



St. Croix Foundation

LEADERSHIP IN SERVICE TO OUR COMMUNITY



2004-2007 Annual Report

Together We Can Make a Difference

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About the St. Croix Foundation

Established in 1990 in the wake of Hurricane Hugo, the St. Croix Foundation for Community Development, Inc. is a 501(c)3 nonprofit corporation that strives to fulfill its mission of fostering economic and social development on the island of St. Croix and throughout the Territory of the US Virgin Islands. As a nonpartisan, nonpolitical community foundation, St. Croix Foundation provides leadership and acts as a catalyst in bringing together diverse groups to address problems and forge long-term solutions.

While most community foundations traditionally act solely as conduits of philanthropic donations and developers of grant programs, St. Croix Foundation made a strategic decision to accept a broader mandate. Recognizing that the problems facing St. Croix and the Virgin Islands require more than mere grant making, we have committed ourselves to providing strong leadership and vision in addressing the problems of our island community.

In support of this mission, the highly regarded Ford Foundation provided for most of the St. Croix Foundation's overhead expenses through over one-half million dollars in funding from 1992 through 1999. In 2000, the Foundation's Board of Directors formed the Council of Trustees, comprised of concerned community members who have made a multi-year commitment to help underwrite the Foundation's operational expenses.

With a small staff and limited financial resources, the Foundation has successfully executed a number of noteworthy initiatives in community and economic development, public safety, educational enrichment, fiduciary management, and strengthening our nonprofit community. Today, St. Croix Foundation has positioned itself as a Leader in the development of St. Croix.

Moving forward, endowment building will become an increasingly significant goal for the Foundation as we seek to garner greater financial support from our community. Armed with this increased support, the St. Croix Foundation will continue to leverage these resources to address the ills that, single-handedly, our government cannot remedy.



Mission Statement

St. Croix Foundation's mission is to encourage greater philanthropic activity, to marshal resources, and to act as a catalyst to benefit the people of St. Croix.

Executive Statement

Seventeen years ago, when Founders Philip Gerard and Michael Neuburger conceived the St. Croix Foundation, it was their belief that a community foundation would serve as the most appropriate vehicle to meet the critical social and economic needs of St. Croix in the wake of Hurricane Hugo.

Their vision for the Foundation was that it would provide the operational flexibility, responsiveness, and philanthropic opportunities our community desperately needed at that time. The mere concept of such an organization in our community was both ambitious and progressive.

Since then, the St. Croix Foundation has created a track record of success and a reputation for consistency, reliability, and integrity, fulfilling the original vision and mission of our founders. The title of this year's annual report, "Leadership in Service to Our Community," is truly an accurate reflection of the St. Croix Foundation's role. Over the past few years, much of the groundwork laid since our inception has produced dramatic and tangible results. With a revitalized Christiansted, stronger focus on public safety, and comprehensive and effective educational initiatives, the Foundation has solidified our position as a community leader.

We have also realized some major milestones, including the restoration of the Sunday Market Square Roadway. Having created a vision for this important initiative over ten years ago, the Foundation was able to see that vision become a reality in 2005. However, Sunday Market Square represents only a fraction of our achievements. Strengthening our police department to improve the safety of our community is an equally important component of revitalizing our Towns, creating a safer community for all.

Our Intermediary Re-lending Program provides loans to our vital small business sector, and we have also continued our important fiduciary partnership with the Department of Health's AIDS/HIV/STD Programs, administering funds for critical AIDS outreach services and lifesaving medications to patients throughout the Territory. From 2004 to 2007, the Foundation has been the conduit for \$4 million annually for worthwhile initiatives in the community.

The Foundation has also spent considerable time and resources creating a newer, more relevant vision for our community. Looking toward the future, we continue to work toward the completion of our Sunday Market Square projects (including our Business Incubator and the rehabilitation of the Alexander Theater), and anticipate moving into our new home at 35 King Street. We are also shifting a significant amount of focus and resources toward a comprehensive Educational Initiative. Our vision for the future entails supporting a more collaborative, relevant, and rigorous public educational system—one which provides the kinds of learning opportunities for our young people and all of our citizens, fully preparing them to meet the challenges of the changing world in which we live.

We face a broad range of issues in our community, but we believe that as a community we are capable of addressing and solving these problems. The St. Croix Foundation stands ready to fulfill a grander vision and mission of *Leadership in Service to Our Community*.

Brenda G. Pedersen
Chair, Board of Directors

Roger W. Dewey
Executive Director

Deanna J. James
Chief Operations Officer



Youth & Education

Recognizing that education is a critical component to ensuring success in any and all of our community development efforts, the Foundation has re-doubled our commitment to developing more targeted youth and educational initiatives. We are particularly focused on addressing the crisis in our public education system by expanding existing programs and introducing new, comprehensive initiatives to our community.

Model Schools Initiative: Phase I

In the fall of 2005, the Foundation launched a comprehensive Model Schools Initiative, seeking to fulfill our long-term goal of developing a strategic and collaborative approach to improving our public education system. With the over-arching aim of providing relevant and rigorous academic supports to our Community's struggling public schools, our initiative represents a targeted, research-based academic endeavor that serves to address systemic problems and support model programs including model instructional strategies and best practices.

Our vision is that, given high quality educational curriculum, resources and community supports, our public school students will be armed and ready to compete in a 21st Century global economy. In the end, we recognize, all too well, that the success and well-being of our young people is the single greatest insurance for the economic and social welfare of our entire Community.

Elena L. Christian Junior High School Beginning in the Middle: Targeting Junior High Students

As we sought to develop rigorous and relevant academic programming, the Foundation decided to focus on one school as a pilot, with the intent of not diluting our efforts. We chose Elena L. Christian Junior High School (ECJH) as the launch-pad for our Model Schools Initiative. With challenging demographics and serious discipline and behavioral problems, ECJH's Administration has become a willing and eager partner with the Foundation on this pilot Initiative.



Students at Elena Christian Junior High combine technology and literacy to equal fun and academic success.

The Research

Having spent a considerable amount of time researching academic data and local trends, the Foundation has honed in on several key indicators to frame our programmatic decisions to include:

- The vast majority of student dropouts leave school in, or at the end of 8th grade.
- The 2000 VI Census estimates that 17% of youth between the ages of 16 and 19 are high school dropouts.
- Widely accepted precepts in academia conclude that public elementary school students are the most critical focus group for remedying systemic academic deficiencies. Subsequently, both locally and nationally, there is a high preponderance of private funds and public academic resources being directed to elementary schools.
- In contrast, organizations like The Gates Foundation, which believes "high schools really are the most troubled part of our education system today," are now spending billions on public high school reform.
- Junior high and middle schools, historically known as the most challenging student population, are increasingly presenting a ripe opportunity to bridge current and significant resource and academic gaps between elementary and high schools.
- On the most recent ITBS Exams, less than 21% of 7th graders in the St. Croix School District scored at proficient levels in reading. 8th graders scored slightly above the 21st percentile.

Model Schools Initiative-Academic Programming

Focusing heavily on literacy-based academic enrichment resources, the core pieces of our programming were chosen based on their proven success in producing high performing students. Our Model Schools Initiative is also arming ECJH teachers and administrators with academic resources and best practices from public schools in communities just like ours. To date, we have offered the following programs to ECJH:

Phono-Graphix Super Speller

Originally created for elementary school students, Phono-Graphix Super Speller promotes reading skills through targeted remediation.

Scholastic: Reading Counts

To both supplement and evaluate the Super Speller, Scholastic: Reading Counts and Reading Inventory—computer diagnostic and tracking assessment tools—provide teachers with ongoing, data-based assessments of students' literacy skills and provide students with structured, targeted opportunities to read.

Standardized Test Prep

For this piece of the Foundation's initiative, targeted test preparatory workbooks were purchased in such content areas as reading comprehension, critical thinking, writing styles, and VITAL test-prep, providing students with the necessary tools and confidence for success on standardized tests.

Youth Philanthropy

Funded by the Foundation's Matt Miller Fund, a Youth Philanthropy Initiative is currently being developed. With the ultimate goal of exposing young people to the concept of philanthropy and charitable giving, the effort will provide grant funding for students to re-grant.

Administrative Supports

As the Foundation became more actively involved with ECJH, it grew clear that, with our unique capacity to act as a liaison and community facilitator, we could offer much more to ECJH than just academic programming. Through our Model Schools Initiative, we have provided the following supports:

- Funding for ECJH faculty members to attend symposiums and conferences focused on public school reinvention.
- Resources for teachers and administrators on classroom and behavioral management.
- Training for teachers on reading instruction for struggling readers.
- Partnerships with the public library and UVI to support the upgrade of ECJH's school library.
- Student rewards in categories such as attendance, citizenship, leadership, most books read, highest grade point average, greatest gains in reading scores, et cetera.
- Teacher rewards for innovation in teaching, excellence in classroom management, as well as parental and administrative leadership.
- Funding for two full-time positions at ECJH to act as Site Coordinator and Literacy Coordinator.
- Secured corporate funding from HOVENSA, L.L.C. for a state-of-the-art computer lab and technology center that was completed for the start of the 2007-2008 school year.



Youth & Education (continued)

The Foundation's Model Schools Initiative represents a targeted, research-based academic endeavor, which serves to support Model Public Schools—an ambitious goal, yet one we believe that, together, our community has the will and capacity to reach.

Model Schools Initiative: Phase II Community Engagement

Taking all of our research findings and our lessons from Elena L. Christian Junior High School into consideration, in 2006, the Foundation made the strategic decision to expand our Model Schools Initiative. A key component is now to initiate and facilitate broad-based Community Engagement on the topic of public school transformation. In specific, the Foundation is working diligently to;

- Build stronger, more collaborative partnerships with the V.I. Department of Education and the broader stakeholder community as we seek to provide more timely and responsive supports to local educators;
- Continue exposing more of our community stakeholders to a network of professional resources by launching a speakers series guided by input from our ground-level educators;
- Identify and support relevant leadership development opportunities for our administrators.

The St. Croix Foundation is very well aware that there are a multitude of factors that have to be in place for our public school system to function effectively. And, we know that success will not happen overnight. However, we have made a commitment to this effort and to this community for the long haul, and we believe that collectively our Territory has the will and the capacity to not only **reform**, but to **transform** our educational system.



Photo: Students and administration of ECJH receive standardized test workbooks for every student

Grant Making That Matters

Literacy First

Grounded in our ongoing mission to direct resources to projects that promote stronger literacy skills, the Foundation has developed a strategic collection of educational grant resources. Beginning with the launch of our *Ludington Literacy Fund* in 2002, the Foundation has granted over \$81,000 to worthwhile community organizations seeking to implement or expand literacy initiatives. As we heighten community awareness of this issue, during the last two years alone, the Foundation has awarded over \$54,000 to committed partners in literacy through this Fund, including;

- Charles H. Emanuel: Reading Intervention for Early Success
- Grove Place Weed and Seed: After School Program
- Boys & Girls Club of the Virgin Islands: Project Learn—Reading
- Positive Connections Alternative Education: Comic Book Literacy Program
- St. Mary's Catholic School: Standard Program for Assessment Reading (S.T.A.R.)
- The Garden School: After School Literacy Program
- Virgin Islands Resource Center for the Disabled: Technology Driven Literacy
- Bureau of Corrections: Inmates' Tape Recorded Children's Stories
- Women's Coalition of St. Croix: Multi-Media Learning Resource Center Expansion



Students at ECJH combine technology and literacy to equal fun and academic success.

We have redoubled our efforts in developing grant and scholarship programs with donors and community stakeholders. We also offer several educational and youth funds like the Dove Memorial Art Scholarship Fund and the Math & Science Scholarship Fund, which provide valuable summer enrichment opportunities to our community's young people. Our collective of educational funds also awards grants and scholarships to all grade levels from elementary to high school in private and public institutions and are available to students, faculty, and organizations wishing to make a difference in the lives of our children. Between 2004 and 2006, over \$350,000 was granted to worthwhile educational initiatives on the island of St. Croix.

Our current youth educational funds include the following:

Denali Gifted and Talented Fund ♥ Dove Memorial Art Scholarship Fund

Model Schools Initiative Fund ♥ Foundation Scholars Fund ♥ Ludington Literacy Fund

Math & Science Scholarship Fund ♥ Science, Technology, Engineering, and Mathematics (STEM) Fund

Tamarind Fund ♥ Teacher Grant Award Fund

St. Croix Foundation Litter & Beautification Fund

Community Revitalization

The St. Croix Foundation firmly believes the revitalization of our towns through major initiatives, like the rehabilitation of Sunday Market Square and our Scrape, Paint, Rejuvenate Program, is testimony of our commitment to creating healthy towns in a healthy community.

In 1998, through the purchase of seven buildings, the St. Croix Foundation committed itself to reviving the once-thriving commercial center historically known as Sunday Market Square (SMS). Today, the SMS Revitalization Project stands as the hallmark of the Foundation's community revitalization efforts and is ready for the next phase of development: the launch of a new state-of-the-art Business Incubator. Long-awaited rehabilitation has also begun on the historic Alexander Theater.

22A King Street: Law Office/Coffeehouse & Gallery/Apartments (2)



After extensive restoration in 2001 (funded by the CDBG Program and V.I. Housing Finance Authority) this property currently houses two low-income apartments and two small businesses including the Law Office of Attorney Diane Russell and the Twin City Coffeehouse & Gallery.



Before

22-23 Market Street: Sunday Market Square Business Incubator



The Old Chase Building at 22-23 Market Street will house the Foundation's Business Incubator, providing cost-effective, furnished office space for emerging entrepreneurs, including equipment, broadband internet access, and a video/internet conference facility.



Before

35 King Street: Old Alexander House

Through funding from the Public Finance Authority (PFA), the Foundation is now restoring 35 King Street. When completed, it will serve as the official home of the St. Croix Foundation.



To date, architects have begun work on the interior design of the building and estimate completion in 2009.

Thanks to committed citizens and donors, part of the first floor has been rebuilt and serves as the rent-free home for the Virgin Islands Police Department's Christiansted Bike Patrol Unit.



Under construction

Community Revitalization (continued)

Sunday Market Square Roadway Improvement Project

In February of 2005, the Foundation saw the completion of the construction of the Sunday Market Square (SMS) Roadway. Featuring an aisle of mature mahogany trees, granite curbing, historic lighting, and buried utilities, this nearly 3 million dollar project represents the realization of the Foundation's long-standing vision. Years in the making, the SMS Roadway Improvement Project is the hallmark of the Foundation's community revitalization efforts.



Before



After



38B Company Street: The Alexander Theater



Having stood in disrepair for over a decade, the once thriving Alexander Theater is receiving long awaited restoration. When completed, it will serve as a theater and cultural performing arts center. To date, the Foundation has secured funding to repair the roof through the Dept. of Planning and Natural Resource's Community Development Block Grant Division and the Public Finance Authority. At the same time, engineering and design studies, funded by community donations, are being performed to ascertain

accurate cost estimates for the restoration. The Alexander Theater is already celebrating successes and informing the public through its newly refurbished marquee. The final assessment for renovation is approximately \$4 million.

Community Revitalization *(continued)*

32 King Street: Catholic Charities, Archibald Insurance, Vanidades Beauty Salon



This building currently houses Archibald Insurance and the Vanidades Beauty Salon and has received both exterior and interior renovations. Additionally, free of charge, the Foundation has leased the two buildings to the rear of this property to Catholic Charities, where the organization bases its community outreach, food distribution, and counseling programs.

19 King Street & 29, 29A, 30 Company Street Parking Lots



Because the newly renovated SMS roadway displaced parking spaces that were once available to the public, the Foundation has developed two parking lots: 19 King Street (in partnership with the Bennie Benjamin Foundation) and the newly purchased 29, 29A, 30 Company Street. The Foundation received grants from DPNR's V.I. Energy Office (VIEO) to install solar-powered lights on both lots and recently paved both lots as well.



Downtown Lighting Initiative

The Foundation has officially launched its Lighting Initiative to ensure that our historic town districts are well-lit for both safety and aesthetic purposes. Through this effort, we have encouraged property owners in our historic towns to turn on their exterior lights at night. The Foundation has also partnered with the V.I. Energy Office to assist with providing energy-saving bulbs and cost-effective light fixtures. Thanks to the designs of renowned lighting specialist Ray Grenald, we have procured a proprietary light fixture that is approved by the V.I. State Historic Preservation Commission. The ultimate goal of this endeavor is to decrease opportunistic criminal activity in poorly lit areas, while also beautifying historic Christiansted on King, Company, and Strand Streets, and in Frederiksted on King and Strand Streets.

Community Revitalization *(continued)*

Scrape, Paint, Rejuvenate Program

Launched in 2001, the St. Croix Foundation's Scrape, Paint, Rejuvenate (SPR) Program identifies commercial and residential properties in need of paint and minor repairs. The Program has also focused efforts on eliminating trash-infested areas through abandoned lot cleaning. Funded by the V.I. Waste Management Authority (WMA), the Community Development Block Grant Program, and private donations, over 80 buildings in downtown Christiansted have been repainted and numerous lots cleaned, slowly improving the tenor of the town. The Foundation's third cycle of paint jobs is now focused on residential properties in downtown Christiansted.

We continue to work closely with the DPNR's V.I. State Historic Preservation Commission to ensure that paint projects adhere to increasingly strict restoration codes. We have also worked closely with Our Town Frederiksted and the V.I. Waste Management Authority on St. Thomas in this endeavor and continue to develop partnerships with agencies such as the V.I. Police Department and Department of Licensing and Consumer Affairs to address vagrancy, loitering, and quality of life issues in our historic town districts.

Remarkable Makeovers & New Beginnings: Now & Then

Now



7AB Queen Cross Street



9A Queen Cross Street



10ABC Queen Street

Then



Public Safety

Over the years, the Foundation has developed and maintained a close working relationship with the Virgin Islands Police Department (VIPD). Working alongside civic organizations and the VIPD, the Foundation demonstrates its commitment to making the Virgin Islands a better and safer place to live.

More than a decade ago, the Foundation began our long-standing partnership with the VIPD, providing ongoing support and resources. Our first efforts updated the training at the Police Academy. Then, in 2000, when the Christiansted Restaurant and Retail Association (CRRA) suggested that a camera be installed in the Government parking lot, the Foundation put forward the idea that cameras be installed in both Christiansted and Frederiksted towns to combat rising crime and VIPD manpower shortages. Securing contributions from St. Croix merchants and hoteliers, the Foundation hired a grant writer to pursue grant funding for this project. The outcome of that effort was the placement of cameras in the downtown areas on all three islands throughout the Territory.

We have continued our partnership and expanded our commitment to public safety by assisting the VIPD with the maintenance and upgrade of the cameras on St. Croix. More recently, the Foundation initiated the Community Police Partnership Fund, through which private sector donations support community safety issues in partnership with the VIPD. This fund enabled us to provide training to officers in the areas of Fingerprint Identification, Window Tint Identification, Homicide Investigation, and K-9 Handling.

All our efforts to support the VIPD are made possible by donations from the community, allowing for quick response to emerging problems and critical training needs. The Foundation's vision in regard to its work for public safety is to support and advocate for greater community involvement in addressing public safety issues, and greater community support for the VIPD as we strive to keep our towns healthy and our community safe.



Christiansted
VIPD Bike Patrol Unit



Security
Cameras



Economic Development

Recognizing that small businesses are the engine of every economy, the Foundation has made economic development a top priority. In addition to a planned business incubator in Sunday Market Square, our Community Business Loan Program also reflects the Foundation's commitment to support and encourage entrepreneurship as a vehicle to a healthier economy.

Sunday Market Square Business Incubator

As a crucial component of the revitalization of Sunday Market Square, the Foundation has slated the Old Chase Bank Building for the site of its state-of-the-art Business Incubator. Providing entrepreneurs with the resources and tools they need, our Business Incubator will house emerging small businesses, allowing them to reduce expenditures through the shared use of office equipment and space. The Sunday Market Square Business Incubator is funded through partnerships with several key local and federal agencies including Community Development Block Grant (CDBG), Public Finance Authority (PFA), and US Department of Agriculture Rural Development.

When completed, the Incubator will also provide broadband internet access with a focus on innovative technology. Offering low-cost rental space to new and growing small businesses along with a comprehensive set of business tools, the Incubator will serve to produce healthier businesses in the community and will open in early 2008. The Sunday Market Square Business Incubator will also offer a video/internet conference room that will be available for use by our community.



Community Business Loan Program

For over ten years, the St. Croix Foundation has administered its Intermediary Re-lending Program (IRP) to support the community's small business entrepreneurs. Geared toward local business creation and expansion, the IRP has disbursed approximately seventy-five loans ranging from \$3,500 to \$100,000. We can proudly say that we have assisted in the creation of nearly fifty small businesses on St. Croix including such businesses as day care centers, beauty salons, retail stores, grocery stores, and taxi services.

Originated as a result of a \$1,000,000 loan made to the Foundation from the Department of Agriculture's Rural Development Office, the IRP was created in 1996. Chase Bank, V.I. Community Bank, and the Community Development Block Grant Program provided the requisite \$250,000 in matching funds. In 2004, to supplement the program's funding pool, the Foundation received additional lending funds in the amount of \$200,000 from Rural Development. With repaid loans pooled into a revolving account for re-lending, the IRP has served as a meaningful alternative for borrowers who cannot obtain financing from commercial lenders.

Fiduciary & Sponsorship Services

As one of the preeminent providers of fiscal sponsorship and fiduciary services in the Territory, St. Croix Foundation provides community based organizations and initiatives with the highest level of assurance that their programs and funds are expertly managed and administered.

Although fiscal sponsorships have traditionally been a standard function of most community foundations, the St. Croix Foundation has identified a greater need for a broader range of fiduciary services in St. Croix's public and nonprofit sectors. Currently, the Foundation manages over \$3 million annually in funds for approximately 60 active accounts, which represent a variety of different entities: nonprofit organizations without 501(c)3 status; federal and local government entities administering community-based programs; individual and corporate donors; and grass-roots groups or initiatives without the capacity to provide fiscal management services. Through our fiscal management services, the Foundation has formed diverse fiscal relationships with public sector organizations like the V.I. Waste Management Authority, the Law Enforcement Planning Commission (LEPC), the V.I. Department of Health (DOH), and the Center for Disease Control (CDC). We have also established significant and long-standing fiscal partnerships with local nonprofit organizations whose projects and initiatives ultimately serve to advance the mission of the Foundation.

We are encouraged by the positive impact our services have had on the community, which is evidenced by the growing number of applications being submitted, reviewed and approved for innovative and worthwhile programs and initiatives. As we seek to provide our clients with the highest level of assurances that their funds are being managed professionally and efficiently, over the past two years, the Foundation elevated its auditing status to the most rigorous federal standards. From both a programmatic and accounting perspective, we will continue to ensure that the programs we approve and sponsor are closely aligned with our mission and that our services foster a sense of trust and accountability with our clients.



V.I. Department of Health & V.I.CARE Partnerships for HIV/AIDS Program

In 1992, citizens concerned about AIDS in the Territory came to the Foundation requesting that we serve as the fiduciary for their fund raising. This partnership funded the first efforts in the V.I. to address this serious epidemic. In addition to managing these community funds, we also awarded a grant to V.I. CARE to support the establishment of an informational AIDS hotline as well as the fledgling organization's first office space.

Our long-standing partnership with V.I. CARE later grew to include fiduciary services for the Territory's Federal AIDS funding in concert with the V.I. Department of Health and the U.S. Centers for Disease Control. The Foundation's fiscal management services have expanded significantly since that time.



Fiduciary & Sponsorship Services (continued)

Just a few of our sponsored clients:

- Caring Citizens of St. Croix—Katrina Relief Fund
- Crucian Heritage and Nature Tourism (CHANT)
- Frederiksted Community Boating Program
- Marine Kids—Toys for Tots
- Minority Organ/Tissue Transplant Education Program (MOTTEP)
- Music in Motion
- Reach Out and Read
- St. Croix Christmas Boat Parade
- St. Croix Shrine Club
- St. Croix Women's Initiative
- V.I.P.D. Community Police Partnership Fund
- V.I. Bureau of Corrections
- Virgin Islands Commission on the Status of Women
- Virgin Islands Puerto Rican Friendship Day.

Law Enforcement Planning Commission (LEPC) Grantees

- Students Against Destructive Decisions (SADD)
- Juvenile Delinquency Prevention Program (JDPP)
- Panatics Steel Band – Ulla F. Muller Elementary School



V.I. Department of Health

- Centers for Disease Control (CDC) funds for Tuberculosis, STD, HIV Prevention, and HIV Surveillance.
- Health Resources and Services Administration (HRSA), funds for Title II & Ryan White Program, which covers the cost of AIDS medications for all AIDS patients in the Territory in addition to funding the programs' Clinic Workers.

V.I. Waste Management Authority

- Youth Environmental Summer Program
- After School Greenhouse Program

All applications for fiduciary services and fiscal sponsorship are reviewed by the Foundation's Fiscal Review Committee to ensure projects are charitable, community based endeavors that are closely aligned with our mission and community vision.

Donor Services and Fund Creation

Charitable donations made to the St. Croix Foundation present meaningful opportunities for individuals or corporations to achieve philanthropic goals. Contributions can be designated to the general benefit of the community or for a specific purpose. Our knowledgeable administrative staff are committed and experienced in supporting donors to meet individual charitable giving objectives.

Donor Services and Funds

The St. Croix Foundation believes that the process of establishing a new donor fund should be straightforward for donors. In fact, it's one of the biggest advantages of making a donation to the Foundation. We stand ready to guide donors through the following steps:

Choose When to Give: You can create a fund during your lifetime, in your estate plan, or through a trust arrangement that benefits your family and favorite charities. Tax deductions are earned at the time of the gift, while grant making continues into the future.

Choose What to Give: You can start your fund with almost any kind of asset:

Cash, publicly traded securities, closely held stock, interests in limited partnerships, real estate, patents and copyrights, surplus business inventory or tangible property. Gifts of long-term appreciated property and securities earn tax deductions for their full present market value.

Choose a Name: Every grant from your fund carries its name. Many people choose to name their fund for the donor, for the donor's family, or as a memorial to someone special.

Of course, you can also remain anonymous.

Ways to Give

Cash
Securities
Life Insurance
Charitable Remainder Trusts
Charitable Lead Trusts
Transfer of Charitable Trusts
Private Foundation Transfers
Corporate Giving
Bequests
IRA's
401(k)'s
Other

Types of Funds

The Foundation offers several options to donors, allowing funds to be:

- 1) **Restricted** - Whereby monies are used to address specific issues identified by the donor, creating their own special legacy or;
- 2) **Unrestricted** - Whereby funds can be established to either support existing programs or aid in the development of new ones that are consistent with the Foundation's priority areas. Here are several fund options:
 - Designated Endowment Funds allow donors to direct their gift to a specific charity, to forever benefit that organization.
 - Donor-Advised Funds allow a donor to remain actively involved in their charitable giving. From time to time, the donor or an advisor of their choice may suggest who is to benefit from a specific gift.
 - Field of Interest Funds can be donor directed for a particular purpose, such as childcare or art education. The Foundation then selects the specific non-profit organizations that best serve the fund's charitable intent.
 - Organization Endowment Funds allow non-profit organizations to create permanent endowment funds. St. Croix Foundation handles all of the administrative and investment responsibilities, freeing the organization to pursue its mission.
 - Scholarship Funds allow a donor to help a group of students at a specific educational institution or in a particular curriculum pay for part or all of their education. The donor can be involved in establishing the selection criteria.



Financial Statement 2004 - 2007

Comparative Statement of Financial Position

	2004 <u>AUDITED</u>	2005 <u>AUDITED</u>	2006 <u>AUDITED</u>	2007 <u>UNAUDITED</u>
ASSETS				
Cash	1,711,807	1,696,378	1,831,999	2,170,421
Investments	241,631	36,482	12,615	—
Prepaid Expenses	9,613	10,282	6,730	349
Loans Receivable (Net of Allowance)	538,275	435,593	399,206	301,761
Interest Receivable (Net of Allowance)	11,069	7,611	6,780	7,856
Grants Receivable	239,947	456,939	464,732	214,859
Other Receivables	38,906	12,986	30,631	208,827
Other Assets				
Interest in Neuburger Tr.	236,450	247,456	—	—
Paintings etc.	—	—	41,535	—
FIXED ASSETS				
Buildings & Equipment (Net of Depreciation)	857,286	906,320	1,327,623	1,235,059
Land	372,957	542,957	292,957	218,189
TOTAL ASSETS	\$4,257,941	\$4,353,004	\$4,373,273	4,357,321
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
	<u>AUDITED</u>	<u>AUDITED</u>	<u>AUDITED</u>	<u>UNAUDITED</u>
LIABILITIES				
Due to Beneficiaries (Agcy/Fid. Accts)	1,188,572	614,158	272,793	1,411,386
Misc. Payables & Accrued Expenses	28,183	79,821	113,021	23,004
Other Payables	14,432	1,845	92,073	31,764
MORTGAGE PAYABLE				
Bank of St. Croix	235,935	224,009	212,287	201,916
VIHFA	100,000	100,000	96,165	92,887
NOTES PAYABLE				
USDA	787,284	865,707	717,784	917,568
USDA '05	—	—	200,000	—
Citibank	150,000	100,000	100,000	64,728
VIHFA Deferred Loan	70,000	70,000	70,000	70,000
VIHFA Recoverable Grant	50,000	—	—	—
VICB Recoverable Grant	25,000	25,000	25,000	25,000
Chase Recoverable Grant	25,000	25,000	25,000	25,000
TOTAL LIABILITIES	2,674,406	2,105,540	1,924,123	2,863,254
NET ASSETS				
Unrestricted	517,314	448,758	536,315	429,629
Temporarily Restricted	1,066,221	1,798,706	1,912,835	1,064,436
Permanently Restricted	—	—	—	—
TOTAL NET ASSETS	1,583,535	2,247,464	2,449,150	1,494,065
TOTAL LIABILITIES & NET ASSETS	\$4,257,941	\$4,353,004	\$4,373,273	4,357,319

Financial Statement - 2007

Income Statement - 2007 (Unaudited)

	<u>Beginning Balance</u>	<u>Fund Increases</u>	<u>Fund Decreases</u>	<u>Ending Balance</u>
Unrestricted Programs				
SCF Operations and Programs	557,676	1,502,895	1,630,250	430,321
SCF's Foundation Holdings				
Sunday Market Square	104,384	333,411	266,525	171,271
Restricted Programs				
Loan Programs	363,931	173,193	57,183	479,941
Program CDs	528,728	–	67,416	461,312
Fiduciary Operations	491,321	1,329,005	1,286,883	533,444
V.I. Department of Health	50,103	2,137,695	1,753,544	434,254
Anti-Litter & Beautification (ALBC)	<u>275,696</u>	<u>459,598</u>	<u>604,207</u>	<u>131,087</u>
Ending Balance	<u>\$2,371,839</u>	<u>\$5,935,797</u>	<u>\$5,666,008</u>	<u>2,641,628</u>



Council of Trustees

The St. Croix Foundation, until 1999, received operating support from the Ford Foundation. In 1998, however, Ford mandated the completion of a strategic planning process to facilitate procurement of financial support from the local community. Under the direction of a private consultant, it was determined that there were many individuals that believed in the mission and work of the Foundation and would provide financial support.

The Foundation then established the Council of Trustees to replace Ford Foundation's support of operating costs. Our Trustees provide a minimum annual contribution of \$10,000 or more per year for a multi-year period. This provides resources for organizational growth and programmatic stability in our community. The Council also provides advice and direction to the Board of Directors and encourages others to give.

It is our Trustees and other donors in our community that understand the role of the Foundation and agree with and support our vision. They understand that there are many unmet needs and difficult issues that must be addressed. They understand that leadership is needed to address those problems that may appear intractable. The Foundation has addressed many difficult problems in our community by identifying root causes and forging solutions with measurable outcomes.



In leading downtown revitalization efforts we have gone far beyond the rebuilding of Sunday Market Square. Our revitalization efforts include public safety, paint-up programs, litter removal projects, security camera placement, and a lighting initiative. Our work in education includes not only donor-funded scholarships and teacher grants but extends to the introduction of best practices into our public school system through our Model Schools Initiative.

This community owes a great deal to everyone who donates to the myriad of causes and needs throughout our community. Without their support, our community would lack many services—with them, our character and integrity grows. To our donors, we say *thank you*.

What people may not realize is that the Foundation, like other non profit organizations, must raise its operating funds annually. To help address this, we are undertaking a campaign to build an operating endowment. With this established, all funds raised will support initiatives to make this a better home for us all.



Board of Directors 2004-2007

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St. Croix Foundation



2004-2007 Annual Report



St. Croix Foundation

*5072 Flag Drive,
Christiansted
VI 00820*

tel: 340.773.9898

fax: 340.773.8727

www.stxfoundation.org