



*After the Storms*  
**St. Croix Foundation**  
**for Community Development:**  
Rebuilding Communities and  
Nurturing Resiliency





# A Message from Our Board of Directors

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 not only raises 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 US Caribbean, has been largely overlooked! **One year later, the majority of St. Croix is still in recovery from the ripple effects and government systems are still severely compromised**, building philanthropic capacity to support a community in crisis is an imperative. 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, however nonprofit organizations are operating under the constraints of weakened capacity due to the storms.

For over 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 been a conduit of over \$38 million private and public sector dollars invested into the U.S. Virgin Islands.

As a community-centric nonprofit serving disproportionately poor, under-served American residents, 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 storm, our territory has been afforded an opportunity to build a national model of self-sufficient 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,



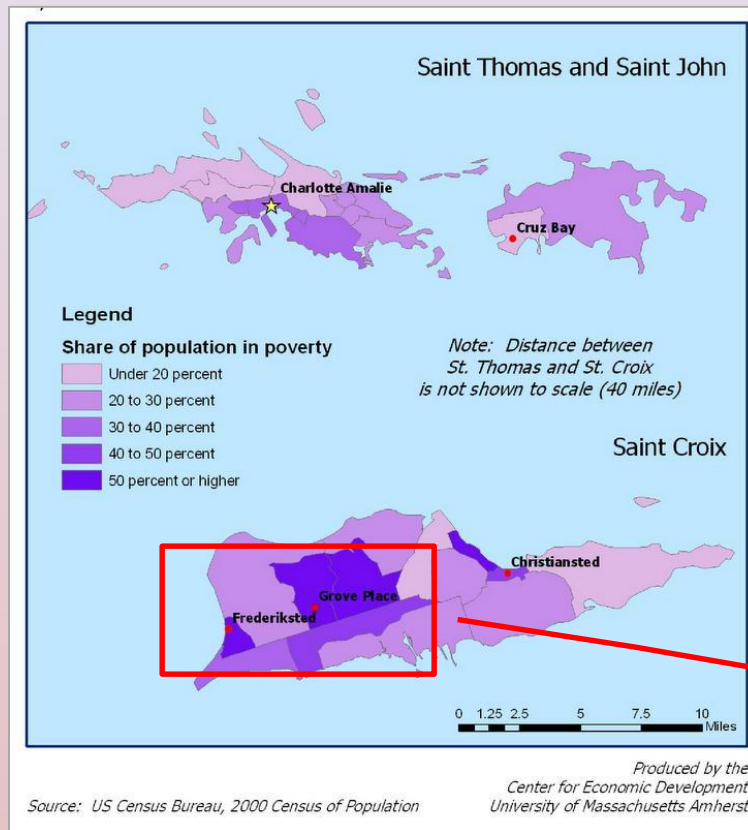
Willard John, Chairman



Deanna James, Executive Director



# Our Community – Our Rationale



Hurricane Maria's destructive path

## 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 U.S. 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 stewardship of the highest caliber to the resources entrusted to its governance 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.



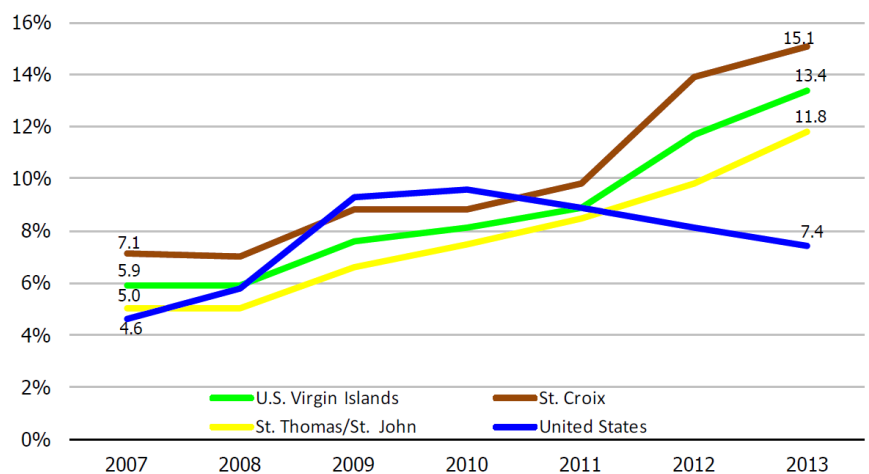
# A Snapshot of St. Croix: The Case for Equity

A compelling case for equitable distribution of financial resources across the USVI has never been effectively made for the island of St. Croix – until now. The following summary demonstrates the economic and social disparities across the three islands:

USVI DATA	ST. CROIX	ST. THOMAS	ST. JOHN
<b>ECONOMIC BASE</b>	<ul style="list-style-type: none"> <li>• Predominantly manufacturing-based</li> <li>• No longer includes oil production</li> <li>• To a minimal extent, includes traditional agriculture and tourism</li> <li>• 48K population</li> </ul>	<ul style="list-style-type: none"> <li>• Holds the capital (Charlotte Amalie)</li> <li>• The base of tourism</li> <li>• Center of commerce, trade, finance, and government for the territory</li> <li>• 51K population</li> </ul>	<ul style="list-style-type: none"> <li>• 2/3 national park</li> <li>• Top eco-tourism location</li> <li>• Boasts luxurious homes and villas, and hotels for high-end vacationers</li> <li>• 4.5K population</li> </ul>
<b>CHILD POVERTY</b>	41% live in poverty	29% live in poverty	24 % live in poverty
<b>LAND MASS</b>	84 Square Miles	32 Square Miles	20 Square Miles
<b>UNEMPLOYMENT</b>	18%	14.8%	Data Not Available
<b>MEDIAN INCOME</b>	\$39,207	\$45,861	\$54,068

Despite the inequities that have framed the territory’s economic story, the Foundation has supported St. Croix throughout cataclysmic disasters, from the devastation of Hurricane Hugo at the Foundation’s inception, to the shuttering of the territory’s largest private employer, HOVENSA oil refinery, in 2012. This major closure resulted in \$92M in lost sales, a reduction of more than 2,400 jobs, and the evaporation of St. Croix’s the middle class. Additionally, for over 12 years, St. Croix Foundation has accelerated the argument for education reform in an environment where 82% of VI students are not reading at grade level and where the homicide rate is double that of Chicago, IL.

Figure 5.  
**Unemployment Rates: 2007-2013**  
(in percent)



Source: U.S. Virgin Islands Department of Labor, Bureau of Labor Statistics.



# The CARE Fund

## St. Croix Foundation's Strategy for Community Restoration

Within days of Hurricane Irma's and Maria's landfall just one year ago, St. Croix Foundation for Community Development (SCF) launched the CARE Fund to provide direct support to front-line relief and intermediate and long-term rebuilding efforts on St. Croix and throughout the U.S. Virgin Islands. To achieve true resilience and ensure the sustainability of our strategies, St. Croix Foundation is supporting holistic community development by grounding our work in equity, data, and community collaboration. By doing so, we are able to identify opportunities within challenges, leverage every dollar, and strengthen one of our community's greatest assets – the civic sector. Today, St. Croix Foundation is seeking funding for the following projects:

### **Data Collection for Strategic Recovery.....\$50,000**

The Foundation will continue to collect data through surveys, focus groups, national and regional reports, and our own grantmaking and programming. Data collected will inform the Foundation's programmatic services and will be distributed widely to 1) assist in framing community-wide dialogues about next steps in the recovery process, 2) identify strategies to more effectively respond to future natural disasters, and 3) assist in the Foundation's advocacy for support of the U.S. Virgin Islands.

### **Grantmaking and Direct Support for Local Nonprofit Organizations.....\$250,000**

Leveraging data collection and our work with over 60 organizations through our Nonprofit Consortium and sponsored projects, St. Croix Foundation's grantmaking is based on stewarding philanthropic resources to help nonprofits rebuild and strengthen organizational capacity. In turn, the Foundation will nurture a civic sector resilient enough to provide critical services in the absence of stable governmental systems. To accomplish this, the Foundation seeks to award \$250,000 annually to nonprofits focused on hurricane recovery and preparedness.

### **Operational Capacity Building and Disaster Recovery Staff.....\$200,000**

Supporting our community's long-term recovery requires bringing on team members experienced in long term recovery and civic sector coordination and expanding internal capacity to meet the increased demand for the Foundation's philanthropic and community development activities. The Foundation's staffing consists of a Grants Manager, a Disaster Recovery Coordinator, and Development Coordinator whose scope of work includes project development, management, and evaluation; data collection analysis and distribution; and identifying funding sources, grantwriting, and marketing and communications.

### **Resiliency and Preparedness Planning .....\$500,000**

The Foundation is working with private and public sector partners to develop and institute comprehensive resiliency strategies for St. Croix and the territory with programs that can be activated during times of emergency and disaster. The following projects will centralize the critical role of the nonprofit sector in preparedness and immediate response planning:

#### **Farming for Food Security.....\$50,000**

The initiative awards eco-friendly container stores/community hubs to local farms as a vehicle for bringing these businesses back on-line following Hurricanes Irma and Maria and to assist local neighborhoods if a disaster were to impact the territory again. In partnership with the Coca Cola Company, the Foundation is identifying local farms to receive "Pop Farms" - steel containers that are outfitted to serve as community hubs if another disaster were to strike, providing a place with power through solar panels and/or generators), Wi-Fi and potable water.

#### **Community Solar Project.....\$75,000**

Now in its final development phase, our Solar-supported Community Demonstration Program will serve as a replicable model of sustainable community development directly supported by resilient, affordable, energy cost-reducing, solar-PV systems. The Foundation is identifying neighborhood community centers and spaces that will be provided with energy independence and resiliency in the aftermath of a disaster. This project also has a comprehensive Workforce Development On-the-Job-Training component as well and is projected to serve up to 4 community centers and 40 students.

#### **Place-Keeping: Healing through the Humanities .....\$375,000**

As our community creates a vision for full recovery, 'place-keeping' and preserving the unique DNA of our community is integral to the sustainability of all our efforts. As such we are seeking funding to develop the Square into a diverse public space for local small businesses, low income housing, and nonprofits as well as house after school and summer programs, community forums, and life-long learning programs that are grounded in Caribbean and Afro-Caribbean culture. As a part of this project, **the Alexander Theater is also slated to become the only indoor, state of the art performing arts center on St. Croix and modern community disaster shelter that can house up to 400 people.**

With support from philanthropic partners, St. Croix Foundation is driving a comprehensive hurricane recovery and resiliency strategy. Our overarching goal is simple: to support impacted communities on St. Croix and in the territory equitably and responsibly for now – and for good.

Visit us at [www.stxfoundation.org](http://www.stxfoundation.org) today to learn more about St. Croix Foundation.

## Accomplishments to date... and growing

As an operating Foundation, we are hard at work with our sleeves rolled up to assist with coordinated and collaborative local recovery efforts. Through the incredible gifts that our CARE Fund has received from those near and far, the Foundation has been hard at work on a steady and strategic recovery and we are just getting started. Here are just a few of the successes and collaborations to date:

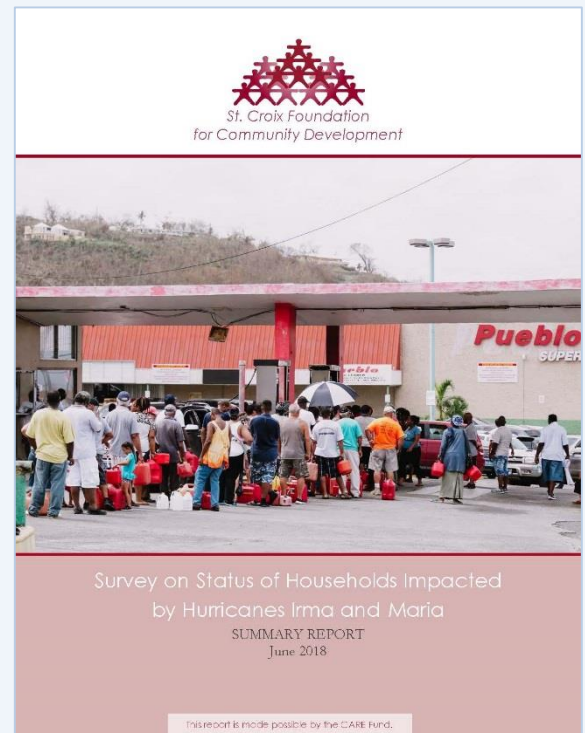
- ✓ **Immediate Relief Projects** – In the first 100 days after the hurricanes, the Foundation sponsored the shipment and distribution of approximately 250,000 pounds of food, water, clothing, baby supplies, and medical supplies.
- ✓ **CARE Grants for Nonprofits** – Since November of 2017, St. Croix Foundation has provided over \$700,000 in grants to over 52 of St. Croix's nonprofits for hurricane recovery. From reconstruction of facilities to vital programming and, perhaps most importantly, capacity building, the Foundation is strengthening nonprofits every day.
- ✓ **Data Collection** – To help assess the immediate impact of the storm and direct resources where they were most needed, St. Croix Foundation launched two surveys: one to evaluate unmet needs among households in areas hit hardest by the hurricanes, and the second to determine the capacity of St. Croix's nonprofits as needs accelerated. **In June of 2018, the Foundation officially published summary reports on both surveys, which are both being widely used by civic and public sector agencies.**
- ✓ **And there's so much more** – In addition, we are also serving as the fiscal sponsor for hurricane specific charitable projects like our Long-Term Recovery Group. **To date, our sponsored projects have raised over \$500,000 for their own hurricane recovery projects** – all dollars that are directly serving residents in need post-hurricanes. In fact, all of our projects are and will continue to be grounded in the Foundation's steadfast commitment to holistic development and to nurturing greater civic leadership as we expand our support for our nonprofit sector.

St. Croix Foundation's reports on the *Individual and Household Unmet Needs Survey*, the *Nonprofit Capacity Assessment*, and our one-year, comprehensive *Report on the Work & Impact of the Foundation* are available at the <http://www.stxfoundation.org/who-we-are/publications/#1509645626384-e1e20954-c2f5> or by contacting the Foundation directly.

## Philanthropy in Action

The Foundation would like to extend our deepest appreciation to the following organizations, individuals, corporations, churches, and foundations who have made our work possible:

*Kellogg Foundation, Global Giving, JPB Foundation, AARP Foundation, Newman's Own Foundation, Johnson & Johnson Foundation, Miami Foundation, Charlottesville Area Community Foundation, Red Light Management, Diageo USVI, Assured Guaranty Corporation, Enterprise Community Partners, The Libra Foundation, Crucian Gold, the Virgin Islands Bar Association, the Danish Emergency Management Agency, the Newport Harbor Corporation, Catholic Charities of the Archdiocese of New York, Sonya Hough, Joel Holt, Butch Phaelzer, the Christian Mission Pentecostal Tabernacle, First Baptist Church of Houston, Caribbean Shipping Association, the Community Foundation for Greater Atlanta: the Miller Family Fund, the Southern Partners Fund and so many more who gave selflessly throughout the past year. In addition, we wish to thank our steadfast partners at Coca-Cola, the philanthropic arm of FEMA, the Federal Reserve Bank, the Southeastern Council of Foundations, the Council on Foundations, the Association of Black Foundation Executives, the Winthrop-Rockefeller Foundation, the Mary Reynolds Babcock Foundation, the countless grassroots movements locally and on the mainland who rallied to provide relief supplies, and of course the incredible nonprofits of St. Croix and the Virgin Islands who have and never will stop serving the residents of these, our Virgin Islands.*



# A Unique Philanthropic Format: Doing it Differently

St. Croix Foundation is, unequivocally, not a conventional community foundation! Recognizing that problems as complex as our community's cannot be solved by traditional philanthropy, we have chosen to function as a hybrid, (operating) foundation, catalyzing change, advocating for accountable and equitable governance while also filling persistent funding gaps.

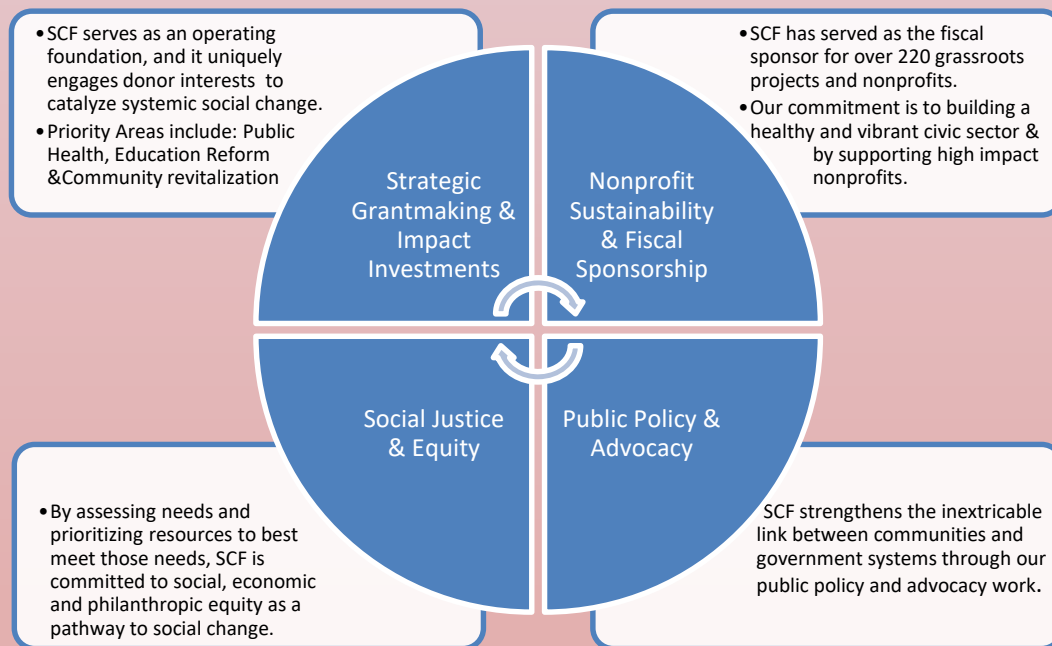
Commonly regarded as America's Paradise and relished for its sun, sand and sea, the US Caribbean represents some of the most underserved and underrepresented American communities under the flag. With a population of 106,000 nonvoting American 'citizens', the USVI is one of five unincorporated 'colonies' of the United States. Despite having the highest representation in the military, the territory has been largely ignored by some federal programs and most national philanthropies- even those that have identified disadvantaged, underrepresented and underserved populations as a priority.

## WE DON'T WORK IN SILOS.

Working in partnership with federal, local, and grassroots agencies that are gathering resources, the Foundation leverages and connects resources and partners to ensure a holistic approach to recovery that creates safety nets for the most vulnerable populations.

Using nationally recognized models that are tailored to our unique community's needs, we ensure effective best practices are implemented for all of our community development and hurricane recovery efforts.

### St. Croix Foundation's 4 Pillars of Place-based Community-centric Philanthropy



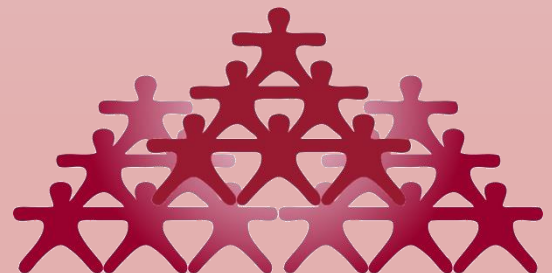
Although grantmaking represents only 20% of our operating format, St. Croix Foundation serves as a *strategic* grantmaker, limiting our Fund portfolio to ensure focused, high impact investments. Today, the bulk of our programmatic portfolio is framed around direct services and advocacy. **This is a progressive, active approach** to philanthropy, committed more to holistic community development than to endowment building, which we believe its a more appropriate fit for our isolated *developing* Community.

# A Meaningful Partnership

Thank you so much for considering a gift to St. Croix Foundation for Community Development's CARE (Caribbean Assistance and Relief Effort) Project. Today, in the aftermath of Hurricanes Irma and Maria, St. Croix Foundation acknowledges the difficulties facing St. Croix and the surrounding U.S. territories as well as all affected islands in the Caribbean. Through our CARE Project, the Foundation is directing resources to support a comprehensive effort around both immediate needs and strategic long-term recovery.

Having established [www.usvigives.org](http://www.usvigives.org) as a platform for donors to give, St. Croix Foundation recognizes that in the aftermath of Hurricanes Irma and Maria, our communities will require substantial resources for the long arduous path to recovery. We have developed a cohesive and strategic plan that will ensure the highest degree of focus and accountability for ourselves and our community partners.

While we know our islands and the families that live here in the Caribbean are resilient, with support from philanthropic partners, St. Croix Foundation will ensure immediate and long-term relief from the catastrophic losses that so many have endured in just a few short weeks. We look forward to a collaborative recovery over the coming weeks as we make significant and measurable impact, together.



*St. Croix Foundation*

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