



# *After the Storms*

## **St. Croix Foundation for Community Development: Rebuilding Communities and Nurturing Resiliency**

Impact Reports: September 2017- September 2018  
*An account of St. Croix Foundation's work  
and impact one year after Category 5  
Hurricanes Irma & Maria*





# A message from our Director

In the fall of 2017, the US Virgin Islands, Puerto Rico, and the Florida Keys were devastated by an unprecedented series of natural disasters. The catastrophic force of two back-to-back Category 5 Super-Storms in ten days on the U.S. Virgin Islands in particular not only raised awareness of the implications of a potential new normal in weather patterns, but more directly on the sustainability of America's isolated, underserved Caribbean Communities.

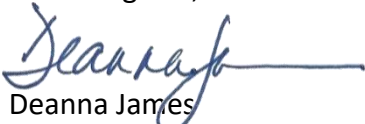
With the impact of Hurricane Irma on St. Thomas and St. John and Hurricane Maria on Puerto Rico taking center stage, the devastation wrought by Maria's Cat 5 winds on St. Croix, the poorest island in the Virgin Islands, has been largely overlooked! As is often the case in the aftermath of natural disasters, Hurricanes Irma and Maria exacerbated existing social and economic disparities. The nonprofit sector which strives to meet the needs of those most disenfranchised in our community is needed now more than ever.

For 28 years, St. Croix Foundation for Community Development, a place-based 501(c)3, has served as an operating foundation catalyzing strategic philanthropic investments within the U.S. Virgin Islands. By advancing a model of holistic community development as the pathway to economic prosperity, self-sufficiency and sustainability, the Foundation is best positioned to support a targeted hurricane relief, recovery, and restoration strategy for St. Croix and the Territory. Established in 1990 in the wake of Hurricane Hugo (a Category 4 hurricane that decimated the island of St. Croix in 1989), St. Croix Foundation has, since its inception, been a conduit of over \$40 million private and public-sector dollars invested into the U.S. Virgin Islands.

As a community-centric foundation serving disproportionately poor, under-served American citizens, St. Croix Foundation is leading our community through recovery, grounded by our commitment to social equity and resiliency. We fundamentally believe that despite the dire circumstances created by the storms, our Territory has been afforded an opportunity to build a national model of self-sufficiency and sustainable community (re)development.

Through our Caribbean Assistance and Relief Effort (CARE) Project, St. Croix Foundation is seeking to cultivate national philanthropic partnerships to support our comprehensive hurricane recovery and resiliency strategy. Today, we are leaning on our global philanthropic community to support us as we support our island.

Warm regards,

  
Deanna James  
Executive Director





## POST-HURRICANES QUICK FACTS

### HEALTH

- In the immediate aftermath of Hurricanes Irma and Maria in September 2017, all but one wing of St. Croix's only hospital was decommissioned. While residents awaited the erection of modular operating units, anyone requiring more than 72 hours of medical care had to be evacuated. More than 800 residents requiring long-term care were forced to move to medical facilities in locations such as Miami, FL; Shreveport, LA; Atlanta, GA; Charleston, SC; and Puerto Rico.
- **As of June 6, 2018, nine months later**, 71 dialysis patients and 20 additional medical evacuees had not been able to return to the Territory due to the limitation of hemodialysis and specialty services as well as uncertainty about the safety of their storm-damaged homes. A health information exchange system or Territory-wide EHR system has not yet been introduced and some patients are actually lost in the system, particularly those that had been evacuated to Puerto Rico; additionally, utility and communication systems had not yet reached standards of resilience.
- **A full year after the storms**, patients requiring longer than 72 hours of care are still being evacuated to either Puerto Rico or to U.S. mainland hospitals. On the island of St. Croix, the only community hospital is still not capable of supporting out-patient surgeries, forcing residents to incur the cost of seeking health care services off-island. The end result is that many residents in need of specialized care are unable to return home.

### EDUCATION

- In the immediate aftermath of the storms, 8 of 13 public schools on St. Croix were condemned; for the entire 2017-2018 school year, all public-school students received only 4 hours of instruction per day after having lost two full months of instruction directly after the hurricanes.
- **One year later**, the central government and federally funded contractors failed to erect modular school facilities in time for the start of the new school year, delaying school once again for many students. As a result, the decision was made to put back in service condemned schools that have stood abandoned and molding for over a year, placing faculty and students at risk as the stability of the new school year hangs in the balance.

### HOUSING

- Roughly 60% of the structural damage in the U.S. Virgin Islands caused by *both* Hurricanes Maria and Irma is on St. Croix.
- Through the St. Croix Foundation's Resident Unmet Needs Survey, of which 1,050 residents from some of the most heavily impacted and poorest neighborhoods on St. Croix responded, the following findings were reported:
  - 26% of the households in which a member had special medical needs indicated that they did not have access to the medicine or medical equipment they needed after the storm;
  - 65% of residents reported that they had mold in their homes;
  - 93% of people interviewed said their homes were damaged and of those, 80% had roof damage;
  - 72% had no homeowner's insurance. Of those with insurance, only 25% of respondents with insurance reported they were able to afford the deductible.

- **As of June 2018**, the FEMA-funded Sheltering and Temporary Essential Power (STEP) Program and the Emergency Home Repairs VI Program (EHRVI) had received almost 10,000 applications, approved almost 5,000, and completed construction on over 1,300 homes. By the time the program wraps up, it will have served an estimated 8,000 eligible households. However, since all repairs are deemed temporary, residents will still few avenues to fully repair their homes and make their lives whole.
- **And one full year after the storms:**
  - The western end of the island of St. Croix, which bore the full brunt of Hurricane Maria's Category 5 winds and is home to the poorest residents of the Territory, is still littered with a sea of Blue Tarp roofs.
  - And, another secondary impact from Hurricane Maria relative to housing is the large number of federal contractors who have flooded the islands and are taking up massive housing inventory for which the federal government is paying astronomically high housing stipends. This has in turn led to a major housing shortage for local residents in desperate need of alternative housing options and who do not have the ability to afford skyrocketing rents.

## NONPROFITS

- Of the 60 nonprofit organizations St. Croix Foundation surveyed through our Nonprofit Capacity Assessment Survey, who are today still filling critical service gaps:
  - 75% who had facility damage have had only temporary repairs or none at all.
  - 70% of the NGOs who responded to our Nonprofit Assessment reported an increase in demand for their services; and 64% are either operating on a limited basis or not at all.

*Note: For more information or to access the Foundation's full reports on our Resident Unmet Needs Survey and Nonprofit Capacity Assessment Survey, please visit us at [www.stxfoundation.org](http://www.stxfoundation.org) or contact the Foundation directly at 340.773.9898.*





# The CARE Fund: (Caribbean Assistance & Recovery Effort) Resiliency in Action!



*Since just days after Hurricane Maria's devastating landfall on St. Croix, St. Croix Foundation has been on the ground leveraging partnerships and philanthropic resources to help our island community recover. In the weeks and months immediately following the disaster, the Foundation focused on coordinating and facilitating front-line relief efforts that supported residents and the crucial nonprofit organizations who serve them. Through collaboration designed to maximize the impact of limited resources, the Foundation's front-line relief efforts focused on assessing and meeting critical, sometimes life-saving, needs.*

## **The First 100 Days: September – December 2017**

The Foundation's early hurricane relief efforts included the launch of our most immediate strategies including **facilitating the shipment and distribution of hundreds of thousands of pounds of food, water, clothing, baby supplies and medical supplies and sponsoring the shipment and security of over 250,000 pounds of critical relief supplies.** At right, Haley Cutler, the Foundation's Disaster Recovery Coordinator, celebrates supplies with some of our youngest. Thanks to early contributions to the CARE Fund from generous supporters near and far, the Foundation's work during the immediate relief stage continued through the first 100 days after the disaster and included:



### **1. Needs Assessment Survey**

St. Croix Foundation completed our Needs Assessment Survey with 1,046 individuals and households impacted by the disaster. **As a product of this initiative, we processed 353 referrals for 273 individuals resulting in eligible residents becoming registered for public assistance, receiving critical supplies for health and wellbeing including replacements for durable medical equipment that had been damaged by the storm, food, household and baby supplies, tarps, solar lights and more.** The data will also more broadly inform the community-wide dialogue about next steps in the recovery process.



*Residents in some of the most heavily impacted neighborhoods receive critical assistance through our Unmet Needs Survey.*



## 2. Life-Saving & Changing Equipment

Thanks to a partnership spearheaded by Board Chair Willard John, St. Croix Foundation was able to distribute **17 electric generators, collectively worth over \$10,000, for families still living without power more than 90 days after the storm.** The recipients of generators distributed by the Foundation were individuals with medical conditions that are exacerbated by the absence of electricity or which require electricity to manage—such as those on oxygen or those who needed electricity to operate a hospital bed. Other recipients included families with low-incomes and other conditions necessitating electricity for the welfare of young children and seniors.



## 3. Strategic Grantmaking

In the fall of 2017, St. Croix Foundation provided a grant to the St. Croix Farmers in Action's Crucian Coconut Festival to serve as a positive, educational community gathering for all ages where local food security and resiliency could be embraced and local culture celebrated in the aftermath of the disaster. **FEMA was able to leverage this opportunity to share information with residents about rebuilding stronger homes and, in cooperation with the University of the Virgin Islands, three educational workshops focused on agricultural sustainability were held ranging from the nutritional value of the coconut to**



**intercropping using the coconut palm; and three cooking demonstrations introduced how the coconut can be used in meals, drinks and desserts. In total, the Coconut Cup Festival reached over 1300 participants.**

## 4. Nonprofit Supports

Stabilizing nonprofit organizations on St. Croix that provide critical social and cultural services to individuals, families, and our community quickly became one of the most important functions for the Foundation. Thanks to early gifts to the CARE Fund, the Foundation **provided office space, free of charge, to nonprofit organizations displaced by Hurricane Maria including the Boys and Girls Club and the Domestic Violence and Sexual Assault Council.** This contribution of free rent, worth \$3,375 over four and a half months, enabled these crucial providers to continue serving our community at a critical time in the relief and recovery process.

In addition, St. Croix Foundation fulfilled its fundamental role as a convener and brought together our nonprofit and public sector partners including FEMA, Voluntary Agencies Active in Disaster (VOAD), Red Cross, Danish Emergency Management Agency, and many others to facilitate collaborative community-wide relief efforts.







# The CARE Fund: Resiliency in Action!

## March 2018: Impact Report

*At the St. Croix Foundation, we understand that recovering from a catastrophic natural disaster is a marathon, not a sprint. We have our sleeves rolled up for the long road ahead and are now shifting our focus to strategies centered on long term recovery and resiliency. The Foundation's current long-term recovery work, supported by the CARE Fund, includes holistic programming as follows:*

### 1. Broadening Funding Opportunities for Nonprofits

Outside of the CARE Grant, St. Croix Foundation is busy connecting our nonprofit partners with real resources that will help restore operations and even expand services. **In the past two months, the Foundation has facilitated \$272,000 in grant funding from philanthropic partners for nonprofit organizations** on St. Croix including Lutheran Social Services, Women's Coalition of St. Croix, Red Cross, St. Croix Montessori, and Boys and Girls Club.

### 2. The CARE Grant

In February of 2018, St. Croix Foundation launched the CARE Grant that, in its first cycle, will offer strategic grants to St. Croix based nonprofit organizations and charitable initiatives that provide programs and direct services targeting the most vulnerable and underserved populations affected by Hurricanes Irma and Maria. The Foundation will award grants for projects that supported nonprofit organizations as they strive to return their operations to pre-hurricane conditions. Funding was available for projects in the following categories: (1) programs/services for hurricane survivors, (2) capacity building to allow expansion of existing services, and (3) reconstruction of facilities necessary for conducting programs that directly relate to the needs of hurricane victims or recovery.



*St. Croix Montessori School is a very special community school that does not turn away children (60% are on scholarship). St. Croix Foundation helped them to raise over \$25,000 to conduct repairs needed to reopen and even expand their services with an interactive playground. Serving some of our most vulnerable children, St. Croix Montessori was able to reopen their school before our local public schools and serves as a model of resiliency.*

### 3. Nonprofit Disaster Recovery and Capacity Survey

As a follow up to our initial nonprofit damages assessment, St. Croix Foundation launched a second survey called the *Nonprofit Disaster Recovery and Capacity Assessment* to assess the long-term impacts of Hurricanes Irma and Maria on St. Croix's vital nonprofit sector. The data gathered will assist with case-making to secure additional philanthropic resources as well as inform strategic investments and grants geared towards ensuring that nonprofit organizations are able to rise to the level of increased demand and need in our community post-disaster.

#### 4. St. Croix Long-Term Recovery Group

St. Croix Foundation is now the fiscal sponsor and close partner of the St. Croix Long-Term Recovery Group, a coalition of civic, nonprofit, and faith-based organizations who will leverage volunteers and philanthropic resources to conduct disaster case management, provide resources to address critical unmet needs experienced by individuals after all public assistance has been exhausted, and help rebuild people's homes who will otherwise slip through the cracks. This critical group's sound financial management and ability to apply for grants under the Foundation's nonprofit umbrella will be invaluable to long term rebuilding efforts and allows the Foundation to remain on-the-ground and collect data to identify and help address emerging needs.



#### Equity and Resiliency: Moving Forward

Having sought for many years to bring greater awareness to the needs and vulnerabilities of the U.S. Caribbean, the hurricanes, while devastating, have opened windows of opportunities and new partnerships that were seemingly inaccessible to us prior. Today, as we move into the intermediate and long-term phases of our hurricane recovery efforts we are focusing attention and resources on equity and sustainability and data. St. Croix Foundation continues to be a guiding and grounding voice in meetings with territorial, federal, and other recovery partners, constantly beating the drum for equity and sustainability.



# The CARE Fund: Resiliency in Action!



## May 2018 Impact Report

*May's impact report marks 7 months since Hurricanes Irma and Maria swept through the U.S. Virgin Islands last year in September. Since then, and because of generous gifts to St. Croix Foundation's CARE Fund, the Foundation has served hundreds of people directly. And through our support of our sister nonprofits and our convening of federal, local, and grassroots relief efforts, we've provided countless resources that have reached thousands of people. Together, we've helped mothers provide for their infants, ensured the elderly and disabled had electricity and medical supplies, and conducted hundreds of referrals to ensure our residents received public assistance.*

**But perhaps most importantly, we've served as a data collector and repository of vast amounts of vital information that have helped us to bring together diverse groups to develop a cohesive, equitable, and sustainable rebuilding plan that is *community based*.** Since our last report in March, the Foundation has been busy doing what we do best: supporting hurricane recovery and nurturing resiliency through a holistic, community-based lens. Here's what we've been working on and have accomplished in the past few months:

### **Leveraging the Household Needs Assessment Survey & the Nonprofit Capacity Survey**

Initially, we knew that both the Foundation and our community would need data to inform immediate relief strategies such as the distribution of supplies and to connect individual's in crisis with organizations that may be able to help. To do so, we surveyed 1,046 individuals and households impacted by the disaster in some of the hardest hit areas on the island and processed 353 referrals for 273 individuals resulting in eligible residents becoming registered for public assistance. And because so many nonprofit organizations in our community fill critical service gaps, particularly in the wake of the hurricanes, we also conducted a Nonprofit Capacity Survey to determine how to support our nonprofits best so that they could get back to work.

**Today, with the full results of both surveys completed, we are now able to leverage our data collection to inform the Foundation's long-term disaster recovery strategies and assist us in emergency preparedness planning for the future.** Here are some of our findings, made possible through your contributions and the expertise of Dr. Jesse Klein of Florida State University and Dr. Mike Campbell, University of the West Indies, who analyzed the data.

#### Household Needs Assessment

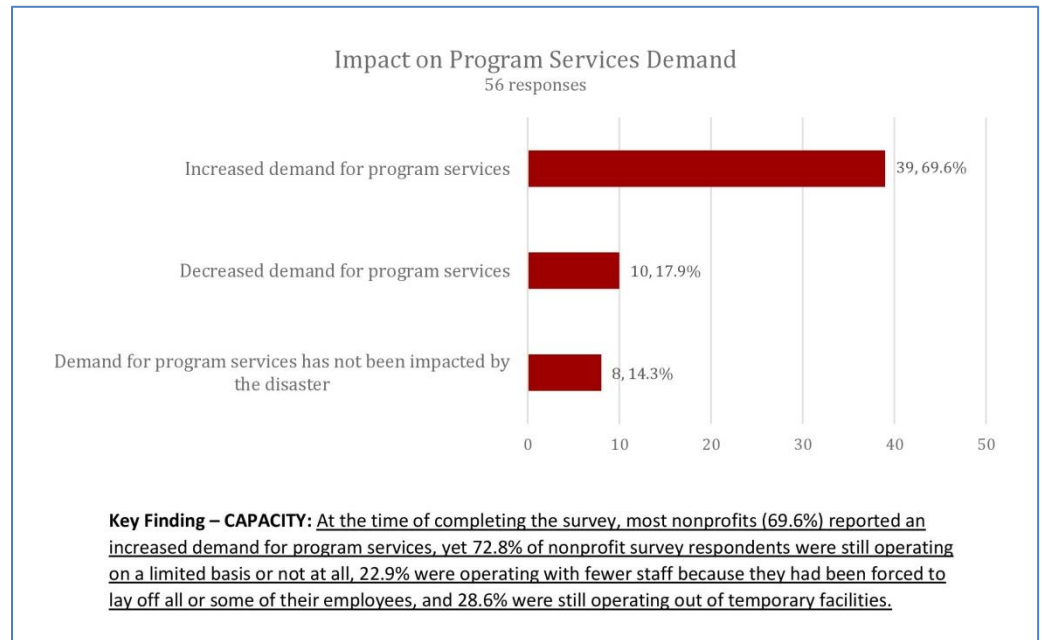
- 93% of people interviewed through St. Croix Foundation's Resident Unmet Needs Study (1,050 respondents) said their homes were damaged and, of those, 80% had roof damage.
- Of those residents who were surveyed through the Study, 72% had no homeowner's insurance. Of those with insurance, only 27% felt their insurance coverage would be sufficient to cover damages. Only 25% of respondents with insurance reported they were able to afford the deductible.
- In households in which a member had special medical needs, 26% indicated that they did not have access to the medicine or medical equipment needed after the storm.
- 65% of residents reported in the Study that they had mold in their homes.
- 34% of respondents to the Foundation's Study had either reduced hours at work or had not yet returned to work as a result of the storm.

## Nonprofit Capacity Assessment Study

- Of the 60 nonprofit organizations St. Croix Foundation surveyed through our Nonprofit Assessments Study, 75% who had facility damage have had only temporary repairs or none at all.
- 70% of the NGOs who responded to our Nonprofit Assessment reported an increase in demand for their services; and 64% are either operating on a limited basis or not at all.

Armed with data from our Household Needs Assessment and Nonprofit Capacity Survey, the Foundation was able to (1) assist St. Croix's Long-Term Recovery Group forecast needs for housing, medical care, and financial support; (2) build a strategic grantmaking program through our CARE Fund to ensure our nonprofits will be able to get back to work serving the most vulnerable in our community.

*Results for both Studies are available on request and can be provided by contacting the Foundation at 340.773.9898.*

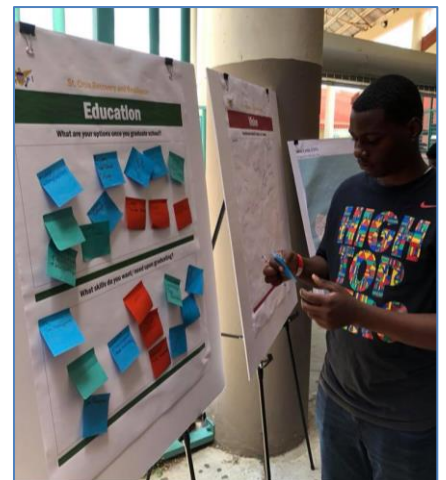


## Strengthening our Long-Term Recovery Group

In deepening our direct support of nonprofit and grassroots organizations to achieve a holistic, community-centric recovery, St. Croix Foundation is providing the St. Croix Long-Term Recovery Group with sound financial management through our Fiscal Sponsorship Services. At this time, the Foundation is waiving all financial management fees (typically 5% - 7.5%) and by providing a discount for office space, this coalition of over 30 civic, nonprofit, and faith-based organizations will be able to leverage more of their dollars to fill unmet needs, fundraise, apply for grants, and direct funds to meet critical needs, both immediate and emerging.



Already on the move, the Long-Term Recovery Group (LTRG) held their first Youth Opportunity Fair on May 5th, introducing countless St. Croix youth to the LTRG and other organizations and programs that are currently available in the community in order to inspire, engage, and mobilize young people to be an integral part of our collective rebuilding efforts. Even more recently, the Foundation (as a standing member of the LTRG) joined the 2018 Disaster Preparedness and Mitigation Expo on May 19th (at left) to assist in disseminating information resources on disaster recovery and preparedness.





## Strategic Grantmaking through the CARE Grant

In our last report, St. Croix Foundation reported on the launch of our CARE Grant to provide strategic grants to St. Croix based nonprofit organizations and charitable initiatives that offer programs and direct services targeting the most vulnerable and underserved populations affected by Hurricanes Irma and Maria. The Foundation awarded over \$300,000 in grants to 16 nonprofit organizations for projects that are (1) developing services and/or programs, (2) building capacity to allow expansion of existing services, and (3) reconstructing facilities necessary for conducting programs that directly relate to the needs of hurricane victims or recovery.

At this time, with 8 of 13 public schools on St. Croix having been condemned, all public-school students received only 4 hours of instruction per day at school for the 2017-2018 school year, the Foundation's grants focused particularly on youth programs that are filling critical gaps for families and our young people. Grants ranging from \$7,500 to \$50,000 were awarded to the following organizations: AZ Academy's Summer STEM Project, Caribbean Center for Boys & Girls - Fueling the Youth, Choices Basketball Association -Summer Training Camp, Christiansted Lighthouse Mission, CMC Arts, Inc., Cruzan Cowgirls Horse Rescue, Frederiksted Health Care, Men's Coalition -Developing Youth Resiliency, Onyx Opera, Music in Motion (at right) Good Hope Country Day School -Summer Theater Camp, St. Croix Walls Project, USVI Soccer Association, VI Perinatal, and World Ocean School.



**As an important component of our strategy, our CARE Grant has strict reporting requirements that allow the Foundation to support organizations throughout their project as well as continue to gather information on the conditions of our nonprofits as well as our residents.**

## Sustainable Rebuilding: Moving Forward

Today, as we move into the intermediate and long-term phases of our hurricane recovery efforts we are focusing attention and resources on equity and sustainability. To do so, the St. Croix Foundation is currently developing a Solar-Supported Community Demonstration Program to "pilot" a replicable model of sustainable community development that will install affordable, energy cost reducing, solar-PV systems in community neighborhoods. The Foundation is pursuing this program urgently given that the 2017 direct strike of Hurricane Maria on St. Croix exposed the critical need for working communities in the aftermath of such disasters.

**Now more than ever, your support of the CARE Fund is making an impact on the lives of those who call St. Croix home. We're in this together, and in partnership with you, we will help our community recover, rebuild, and thrive.**

# The CARE Fund: Resiliency in Action!



## August 2018 Impact Report

*Because of our generous global community, St. Croix Foundation is driving a comprehensive hurricane recovery and resiliency strategy with one overarching goal: to support impacted communities on St. Croix and in the Territory equitably and responsibly in order to ensure a sustainable, resilient recovery. While we are grantmaking, that's just not enough! So, we are also providing programming of our own and serving as the fiscal sponsor for over 40 community-based organizations.*

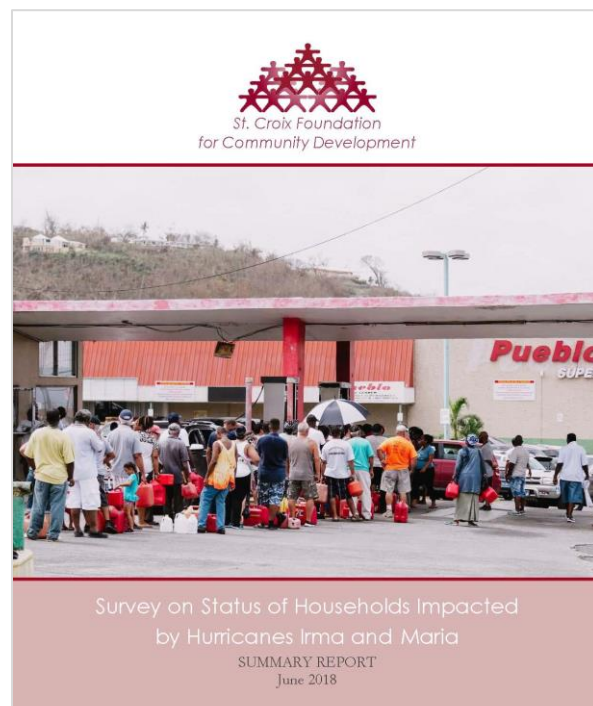
## Caring for Our Caribbean Neighbors

First, in honor of our pledge to serve as a trusted conduit of funds for so many of our neighboring islands who were also devastated by the hurricanes, we recently distributed over \$3,000 to the British Virgin Islands Red Cross, the Anguilla Community Foundation, St. Maarten's Mental Health Foundation, and the Halo Foundation on Antigua to assist with their recovery efforts. Every dollar is meaningful as it represents a person who simply cared.

## Data Reports Released to Community, Public Officials, and Federal Reserve Bank

As reported in the third quarter, the Foundation received early results from our two surveys, the [\*Nonprofit Capacity Assessment Study\*](#) and [\*Household Needs Assessment\*](#), and shared them with our Global Giving Community. Today, we are pleased to announce that we officially released the two comprehensive reports in June. The first of its kind in the Territory, we ensured that local community stakeholders had access to the data and directly distributed the reports to the community foundations on our sister islands, the Virgin Islands Government, the St. Croix Long Term Recovery Group, and the Federal Reserve Bank, to name just a few. The reports underlined the importance of building capacity for our nonprofits in the recovery process; but they also shined a light on residents' individual household needs.

Shortly after the release of the reports, the Foundation was contacted by a representative from the US Department of Agriculture who said, *"This report has been very helpful and provided specific insight. Are you aware of any similar efforts taking place on St. Thomas and St. John to highlight the nonprofits in particular?"* This testimony was invaluable to the Foundation: our work informs how we approach every aspect of community development and hurricane recovery. Being data-driven and community-centric is critical during these times!



*The Foundation's survey results reported that 72% of residents had no homeowner's insurance. Of those with insurance, only 27% felt their insurance coverage would be sufficient to cover damages. Through our Nonprofit Assessments Study, we found that 70% of the NGOs who responded to our Nonprofit Assessment reported an increase in demand for their services; and 64% are either operating on a limited basis or not at all.*



Also, in June, St. Croix Foundation presented at a forum hosted in New York by the Federal Reserve Bank. During this time, the Foundation presented our data reports and advocated for St. Croix through an equitable lens. With 60% of blue roof tarps in the Territory on the island of St. Croix, (which also has the highest poverty rate of 41%), an equitable recovery is an imperative. The convening afforded us the opportunity to advocate for St. Croix and St. Croix's nonprofits with organizations such as Newman's Own Foundation and the Association for Black Foundation Executives and set the stage for the Foundation to leverage our partnerships for greater impact.

### **A Sneak Preview of CARE Grant Impacts**

At St. Croix Foundation, our grantees are *partners*, so although our CARE Grantees from the first cycle in March are busy implementing their projects and final reports are not due yet, we're excited to report some early success stories! Here's just a few things our grantee partners have accomplished to date:

#### **1. A New Executive Director at the Caribbean Museum Center for the Arts!**

*For one of our organizations that had no executive director in the aftermath of the hurricanes, running programs, gaining traction and playing an active role in the Community's holistic recovery was almost impossible. Recognizing the critical role that the Arts play in healing communities in distress, the Foundation made a deeply impactful investment which is reaping tremendous benefits already!*

In July, the Foundation awarded a grant which funded half of the salary of a new Executive Director for the Caribbean Museum Center for the Arts (CMCA). Having already conducted critical community-building and organizational development work to strengthen their operations, CMCA is beginning to turn vision into action *and impact* in just two months. Since Executive Director Mike Wilson's arrival on island from New York City, CMCA has met with countless community members and is now developing a strategic plan that is community grounded and culturally relevant. In terms of programming, the CMCA is actively bringing community to its doors by: **(1)** extending its free Jazz Concert Series through its West End Music Institute; **(2)** hosting a "Silent Party" in a historic courtyard; **(3)** creating a space for farm-to-table, cultural experiences for St. Croix's growing culinary and spirits community, **(4)** making the museum accessible online, and **(5)** hosting critically important summer enrichment programs in a community with limited offerings for youth in the aftermath of the storm. Our investment is already paying off.



*CMCA's new Executive Director, Mike Wilson, whose position was funded in part by the Foundation uses the new copy machine funded through the Foundation's CARE Grant to build capacity and programming for the museum and our community.*

#### **2. Filling Critical Mental Health Gaps**

With a \$3,950 grant from St. Croix Foundation, a team of physicians and psychiatrist leaders led by Dr. Donna Christensen (former Delegate to Congress) and consisting of Patricia Newton (CEO and Medical Director of Black Psychiatrists of America, Inc.) and Annelle Primm (Chair of the All Healers Mental Health Alliance) traveled to the Territory to participate in face-to-face meetings on St. Thomas and St. Croix with stakeholders concerned about increasing psychiatrists and psychiatric services. In addition to participating in the meeting of the Steering Committee of the Mental Health Coalition, the team met with the Substance Abuse and Mental Health Services Administration (SAMHSA) Regional Administrator, the Deputy Commissioner and Commissioner of Health, the executive staff at the St. Thomas East End Community Health Center, and the Frederiksted Health Center, to name a few.

The team expressed their deep appreciation for the support from the Foundation, which they indicated set the Territory on a path to bringing needed, culturally concordant psychiatric services to the people of the Virgin Islands, both in the short and long term. The group's aim is to work with the local mental health community to develop a sustainable, comprehensive mental health care system.

### 3. The Importance of Dance

Our local dance companies do more than teach technical skills. They are not only the heartbeat of a legacy of culture that remains strong but are also ramping up their classes in order to serve more children who have been displaced at home and at school. Our two dance companies, Caribbean Dance School and Music in Motion, combined serve countless students, and to keep them strong St. Croix Foundation awarded \$7,500 to repair damages to the Caribbean Dance School and \$7,000 to Music in Motion (pictured at right). Both companies are keeping their doors open longer to serve students who were only in school half day due to 8 of 13 public schools being condemned.



*Dance lifts spirits, sustains culture, and provides a safe space for children displaced by the hurricanes.*

### 4. Supporting Children and Families

Children and families are the foundation of our community's future and most have been severely impacted by the hurricanes. As such, the Foundation is supporting them with off-cycle funding for scholarships, capacity building, and programming:

- Our public high school seniors and college students had an extraordinarily challenging year. From trying to make plans to attend college with no electricity or attending their last year of high school with only 4 hours of instruction per day to connecting with the few school guidance counselors on island, our students had a mountain of obstacles to overcome this year. As a result, the Foundation awarded two young people, a future lawyer and future nurse, tuition scholarships totaling \$14,500 to keep their dreams intact.
- To build capacity within the Virgin Islands Parent Teacher Student Association (PTSA) so this vital organization could help parents work through the difficult conditions at school and at home, the Foundation awarded our Territorial PTSA \$3,500 to attend the National PTSA 2018 convention in Louisiana. The PTSA also seeks to draw more resources to the Territory by connecting with national counterparts.
- The Foundation also awarded the St. Patrick Alumni Association, located in the historic town of Frederiksted and the area that received the most damage from the hurricanes, \$5,600. They are restoring hope to 50 children and their families and providing real instruction and cultural activities to mitigate the long-term physical and psychological conditions caused by the hurricanes. Their afterschool tutorial program consists of both an academic and a steel pan training program. These two programs will run for 9 months throughout the 2018-2019 academic school year and serve children and youth ranging from ages 5 to 15 years.





## Fiscal Sponsorship for Community Development

St. Croix Foundation is not a conventional foundation that serves primarily as a fund developer and grantmaker; instead, we are a *conduit* of funds, ensuring that charitable projects are able to apply for grants and receive donations for strategic community work. **Just since the hurricanes in September of 2017, St. Croix Foundation has provided fiscal oversight for almost \$500,000 in hurricane relief funds for the following grassroots projects and local nonprofits that are working double-time to fill unmet needs:**

- **ReVive:** In the first 100 days, Revive, a community-based hurricane relief project, brought in hundreds of thousands of pounds of immediate relief supplies to residents in need.
- **Clean Sweep Frederiksted** – Frederiksted, the hardest hit from the hurricanes, had a lot of cleanup work to do. Enter Clean Sweep Frederiksted, a grassroots movement whose mission is to keep the historic town a welcoming, economically thriving community space! To thank the linemen who helped to restore electricity in Frederiksted, they held a special dinner to show their appreciation.
- **Neighbor to Neighbor** is literally knocking on doors and referring residents in need to service providers. They are checking in with and assisting the elderly and the disabled, in clearing their properties of debris, in turn bringing community closer in the process.
- Our **St. Croix Long Term Recovery Group** has brought together over 9 volunteer groups and is putting roofs on houses to keep residents sheltered and safe with tools from the Foundation's Tool Bank created through a donation from the Danish Emergency Management Agency.
- **Team Paladin Youth Sailing**, which teaches public school students to sail, lost their boat in Hurricane Maria and is now working to replace it to ensure that *every* child has access to sailing.
- **Department of Education, St. Croix District:** Just about every public-school teacher lost their supplies in the hurricanes and is striving to replace critical back-to-school items in time for the 2018-2019 School Year. In addition to serving as their fiscal sponsor and to assist in this endeavor, the Foundation is provided teachers at the Claude O. Markoe Elementary School with \$3,000 worth of gift cards to Office Depot.

## The Alexander Theater: Resiliency Planning and So Much More

When the Foundation became the court-appointed receiver of several historic properties in the heart of downtown Christiansted, the Old Alexander Theater became a key element of the Foundation's downtown revitalization vision and strategy.

Once a thriving movie theater and the center of economic activity in the mid to late-1900s, the theater currently stands in disrepair. **We are incredibly happy to report that, after months of convenings and the dedicated work of our staff, the theatre has received pre-approval as a First Tier Restoration Project by FEMA.** Not only will the Alexander Theatre become a critical community disaster shelter that can house up to 300 people in downtown Christiansted, but it will be also transformed into a state-of-the-art performing arts center that will include a movie screen and a stage for a wide variety of performances. Since most of the 8 public schools condemned after the hurricanes also served as disaster shelters, the Community is currently facing an urgent crisis during this current hurricane season with limited options for sheltering. This project has, consequently, become of urgent import for the Territory in preparation for the 2019 hurricane season.



The rehabilitation of the theater will also provide the only inside amphitheater on St. Croix large enough to accommodate conferences and large gatherings, ensuring Christiansted's continual evolution as an economically viable location to conduct business. The theater is also slated to be a job training center for youth pursuing careers in hospitality as well as theater and music production. **To make the theater's restoration a reality, the Foundation is currently seeking a reimbursable grant in the amount of \$250,000 in order to begin work before FEMA reimburses the Foundation.**

## **Solar Energy Project: A Model of Self-Sufficiency**

To build on our commitment to sustainable re-development, St. Croix Foundation, in collaboration with Sustainable Systems and Design International, Lions Den Solar, and the Virgin Islands Workforce Investment Board is developing a Solar-supported Community Demonstration Project which will develop "pilot" resilient working communities. This initiative will serve as a replicable model of sustainable community development powered by affordable, energy cost reducing, solar-PV systems installed in neighborhood-based Community Centers. The Foundation is pursuing this urgently given that the 2017 direct strike of Hurricane Maria on St Croix exposed the critical need for energy independence in isolated neighborhoods.

The overarching goal is to develop centrally located solar powered community centers in some of our more vulnerable underserved communities. The program will also incorporate a workforce development component to provide on-the-job training for local youth interested in pursuing careers in solar energy. **While the Virgin Islands Workforce Investment Board is providing most of the funding for this project, the Foundation is working hard to raise matching funds to expand the project.**

Through our CARE Fund, the Foundation is working intimately with private and public-sector partners to develop and institute comprehensive resiliency strategies for St. Croix and the Territory with program components that can be activated during times of emergency and disaster.

## **The Urban Land Institute**

In June of 2018, the Virgin Islands Housing Authority engaged **the Urban Land Institute** (ULI), a global land use consortium of experts, to visit St. Croix to conduct a comprehensive, independent, land use assessment for downtown Christiansted. With a 71-year legacy of convening teams of national and global experts, ULI spent several weeks on St. Croix with an expert team of real estate developers, housing experts, cultural anthropologists, architects and engineers. SCF assisted ULI in developing the stakeholder interview list. These specialists toured the town and interviewed key local stakeholders and, when all was said and done, released a report that was affirmation of the Foundation's holistic community development strategies and our evolving community vision. Their recommendations were also partly aligned with the Christiansted Town Plan (conceived by local architect Gerville Larsen in 2013) which was duly voted on and approved by the Economic Development Authority (EDA) in 2014.

ULI's final recommendations reflect a comprehensive blueprint for an economic development strategy for St. Croix with the following highlights:

- Equitable economic development that ensures all residents have access to opportunities
- Bigger is not necessarily better (smaller economy with incremental growth)
- Focus on the fundamentals like roads and crime
- Make small business entrepreneurship a priority
- Keep cultural identity central to development (moving away from cruise ships and toward cultural and heritage tourism)
- Commit to new technologies that can transform our towns into smart cities
- Foster an agribusiness sector (with fidelity)
- Put local people first

## **Working with Purpose**

Taking into consideration the demographic realities of St. Croix, with higher poverty rates and fewer economic resources, St. Croix Foundation's CARE Fund is supporting St. Croix non-profits by targeting those that are filling critical social service gaps with fewer financial resources. Our commitment is to support a holistic recovery through a community-based approach to sustainable re-development. We truly feel connected to our Global Community and wish to thank the many foundations and donors who make it possible for us leverage funds for long-term capacity building that goes far beyond immediate recovery. This is community development. This is impact. ***This is philanthropy.***



# The Nonprofit Consortium: *Civic Leadership as a Driver for Holistic Recovery*



## December 2017

*As a nimble and innovative, place-based community foundation committed to equity, resilience, and collaboration (even before the storm), St. Croix Foundation is approaching disaster recovery differently! Having launched our Nonprofit Consortium (NPC) in September of 2016, St. Croix Foundation was able to begin convening nonprofit partners immediately after Hurricanes Irma and Maria to leverage our collective resources and meet the needs of the most vulnerable and underserved residents impacted by the storms. A coalition of over 30 nonprofit organizations, the Consortium is actively building financial, technical, and organizational capacity for nonprofits to allow for collective and high impact programming and advocacy work.*

*Three months after two category five hurricanes hit the Virgin Islands, the demand for services has expanded and our nonprofits have fewer resources than ever before. However, through our Nonprofit Consortium and our CARE Fund, St. Croix Foundation is actively convening organizations and connecting them to critical resources.*

The Consortium's first action item was to **survey nonprofit organizations to assess damages and needs**, providing information that identifies where and how support can help organizations for the greatest impact. Armed with data, the Foundation's Nonprofit Consortium has accomplished the following to date:

1. **Established a partnership with the Danish Emergency Management Agency (DEMA)**, allowing the Foundation to make strategic project referrals that led to a number of nonprofit organizations receiving assistance as part of DEMA's mission. Overall, DEMA completed 24 projects on St. Croix, such as the following notable nonprofit emergency repair projects (to name just a few):
  - Installing blue tarpaulin roofs at the Boys and Girls Club of The Virgin Islands Christiansted Clubhouse (at right) and at the Whim Greathouse and Museum, a museum that showcases the history, heritage and culture of the Virgin Islands;
  - Repairing the roof at the Women's Coalition of St. Croix's shelter;
  - Conducting major flood mitigation and electrical repairs to the Queen Louise Home for Children of Lutheran Social Services of the Virgin Islands.



2. Served as the steward of a \$25,000 donation of tools and supplies from the Danish Emergency Management Agency for voluntary organizations to use in support of rebuilding missions; **secured funding for storage and security of the tools and supplies through ReV!ve**, a grassroots, charitable disaster relief movement.
3. **Approved the Long-Term Recovery Group as a sponsored project (free of charge)**, allowing them to operate and fundraise under the Foundation's nonprofit umbrella.
4. **Assisted in raising \$10,000 in funding for the repairs to the St. Croix Montessori School** which resumed classes over a month before public schools on St. Croix through Global Giving.



Through the Consortium, the Foundation is also currently working to broaden funding opportunities and partnerships for all Virgin Islands nonprofits. Today, the Foundation is excited to report that the Nonprofit Consortium is finalizing plans and securing funding to hold the Second Annual St. Croix Nonprofits Funders Retreat, in which the Foundation and members of the Nonprofit Consortium introduce the Virgin Islands to national partners and make a case for future philanthropic investments in the Territory



*December 2017: Nonprofits say thank you to the Danish Emergency Management Agency (DEMA) for rebuilding support.*





# The Nonprofit Consortium: *Civic Leadership as a Driver for Holistic Recovery*



## March 2018

Today, by supporting and convening St. Croix nonprofit organizations through our NPC, we are developing comprehensive and progressive sector-wide cases for the recovery and transformation of our island community. Working intimately with local nonprofits who span every sector of a healthy society (from Health and Human Welfare to Arts and Culture), we are also clarifying and holding up a vision of sustainable, holistic rebuilding.

With many critical government systems on the verge of collapse before the storms, and completely broken afterwards, our Consortium of nonprofits has had to rely heavily on each other to restore their operations while also filling essential service gaps. In the six months since Hurricane Maria, our Consortium has begun to build a strategic framework and a collective vision for developing new approaches to stabilizing and strengthening St. Croix’s nonprofit sector in order to successfully navigate the social and economic devastation of this and future disasters.

As we chart a radical new course to recovery for our community, we have drawn the conclusion that in small, isolated communities with unstable, dysfunctional governmental systems, directing investments to the civic sector is the most viable pathway to ensuring social justice, equity, and sustainable recovery outcomes. The overarching goal is to create redundant safety nets for the most vulnerable and underserved residents as infrastructure and systems are rebuilt.

## CIVIC LEADERSHIP AT WORK

Undoubtedly, since September of 2017, St. Croix Foundation’s Nonprofit Consortium has been incredibly busy and essential to the recovery. Thanks to generous local and global partners, today the work of the Nonprofit Consortium is presenting a profound case for the critical importance of grounding our Territory’s recovery efforts in the civic sector. The following demonstrates major accomplishments, made in the first 6 months after the hurricanes, through our Nonprofit Consortium:



*After the Storm: St. Croix Foundation for Community Development is Doing Disaster Recovery Differently! Grounded in our commitment to social equity and holistic community development, we are nurturing resiliency in the Virgin Islands through strategic investments in our Nonprofit Sector.*



## Philanthropic Convening

In support of our NPC partners and to relieve local donors (and our beleaguered government) from the responsibility of supporting the civic sector, in February of 2017, St. Croix Foundation convened seven national philanthropic executives including the Southeastern Council of Foundations, the Association of Black Foundation Executives (ABFE), the Minnesota Council of Foundations, the Southern Education Fund and Winthrop Rockefeller Foundation (pictured at right) along with local thought leaders. Our short-term goal? To introduce more national philanthropic leaders to the Territory and open historically inaccessible funding streams for our entire civic community. Because of that convening, immediately after the September 2017 hurricanes, despite the lack of national media attention, St. Croix had seven fierce champions on the mainland who knew St. Croix Foundation, knew our nonprofit landscape, and knew the passion and potential of our civic leaders to meet the immediate needs of the most vulnerable residents in our devastated community. Our fundamental belief is that, in the absence of healthy governmental systems, it is philanthropy's role (and obligation) to be responsive and strategic in supporting social infrastructure so that they may effectively fill critical service gaps!



*During the 2017 Philanthropic Retreat, Sonia Dow, Executive Director of the St. Croix Landmarks Society, provided cultural context for the unique resilience and shared history of St. Croix's colonial past with 7 African American Senior Philanthropic Executives.*

## Getting St. Croix on the Map

As yet another goal of the Consortium, when launched a year and a half ago, St. Croix Foundation has sought to expand opportunities to get the Territory and U.S. Caribbean 'on the map' and recognized as a relevant and legitimate funding priority for national and global funders. An ongoing challenge, many national foundations and membership organizations have historically considered the U.S. Caribbean either international or irrelevant. In fact, before the creation of the Consortium, St. Croix Foundation was notified by three of the largest national foundations that the Territory was simply not on their radar and that this probably wouldn't change any time soon. Hurricane Maria overturned that position and we are committed to leveraging this new opportunity and ensuring that our nonprofits benefit from the shift.

Today, after countless hours of advocacy, networking, and partnership building, and as a direct result of our 2017 Philanthropy Retreat, **on March 6, 2018, it was officially announced that St. Croix Foundation had successfully made the case for inclusion and membership in the Southeastern Council of Foundations (SECF),** which boasts a network of over 300 foundations serving the U.S. southeast. **SECF was also awarded a major grant from W.K. Kellogg Foundation in March of this year to support St. Croix nonprofit recovery efforts.** That grant and the SECF membership represent 'firsts' for the U.S. Virgin Islands and notable achievements for the St. Croix Foundation and our Nonprofit Consortium.

.....*new members of the* **SECF family** .....

*The following organizations have joined or reconnected with SECF since our previous issue. Look forward to seeing them at our events and programs – and give them a warm welcome!*

The **Alamance Community Foundation**, which recently spun off from The Community Foundation of Greater Greensboro, is based in Burlington, North Carolina. Gavin Sands Stevens is the executive director.

The **Asian Foundation** has reconnected with SECF. The independent foundation, based in Knoxville, Tennessee, focuses its grantmaking on arts & culture, community & economic development, education, the environment and health. Andrea Bailey Cox is executive director.

The **Bobble Bailey Foundation** is an independent foundation based in Atlanta, focused on arts & culture, human services and education. Its chairman is Audrey Morgan.

The **Fred B. and Ruth B. Zigler Foundation**, a family foundation based in Jennings, Louisiana, has reconnected with SECF.

The **Greater Pinebelt Community Foundation**, based in Hattiesburg, Mississippi, has reconnected with SECF. Mike Dixon is the executive director.

The **John D. and Catherine T. MacArthur Foundation**, based in Chicago, is expanding its work in the Southeast. The independent foundation's priorities in the region include climate solutions and housing.

**Methodist Health System Foundation** is a health legacy funder based in Slidell, Louisiana, dedicated to the support, development and management of health-related programs and services for the benefit of the citizens of East New Orleans and beyond. Wendy Beron is the president & CEO.

The **St. Croix Foundation for Community Development** is the first SECF member from outside the mainland U.S. Located in Christiansted on Saint Croix, part of the U.S. Virgin Islands, the community foundation serves as both a strategic grantmaker and a direct services provider. Deanna James is the executive director.

The **Zalik Foundation** is a family foundation based in Sandy Springs, Georgia, focused on arts & culture, community & economic development, education, the environment and health. Amanda Abrams is the executive director.



## Hosting the Second Nonprofit Philanthropy Retreat

Following those major accomplishments, the Foundation hosted our 2nd annual philanthropic retreat with six national foundation executives, including representatives from the Council on Foundations, the Center for Disaster Philanthropy, Mary Reynolds Babcock Foundation and the philanthropic arm of the Federal Emergency Management Agency (FEMA). Our new ABFE and SECF partners, from our 1st retreat in 2017, returned to solidify their support for and commitment to St. Croix and our nonprofit sector. The outcome of this most recent convening is that the Foundation and one of our Consortium partners were invited to present at two national conferences, further increasing our exposure to a broader national philanthropic network on behalf of all nonprofits in the Territory. With dwindling local donor pools and contracted local government funding, these achievements present one of the most significant philanthropic efforts in the USVI, which is building measurable capacity for our nonprofit community at a time when it is most needed!



*St. Croix Foundation convened over 30 nonprofit leaders during our 2018 Nonprofit Consortium Philanthropy Retreat from March 9th – 11th, where nonprofits presented sector-specific positioning and vision statements for the future of St. Croix. With Education, the Environs, Health & Human Services, and Arts & Culture organizations represented, nonprofits made progressive 'cases' to senior philanthropic executives.*

## A Cohesive Vision for St. Croix

At our recent Nonprofit Consortium Philanthropic Retreat, the Foundation also brought together over 30 organizations that had previously worked on positioning statements that serve to ground the Consortium in making a collaborative 'case' around equity, sustainability, *people-power*, and policy. In partnership with their peer organizations, nonprofits presented positioning statements and visions for the future, laying the groundwork for a unified, strategic recovery plan that includes the following:

### **The Environmental Sector: A Matter of Wealth**

The Environmental Sector supports the protection, conservation, mitigation, and restoration of our island's natural resources (including historic, built environments); helping to build environmental and, in turn, community resilience, while reconnecting our community with nature.

### **Arts & Cultural Heritage Sector: A Conduit for Community Development**

The Arts and Culture Sector serves as artistic, heritage, and culture bearers for St. Croix by documenting our culture, caretaking our cultural archives, and creating the social fabric that feeds the young and old. Our sector bridges historical and societal gaps through connecting and convening diverse populations as a vehicle for public health, a powerful economic force, and the grounding factor of a healthy St. Croix.

### **Health & Human Services Sector: Revolutionaries for Social Justice**

In the aftermath of Hurricanes Irma & Maria, social inequities on St. Croix have been exacerbated by the reduction of resources and lack of accessibility to relief. The Health and Human Services Sector empowers our community by advocating for justice, equality and well-being. We serve as champions for underserved and unserved populations by transforming social norms, embracing collaboration, promoting education and being exemplars of compassion, love and healing.

### **Youth & Education Sector: Change Agents**

Although the Education Nonprofit Sector has faced fiscal, leadership, and infrastructure challenges, and our families have experienced the devastation of two Category 5 hurricanes, we are responding by providing collaborative, adaptive strategies and embracing opportunities to create new paradigms for the development and education of all of our children.

## Building Trust for Collaboration and Collective Impact

Overall, the Nonprofit Consortium is creating a safe space for our nonprofits to engage in transformative dialogue and strategic planning. With budget cuts, including a recent announcement that the local government intended to cut funding allotments for nonprofits in the Human Services Sector - a critical sector facing greater demands - the opportunity that our Nonprofit Consortium has before it to demonstrate a new framework for disaster recovery is profound. With growing appreciation for the ingenuity and courage intrinsic to our sector, the Consortium is amassing people-power, exemplified by the collective advocacy and organizing power

that led to the reversal of the government's decision to cut critical funding. In as much as the Foundation is supporting the Consortium, this effort is also helping the Foundation reframe our own narrative about this cadre of community warriors who are shepherding social transformation amid crisis. Because, here's our reality: our civic partners not only represent a steadying force in our community, but they are also consistently filling critical service gaps while moving the needle forward on equity and social justice issues for the most vulnerable and underserved residents of the U.S. Virgin Islands.



*Acknowledging the weight of their work, nonprofit leaders shared a quiet moment of reflection during our recent Philanthropy Retreat to take a deep breath, recharge their spirits and steel their resolve to chart a radical and unified new course for recovery, grounded in civic leadership, equity, social justice, and a love for St. Croix. St. Croix Foundation is clearing the path up ahead of them!*

## Nurturing Resilience, Supporting Nonprofits

As needs increase and resources become scarcer, in the aftermath of Hurricane Maria, leveraging the strengths and staying power of the civic sector through the St. Croix Foundation's Nonprofit Consortium has become more critical than ever before. Consider the following realities even six months after the storms:

- Eight of thirteen public schools on St. Croix are condemned, requiring every single public-school student and teacher to endure grueling double sessions for the entire 2017-2018 school year. Public school students received only 4 hours of instruction every day after having lost almost 3 months of school directly after the hurricanes. Because of reduced time in school, our nonprofit sector is filling service voids, providing before *and* after school programming, bussing students, and providing safe spaces for children and families.
- 60% of all tarped 'blue-roofs' in the four islands of the Virgin Islands are on St. Croix, the poorest of all the islands even before the hurricane. The multiplier effect of this will be felt in every sector and will require that our Long-Term Recovery Group, a sponsored project of the Foundation, combine its efforts with our nonprofit organizations to achieve true resiliency.



Through our CARE Fund, St. Croix Foundation is awarding strategic grants to our Nonprofit Consortium members and to our local NPOs to enable them to provide critical social services to the most vulnerable residents in the Territory. With significantly fewer resources available to support their work, SCF is awarding grants to organizations like the Boys & Girls Club that lost their roof yet continues to support over 170 students daily, and the St. Croix Montessori School that opened their doors to public school students at no charge immediately after the storm. Through our grantmaking, SCF also seeks to build the operational capacity of local nonprofit organizations serving children and families back to pre-hurricane status and to assist them in expanding programmatic services to meet post-hurricane needs.

### **For Every Challenge there is an Opportunity**

During this recovery period, our opportunity lies in the strength, innovation and passion of the nonprofits on St. Croix. To help build operational capacity, St. Croix Foundation is committed to providing the Nonprofit Consortium with professional development and organizational development training as well as collaboration skill-building. SCF will also help to develop and improve financial and operational sustainability of nonprofit grantees by providing training on how to utilize data gathered in the reporting process for their own outreach and case-building.

St. Croix's nonprofits have illuminated this one fact: everything really is connected to everything! When seemingly disparate organizations sit at one table and gain understanding of each other's work and challenges, the intersections where missions and visions meet is unearthed, and bridges are built. We seek to continue directing resources at those joints to support collective impact and sustainability. These investments in our civic sector are already paying off and we can report that we now have personal champions who know St. Croix, who know St. Croix Foundation, who know the passion and potential of our civic leaders, and who are working to open doors of opportunities for St. Croix.

As we move into the next phase of our Nonprofit Consortium, the Foundation seeks to support operational needs and build sector-wide capacity by leveraging resources for collective impact. We hope you'll join us in creating a model for transformational, resilient leadership.



*Today, the Caribbean Centers for Boys & Girls is providing public school students academic and extra-curricular programming as well as bussing students to and from school despite losing the roof on their main facility.*

# The Nonprofit Consortium: *Civic Leadership as a Driver for Holistic Recovery*



## April 2018 – September 2018 Impact Report

As we write this quarter's report, the nation is once again facing a Superstorm – this time, Hurricane Florence – one year after two Category 5 Storms hit the U.S Virgin Islands. As we reflect back and continue to look to the future, we are reminded of the critical importance of long-term philanthropic support for American citizens trying to recover from a catastrophic disaster. For St. Croix, a remote island in the middle of the Caribbean Sea that is 10 miles wide and 25 miles across, the stakes are particularly high.

This is why St. Croix Foundation for Community Development is aggressively supporting our St. Croix Nonprofits through a myriad of philanthropic strategies from grantmaking and advocacy to direct services through our Nonprofit Consortium. **Today, one year after the storms, we can say that our nonprofits are getting stronger, serving more of our most vulnerable residents, and creating strong collaborations.** As we chart a radical new course to recovery for our Community, we have drawn the conclusion that in small, isolated communities, directing investments to a community's social infrastructure is the most viable pathway to social justice, to equity, and to healthy economies.

## COMMUNITY-BUILDING WITH WORLD RENOWNED SYSTEMS CHANGE & SOCIAL EQUITY AGENTS

In the aftermath of any disaster, rebuilding efforts must be grounded in each community's unique culture and DNA. It is common, however, for redevelopment to happen with marginalized groups very much on the sidelines and for the fabric of a community's culture and core values to be torn apart by disaster capitalism which can oftentimes exploit community's in the areas of employment, housing, health, and education. To mitigate this and ensure that our nonprofits have the ability to advocate for the vulnerable residents they serve, the Foundation is striving to provide real technical skills and introduce nonprofits to advocacy-based organizations. Here's just a snapshot of our recent convenings.

### 1. Southern Partners Fund

The St. Croix Foundation hosted a small delegation of Board members from the Southern Partners Fund (SPF) from July 11th -15th. Southern Partners Fund is a 501(c)(3) public foundation serving grassroots organizations in rural communities across 12 states; Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia. Their visit to St. Croix served to help the Foundation make a case for expanding SPF's funding map to include the Territory.



*Board and Executive Staff from the Southern Partners Fund, a foundation dedicated to “giving voice and opportunity to marginalized and underserved communities” connect with 20 of St. Croix’s nonprofits, including the St. Croix Landmark’s society and the Christiansted Community Alliance.*



With a mission to support rural Southern communities and organizations seeking social, economic, and environmental justice, SPF provides financial resources, technical assistance and training, and access to systems of information and influence to shift the balance of power in their communities.

One of the primary goals of SPF's visit was to expand opportunities to get the Territory 'on the map' and recognized as a relevant and legitimate funding priority for national funders. The Foundation fundamentally believes that one of the critical components of a holistic recovery is a healthy civil society.

**With far too many of our nonprofit organizations too dependent on government subsidies, the Foundation hosted 20 of our local nonprofits in an intimate gathering with SPF** with the overarching goal to support our nonprofits so that they can ultimately exert the level of political power necessary to advocate for an equitable recovery and for social justice for the constituents they serve.

Organizations that connected with Southern Partners Fund included St. Croix Women's Coalition, which serves as an advocate and direct service provider for victims of abuse and violence; the Caribbean Centers for Boys and Girls, which serves nearly 200 young people every single day; the St. Croix Landmark's Society, which houses one of the most comprehensive culture and heritage archives on the African Diaspora in the region; and the Caribbean Museum Center for the Arts, whose wide range of economic, educational, artistic, cultural and civic events and services are bringing together community in an innovative and culturally relevant way!

The Foundation, through our Nonprofit Consortium, is working to elevate the efficacy and force of the nonprofit sector and in turn build a model for other communities' recovery and sustainability efforts. Toward that end, SPF has already made a commitment to support the work of St. Croix non-profits through several direct grant awards to local nonprofit organizations.



*The Women's Coalition of St. Croix, a critical organization that serves victims of domestic violence and abuse, presents the work of the nonprofits in the health and human services sector. In the absence of a fully functioning healthcare system, and with almost no mental health services available to residents, nonprofits in this sector are saving lives every day.*



*Over 55 nonprofit organizations and private sector partners joined in a 3-day series of lectures and workshops led by world-renowned change agent Tuesday Ryan-Hart. Organizations learned about the 'Art of Hosting', an international technique that builds capacity for change by providing tools for collaboration and best practices for hosting effective meetings.*

## 2. The Art of Hosting

We know that collaboration is a skill that develops over time. One method to assess whether a collaboration is successful is to determine whether the parties are eager to work together again. Since the inception of the Nonprofit Consortium in 2016, this group of dynamic and diverse individuals have been eagerly working to solidify their stance on collaboration. The Consortium has remained on the path of building a one-of-a-kind model for other small underserved communities to replicate.

Having dedicated many years to building partnerships with both private, public, and nonprofit entities, we have learned in an intimate way how challenging of an exercise collaboration can be when

convening diverse sectors around important, complex issues. Today, we are encouraged to witness a level of organic collaboration that is increasingly becoming the norm in our nonprofit sector. But, we also know that in order for our community to maximize the current flow of federal and philanthropic resources, we have to make it an intentional practice to begin with the end in mind, leveraging every dollar to go farther. There is no question that the storms have afforded us all an unprecedented opportunity to re-assess and re-frame our core values. As we strive to support our nonprofit partners and our community, we know that collaboration is a central vehicle for manifesting a collective vision.

In early August, the Foundation hosted a week of activities geared at empowering organizations and our community at-large to become change agents. Led by Tuesday Ryan-Hart, an internationally renowned systems change strategist who has worked with organizations and stakeholders engaged in community building, we introduced over 55 organizations in 3 days to a new concept of community engagement entitled, “The Art of Hosting” to help build organizing capacity in our community through conversations and training around high impact collaborations.

## 3. Association of Black Foundation Executives

The Foundation also hosted a two-day session with the Association of Black Foundation Executives (ABFE) which has committed itself to increasing national philanthropic engagement in the U.S. Caribbean (USVI & Puerto Rico). In the aftermath of the Hurricanes, ABFE is nurturing a shift toward greater social equity and philanthropic investments in communities of color which have historically been ignored by the field. **25 of St. Croix’s nonprofits joined, representing organizations that are directly advocating for food security, workforce development, historic and community revitalization and the preservation of our environment and culture and heritage.**



*The Nonprofit Consortium Practices the Art of Hosting*



*25 nonprofits on St. Croix convened for 2-days in targeted workshops on addressing community needs based on data and equity. In the Foundation’s August convening with the Association of Black Foundation Executives, organizations analyzed how to approach unemployment issues through an equity lens.*



## **NONPROFIT CONSORTIUM – BUILDING INFRASTRUCTURE!**

As stated in the St. Croix Foundation's Third Quarterly Report for the Nonprofit Consortium (NPC), a 30-60-90-day plan for building infrastructure around the Consortium was drafted and is today officially being implemented. While much of the work will be ongoing, the Foundation is currently pleased to report on the following components of the plan:

Practice inclusion – Recent events such as Art of Hosting and the convening hosted by ABFE and our workshops with the Southern Partners Fund listed above presents opportunities for nonprofits and interested partners and agencies to witness and practice internal development work as well as an opportunity to connect with agencies they may not have been able to reach in the past. These convenings also built technical skills around collaboration, building awareness for public advocacy, hosting effective meetings, and analyzing issues through an equity and data based lens.

Develop a logo and an overall brand for the Nonprofit Consortium – St. Croix Foundation recently offered the Nonprofit Consortium a logo and tagline of “Holding the Vision”. Consortium members have been charged with providing input and voting on the formal adoption of this logo.

Refine and distribute a Nonprofit Consortium contact listing – An ongoing activity critical to communications and traction, is the development of a comprehensive Nonprofit Consortium Listing which will be regularly updated and distributed to members.

Create a Facebook page – To share our calendar of activities and events and provide announcements to the community, which will enhance connectivity, a group has been created within the St. Croix Foundation's Facebook page to begin sharing announcements and updating our NPC. Once the official logo has been decided, the page will be made active exclusively for NPC members.

Building structure around the Foundation's NPC is already providing greater communication and leveraging resources for nonprofits who are actively working to help St. Croix recover from the hurricanes. Because of support from generous corporate citizens and national and global partners, we've been able to build the cornerstones of what we know will be a strong consortium of nonprofits. The end goal is that they will, in turn, have the capacity to affect social change and link St. Croix's economy with our environment, our culture and heritage, and the education of our young people. Our next steps for Consortium are to begin a volunteer registry, build the appropriate communication mediums and, ultimately, to create a strategic agenda with a healthy St. Croix as the center of focus.

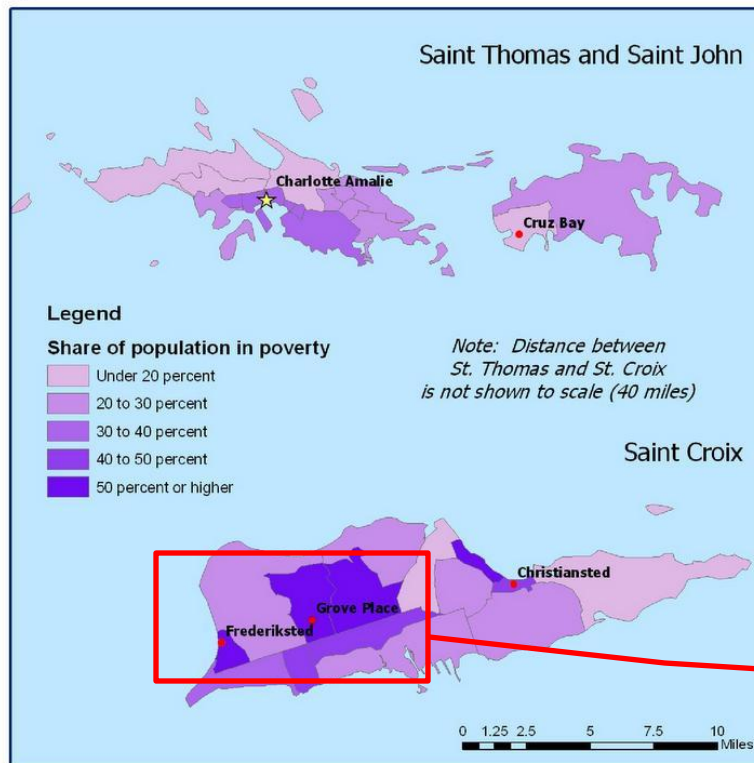
We once again wish to thank our generous partners who have made all of the Foundation's work possible and hope you'll stay the course with us. Making the Nonprofit Consortium possible makes anything possible!

### ***A Note from the St. Croix Foundation:***

*Our fundamental belief is that it is indeed Philanthropy's role (and obligation) to be responsive and strategic in supporting the civic sector and filling funding gaps, particularly in support of the most vulnerable! The work of St. Croix Foundation Nonprofit Consortium begins and ends with a razor-sharp focus on the principle of collaboration. Through collaboration we give equitable voice to partners in our island's critical nonprofit sector thus strengthening our ability to focus resources and ensure deeper impact. We hope you'll join us in enhancing our collective vision for recovery.*

***For more information on how you can support the  
St. Croix Foundation's CARE Fund and Nonprofit Consortium,  
please contact our Executive Director, Deanna James, today at 340.773.9898.***

# Our Community – Our Rationale



**Hurricane Maria's destructive path as a Category 5 Storm**

Source: US Census Bureau, 2000 Census of Population

Produced by the  
Center for Economic Development  
University of Massachusetts Amherst

## Our Mission

*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 and the Virgin Islands.*

## Our Vision

**The St. Croix Foundation will encourage greater philanthropic activity** through increasing the public's awareness of current and emerging needs in our community. This will be accomplished by periodically assessing our community's philanthropic needs and by focusing and prioritizing the use of the Foundation's resources to best meet those needs. The Foundation will publish reports on its activities to be distributed throughout the public, private, and nonprofit sectors.

**The St. Croix Foundation will marshal resources** by providing an accessible vehicle for donors of all abilities to use and by presenting the Foundation, both locally and nationally, as a worthwhile recipient of monetary, in-kind, and volunteer support. The Board of Directors will provide the highest caliber of stewardship for the resources entrusted to the Foundation to benefit the people of St. Croix. Professional staff will be employed to support the Board's efforts and to provide quality, cost-effective service to interested donors and their advisors.

**The St. Croix Foundation will act as a catalyst** through exerting and promoting leadership and advocating for positive change. The Board will strengthen our community's capacity to act through providing exemplary grants to local nonprofit organizations. The Foundation will conduct all of its activities to the highest ethical standards and seek to maximize our community's scarce resources.

