNDATION  
FOR  
COMMUNITY DEVELOPMENT**

***St. Croix Foundation for Community Development, Inc.***

Post Office Box 1128, Christiansted, St. Croix, U.S. Virgin Islands 00821-1128

4AB Strand Street, Christiansted, St. Croix, U.S. Virgin Islands 00820

809/773-9898

**HISTORY  
OF THE  
ST. CROIX FOUNDATION FOR COMMUNITY DEVELOPMENT**

The groundwork in establishing the Foundation was performed by Michael Neuburger under the auspices of the St. Croix Chamber of Commerce. Meetings were held in 1987 and 1988 with Homer Wadsworth, foundation consultant, Bill Diaz of the Ford Foundation, the Puerto Rico Community Foundation and others. The starting of a community foundation on St. Croix was discussed, but with the community required to show support before any Foundation funds would be forthcoming.

Hurricane Hugo put a stop to all organized efforts and this issue lay dormant until in the Spring of 1990, when Phillip Gerard contacted Michael Neuburger about reviving the effort to create the Community Foundation. Michael and Phillip found that they shared many common ideologies and believed that the time was ripe for the St. Croix Community to move forward and produce a vehicle which would focus on how resources could be mobilized to address critical socio-economic issues facing our island. They agreed that a foundation would be the best vehicle to accomplish these goals.

During the summer of 1990 an intense dialogue was initiated, focusing on empowering the people of St. Croix to take charge of their destinies. Lisa Torres, a colleague of Phillip Gerard, volunteered and quickly became a researcher, facilitator, and coalition builder. Claudette Young-Hinds drafted By-laws and she and Lisa prepared the first budgets, funding proposals, and a statement of organizational intent. Michael and Lisa traveled to visit Dr. Betancourt, of the Puerto Rico Community Foundation, asking the PRCF to provide technical assistance. A further meeting was arranged in Puerto Rico with Homer Wadsworth and Bill Diaz of Ford.

A Steering Committee was formed to create the St. Croix Foundation for Community Development consisting of: Michael Neuburger, Phillip Gerard, Lisa Torres, Claudette Young-Hinds, Richard Austin, Patricia Murray, Susan Lipsky, Sylvia Talbot, Patricia Steele, Eddie Rivera, Suzanna Tomb, and Ruth Beagle.

The St. Croix Foundation for Community Development was incorporated in September 1990. A provisional Board of Directors was created which eventually became the Board. Lisa Torres served as the first Chairwoman of the SCFCD. The Board of trustees consisted the members of the Steering Committee along with Howard Johnson, Michael Dow, Homer Wadsworth, Julie Swanson, Arnold Golden, Robert Koch, Francine Lang, William Taylor, Peter Brown, And Ethel Rios de Betancourt. Assistance in the technical aspects of creating the Foundation was given by the Puerto Rico Community Foundation and the Cleveland Foundation.

**CHAIRMAN'S REPORT  
SCFCD'S FIRST YEAR OF OPERATIONS**

It is with much appreciation and gratitude to the Ford Foundation, which provided the seed money to establish this much needed mechanism to assist the community in addressing its needs, that I submit this report on the St. Croix Foundation for Community Development's first year of operations.

Due to the slow recovery from Hurricane Hugo, all resources on the Island have been scarce, making fundraising difficult, especially as our mission mandates that we avoid, as much as possible, competing with other charities on the Island. The recession in the United States and in Europe has further depleted potential donors. Thus, it was a difficult period to get started.

Nevertheless, the SCFCD succeeded in making an impact on St. Croix. We accomplished credibility both in Civic Affairs and in the philanthropic life of the Island. SCFCD assumed a leading role interfacing with the Virgin Islands Government when all non-profit organizations were threatened with new regulations that would greatly restrict philanthropic activity. We also met our matching grant challenge of raising \$25,000.00, although, given the economic circumstances of the period, we necessarily concentrated on donations in-kind.

We organized the first round of grants. The announcement of our program brought forth more than a dozen applications from which we selected four to conform with the priorities we had established. All four programs addressed needs which fitted our mission.

Our funds were limited, but as we are able to complete the acquisition of necessary equipment to disseminate information and maintain consistent contacts on, as well as off, island, the increasing visibility we will establish in the community will have the concomitant effect on attracting the local donations from which we can build an endowment of significance.

This first year has also been dedicated to bringing together a Board of Directors which is strongly reflective of the demographic and geographic factors that comprise St. Croix's population. From the beginning this has been an important objective. St. Croix is a truly multi-cultural community and we believe we have accomplished bringing together a Board which reaches into all segments of our population.

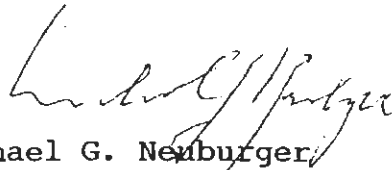
Supporting the Board is an Advisory Council of interested volunteers recruited to bring to the Foundation both expertise and resources which will strengthen the Foundation as we can demonstrate what it can accomplish. In the last month of the year we filled the position of Executive Director to more effectively carry out SCFCD administrative functions and energize fundraising activities which has given direction and push to our actions.

Our plans for 1993 are to use our human and material resources to address needs in the community to which we are uniquely adapted. This will include the already identified priorities in Education, the Environment, Health, and Governance as we believe that these are at the root of progress in our society.

We hope to strengthen an already initiated program of literacy for inmates of correctional institutions, including released prisoners, to combat the recidivism which now produces a frustrating stagnation in moving ahead for certain segments of people. This will especially be directed at juveniles. We also wish to support the study and eventual implementation of having local government in the Virgin Islands to eliminate the waste and inefficiency that has been characteristic of the V.I. Government since 1954. Again, this addresses a need which is fundamental to the social and economic progress of our community and to a political process that is in line with the rest of the United States.

Related to fundraising, we are now working to identify outside corporations which benefit from tax advantages for establishing in the Virgin Islands and may find it in their interest to contribute to this community's needs. This is an especially promising sector of potential donors which we can reach as we acquire more funds to promote and more visibility from increased activity.

Again, we are grateful for the support of the Ford Foundation and look forward to our continued relationship which is so important to the well-being of this community. We also look forward to increased community participation and input as we establish special advisory committees in our priority program areas to make sure all community voices are heard and that the foundation reflects and addresses the critical concerns of our Island.

  
Michael G. Neuburger  
Chairman

## GRANT PROGRAM

During 1992, the St. Croix Foundation for Community Development initiated its first grant program. Guidelines for the program were based on the results of the SCFCD sponsored "Healthy Communities" conference in March of 1991 which provided a community-wide forum in which to develop a consensus on the critical areas of concern to the community. Proposals were thus sought in each of the consensus areas: (1) Governance, (2) Education and Youth, (3) Arts and Culture, (4) Health, and (5) the Environment. Criteria for project selection reflect the SCFCD mission to enhance the quality of life in the community by stimulating creative responses to changing needs and to act as a catalyst in developing innovative solutions to existing and emerging problems.

Four grants were awarded in 1991, each in the amount of \$3,500.00. While this is but a small beginning, we believe these projects dramatically reflect the unique role a community foundation can play in strengthening the sense of community, enhancing the benefits of existing nonprofit service organizations, and moving the community toward equitable solutions to its problems.

The four projects receiving SCFCD support in 1992 are described below.

### COALITION OF NON PROFIT DIRECTORS

Non-profit agencies are often hampered in securing contracts for services due to the confusing, slow and often inefficient contracting procedures of the Virgin Islands Government. To address this problem, directors of non-profit agencies on St. Croix believed there was a need to develop a combined strategy with their counterparts on St. Thomas and pertinent Government officials.

Groups of non-profit directors had been meeting periodically on each island for fellowship, to share information, to trade resources and to develop strategies to improve service delivery. Getting the two groups together with Government officials responsible for service delivery contracts at a two-day retreat appeared to be a good way to focus on improving the government contracting process and to enhance and strengthen the ability of non-profits to provide the highest quality services.

Thus, funding was requested from the SCFCD for a retreat to study the current contracting system and propose improvements and develop a strategy to implement systemic changes in the government's contracting procedures. Such a retreat could also be used to help provide non-profit managers with the tools needed to lead their organizations and handle complex management issues

with which they have few resources to deal and for which they typically have little training.

The retreat offered three plenary sessions dealing with the Government contracting process:

Private Delivery of Public Services - When Should the Government Contract Work

Managing a non-profit in a Multi-Cultural Society

The Challenge of Change: New Trends in Non-Profits

as well as four workshops addressing some of the critical concerns of managers:

Creating a successful annual fundraising campaign. The nuts and bolts of mailings, event planning, and solicitation.

Going for the Big Bucks; Planned Giving and Major Donor Solicitation.

The care and feeding of volunteers. How to successfully recruit, train, use and reward, and sometimes fire volunteer staff.

If It's Monday, I Must Be In St. Thomas - Waking Up In Strange Beds and Other Aspects of Managing a Tri-Island Program

More than 75 non-profit managers registered for the retreat (compared to a pre-retreat estimate of 40 to 50 participants) and many noted that they had been skeptical of the need for or purpose of a community foundation in St. Croix until they saw how useful the retreat had been and what an important role such a coordinating and supporting mechanism could play in the non-profit community.

#### SYMPOSIUM ON DOMESTIC VIOLENCE

Recognizing that domestic violence is a community and national problem that requires community action as well as government intervention and legislative support to solve, the Women's Coalition of St. Croix, on behalf of the Domestic Violence Task Force, requested funding for the implementation stage of their three point plan to decrease the incidence of domestic violence in the Virgin Islands.

The Women's Coalition began its program with an Awareness effort in 1987 with a conference in conjunction with the National Organization of Victim Assistance which resulted in the establishment of the Domestic Violence Task Force and culminated in the passage and signing of a model piece of legislation, considered one of the most comprehensive in the United States, in October of

1990. This was followed, in 1991, with an Educational effort that included a Conference on Domestic Violence Legislation to explain to the representatives of the various social agencies, police and other service providers the impact of the new law and how the law increased victim rights.

The current Implementation stage is designed to put in place a specific plan to respond to domestic violence on a community wide basis, and to build an interagency intervention process that will protect victims from further abuse. The training program for this stage is based on the "Duluth Model" that seeks to:

Alter public policy  
Protect victims, and  
Offer rehabilitation opportunities to offenders

The funding request was to partially fund a Coordinated Community Domestic Violence Intervention Symposium that would be facilitated by trainers from the Minnesota Project Development Inc./National Training Project and the Empowerment Project of Charlotte, N.C. The Symposium included individual training workshops for all agencies involved in the implementation of the Virgin Islands Domestic Violence statute:

Law Enforcement Officers  
Women's Group Advocates  
Prosecutors  
Batterer Group Facilitators

A Plenary session to bring together policy makers in agencies which impact upon or are involved in the implementation of the V.I. Statute was held for decision makers from the Judiciary, the Attorney General's Office and Law Enforcement Agencies. The results of the session included recommendations concerning the need for:

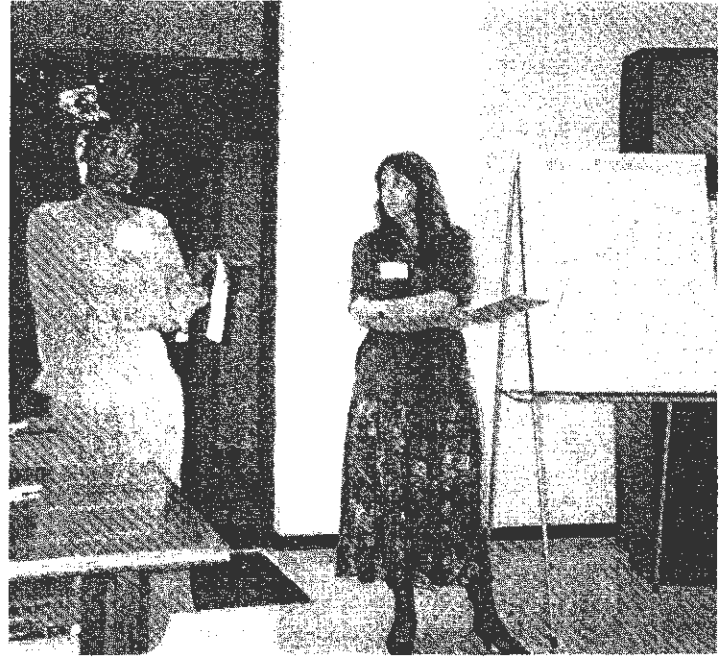
- on-going counseling for both parties
- an informational program for children in the elementary schools to teach non-violent behavior
- more coordination between all of the pertinent agencies
- a specific program to address inmates in the correctional system regarding violent behavior
- mandatory attendance at future symposiums for judicial staff, judges and prosecutors and
- more training of this type.

By concentrating on the development of a plan for all agencies to work together for the benefit of the victim the community can avoid wasting precious resources and duplicating effort and all of the potential of the involved agencies can be used effectively. The Symposium closed with a planning and evaluation session to process the training and develop a plan for future action for establishing a coordinated community response project.

*Addressing the Domestic Violence Symposium*



Richard Austen, Vice Chairman, SCFCD and Attorney-at-Law, Legal Services of the VI, was local coordinator of the Community Domestic Violence Intervention Symposium



Sonya W. Folayan, The Empowerment Project, Charlotte, NC  
Michelle LeBeau, National Training Project, Duluth, MN



*Outdoor  
Adventure  
Week*



## OUTDOOR ADVENTURE WEEK

Operating under the twin beliefs that (1) if you get people to really experience nature, a respect for the environment naturally follows and (2) that the health of our environment depends in large part on the children of St. Croix, the St. Croix Environmental Association initiated week long summer environmental education programs for children aged 9 to 11, called "Outdoor Adventure Week". The program is designed to foster a comprehension of basic ecological principles and develop an emotional attachment to the earth and its diversity of flora and fauna.

The curriculum is based on the Institute for Earth Education program, adapted for use in our tropical island ecosystems. It is designed to provide children with an understanding of both ecological processes and how their own actions can influence those processes. A SCFCD grant in 1992 provided partial funding for three, week-long programs, for a total of 36 children.

Each day of the program focused on a specific aspect of ecological principles common to all systems:

How the earth's materials are cycled over and over  
The flow of energy and dependence on sunlight  
The interconnectedness of all living things  
Bonding and forming attachments to the environment  
Discovery and observation of marine life at Buck Island and other of St. Croix's most beautiful natural areas.

And used easy to understand passages from Earth Education books to introduce these concepts:

### Observation

The earth is a magical place filled with wonderful things to discover. These discoveries are more fascinating when we use all of our senses to experience them. . . Using all of our senses helps us get more in touch with the earth and all its life.

### Magic Spots

It is easy to get so wrapped up in all the activities we do with people that we forget to spend time with other things, especially outdoors. A Magic Spot is a special place where you can be alone for a short time, a place where magical things can happen . . . We all have favorite natural places that we treasure.

## Cycling

Everything is made up of the same basic building materials, whether it's a plant, an animal, a rock, or you! These specks of materials that make up everything have been around a long time and are used over and over again by all living things. We call this movement of life's building materials, in great circles powered by the energy of the sun, cycling.

## Energy Flow

All living things need energy to grow, to move, to do anything. Energy is the spark of life. . . . The flow of sunlight energy from plants to animals and on to other animals is what we call a "munch line" or a "food chain".

## All Living Things are Connected

Every plant and every animal is related to every other living and nonliving thing on earth. Energy from the sun provides the fuel for all life. Materials that cycle are used over and over again, providing the stuff of which all things are made. Together, the energy and materials connect all the things on the earth in a giant web of life.

## MEDIATION TRAINING

As is the case in most communities, resources in St. Croix to support the provision of legal services to those who cannot afford recourse to private attorneys are stretched and demands far outstrip available assistance levels. The costs, delays, and limited solutions dictated by the Court process are a further obstacle to expeditious resolution of many simple conflicts. In order to address this situation, Legal Services of the Virgin Islands has developed a long-term plan to develop a community justice center which would employ various alternative dispute resolution models.

As an initial step in this process LSVI sought funding for the training of senior citizens as dispute mediators. The use of such mediators was viewed as a more cost effective method of delivering quality services to senior citizens than either the court system or existing LSVI services. The project envisions the development of a cadre of trained mediators who would be available to implement plans for a mediation unit for senior citizens.

Such an alternative dispute resolution mechanism was thought to be particularly effective in conflicts involving family members, neighbors, tenants, landlords and friends and for conflicts that would not be appropriate for court action but nonetheless require some form of intervention. A concomitant benefit of such a program would be the avoidance not only of the need for litigation and attendant expenses but also of the trauma and estrangement that often follows such conflicts when settled in more traditional ways.

The use of trained mediators would be cost effective, less formal, and thus more private, than court proceedings, would preserve or strengthen relationships rather than promote alienation, and would encourage more active participation by and grant more power to the affected party.

The training will include:

Theory of dispute resolution proceedings	Building Trust
Communication skills and techniques	Gathering Facts
Problem identification	Framing issues
Developing oral and written agreements	Effective listening
Disagreement management	Techniques for achieving agreement
	Simulated disputes and role playing

In order to take maximum advantage of the grant from SCFCD, LSVI is currently attempting to expand the reach of its mediation training program by combining SCFCD funds with those available under national grant programs, but hopes to initiate the program during the first quarter of 1993.

History Continued:

Phillip Gerard introduced the National Civic League's Healthy Communities concept to SCFCD and underwrote the first healthy Communities Forum in March 1991. This forum gauged the "Health" of our community and provided a starting point for us to define programs and objectives.

The St. Croix Foundation for Community Development was granted its tax exempt 501 (c) 3 status by the IRS and received a three year challenge grant from the Ford Foundation, commencing in 1992. The Foundation is now an established member of the St. Croix Community and is providing leadership and grants for the betterment of St. Croix.

**BALANCE SHEET**  
DECEMBER 31, 1992

<b>ASSETS</b>	GRANT ACCOUNT	OPERATING ACCOUNT	TOTAL
Cash and cash equivalents			
Interest bearing Working Capital Management Accounts	<u>45,132.78</u>	<u>12,843.19</u>	<u>57,975.97</u>
 <b>OBLIGATIONS AND FUND BALANCES</b>			
Grants payable	7,000.00		7,000.00
Restricted gifts payable		9,496.50	9,496.50
Transfers	487.21	(487.21)	
Accounts payable		1,046.03	1,046.03
Accounts receivable		(574.77)	(574.77)
	<u>7,487.21</u>	<u>9,480.55</u>	<u>16,967.76</u>
 Fund Balances	 <u>37,645.57</u>	 <u>3,362.64</u>	 <u>41,008.21</u>
	<u>45,132.78</u>	<u>12,843.19</u>	<u>57,975.97</u>

**STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCES  
FOR YEAR ENDED DECEMBER 31, 1992**

<b>REVENUES</b>	GRANT ACCOUNT	OPERATING ACCOUNT	TOTAL
Ford Grant	50,000.00	25,000.00	75,000.00
Interest	1,726.02	386.30	2,112.32
Restricted Gifts		10,011.50	10,011.50
Cash Donations		1,487.21	1,487.21
Donated Goods & Services		<u>15,354.00</u>	<u>15,354.00</u>
	<u>51,726.02</u>	<u>52,239.01</u>	<u>103,965.03</u>
 <b>EXPENDITURES</b>			
Grants Awarded	14,000.00		14,000.00
Operating Expenses			
Personnel		15,027.50	
General & Administrative	80.45	8,998.37	
Donated G&A		<u>15,354.00</u>	
	80.45	39,379.87	39,460.32
Restricted Gift		<u>9,496.50</u>	<u>9,496.50</u>
	<u>14,080.45</u>	<u>48,876.37</u>	<u>62,956.82</u>
Revenues over Expenditures	<u>37,645.57</u>	<u>3,362.64</u>	<u>41,008.21</u>

**STATEMENT OF CASH FLOW**  
**FOR YEAR ENDED DECEMBER 31, 1992**

	GRANT ACCOUNT	OPERATING ACCOUNT	TOTAL
Cash flows from operating activities			
Revenues over Expenditures	<u>37,645.57</u>	<u>3,362.64</u>	<u>41,008.21</u>
Changes in assets and liabilities			
Grants payable	7,000.00		7,000.00
Transfers	487.21	(487.21)	
Acts Payable		1,046.03	1,046.03
Gifts Payable		9,496.50	9,496.50
Receivables	<u>                    </u>	<u>(574.77)</u>	<u>(574.77)</u>
	<u>7,487.21</u>	<u>9,480.55</u>	<u>16,967.76</u>
Net cash and cash equivalents at end of year	<u>45,132.78</u>	<u>12,843.19</u>	<u>57,975.97</u>

**NOTES TO FINANCIAL STATEMENTS**

This is a preliminary and unaudited financial report.

The financial statements have been prepared on the accrual method of accounting.

Grants received unrestricted as to disbursement but subject to a matching requirement are deemed to be earned when the matching requirements have been met.

Grant expenditures are considered incurred at the time of approval by the Board of Directors.

The SCFCD has been determined to be exempt from U.S. taxes under Section 501(c)(3) of the Internal Revenue Code.

## BOARD OF DIRECTORS

1992

Michael G. Neuburger,  
Chairman  
Richard Austin,  
Vice Chairman  
Robert Koch,  
Treasurer  
Francine Lang,  
Secretary

Ethel Rios de Betancourt  
Peter Brown  
Phillip A. Gerard  
Arnold Golden  
Claudette Young-Hinds  
Patricia Murray  
Lee Rohn  
William Taylor  
Homer Wadsworth  
B. Patricia Welcome

### 1993 NEW BOARD MEMBERS

Martin B. Gant

Wilfredo Geigel

### SPECIAL THANKS TO:

The Ford Foundation  
Marty Bressi for her Continuing Support



Michael Neuburger, Chairman SCFCD, Dr. Ethel Ríos de Betancourt of Puerto Rico Community Foundation and SCFCD, Homer Wadsworth of SCFCD, William Diaz, Program Officer of the Ford Foundation, and Ruth Shack, Dade Community Foundation.

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